



Norfolk Safeguarding Children Partnership

Business Plan 2020 – 2021

Signed off by Norfolk's Statutory Safeguarding Partners 2 October 2020

Review Date:	1 December 2020
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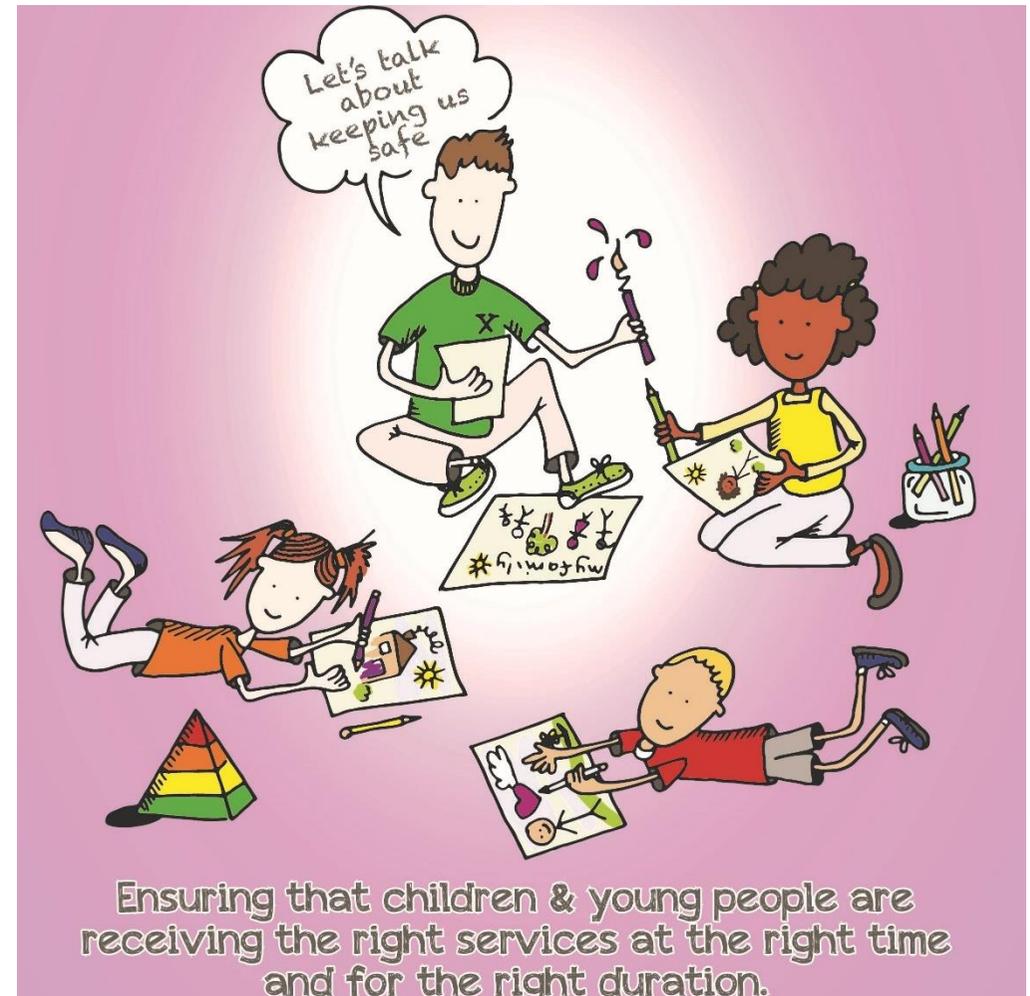
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Introduction

Norfolk is committed to promoting the welfare of all children, keeping them safe from harm and supporting them to thrive and fulfil their potential. We believe that all children, young people and their families have the right to be healthy, happy and safe; to be loved, valued and respected; and to have high aspirations for their future. Ensuring that a good local offer is at the heart of our locality model for service delivery is a priority for the Norfolk Safeguarding Children Partnership (NSCP). Norfolk partners, families and communities need to work together to make this happen.

The NSCP adheres to statutory guidance as set out in *Working Together 2018* and is the responsibility of three safeguarding partners: the Local Authority, Police and Health. Under their leadership and direction, independent scrutiny arrangements are in place to provide assurances that the work of all organisations whose staff come into contact with children and young people, their parents and carers is co-ordinated and effective. The NSCP also includes a wide range of partners and stakeholders that are committed to keeping children safe, promoting their welfare and achieving the best possible outcomes for them.

Effective safeguarding arrangements in Norfolk are underpinned by two key principles:

- safeguarding is everyone's responsibility: for services to be effective each professional and organisation should play their full part; and
- a child-centred approach: for services to be effective they should be based on a clear understanding of the needs and views of children.

The purpose of the NSCP is to ensure that arrangements for safeguarding children are co-ordinated and that these arrangements are monitored to evidence impact and effectiveness. The NSCP is also responsible for ensuring that safeguarding practice and performance is scrutinised regularly through audit and data analysis and ensuring that lessons learned from Serious Case Reviews, Safeguarding Practice Reviews and child deaths are acted upon. The work of the Board is driven by locally identified priorities, based on data, learning from SCRs/SPRs and emerging national developments. Data and findings from audits and case reviews are reported regularly at the Partnership Group meetings and the three statutory partners meet quarterly with the Independent Chair of the NSCP. The independent chairs of the SPR Group and the Workforce Development Group also play an active role in holding partners to account and reporting on the safeguarding system's strengths and weaknesses.

In June 2019, Norfolk published its local plan for Multi-Agency Safeguarding Arrangements, which were implemented in September 2019. This business plan has been written to coincide with the first anniversary of the new arrangements and will be reviewed in 12 months' time.

Norfolk's Multi-Agency Safeguarding Arrangements

Norfolk's plan for local Multi-Agency Safeguarding Arrangements ([MASA](#)) is published on the NSCP website. The plan clearly states that safeguarding partners will work together to identify and respond to the safeguarding and welfare needs of children and young people through the new Partnership, which will work alongside the Children and Young People's Strategic Partnership (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.

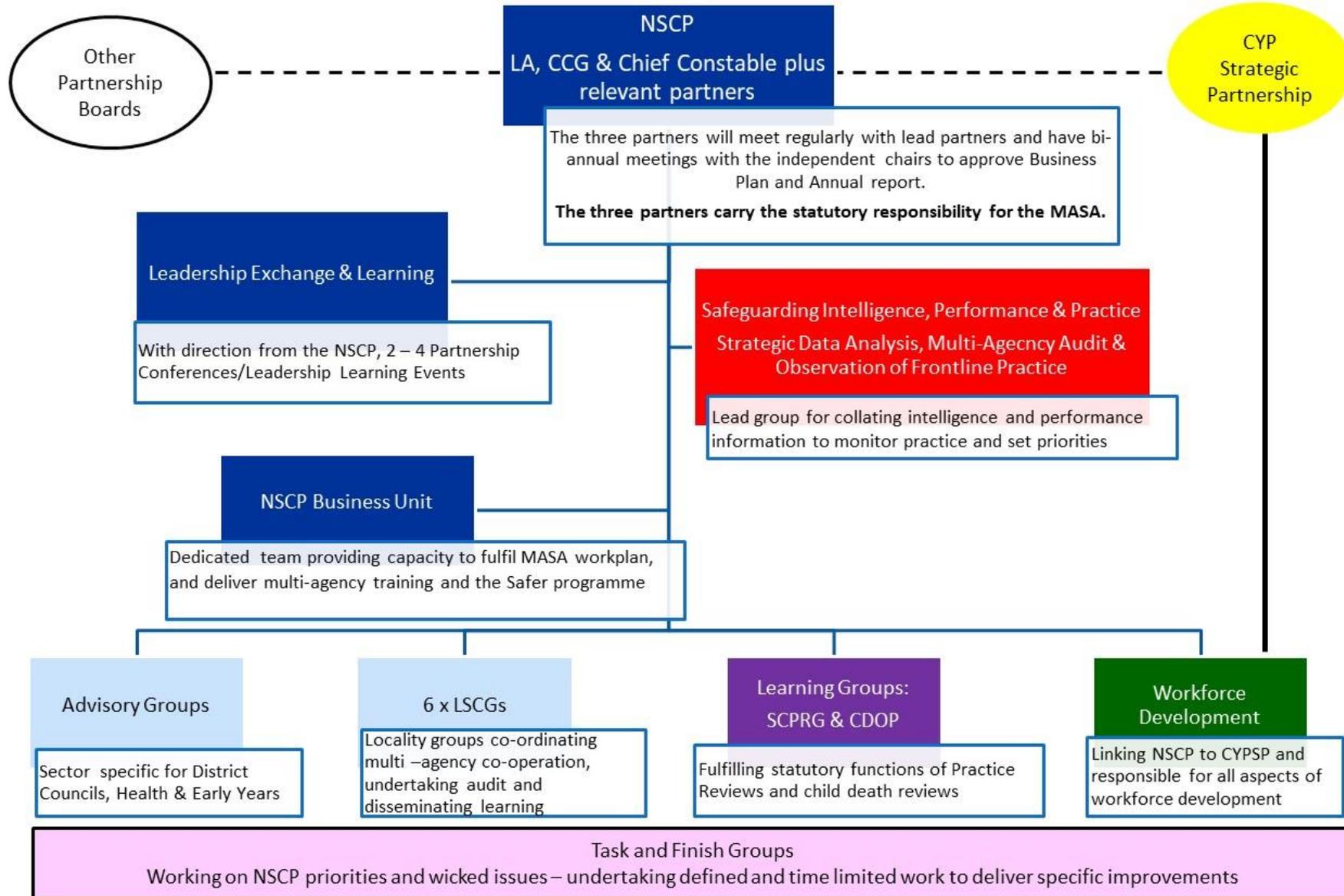
The NSCP operates in line with the requirements of the Children and Social Work Act, 2017 and the statutory guidance *Working Together to Safeguard Children, 2018*. It covers the geographical area of the county of Norfolk as defined by Local Authority boundaries. This footprint corresponds with that of the Norfolk Constabulary and that of the Clinical Commissioning Group, which also covers the district of Waveney in Suffolk. The safeguarding partners and other relevant agencies and organisations included in these arrangements 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 continues to seek assurance that all relevant partners meet their duties under Section 11 of the Children Act, 2004, where this applies, or have equivalent standards.

The three local safeguarding partners jointly leading the Partnership are:

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

All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements. These arrangements are discharged through the NSCP. The governance structure includes subgroups to ensure scrutiny arrangements are in place, both for core business as well as addressing priority areas. The governance structure and subgroups are set out below.

NSCP Governance Structure



Governance and Whole System Leadership

NSCP: Executive Partners and Partnership Group

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

The three executive partners are responsible for:

- ensuring that the vision and values of the Partnership are upheld
- signing off the Annual Report and Business Plan
- authorising any amendments to the MASA Plan
- receiving the reports from the Independent Chair, the chairs of the relevant subgroups and the NSCP Business Manager
- ensuring that any recommendations are taken forward
- regularly reviewing the scrutiny system to ensure that it remains effective.

The three safeguarding executive partners meet regularly with lead stakeholders, including education leaders, Public Health, District Councils and the Voluntary Sector, to ensure that the children's safeguarding agenda is moved on at pace. This Partnership Group ensures that the partners continue to build on and develop positive working relationships and a forum to exchange information, address any gaps and provide innovative solutions. Partnership Group meets a minimum of six times a year.

Leadership Exchange and Learning Events

The NSCP ensures 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 ensure that:

- The whole system approach is consistent across the county
- Partners continue to engage with the child safeguarding agenda in a multi-agency arena
- Opportunities for networking, challenge and professional development at leadership level are built into the MASA plan

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 Independent Chairs and NSCP Business Manager, will agree the learning focus based on information provided by safeguarding intelligence (data and audit – see below), the NSCP subgroups and learning from Serious Case Reviews and Child Safeguarding Practice Reviews.

Safeguarding Intelligence, Performance and Practice

Data and local intelligence is key to understanding the safeguarding landscape in Norfolk and the lived experience of the children in our care. One of the major developments under the MASA was the establishment of an overarching subgroup responsible for reporting on Safeguarding Intelligence, Performance and Practice (the SIPP). SIPP receives and reports on information from three clear workstreams:

- Multi-Agency Audit Steering and Delivery with identified officers responsible for planning and undertaking single and multi-agency themed and case file audits, placing the NSCP in a strong position to respond to all inspection frameworks including JTAI audits as they are published.
- Data and Strategic Analysis, making use of the results of stronger strategic analysis; this includes identifying questions arising from the data to promote continuous improvement and the establishment of a multi-agency dataset/dashboard
- Multi-Agency Observation in Practice, linking in with the NSCP Leaders, the Local Safeguarding Children Groups, and the Independent Chairs to observe practice and strengthen links with the frontline, children and families.

Historically, this has been an area of weakness for Norfolk's partners and is a key priority as written into this business plan. At the time of writing, the NSCP has demonstrated considerable improvement in this area as partners came together to share local data in response to the Coronavirus pandemic.

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 four sector-specific advisory groups: Early Years, Education, 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 the relevant sectors. Where relevant, they are also charged with responding to sector specific recommendations from SCRs/SPRs.

Task & Finish Groups

The NSCP has an established network of strategic leaders from all disciplines to chair multi-agency Task & Finish Groups in response to emerging need, including leading on the strategic direction of identified priorities. This has been particularly evident as part of a robust and coherent response to Covid-19, where leadership rallied to ensure a joined up approach to areas of concern, including child exploitation, the impact of domestic abuse during lockdown, communicating to Norfolk communities and anticipating needs and potential gaps through recovery planning as lockdown eases.

The NSCP priorities will have a strategic implementation subgroups steering the improvement work and delivering on the objectives set out in this plan. Chairs for the Neglect Strategy Implementation Group and Vulnerable Adolescent Group have been identified.

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, training provision through to setting agendas, administering meetings, communications, website development and event co-ordination.

NSCB Priorities

In February 2020, the three partners met with the NSCP Partnership Group to agree priorities for 2020 - 21. With this, consideration was given to priority areas being taken forward by other multi-agency partnership groups including the Children & Young People Strategic Partnership (CYPSP) and the Countywide Community Safety Partnership (CCSP) to avoid duplication.

A number of issues were debated at this meeting using information available to the NSCP at the time. It was agreed that the NSCP priorities to be addressed in the financial year 2020 – 21 and up until September 2021 would be:

- Two distinct areas of concern: **neglect** and **child exploitation**
- To ensure that **independent scrutiny** takes place to look at both priority areas and as needs emerge to ensure a responsive approach
- To **develop trauma informed leadership and practice** as a golden thread in response to the thematic SCR, Case AF, published in January 2020 and actively addressing Adverse Childhood Experiences with children, families and the workforce.
- To **establish measurements and report impact** in terms of
 - prevalence (i.e. how many? where?)
 - pathways (quality of response)
 - commissioning (gaps identified), and
 - impact on the family and the voice of the child/family (service user feedback)

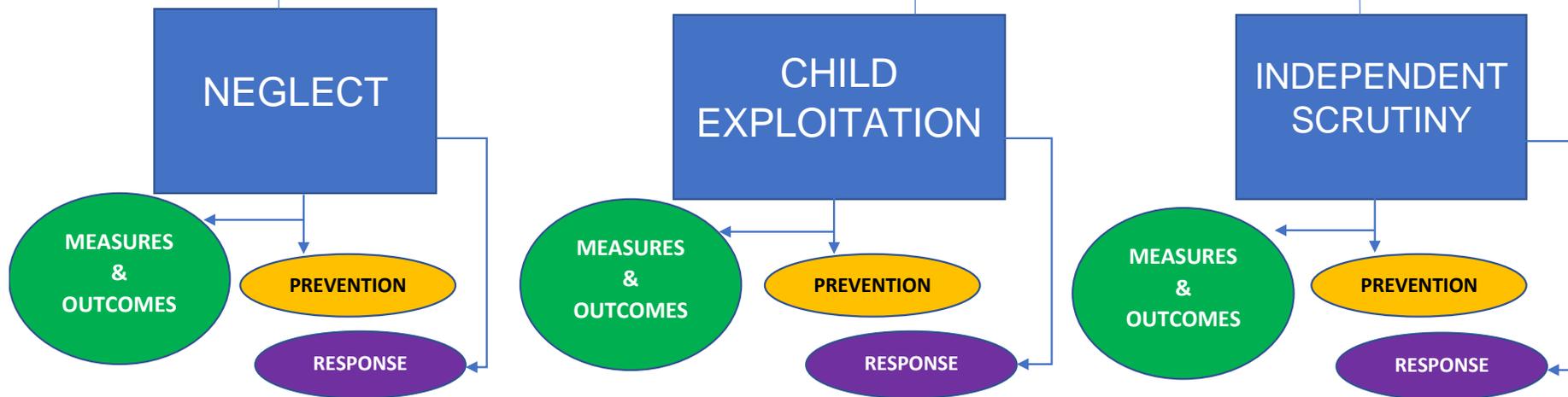
The Partnership also recognised that Norfolk needed to maintain a flexible response to how we prioritise local resources and be prepared to change our priorities if an urgent or pressing issue arises. This meeting took place prior to Covid19 lockdown and the NSCP has demonstrated both ability and agility in planning and prioritising safeguarding children in an unprecedented crisis. Notwithstanding, the priorities agreed in February 2020 remain key areas of concern. Where relevant and appropriate, the NSCP's response to Covid19 is included in the business plan.

The plan also acknowledges the strong strategic links with Norfolk's CYPSP and CCSP, particularly in relation to children's mental health and emotional wellbeing and the impact of domestic abuse. Specific actions are not listed within the plan, rather the NSCP is aligned to relevant boards/working groups. The NSCP also fully supports the FLOUR¹ISH agenda, championed by the CYPSP.

¹ FLOURISH is an acronym for Friends & Family; Learning; Opportunity; Resilience; Individual; Safe & Secure; Healthy. All the things we want for Norfolk children.

How do we ensure Norfolk children FLOURISH?

(Addressing Adverse Childhood Experiences in Real Time)



ENABLERS:

TRAUMA INFORMED LEADERSHIP/PRACTICE & CONTEXTUAL SAFEGUARDING

DATA & INTELLIGENCE

USED TO BENCHMARK PERFORMANCE, MEASURE OUTCOMES AND BETTER ALIGN RESOURCES

Delivery Plan: Achieving Outcomes

1. Neglect					
What difference will we see?					
<ul style="list-style-type: none"> • Greater awareness in communities of impact of neglect and ways to address it • Better practice in identifying and intervening on neglect cases earlier with clear outcome measures • Improved understanding of the emotional impact of neglect on children, their families and the workforce 					
Owner:	Neglect Strategic Implementation Group	Chair:	Sarah Jones, (Children's Services) Director: Community & Partnership	NSCP Business Unit Support	A McGarry, NSCP Bus Manager S Moore, Workforce Development
Objective		Actions		Target Date	How this will be measured/evidenced
Governance : strategic leaders take responsibility for revising the neglect strategy, including implementing learning from SCRs/SPRs on neglect, and delivering better outcomes for neglected children.		Review of neglect strategy implementation working group		June 2020	Section 11 testing agencies' involvement in shaping neglect strategy
		Facilitated workshop to agree strategic objectives		August 2020	Strategic objectives agreed and evidenced
		Neglect strategy revision with clear strands identified, including outcome measures		September 2020	Neglect strategy signed off by NSCP Executive partners, published and disseminated across the partnership, including through the LSCGs
		Recommendations from SCRs/SPRs incorporated into strategy		September 2020	Implementing recommendations monitored through SCR/SPR Composite Action Plan
Community Engagement : building on the community response to Covid19, local communities have open conversations with service providers on their experience and understanding of neglect and are key to finding solutions to address this issue and raise their aspirations.		Comms campaign on Covid19 public survey to open the conversation specifically around neglect in local areas		Oct – Nov 2020	Survey results Communication Campaign impact measurements
		Engage with local community groups		November 2020	Number of local community groups engaged Evidence of LSCG involvement
		Agencies proactively address stigma of neglect and agree shared language with the communities they serve to address and prevent neglect		Sept 2020 – Sept 2021	Feedback from families and communities Feedback from staff through Section 11 workforce survey
		Work with families to develop a family friendly technology to monitor their progress against plans (FSP, CiN, CPP) in real time		Spring 2021	Development of technology in consultation with families Use of app monitored and measured Feedback from families
		Family Networking further embedded to maximise support systems		Quarterly	FNM measures against all cases where neglect is known or suspected

1. Neglect, cont.

Objective	Actions	Target Date	How this will be measured/evidenced
<p>Addressing Contributory Factors: The workforce and communities have a more holistic understanding of contributory factors – including domestic abuse, substance misuse, parental mental health/ACEs, incarceration, intergenerational neglect and impact of poverty – resulting in improved risk assessments and more transparent conversations</p>	Training/awareness raising on impact of Adverse Childhood Experiences (ACEs), including Safer briefings for VS/Early Years	December 2020	Evaluation of SCR roadshow on Case AF Family Network training evaluations & numbers/agencies trained Safer briefings evaluations & numbers trained
	Data overlay of contributory factors	Spring 2021	Data profile developed and shared with LSCGs to inform their community engagement
	Early intervention and prevention where risks are identified	Quarterly	Reduction of children on CP Plans for neglect Reduction of repeat referrals Family feedback
	Development of Graded Care Profile/assessment tool and training	December 2020	GCP reviewed and relaunched Numbers trained Number of GCP/equivalent used in practice & outcomes Development of app/social media tool (see above)
	Norfolk Social Mobility Agenda informed by neglect strategy	December 2020	Neglect Strategy Implementation Chair presentation
<p>Understanding Emotional Impact of Neglect: The safeguarding system, workforce and families they are working with are supported to develop their resilience and are solution focused when addressing the complexities of neglect</p>	Agencies invest in becoming more trauma aware/trauma informed	December 2020	Section 11 returns
	Systemic and clinical supervision offered	Ongoing	Section 11 staff survey
	Multi-agency reflective practice sessions, including schools and early years	Quarterly	Evaluation of sessions to include agencies signing up
<p>Disseminating Learning From Serious Case Reviews & Safeguarding Practice Reviews & Independent Scrutiny: The NSCP Business Unit with the support of LSCGs and partners will ensure that learning from SCRs/ SPRs relating to neglect is disseminated across the workforce</p>	NSCP Business Unit to organise and deliver SCR roadshows on Cases AH, AG and AI	Jan – Feb 2020	Evaluation and feedback from roadshows Numbers/agencies attending
	LSCG Chairs to share learning at meetings and agree local actions	Jan 2021	LSCG Minutes and workplan
	Follow up through Section 11 on single agency response to neglect and learning from SCRs	Jan – Mar 2021	Section 11 report
	Implementing the recommendations in independent scrutiny report on adolescent neglect	July 2021	Evidence of actions taken and join up with vulnerable adolescent group

2. Child Exploitation

What difference will we see?

- Fewer children at risk and presenting with unsafe behaviours to selves or others within our communities.
- Raised engagement and attendance from pupils in school as not distracted or prevented/persuaded to be out of school and at risk.
- A proactive safeguarding system well versed in contextual safeguarding that reduces the risk of exploitation

Owner:	Vulnerable Adolescent Group	Chair:	Andy Coller (Police)	NSCP Business Unit Support	A McGarry, NSCP Bus Manager
Objective	Action		Target Date	How this will be measured/evidenced	
Governance: Former Multi-Agency Child Exploitation Board moves from CYPSP to NSCP and is rebranded as Vulnerable Adolescent Group, with chairing arrangements reviewed. <i>NB Through Covid19, sitting under Multi-Agency Task & Finish Group</i>	Chairing handed from Director of Community & Partnership to Director of Children's Social Care		June 2020	Handover notes from meeting	
	VAG TOR devised and agreed		Sept 2020	TOR in place	
	VAG strategy agreed – to be delivered within 12 months		Nov 2020	VAG Strategy in place and signed off by Three Statutory Partners	
Communication: Partnership communications to promote safer internet use and spot the signs. Target young people and parents.	Co-ordinated comms campaign developed and delivered with partners		June 2020	Comms campaign impact measures: reach and numbers	
	Resourcing parents with information on how to spot the signs and support their young people.		June 2020	Number of sessions delivered directly to parents Feedback from families	
Disruption: Maximise opportunities arising as a result of disruption activity to reduce risk for young people suffering from exploitation	Strengthen links with policing teams to gain better understanding of patterns of exploitation and opportunity for disruption. for example, in relation to specific county lines.		Quarterly	Disruption and conviction data	
	Capitalise on disruption as an opportunity for extraction				
	Contextual Safeguarding approach for places developed				
	Exploitation Operational Oversight Forum responsible for monitoring disruption, diversion and risk-reduction activity				

2. Child Exploitation, cont

Objective	Action	Target Date	How this will be measured/evidenced
Workforce Development: Support front line staff to effectively safeguard young people at risk of or suffering CE, particularly during Covid-19	Improved understanding of current risk to known CE cohort in Norfolk during Covid19	June 2020	All cases with open CE risk reviewed within 6 week time frame
	Improved understanding of the quality of case work relating to identified CE cohort in Norfolk	June 2020	Quality dip sampling of CE cases
	Capacity commissioned to support consultation and direct work in locality areas not served by the CCE team	September 2020	Craig Pinkney commissioned Numbers consulted
	Contextual safeguarding training offer, including NSCP multi-agency training	Quarterly	Craig Pinkney training evaluated: numbers/agencies trained Training evaluation and numbers/agencies trained
Targeted Youth Support Offer: Aims to reduce likelihood of exploitation, improve safety and emotional wellbeing outcomes for vulnerable adolescents and increase their resilience leading to high aspirations and better life chances.	Early identification, intervention and assessment of vulnerable adolescents	Bi-monthly	Data analysis to include: <ul style="list-style-type: none"> • Reduction in missing episodes (including LAC unauthorised absences) • Reduction in YOT/reoffending • Reduction in ASB in this cohort • Risk screening number and tiers
	Effective safety planning with swift responses to identified risks		
	Tracking dynamic nature of modes of abuse and targeting resources accordingly		
	Practice focus on developing trusting, stable relationships, including flexible access to staff	Audit date TBC	Where CCE/CSE is a contributing factor within the cohort, data analysis to include: <ul style="list-style-type: none"> • Social care interventions • CYPMH interventions • Police investigations • Family Network meetings outcome/feedback • Reduction in school exclusion
	Support to avoid school exclusion	Termly	
	Engaging this cohort in EET opportunities and positive activities	Termly	Data analysis to include: <ul style="list-style-type: none"> • Reduction in NEET • School inclusion and attainment data • Transitional safeguarding/social care measures
	Improved transitional safeguarding arrangements	April 2021	
	Service user involvement in service design and development	Ongoing	
	Implementing the recommendations in independent scrutiny report on adolescent neglect	July 2021	Evidence of actions taken and join up with neglect strategy steering group

3. Independent Scrutiny

What difference will we see?

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Owner:	Three independent Chairs: NSCP, SPRG and Workforce Development	Chair:	Chris Robson (NSCP) Sian Griffiths (SPRG) Natasha Rennolds (WDG)	NSCP Business Unit Support	A McGarry, NSCP Bus Manager M Osborn, SIPCo
Objective	Action		Target Date	How this will be measured/evidenced	
Governance: Norfolk's Executive Partners ensure that independent scrutiny is threaded through the Multi-Agency Safeguarding Arrangements with Independent Chairs in place for the Partnership, the Safeguarding Practice Review Group and the Workforce Development Group	TOR are in place for the relevant subgroups where Independent Chairs are in place		Sept 2020	TOR reviewed and subject to external inspection/peer review	
	Independent chairs challenge and hold partners to account		Ongoing	Minutes of meetings	
	Processes and related policies for all multi-agency subgroups and observation of practice are overseen by the independent chairs and subject to challenge and scrutiny		Quarterly review	Policy manual audit Process guidance, including local CSPR processes Observation of practice reports	
Independent Scrutiny Reports: Norfolk's Executive Partners agree 2 – 4 areas for independent scrutiny per annum to provide checks and assurances of the system	Specific areas of independent scrutiny commissioned. Methodology to include literature review, data analysis, focus groups and reporting - based on 6 Steps to Independent Scrutiny Framework		Sept 2021	Independent Scrutiny Reports subject to external inspection/peer review Recommendations from report implements	
Section 11: The Independent Chair of the Workforce Development Group undertakes annual S11 peer challenge and support days to review S11 returns, with the support of the NSCP SIPCo and a multi-agency S11 steering and development group	Section 11 tool completed by all agencies		Oct 2020	Completed S11 returns	
	Peer challenge and support sessions		Nov 2020	Minutes/notes from challenge & support sessions	
	Section 11 report signed off by Executive Partners/NSCP Partnership Group		Jan 2021	Section 11 report Recommendations implemented	
	Section 11 workforce survey follow up		Mar 2021	Survey return	
Multi-Agency Audit: The MA Audit Group (MAAG) will undertake audits throughout the year to provide checks and assurances of the system	MAAG audit plan agreed, including monitoring SCR/SPR recommendations		Sept 2020	Audit plan subject to external inspection/peer review SCR/SPR Composite Action Plan evidences action taken in response to learning	
	Audit reports signed off by NSCP Partnership Group		Quarterly	Audit reports Evidence of recommendations taken forward	

4. Trauma Informed Leadership & Practice

What difference will we see?

- Organisations that are reflective, self aware and compassionate to the lived experience of their service users and staff
- Improved dialogue with Norfolk residents on the impact of trauma and shared language to build resilience and overcome adversity

Owner:	Three Executive Partners & Partnership Group	Chair:	Chris Robson, NSCP Chair	NSCP Business Unit Support	A McGarry, NSCP Bus Manager S Moore, Workforce Development
Objective	Action		Target Date	How this will be measured/evidenced	
Trauma Informed Leadership: Learning from the thematic SCR, Case AF, is implemented at strategic leadership level and cascaded throughout the partnership	Leadership Exchange & Learning Event focuses on Trauma Informed Leadership with the support of expert speakers		TBC	Feedback and evaluation of LELE Follow up through S11	
	SCR roadshow on Case AF		Dec 2020	Roadshow evaluations and numbers/agencies attending	
Trauma Informed Response to Covid19: The NSCP will apply the learning from Case AF to the 2020 pandemic to better support Norfolk's children, families, communities and workforce	The Covid19 Recovery Plan is supported by a trauma informed' golden thread: Research in Practice (RiP) commissioned to develop methodology		June 2020	Recovery Plan signed off and subject to external inspection/peer review Minutes of/presentations to joint NSCP/CYPSP meeting	
	RiP survey for Norfolk children's workforce and public		Sep - Oct - Nov 2020	Survey outcomes	
	RiP run Focus Groups with strategic leaders		Jan-Oct 2020	Focus Group outcome report Evidence that Focus Group methodology cascaded through LSCGs and single agency	
	RiP to deliver 2 x Theory of change sessions including preparation, facilitation and write up		Nov - Dec 2020 Feb 2021	Theory of Change write up	
	Develop and deliver more detailed action plan and publicise to Norfolk's service users		Feb Jan 2021	Action plan monitored against deliverables	
Self-Assessing Trauma Informed Practice: S11 includes section on Trauma Aware/Trauma Informed organisations to support with embedding learning from Case AF	All agencies complete S11 tool including section on Trauma Aware/ Trauma Informed organisations		Sep – Dec 2020	S11 report to include specific analysis of how well agencies have grasped and responded to the learning from Case AF	

5. Data & Intelligence

What difference will we see?

- A coherent profile of Norfolk's service users enabling us to anticipate need and demand and target our resources accordingly
- Greater confidence in sharing data with the ability to drill down into issues of concern

Owner:	Strategic Safeguarding Analysis Group	Chair:	Chris Balmer (Police) James Wilson (Children's Services Director Quality & Performance)	NSCP Business Unit Support	A McGarry, NSCP Bus Manager M Osborn, NSCP SIPCo
Objective	Action		Target Date	How this will be measured/evidenced	
Governance: Under the leadership of Police and Children's Services, a multi-agency group is established to include data analysts from key agencies/providers	Strategic Safeguarding Analysis Group (SSAG) convened and TOR agreed		June 2020	TOR subject to external inspection/peer review	
Multi-Agency Data Dashboard: Key Performance Indicators are grouped to enable the NSCP to track progress against its priorities and respond to emerging issues	Data dashboard developed and signed off by NSCP		Sep 2020	Data dashboard	
	Monitoring reports agreed to draw out trends and exceptions		Quarterly	Data reports	
Triangulating Performance Information: Data is used to support scrutiny activity, including audits, case reviews and responding to Covid19	SSAG responds to specific data requests, e.g. independent scrutiny reports, dip sample audits etc		Ongoing	Independent scrutiny reports Audit reports Presentations to NSCP/subgroups	