

Annual Report

1 July 2020 – 30 June 2021



Norfolk Safeguarding
Children Partnership

www.norfolkscb.org



Table of Contents

Foreword by the Three Statutory Partners

Foreword by the Norfolk Safeguarding Children Partnership (NSCP) Independent Chair

Introduction

- 1) Governance and Strategic Overview**
- 2) Norfolk during Covid**
- 3) Voice of the Child**
- 4) Independent Scrutiny**
- 5) NSCP Priorities**
- 6) Learning from Safeguarding Practice Reviews and Rapid Reviews**
- 7) Training and Workforce Development**
- 8) Conclusions: Achievements and Outstanding Areas of Concern**

Foreword by the Three Statutory Partners

It gives us great pleasure once more to introduce this annual report, our second under the banner of the Norfolk Safeguarding Children Partnership. As the three Statutory Safeguarding Partners Norfolk County Council, Norfolk Constabulary and Norfolk and Waveney Clinical Commissioning Group are jointly responsible for the effectiveness of the partnership. We hope that as you read this document you will see how seriously we take that responsibility.

In common with much of everyday life in the last 18 months we have devoted a significant portion of the report to dealing with the Covid-19 pandemic and what the partnership did together to mitigate the impact on children in Norfolk. This is partly a recognition of the impact of the pandemic on all of our work but is also because we are proud of what we achieved. We said in our foreword last year that Norfolk had a history of close partnership working and we believe that our collective response in the face of adversity was proof of the truth of our claim.

Despite the challenges of the pandemic, we have not stood still in other areas. You will also read of our continued work on a range of important issues. To our existing priorities of Neglect and Vulnerable Adolescents, both of which continue to develop, we have added a new priority, Protecting Babies. Further evidence of the shared leadership ethos of the NSCP can be seen in the fact each of the statutory partners has allocated a senior manager to take forward one of the priority areas. To these thematic priorities we have added a workforce priority of 'Covid-19 recovery planning' and a cross-cutting enabler of 'Trauma Informed Leadership' to steer our partnership activities over the next twelve months.

Our efforts would be in vain if they did not make a difference to children and families in Norfolk. Achieving this difference and being able to evidence that we have done so has been at the forefront of our discussions over the past year and will continue to be so for the coming years. Each workstream includes checks and balances to make sure that there is a direct line between our strategies and the lives they are intended to improve. This is an ongoing journey with more left to do, but we hope that evidence of impact on practice will be visible in what we have done this year.

Front-line impact, and the voices of the children affected, are so important to us that we have asked our team of independent scrutineers to monitor it closely for us all year round. We are incredibly fortunate to have retained the same strong team of experienced professionals to keep a watchful eye over our collective efforts for another year. Their regular reports have given us real insight into what is working, and what needs work. Our commitment to the public of Norfolk is to spend the next year as we have this: ensuring that as much of the system as possible is working to help children and young people flourish in our community.



Sara Tough
Executive Director
Children's Services

Tom McCabe
Head of Paid Service



Nick Davison
Assistant Chief Constable

Paul Sanford
Chief Constable



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

Melanie Craig
Accountable Officer,
Norfolk & Waveney CCG

Foreword by the NSCP Chair

Welcome to my section of this Annual Report. As the Independent Chair and Scrutineer of the NSCP I have the responsibility for scrutinising this document and making sure it is accurate and provides the information you, the reader, require. I hope that it meets your expectations, provides you with appropriate information and above all gives you confidence in the way the Partnership strive to safeguard children in Norfolk.



As you read this section and other parts of this annual report, I would ask you to consider that the NSCP is adapting in response to the unprecedented pandemic that has had such a massive impact on all of us. It is at times like these that our focus is drawn to the true value of those that safeguard our children on a daily basis. This is especially true when we lose their input, when children are not in school, pre-school and after school activities. I want to reassure you that the NSCP were quick to recognise this and worked tirelessly to make sure other measures were put in place to fill this gap. It is important that we acknowledge the response of our communities to the excellent 'see something, hear something, say something' campaign. Often, we can be overwhelmed by the negatives of a situation but the response of professionals, volunteers and the community to safeguarding during the pandemic has been a real positive for us. I hope that as we return to a semblance of normality, we can continue to rely on each other to take responsibility for safeguarding our children.

I continue to be impressed by the maturity of the Partnership. Norfolk is fortunate to have leaders from all agencies that are committed, professional and understand the value of collaborative working. Please be assured that, whilst they provide respectful challenge to each other and the wider system, they are resolute in their joint objective of improving outcomes for Norfolk's children. NSCP recognises the impact and importance of independent scrutiny and has invested significantly in it. We continue to scrutinise strategies, practice and outcomes across the Partnership in a number of ways, providing statutory leaders with evidence of good practice and areas for improvement. This document provides detail of the independent scrutiny that takes place. The success of this relies on a culture that welcomes challenge and values its impact. Norfolk has this culture in abundance.

I would like to take this opportunity to thank everyone who contributed to this report and created a document that is fair, informative and balanced. Our young people's version is a fantastic development and I hope that you will take the time to read it. I'm pretty sure it will get more attention than the longer report! I also want to thank everyone involved in the NSCP for their tireless work over the last twelve months. Norfolk is blessed with some of the best safeguarding professionals in the country, our communities have supported us through this pandemic and I sincerely hope we can build on this. Thank you for your continued support.

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

Chris Robson, NSCP Independent Chair

Introduction

The Norfolk Safeguarding Children Partnership is the body responsible for implementing and reviewing the local plan for [Multi-Agency Safeguarding Arrangements](#), (MASA), published in September 2019. The MASA is owned by the three statutory partners, i.e. the Local Authority, the Police, and Health, who actively engage the wider partnership in fulfilling their safeguarding duties.

This annual report has been written in adherence to [Working Together 2018](#) requirements as set out in Chapter 3 (paragraph 42). The purpose is to be transparent with Norfolk children and families about the county's safeguarding system: the challenges we have faced as well as our achievements.

The scope of this annual report runs from 1 July 2020 to 30 June 2021. The report aims to provide:

- evidence of the impact of the work (including training) of the safeguarding partners and relevant agencies 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
- response to learning from child safeguarding practice reviews, Rapid Reviews and child death

The NSCP's 2019 – 20 annual report was one of 18 reports selected by the National Child Safeguarding Practice Review Panel and What Works Well Centre for its analysis of Safeguarding Partner Yearly Reports, with a focus on learning about practice issues. Feedback from the National Panel advised that they were impressed with the maturity of the partnership and were positive overall. The National Panel asked for more emphasis on impact, particularly of training and development, and that a shorter report would be helpful. While every attempt has been made to keep this report as succinct as possible, during this time period there has been a huge amount of activity, largely in response to Covid-19. Much of the contextual background has been stripped back to allow for more detailed analysis of the evidence of outcomes in our safeguarding system: information on Norfolk's population and demographics can be found on [Norfolk Insight](#).

A separate children and young people version of this report has been produced in consultation with them as key stakeholders and this serves as an Executive Summary.

1. Governance and Strategic Overview

The overarching governance arrangements adhered to Norfolk's plan for [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 and the Head of Paid Services, Tom McCabe
- **Norfolk Constabulary:** represented by the Assistant Chief Constable, Nick Davison, and the Chief Constable, Paul Sanford
- **Norfolk & Waveney Clinical Commissioning Group:** represented by the Associate Director - Children, Young People and Maternity, Rebecca Hulme, and the NWCCG Accountable Officer, Melanie Craig

The three partners met quarterly with the Independent Chair of the NSCP to consider MASA milestones as well as to respond to emerging challenges and maintain a strategic overview on the system. In addition, the NSCP Chair and Business Manager have introduced quarterly written updates and bi-annual meetings for, and with, the Chief Officers of the respective organisations. This level of governance is in adherence to the recently published [Wood Review of Safeguarding Reforms](#), published May 2021.

N.B. The MASA was originally published in September 2019 and is currently being reviewed. Overall, the governance structure has worked well, ensuring the right partners attend relevant meetings and where representatives assume delegated duties, they have the knowledge, experience and reporting structures to fulfil their safeguarding duties.

Independent Scrutiny Team

Norfolk Safeguarding Children Partnership is committed to ensuring a high level of independent scrutiny is in place. This is illustrated by the significant investment made in maintaining an independent scrutiny team. The MASA has three clearly defined roles for independent scrutiny. The Independent NSCP Chair, Chris Robson, picked up some of the duties from the previously statutory LSCB Independent Chair role. As well as undertaking discrete pieces of scrutiny alongside the other team members, he also chairs the Partnership Group meetings and keeps the three named statutory partners and their Chief Officers apprised of strengths and areas for improvement detected in the safeguarding system.

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 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 outcomes for Norfolk's children.

Partnership Group

The purpose of the Partnership Group is to support the statutory partners in the co-ordination of local arrangements and to provide challenge and feedback on the safeguarding system. The Terms of Reference were reviewed in spring 2021, including a review of membership. In addition to the three statutory partners, Partnership Group includes:

- The NSCP Independent Chair (supported by the NSCP Business Manager)
- The Director of Social Care
- The Head of Children, Young People and Maternity, Norfolk & Waveney CCGs (line manager of the NHS Designated Safeguarding Team)
- The Deputy Director of Public Health
- 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
- The lead officers responsible for delivering on priority areas
- The Head of Independent Services

Other partners are invited to present on specific agenda items as required. For example, one of the key functions of Partnership Group is to consider the learning and recommendations coming out of 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.

Partnership Group is also a key stakeholder 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 CSPRs. During the last year of lockdowns and restrictions it was not possible to hold a face to face event, however, the principles were followed through in some leadership development work (see Chapter 2 below on Norfolk during Covid) and an online half day conference is organised for autumn 2021.

The function and membership of Partnership Group is part of the current MASA review.

Between September 2020 and June 2021, Partnership Group met six times and considered a number of key multi-agency safeguarding issues. Appendix 1 provides detail of agenda items covered. Prior to September, the Partnership Group had joined with the, then, Children and Young People's Strategic Partnership as part of our initial response to Covid-19. The final joint meeting took place in July 2020 before we were confident that we could re-establish a more 'business as usual' approach.

Other Partnership Boards

The Children and Young People Strategic Partnership (CYPSP) has been through a period of evolution over the past twelve months and in April 2021; after a series of workshops, the CYPSP formally merged with a separate Alliance Board to become the Children and Young People Strategic Alliance (CYPASA). It continues to be a multi-agency partnership group chaired by the Executive Director of Children's Services,

providing system leadership to deliver the NHS Long Term Plan and the Health and Wellbeing Strategy for children and young people.

The core functions of the CYPSA are to:

- Develop and agree strategic priorities and ensure delivery of a Children and Young People’s Partnership Plan
- Monitor performance in relation to securing impact and outcomes
- Develop and agree strategic commissioning and transformation priorities and processes to ensure best use of resources
- Ensure and promote co-production with service users and stakeholders
- Advocate on behalf of children and young people within wider partnerships and boards

The CYPSA has a clear outcomes framework based on FLOURISH, i.e. recognising children’s needs in terms of:

F	Family and Friends	CYP are safe, connected and supported through positive relationships and networks
L	Learning	CYP are achieving their full potential and developing skills which prepare them for life
O	Opportunities	CYP have access to a wide range of opportunities to develop as well-rounded individuals and excite their interests and talents
U	Understood	CYP have skills and opportunities to be heard and feel listened to, understood and a key part of decision-making processes
R	Resilience	CYP have the confidence and skills to take on life’s challenges and are enabled to make their own positive decisions
I	Individual	CYP are respected as individuals, confident in their own identity and appreciate and value their own and others’ uniqueness
S	Safe and Secure	CYP are supported to understand risk and make safe decisions by the actions we and they take to keep them safe and secure
H	Healthy	CYP have the support, knowledge and opportunity to lead their best healthy lives

The CYPSA relies on the NSCP to act as a critical friend in terms of developing and delivering operational and transformation plans and commissioning specific services that will protect children. The interface between the NSCP and the CYPSA is critical to the ongoing drive for improving safeguarding arrangements.

To enhance governance arrangements the relationship between the NSCP and CYPSA is streamlined to minimise duplications. Functions, such as workforce development and strategic analysis, including data interrogation and performance intelligence, are shared. This year engagement and participation has also been strengthened by the alignment.

In addition to the strong links with the CYPSA, the NSCP has continued to build on partnership networking through other fora. For example, sharing the annual report with

the Health and Wellbeing Board, as well as supporting the Domestic Abuse and Sexual Violence Group to respond to the changes in legislation around Domestic Abuse, as those changes relate to children.

Norfolk's Public Protection Forum (NPPF) 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 and was chaired by Norfolk's Adult Safeguarding Board (NSAB) Chair. In addition, business managers or their equivalents from these and other boards meet on a regular basis. Together, the business managers aim to:

- support the NPPF in coordinating and developing the work required to achieve combined and efficient delivery of services
- address those areas of vulnerability and public protection that overlap or are shared between existing governance bodies and statutory duties
- share learning from safeguarding reviews and support with dissemination of learning.

The NSCP has also strengthened links with Norfolk's seven Youth Advisory Boards (YABs) through the Local Safeguarding Children Groups.

Subgroups relating to Statutory Duties

The NSCP is committed to learning and has subgroups focusing on Child Safeguarding Practice Reviews and Child Death. Both 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. A separate [LSCG annual report](#) on their function and achievements was published in May 2021 on the NSCP website. The LSCGs have gone from strength to strength this year with stable co-chairing arrangements, dedicated support from the NSCP Business Unit, evidence of commitment to, and value of, the meetings and networking opportunities through its members attendance and actions and, importantly, stronger links with their corresponding Youth Advisory Boards.

The chairing arrangements continue to be multi-agency, with strong leadership from senior officers in Children's Services Community and Partnership Directorate, the Norfolk & Norwich University Hospital, the voluntary sector, Cambridgeshire Community Services and education. More needs to be done to engage social care colleagues in the LSCGs.

Advisory Groups

The NSCP is also supported by sector-specific advisory groups: Early Years and District Councils. These groups are made up of representatives from the relevant sectors and

focus on safeguarding issues at sector level. The advisory groups have an important role in highlighting to the Board key issues they are facing and how these impact 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. They are active and supportive with the Section 11 safeguarding self-assessment process, including responding to Section 11 recommendations. (See chapter 4 on Independent Scrutiny for more information on Section 11) These groups ensure that we have reach into areas where professionals may feel isolated (such as childminders) and/or do not have safeguarding children as the main focus of their professional life. (e.g. the District Council Advisory Group), plans are in development to hold bi-annual safeguarding sessions with housing providers.

Activity from the previous Health Advisory Group has been suspended this year, partly due to pressures caused by Covid-19, but this is a recognised gap and plans are in place to address this as we move away from the CCG arrangements towards the Integrated Care System.

Regional Networks

Norfolk is a regular participant in the Eastern Region networking meeting for Local Safeguarding Children Partnerships. This financial year, the NSCP Business Manager led on a regional funding analysis and contributed to a repository of Safeguarding Practice Reviews.

Norfolk continues to be involved in the development of the [Six Steps to Independent Scrutiny Framework](#) developed by the University of Bedfordshire.

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/audit, budget oversight and training provision through to setting agendas, administering meetings, communications, website development and event co-ordination. This unit has received praise from all partners and the Chair of the NSCP for the essential part they play in improving safeguarding and outcomes for children across the county.

During this financial year need for additional resource was identified for data analysis and dedicated support for communications. At the time of writing, funding has been agreed for the analyst post and the NSCP is in the process of recruitment. Funding is being sought for a communications officer role, to be shared jointly with the Safeguarding Adults Board.

2. Norfolk during Covid

From the outset, 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, evidencing the maturity of the partnership and the value of joining up resources and sharing information. This chapter focuses specifically on the work of the NSCP's Recovery Planning multi-agency workstream which was set up early on to address emerging issues.

Initially the Recovery Planning group identified key areas of concern, such as domestic abuse, child exploitation and protecting babies. As time progressed, many of these issues found natural 'homes', either under the NSCP's existing priority subgroups or with related partnership boards/their subgroups, such as the Domestic Abuse and Sexual Violence Group (DASVG) sitting underneath the Countywide Community Safety Partnership. At the time of writing the focus of the workgroup remains on young carers and parent carers; mental health; supporting children in schools; joined up working during Covid; and developing trauma informed and resilience oriented leadership and practice.

Communication Campaigns

One of the significant achievements under Recovery Planning was the joined-up approach to communication campaigns. This was an ongoing collaborative approach involving all three statutory partners and extending to the wider partnership with support from schools, early years and the voluntary sector.

Norfolk Children's Services have succeeded in driving up contact to Children's Social Care and health as a result of a joint communications campaign to safeguard vulnerable children. Through the Norfolk Safeguarding Children Partnership an innovative campaign pooled the skills and resources of young people and key agencies across the county to co-produce, create and share messages in a variety of ways to ensure children and young people were kept safe.

The campaign was launched after Norfolk County Council's Children's Services reported a marked drop in referrals and contacts into social workers during the first two weeks of lockdown. There was concern that some children were living largely behind closed doors and away from the adults outside their immediate families who would regularly interact with them and notice if something was wrong. Being passive recipients of the challenges children and families were facing was not an option; a pro-active and creative way to reach out was needed.

It has been noted as excellent practice in a [January 2021 briefing](#) from the Children's Commissioner, Anne Longfield.

'Organisations in Norfolk drove up contact to Children's Social Care by 42% with an awareness campaign co-designed by young people after the local authority saw a drop in referrals in the first two weeks of the lockdown'.

The campaign

The campaign had four core elements – [See Something, Hear Something, Say Something](#); [#YoungInNorfolk](#); [#We'reStillHere](#); and [#We'veGotThis](#).

- The [See Something, Hear Something, Say Something Campaign](#) raised awareness of the signs that a child is not being looked after and let people know what to do if worried about a child or young person.
- The second element focused on supporting young people to come forward if they had fears for themselves or friends. A new dedicated phonenumber to receive calls from young people and an expanded [ChatHealth](#) Service ensured young people had someone to reach out to. The services were advertised by a video which young people helped to shape via a weekly Zoom focus group. In response to children spending more time online, one element of the campaign also focused on e-safety, with messages targeted at young people and parents.
- [#We'reStillHere](#) contacted parents to remind them that Norfolk services are still here to support anyone who might be struggling.
- [#We'veGotThis](#) was launched during Children's Mental Health week in February 2021 with the aim to promote emotional wellbeing and resilience in children and young people. Young people were encouraged to share their top tips on getting through the pandemic via social media platforms TikTok and Instagram.

'Young people are struggling now more than ever. It is essential that we tackle this issue by reaching out to as many young people as possible during a time of great need'.

Alfie Randall, Young Commissioner, West Norfolk

In addition, the police took a strong lead on developing a campaign to promote online safety, which was supported by police and education colleagues through Safer schools.

Impact

The campaign, which has been seen by more than 850,000 people across the county, has had a demonstrable impact, with calls to Norfolk County Council's Children's Services front door increasing by 42% after the first phase of the campaign and calls to [Just One Norfolk](#)¹ rising by 20% during the period. The Just One Norfolk website also saw a 95% increase in total users, including attracting more than 2,900 new users during the campaign.

In its first five weeks the [#WeveGotThis](#) campaign reached over 93,000 people on Instagram alone with 2,500 interactions organically. It achieved a following of more than 300 people, 30% of which were in the age range of 13-24 and all in the Norfolk area,

¹ Just One Norfolk is an award winning website for service users, developed by Cambridgeshire Community Services, the commissioned provider for 0 – 18 Healthy Child Programme.

meaning it directly reaching the people it was aimed at. Seeing this impact in such a short time has meant that the council will continue with this element of the campaign and use this as a channel to speak directly to young people.

Innovation and co-production

The campaign went beyond traditional forms of engagement to an innovative and more co-produced approach. Young people helped co-design the campaign with partners, including graphic design of a range of social media assets and posters, radio adverts, video content, editorial for local print and broadcast media, resource packs for schools, and text messages and postcards sent direct to families.

The council also worked closely with groups representing families in Norfolk, such as Family Voice Norfolk (the parent carer forum for Norfolk) which works with the council to improve services for children and young people with special educational needs and disabilities and their families.

'Family Voice Norfolk have been working closely within a dedicated and focussed COVID response action group throughout the COVID crisis. Together a dedicated team have worked creatively to provide communication for families and professionals to use in supporting children and young people for a positive return back to school. As a parent representative for Family Voice Norfolk, I have felt included and valued for my contribution.'

Natasha Oakley-White, Family Voice Norfolk

An integrated and joined up approach

The campaign was led by Norfolk Children's Services through the Norfolk Safeguarding Children Partnership (NSCP). Communications teams from NCC, Police and the NHS worked collectively, with each leading on a specific aspect of the campaign to ensure that messages were consistent, and work was shared equitably across the partnership.

There are plans to maintain the partnership approach to communication into the next phase so that the council continue creatively to reach and support children and families. Other focus areas have included online exploitation, support for young carers, domestic abuse, emotional health and wellbeing, transition back to school and thanking and recognising young people for their positive contributions during lockdown both to each other and wider safeguarding in their communities.

There is also an ongoing commitment to hearing the voice of Norfolk residents through our partnership with Research in Practice, an organisation that works with local authorities to enable them to access, understand and apply evidence in their work with children and families, young people and adults. With Research in Practice we made sure that communications activities are shaped by, with and for Norfolk's children and families.

'It's a testament to the hard work of NSCP colleagues and says something positive about Norfolk's commitment to meaningful community engagement within and beyond recovery planning.'

Dez Holmes, Director, Research in Practice

Return to School/We've Got This workstream

As the first lockdown lifted, there was a recognised need to help children and their parents/carers manage the transition back to school while we continued to live in uncertainty about the spread of Coronavirus. The workstream was originally eponymously known as the Return to School group, but subsequently rebranded itself as We've Got This linking its work back to the mental health campaign.

The group is chaired by the Head of Independent Services and has grown organically, including partners from schools, school support services, the voluntary sector and community groups. It is focused on problem solving in response to what professionals are seeing on the ground, as well as direct messages from children and families, and then planning actions to address issues. For example, anxiety was a major issue for many children and their families, resulting in Emotional Based School Anxiety (EBSA). Following on from the We've Got This action log, Norfolk County Council's Senior Adviser Inclusion - Early Intervention and Prevention took the following actions:

- commissioned two school webinars on EBSA and delivered bespoke surgery support sessions for 18 schools. These were really well received.
- Local service directory capture tool circulated including members of the workstream as a resource for schools
- Work with a few schools/trusts supported by Community and Partnerships to put a team around a school, including parental engagement work, again with support from the members of the workstream
- DfE are funding further support for schools for wellbeing next academic year – we will be looking to strengthen partnerships and seek support with collaborative scoping and project planning etc.

The group was responsible for a wide range of webinars to support families through the pandemic. Since January 2021 we have completed 14 Parents Information Sessions (Webinars) via Microsoft Teams alongside our partners in health, education, Just one Norfolk & Norfolk Constabulary. These webinars have covered the below topics:

• Just One Norfolk	• Yoga Sessions
• Family Network Approach	• Nurturing Wellbeing
• Early Help Family Support	• Nurturing Relationships
• All Babies Cry	• SEND
• ECFS Online Services	• Healthy Lifestyles
• Financial Support	• Dads Matter
• Emotional Resilience	• Transition to High School
• Online Safety	• Transition into Early Years Settings

Throughout the course of webinars so far, we have reached 310 different families offering them a range of support in all the different areas above. Online Safety was our highest attended webinar alongside Emotional Resilience. Throughout the course we requested feedback from parents and families and responses showed reach to fathers and grandparents, with thanks and praise for the information provided.

The workstream also consulted directly with young people on what messages they need to feel safe about returning to school and created a [video](#) with teachers providing assurances. This was hosted on Just One Norfolk. The video received 3900 hits between August 2020 and June 2021, with all pages linked to returning to school receiving 21,191 views.

The chair of We've Got This continues to monitor the impact of the mental health campaign and the use of social media assets. She has also involved young people in developing their own content and supporting their aspirations to become 'influencers' on social media through positive messages, organising competitions and promoting mental health awareness and strategies to promote wellbeing. This has been supported by the development of strong links with other voluntary sector groups such as Young Carers and other youth groups linked to the wider partnership.

Mental Health and Emotional Wellbeing

Children and young people's mental health and wellbeing was a constant theme in recovery planning and its subsidiary workstreams. Examples above show how there were dedicated communications and practical support put in place to help children and their families through the pandemic. Locally and nationally, the concerns about the impact of lockdowns, restrictions, bereavement and living through a time of unprecedented uncertainty has inevitably led to conversations about mental health and wellbeing, and related to concerns to access and availability of services.

The Recovery Planning group had regular updates on the mental health service in the context of a wider mental health transformation agenda. It was clear that we needed some immediate solutions for children on waiting lists and a better understanding of the issues they were facing. These ranged from general anxiety to more extreme cases of eating disorders, self-harm and suicide ideation.

The focus was on understanding and responding to local need and identifying gaps. As a result, the following actions were taken:

- Commissioning Kooth, a digital mental health and wellbeing company working to provide a welcoming space for digital mental health care, available to all. The service is for 11 to 25 year olds and was originally commissioned to help young people through the pandemic. Kooth has provided us with valuable data allowing us to profile the children reaching out, e.g. by age or gender, and understand not only what issues they face but who they turn to for support. The platform has been well used by young people, with more than 2,400 individuals registering an account in the eight months between May and December 2020 and logging on more than 16,000 times in total. The service is available either on a drop-in basis or through bookable chat sessions, giving young people the chance to benefit from professional support, peer support and a wide range of self-help materials, as well as contribute to moderated forums. The commission has been extended for another twelve months to continue to meet need.
- Triaging cases of children on waiting lists for mental health support: with a data sharing agreement in place, Children's Services and health providers could identify any children that were known to a wider multi-agency network who would

then in turn identify professionals to do some interim pieces of work to contain and support the child so that they were not left vulnerable and isolated.

- Links to build capacity within the Children and Young People Mental Health Transformation and Operational Plan. The system wide 'Participation and Social Recovery Model' underpins this plan and lessons learned from engagement with children and young people are informing the decisions made by commissioners.

Norfolk also recognised the emotional impact on staff and this led to the commissioned piece of work with Research in Practice, detailed below.

Joined up working during Covid

There are a plethora of examples to illustrate how Norfolk partners joined up during Covid-19. This report focuses on two areas that have made, or have the potential to make, an ongoing difference to the way we work together to keep children safe.

From our learning during the first full lockdown we knew that education providers are most concerned about those vulnerable children who did not have the support of a social worker or early help service because they didn't have the usual support networks available to them when they were not in school. In order to support them with these types of situations, teams from across Children's Services worked with other partners to develop Multi-Agency Support Panels. The Multi-Agency Support Panel (MASP) is a partnership of organisations who offer support to education providers to respond to emerging worries about children and families and prevent the escalation of need for vulnerable children & families who are not subject to an existing support plan (Early Help, Child in Need, Child Protection etc). MASPs operate with three clearly defined steps:

- Consultation with our Partner & Community Focus Service to think about the responses available to you & the family. If it's identified that MASP can help, the referral will be listed for a multi-agency case discussion.
- Invitation to attend the MASP where you can present the emerging needs identified. The MASP provides advice, guidance and offers of support to the family via the education provider.
- Actions agreed at MASP are distributed to the education provider and MASP members providing support. Education providers share offers of support with the family concerned.

Since its introduction in January 2021, the MASPs have supported schools to respond to the emerging needs of 140 families through early consultation and collaboration. The large majority of consultations result in schools being provided with prompt information, advice and guidance to support their practice in responding the emerging needs of children & families. Where further support and collaboration is required schools can access a panel of 13 partner agencies who provide offers of support, case reflection, and knowledge. Feedback showed that education providers valued having a multi-agency response within the Panel to help problem solve together, with 95% of participants reporting that they would recommend MASP to colleagues following their involvement with the panel.

The use of technology has changed radically since the onset of the pandemic and has particular implications for a county as big as Norfolk, in terms of accessing support and

minimising time spent on travel to meetings. Alongside this, there was a recognised need to create space for frontline professionals to come together and share concerns as well as examples of best practice and innovation and we used the new online platforms to develop an offer of reflective practice sessions.

The proposal was endorsed by the NSCP in summer 2020 and a pilot was evaluated by the independent chair of the Workforce Development Group in autumn 2020. She concluded: *“I have been impressed with the balance achieved in taking this initiative forward. There has been careful preparation alongside the recognition that learning takes place with action. The planning group very much had a solution focused and can-do approach which saw the pilot take place over the summer.”* Regular progress reports have been taken to the Partnership Group so by year end the following actions had been completed:

- Recruitment and interviewing 46 facilitators from across the partnership.
- Developed the policy & procedure around the model. (Participants pack, group agreement, alignment with group supervision etc)
- Induction of group facilitators.
- Response to initial evaluation recommendations, including developing ‘concerns’ policy.
- Administration processes established (recruitment, matching, booking)
- Evaluation Schedule established (pre, during & post reviews)

The Partnership has resourced a framework to currently support up to 110 practitioners through reflective practice conversations. The sessions are advertised as part of the NSCP learning offer and the NSCP Business Unit supports with bookings and administration. This initiative sits alongside the recently launched Joint Agency Group Supervision model, described further under chapter 6, Learning from Safeguarding Practice Reviews.

Developing Trauma Informed/Resilience Oriented Leadership and Practice

Following on from a thematic Serious Case Review on non-accidental injuries to babies (Case AF, published January 2020), Norfolk has prioritised developing a culture of being trauma responsive and building resilience in service users and the workforce. This is now threaded through all our learning platforms as well as our Section 11 self-assessment processes.

In summer 2020 Norfolk Safeguarding Children Partnership (NSCP) commissioned Research in Practice to support their work to build trauma-informed, resilience-oriented leadership and Covid-19 recovery planning. This resulted in a report, [*Norfolk: Building Back Better*](#) which was accepted by the three statutory partners in March 2021.

The commission was in two phases: (1) Two surveys were designed in conjunction with NSCP which were widely circulated to professionals working in NSCP and to the public in autumn 2020. The number of responses were very positive; 204 respondents for the public survey and 352 for the professionals’ survey. (2) Three focus groups comprising of leaders within NSCP took place in January 2021, to explore and contextualise survey findings.

This approach of seeking the views of families, professionals and leaders to inform its next steps demonstrates NSCP's commitment to inclusion and whole system learning that is commendable. It also demonstrates systemic congruence, as this type of active involvement can be a way of helping people feel a sense of self-efficacy, which is a key aspect of resilience.

Many of the contributions of professionals and members of the public reflect complexity; a 'both/and' mindset is paramount. For example, it is both true that for many children, families and young people the experience of the pandemic has been challenging and for others it has been a time of improved family relationships and reduced pressure. Similarly, for professionals the experience of virtual working has *both* afforded some improvements in work life balance *and* contributed to additional safeguarding concerns for some children they work with.

Perhaps most notably the lockdown and the pandemic has reframed the distinction between people who are working for NSCP agencies and people who use services. Some of the needs that local families are facing – such as financial hardship, strained relationships, mental health difficulties – are affecting professionals too. This is a challenge – but it also offers a unique opportunity to consider issues of stigma, 'othering' and accessibility in order to influence future service design.

Next Steps

The findings from the *Building Back Better* report are telling and go beyond the safeguarding children agenda as Covid has clearly impacted on all areas of society globally. The report was commissioned in part to build on learning from a thematic review published in 2020, recommending that Norfolk develops appreciative enquiry and a trauma informed approach to leadership and practice. This was a challenging recommendation as it involves culture change and is not easily measurable, however, we are tracking what trauma informed and resilience oriented practice looks like across our system, from LSCG training opportunities, through to Section 11 self assessments.

Norfolk strategic partners are committed to driving this culture change forward and as such we have planned a Leadership Exchange and Learning Event on 21 Sept 2021 to look at resilience as a teachable and learnable skill. This event will also include chairs from related partnership/safeguarding boards so that we develop a shared language and understanding and can apply it to all challenges we are facing and anticipating, including safeguarding vulnerable adults and supporting Norfolk residents through a time of economic uncertainty as the true cost of Covid becomes clear. The outcomes of this event will be reported in the next annual report.

3. Voice of the Child

The NSCP is developing mechanisms for hearing the voice of the child and progress has been made in this area. For example, Norfolk has seven Youth Advisory Boards (YABs) and after some initial consultation in 2019 – 20, the LSCGs have now established links with their local YABs with identified LSCG members attending their meetings. YAB representative attended LSCG meetings to present on their priorities for the year and LSCGs support YABs in delivering their priorities and raising the profile of the safeguarding agenda directly with the young people.

As part of the Neglect Strategy's workstream on community engagement, we recognised that we need young people's perspective on neglect and what it means to them. In spring 2021, we piloted an approach with members of the Norfolk Youth Commission supporting the work of the Office of Police and Crime commissioner to get their feedback on this difficult topic. More sessions are planned with existing young people panels across the partnership in 2021 – 22.

Some of our most significant engagement work has been linked to our response to Covid. There are many examples of this linked to recovery planning, but perhaps the most significant is their input and enthusiasm to the communication campaigns, particularly around mental health and young carers. The young people consulted with were open and honest about their feelings, fears and experiences of the pandemic, both positive and negative, describing their anxiety about being known as the 'Covid cohort' and potential disadvantages that this may have for them. Norfolk partners have worked tirelessly to keep their spirits up and this resulted in a two page spread in the Eastern Daily Press in August 2020 to say a public, thank you, to all Norfolk children and young people for staying strong and being solution focused in a time of global uncertainty.

The children and young people's version of this annual report is another example of engaging directly with them as key stakeholders. We hope you enjoy that version as much as we do!

4. Independent Scrutiny

Norfolk adheres to the principles of independent scrutiny as outlined in *Working Together 2018*, (Chapter 3 page 77) and has dedicated resources in place to fulfil this statutory function in our local safeguarding arrangements. The NSCP's scrutiny arrangements include a range of mechanisms, deployed to provide robust examination of performance and practice. This chapter focuses on actions and outcomes from:

- independent scrutiny undertaken by the independent scrutiny team;
- multi-agency audit and monitoring recommendations from scrutiny;
- Section 11 (Section 14 of the Children's Act); and safeguarding self-assessments
- performance intelligence and data
- observation of practice
- external inspections

Independent Scrutiny Team

The three statutory partners commissioned the independent scrutiny team to undertake four pieces of work looking at: adolescent neglect; the processes for Local Child Safeguarding Practice Reviews; impact of learning from neglect cases on practice; and a review of the NSCP subgroups and governance to feed into revisions for the local plan for Multi-Agency Safeguarding Arrangements. The governance review is ongoing and findings are not included in this annual report but will be reflected in the next iteration of the MASA.

In addition, the Workforce Development Independent Chair evaluated the reflective practice session pilot described in the Chapter 2, Norfolk during Covid, above

Adolescent Neglect

In summer 2020 the independent scrutiny team were asked to look at the effectiveness of multi-agency service provision in relation to adolescent neglect. The methodology included triangulating evidence from three separate information sources:

- Literature review
- Statistical information / indicators for adolescent neglect in Norfolk
- Feedback from manager, practitioner and strategic leaders focus groups – a total of 89 professionals engaged in 16 focus group sessions

The report utilised the 'Six Steps for Independent Scrutiny Framework' developed by the University of Bedfordshire to analyse and structure the findings. The report provided an overview and focus on the current position of multi-agency safeguarding with regard to adolescent neglect in Norfolk. The Independent scrutineers were struck by the awareness of individuals of the part neglect plays in adolescent safeguarding, noting

"We have personally witnessed a real desire to provide the best possible service in this area. This desire from practitioners to look beyond specific behaviours, empower people to engage with this cohort and improve outcomes gives a real opportunity to change culture and improve practice. This enthusiasm now requires strategic direction and leadership.

Adolescent neglect and the way it manifests itself is incredibly complex. However, statistically and anecdotally, it is clear that it sits behind many behaviours that bring young people into contact with safeguarding agencies. It is essential that we now seek to empower partners to identify neglect, engage with adolescents and examine what lies behind their behaviour. To do this we need to offer a strong training platform to skill our staff, time to develop their own confidence and opportunity to develop trusting relationships. Strong strategies based on evidence and engagement will support staff to deliver the best possible service and outcomes.

A total of 10 recommendations were made. The majority were incorporated in the Neglect Strategy, with specific recommendations on training, relationship-based practice and contextual safeguarding being brought forward by the Vulnerable Adolescent Group. (See chapter 5 on NSCP priorities). All recommendations from independent scrutiny, including Section 11 and Safeguarding Practice Reviews, are captured in a Composite Action Plan which is monitored regularly for progress.

Review of Local Child Safeguarding Practice Reviews and Rapid Review Processes

The Independent Chair did a desk top analysis of the local CSPR guidance in adherence to statutory functions outlined in *Working Together 2018*. As a result, the guidance was reviewed and reissued in April 2021 and all recommendations have been completed. (See chapter 6 on Learning from SPRs).

Impact of Learning About Neglect on Practice

The focus of the spring/summer 2021 independent scrutiny was understanding the impact of learning about neglect on practice. This includes single and multi-agency training as well as dissemination of relevant Safeguarding Practice Reviews and how neglect cases/interventions are managed. The scrutineers also looked at other forms of learning, such as independent study, peer support, supervision, shadowing opportunities, etc. The methodology included:

- A questionnaire sent to the members of the Workforce Development Group asking them to assess the training needs, offer and impact of single agency training on neglect that their agency provides.
- A series of focus groups with frontline and managers from children’s services, police, health providers, schools and the voluntary sector to establish what impact any learning activities have had on their practice
- Triangulation with NSCP multi-agency audits (see below)

A total of five recommendations linked to findings are summarised below:

Finding	Recommendation
There is a lack of knowledge amongst practitioners and managers regarding multi-agency training offers that are currently available	NSCP review how their training offer is advertised and consider additional approaches to increase knowledge of courses / training input available. This should be supported by members of the WDG promoting the training offers within their own agencies.

Finding	Recommendation
Practitioners and managers would benefit from a wider variety of offers, specifically bite size training and offers that require shorter commitment in terms of time.	<p>NSCP review its current training offer and consider how it can be tailored to deliver shorter, focussed sessions. The review should consider how best to provide the best opportunities to learn, relevant to role expectations.</p> <p>Areas of concern highlighted in the Neglect Audit Report, including risk assessment and long-term management of neglect cases should be prioritised in terms of training input and offers.</p>
There is a genuine appetite for multi-agency training and reflective sessions amongst practitioners and volunteers. There is evidence that if delivered and facilitated correctly they are of great benefit to individuals understanding and practice.	The NSCP should pilot a multi-agency forum where structured case studies on neglect could be discussed with best practice highlighted and disseminated. This could draw from approaches developed in reflective practice sessions and join agency group supervision as well as through the work of the Local Safeguarding Children Groups.
Evaluation of the impact of training on practice is not evaluated sufficiently	NSCP should develop a system that would effectively measure the impact of training on practice. This would involve 6 and 12 month reviews of the effect training has on service delivery for individuals
The priority given to training varies amongst agencies and individuals. Training is vital to individual's professional development and the delivery of the best possible service delivery for Children and families	The NSCP should seek reassurance from all strategic leads that training will be viewed as a priority and staff will be afforded opportunities to develop knowledge and practice whenever possible. Where there is evidence that such a culture does not prevail, the Partnership should challenge and support change

The report has clear links to both the Neglect Strategy Implementation Group (NSIG) as well as the Workforce Development Group. Given the timing of the scrutiny report (June 2021) it is too early to report on impact but developments are reported in chapters 5 and 7 on NSCP Priorities and Training & Development, respectively.

Multi-Agency Audits and Monitoring

The NSCP's Multi-Agency Audit Group (MAAG) is chaired by the NSCP Business Manager and provides valuable information on how well the system is working in practice. In addition to commissioning and undertaking audits, the MAAG is also responsible for monitoring the Composite Action Plan to track the response to recommendations from across all scrutiny work and evidence impact on practice and improvements to the system.

Within the scope of this annual report, MAAG members struggled with capacity and agreed to focus on quality of audits rather than quantity. Over the last 12 months, MAAG completed two significant pieces of work: a dip sample on child sexual abuse contacts to the Children's Advice and Duty Services that weren't taken further; and a case file audit on neglect. In addition, MAAG undertook a survey of frontline staff on the impact of Covid-19 and remote working.

Dip Sample on Contacts where Child Sexual Abuse was a Concern

During the initial lockdown, concerns were raised about how children at risk of Child Sexual Abuse (CSA) were being safeguarded remotely. Children's Advice and Duty Service (CADS) 2019–20 data was reviewed relating to contacts made where CSA was recorded as a concern. It was identified that there were 1950 contacts or referrals to CADS (1793 individual children) and of these, only 981 met the threshold for social work intervention. In order to appreciate why half of these contacts were not reaching the threshold a dip sample was undertaken to review contacts that came to CADS and resulted in the system recording No Further Action (NFA) or Closed with Information & Advice (I&A).

The methodology looked at the data from the first quarter of 2020 – 21 (April – June 2020) with a random selection ensuring that there was an even spread across gender, age groups and locality. Of the 660 contacts, 66 cases (10%) were reviewed in total: 12 NFA and 54 I&A. The audit provided assurances that the decisions made were sound. Findings were reported to Partnership Group and headlines from that report and evidence of assurances showed that there were repeatedly cases where there is no specific threat to the audited child and in many of these cases the concerns related specifically to a sibling. A number of the audited cases included siblings from the same family for whom there is no threat; this means that where there is one contact to CADS it appears as several in the statistics.

Auditors were asked to identify CSA indicators noted on the file from the following list: withdrawn; suddenly behaves differently; anxious; clingy; depressed; aggressive; problems sleeping; eating disorders; wets the bed; soils clothes; takes risks; misses school; changes in eating habits; obsessive behaviour; sexualised behaviour; nightmares; drugs or alcohol; self-harm; thoughts about suicide. From the 54 I&A cases over 75% had no identified indicators. For one child there were between five and ten indicators. For that case, the auditors asked the Head of Social Work, Children's Advice and Duty Service (CADS) to review the file which was duly done and the decision of Closed with Information and Advice was considered appropriate.

Neglect audit

The purpose of the neglect audit was to identify areas the areas of good practice, areas of concern and to measure the effectiveness of multi-agency performance. The focus was on children aged 11 and under. The audits focused on seven areas: front door including out of hours arrangements, management of practice, assessment, multi-agency, planning & review, practitioner contact, recording & reporting. Auditors from across the partnership completed the audit tool as single agencies, before bringing the findings together to analyse the multi-agency response. Auditors provide analysis and rate each of the areas as either inadequate, requires improvement to be good, good, or outstanding, before providing an overall rating for each case by agency. While there were no cases judged as inadequate, the majority of cases required improvement.

The audit report referenced learning from the national report [Complexity and challenge: a triennial analysis of SCRs 2014-2017](#) (Brandon et al 2017) and Norfolk's recently published SCRs and SPR on neglect. The national and local evidence provides a clear

appreciation that neglect is complex and the findings from this multi-agency audit resonated with the reference documents and national picture.

The audit showed that practitioners across the partnership are working well to address immediate concerns regarding neglect but that a greater focus on the long-term nature of neglect is necessary in order to address the underlying causes and not just the symptoms. The partnership needs greater clarity on how to provide effective interventions that will focus on outcomes for children in the long term with a clear understanding of the need to appreciate and work with contributory factors and the emotional impact for the child(ren) the family and those providing support. Without a joint understanding and agreement of how to intervene to address long-term and cyclical neglect it is difficult for partners to provide a co-ordinated and effective multi-agency response to achieve the best outcomes.

The recommendations from this audit are being triangulated with the independent scrutiny on impact of learning and will be taken forward by the NSIG (see chapter 5 on NSCP priorities).

Staff survey: multi-agency response to Covid-19

MAAG agreed to conduct a 'shallow dive' to audit the multi-agency response in the new Coronavirus (Covid-19) environment, using a survey to ask frontline professionals how working remotely has changed their experience of safeguarding children in relation to the impact, outcomes, benefits and the challenges. This was commissioned in summer 2020, in response to the publication of the Centre for Research on Children and Families at University of East Anglia briefing paper on *Child and family social work in the context of COVID-19: current practice issues and innovations*². The key messages from that research summary were included in the report to compare the national findings with the local survey.

There was a total of 173 responses to the survey with a reasonably good spread across different sectors of the partnership. The survey found a duality of experiences. For some the barriers have come to the fore and for others it has been a time of opportunity and utilising a solution focused approach. An appreciative inquiry approach requires that the partnership looks towards what is working well and seeks to learn from that. There were a number of respondents who identified that contact and getting hold of other agencies has been difficult but conversely there has been an irresistible focus on how interagency communication has improved.

The perennial problems of interagency communication and timely sharing of information was highlighted. The frustration in not making contact or not getting a timely or expected response is evident and this, alongside the expressed concerns about mental health and well-being, highlighted the ongoing need for trauma informed leadership to support and contain the anxieties and concerns that are experienced by all working to safeguard the children of Norfolk.

² Cook, L. L. and Zschomler D. (2020) Child and family social work in the context of COVID19: practice issues and innovations. Briefing Paper. Norwich: CRCF. Available at <http://www.uea.ac.uk/crcf>

Locally and nationally, lockdown presented both a challenge and an opportunity to review current practice and how we engage, and while the loss of face to face contact was keenly felt across the partnership, the challenge to use technology was grasped and found by many to provide additional benefit and resource to their practice toolkit.

Monitoring the Composite Action Plan

Norfolk has completed 18 Serious Case Reviews (including one thematic SCR) and two Safeguarding Practice Reviews since 2013 (one SPR pending publication). The SPR process includes regular review and analysis of the recommendations from the reports. Over the years, we have developed a [Thematic Learning Framework](#), to enable us to think about the recurring issues and barriers to effective working together. The Composite Action Plan (CAP) categorises each recommendation against a theme to allow us an oversight of learning.

Since Autumn 2020, recommendations from the multi-agency audits, independent scrutiny and Section 11, have been included in the CAP. This has increased the overall number of actions within the CAP but brings all activity together to be monitored.

	April 2020	Jan 2021	June 2021
PROFESSIONAL CURIOSITY	13	14	13
FORA FOR DISCUSSION & INFO SHARING	7	6	7
COLLABORATIVE WORKING	21	32	26
ACCOUNTABILITY & MANAGEMENT GRIP	22	30	24
TOTALS	63	82	70

Monitoring the CAP is the responsibility of the MAAG which holds alternate meetings focusing solely on the impact of learning and actions from the recommendations. Development on this approach has meant that for all emerging recommendations from scrutiny, the MAAG is applying signs of safety to enable smarter progress to take place. Each new recommendation is given a worry statement, a success goal and the next steps required to achieve the assurance that the recommendation has been sufficiently addressed. This provides the context so that each one can be understood as stand-alone recommendations with greater clarity about what needs to improve and overcomes the concern previously expressed, that recommendations can be too broad to be signed off as completed.

More specific examples about actions from recommendations are included in chapter 6, Learning from SPRs.

Section 11 and safeguarding self-assessments

Norfolk is proud of its Section 11 process which has evolved over the years to move beyond compliance checks to a much more nuanced and sophisticated challenge and support process. Process development is overseen by a multi-agency steering group which is chaired by the Independent Workforce Development Chair. In addition to completing a self-assessment tool, agencies are invited to challenge and support

meetings to review their returns with a multi-agency panel and subsequently develop an action plan.

This year the process was responsive to the climate in which we were working, with specific reference to the pandemic. The Section 11 self-assessment audit tool for Norfolk 2020 was made up of four sections:

- I. NSCP Priorities
 - a. Neglect
 - b. Child Exploitation
 - c. Trauma informed practice and leadership
- II. Safeguarding practice and staff well-being under the impact of coronavirus (Covid-19).
- III. response and actions taken from the Composite Action Plan (evidence how agencies implemented the learning and recommendations from SCRs)
- IV. Progress against last year’s action plan

In total there were 38 Section 11 self-assessments completed and returned from the wider partnership, including 13 received from the voluntary sector.

The challenge and support panels aimed to foster an environment where the focus was as much on quality improvement as on quality assurance. An accountability ladder model was shared at the start of panel meetings to reinforce the ownership and accountability component of the thematic learning framework and Appreciative Inquiry (AI) was used within the panel meetings.

A total of 13 recommendations were made and mapped against ongoing priority areas, as below. The report was structured to align with Signs of Safety and each recommendation included a worry statement, a safety goal and next steps. The report was agreed by the NSCP Partnership Group in December 2020.

Neglect	Protecting Babies
The Neglect Strategy Implementation Group should provide clarity for the partnership workforce in the understanding of neglect, how it will be addressed in Norfolk and promote relevant tools, resources and training for all sectors. Any tools should ensure that there is a common language and understanding of levels of concern over time.	Protecting babies workstream to promote safer sleeping guidelines which should be available on the NSCP website as well as Just One Norfolk.
	District Council Advisory Group should look at good practice within the sector, take a consistent approach and provide context for how council staff can contribute to the Protecting Babies workstream.

Vulnerable Adolescents	Trauma Informed Leadership
The NSCP's Vulnerable Adolescent Group and Workforce Development Group to consider how exploitation in all its different forms can be understood by all partner agencies to increase levels of confidence when working with child exploitation and contextual safeguarding. All organisations should actively consider the impact of this agenda on their workforce and practices.	There has been multi-agency training across the partnership to support the understanding of trauma informed practice for practitioners and managers. This needs to be replicated with senior managers to ensure that the cultural approach to trauma informed work is led coherently, understood by all organisations and the partnership as a whole with a shared language and expectation.
The partnership in collaboration with the Norfolk Safeguarding Adult Board to develop an approach to transitional safeguarding which will inform strategic planning, operational practices and the commissioning of services	The partnership has information about the impact of coronavirus (Covid-19) from the perspective of service providers; in order to enable a wider perspective, it is essential that the views of service users are sought to create a better appreciation of the impact.
Victim blaming language both written and verbal should be challenged at all times to support the necessary culture change.	The health and well-being of staff was highlighted as an area that has been impacted upon by the changes in working practices during the coronavirus (Covid-19) pandemic. The continued development of trauma informed leadership in Norfolk is essential to ensure that staff are properly supported in their risk assessments and well-being and that senior management prioritise their well-being and resilience.
FOR ALL PRIORITY AREAS NOTED ABOVE & THROUGH THE LSCGS	
Learning from SCRs and other reports will be achieved by the proactive sharing of information: active learning should take place and be evidenced and understood by the changes that it brings	
Representatives at strategic subgroups/meetings and multi-agency networking forums are not only clearly and appropriately selected, but they ensure that any decision making is shared and understood by those they are representing. All organisations should ensure that they are clear about how they are being represented and how they expect to be kept informed.	
Other	
The partnership should consider how CADS is understood by all organisations and how to get the best out of the service. All partners should work with CADS to improve their communication and understanding of how the service supports their own safeguarding practices and management of risk.	
The NSCP's Section 11 Steering Group should refresh the Section 11 approach in Norfolk so that it supports an ongoing quality assurance and improvement cycle throughout the year with a focus on evidencing progress and learning from good practice. Section 11 should support and complement other scrutiny and learning activities.	

This mapping has enabled the priority leads and strategic partners to incorporate the recommendations into their workplans. The two recommendations that do not sit neatly with priority areas have been addressed as follows:

- Children's Advice and Duty Service held briefings to support partners to manage risk where cases do not meet the threshold for statutory interventions in spring 2021. This included information about developing the Early Help and Prevention agenda. Discussions are in place to continue to hold regular briefings throughout the year to enable ongoing dialogue.
- The 2021 Section 11 process has continued to evolve and next year will include a survey of frontline professionals to triangulate the information included in the annual agency returns with feedback from the 'coal face'.

Education and Early Years also presented on their sectors' safeguarding self-assessments at the February 2021 Partnership Group meeting. These presentations not only provided assurances that schools and early years settings were compliant, but the evidence was supported by data from Ofsted inspections. A common theme from both

sectors was the need to better communicate the NSCP priorities, which chimes with one of the Section 11 recommendations. Plans are in place to replicate schools networks of Designated Safeguarding Leads for Early Years' Safeguarding Lead Practitioners and communication will be cascaded through the Local Safeguarding Children Group updates.

The Harmful Sexual Behaviour Team (HSBT) also undertook an assessment of Norfolk's response to HSB using the [NSPCC Framework](#). Norfolk was an early adopter of this framework and originally assessed itself in 2017, so this was to look at progress made and the impact of the HSBT over the previous three years. The report and findings were presented to Partnership Group in June 2021 and showed an increase in confidence against all five domains.

Data and Strategic Analysis

The NSCP's multi-agency Strategic Safeguarding Analysis Group (SSAG) is jointly chaired by Children's Services Director of Quality and Transformation and Norfolk Constabulary's Detective Chief Superintendent. The SSAG is supported by data analytics officers from the relevant agencies as well as the NSCP's Safeguarding Intelligence & Performance Co-ordinator (SIPCo).

Effective data capture and analysis into a safeguarding data dashboard has been a perennial challenge for the NSCP, however, significant progress has been made in the last 12 months with the development of a BI data dashboard. This stemmed from the partnership's initial response to Covid in the spring/summer 2020, where all partners proactively joined up to share their performance intelligence and monitor trends in real time, for example, 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.

The BI data dashboard has been presented to the NSCP's Partnership Group twice in the last 12 months, so partners could not only monitor progress but also proactively engage in contributing data to the dashboard as it develops.

While this progress is encouraging, more capacity is required to analyse the data and develop a coherent narrative about what it is telling us. Funding has been agreed for a senior data analyst post, a full-time role shared with the Children and Young People Strategic Alliance. At the time of writing, the Job Description/Person Specification is in place, but the recruitment process in June 2020 did not result in an appointment, so the job will be readvertised.

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. Observations were suspended this financial year, partly due to pressures on staff and partly due to capacity in the independent scrutiny team. Next steps will be considered as part of the review of the MASA, however, activity is provisionally scheduled to resume in autumn 2021.

External Inspectorates

While no inspectorates had a focus on safeguarding this financial year, Norfolk Children's Services continue to have regular conversations with Ofsted. A full inspection is anticipated in 2021 – 22 and the NSCP regularly updates the Library of Evidence.

Work continues to respond to the recommendations made following the March 2020 inspection of SEND. This is picked up under the chapter 6, Learning from SPRs.

Children's Services remain committed to transparency and external scrutiny as part of their improvement journey and in March 2021 arranged for a Local Government Association (LGA) Peer Review. The review panel looked at documents, sampled 30 cases, observed practice, attended meetings and held focus groups. The Panel comprised of a recently retired DCS, Health, Police and a Social Worker.

The focus of the review was very much on Children's Services but included partners and the NSCP Chair as part of the process. The Executive Director of Children's Services asked the reviewers to look at the:

- Timeliness and the effectiveness of the case management after it has been referred on by the Children's Advice and Duty Service (CADS)
- Quality of effectiveness of Family Assessment and Social Care Teams (FAST) and their work
- Environment of frontline workers.

The LGA reviewers looked at operational areas very thoroughly and their general feedback was that Norfolk has a lot to be proud of and should be confident about; the way we work together enables social work and family support teams. Norfolk's children's social care services have made significant progress and are well placed to make further improvement. There is an established, skilled and experienced senior management team providing the leadership to secure that progress. The political commitment to the children's service agenda is evident, reflected in investment to secure improvement. Clarity, depth and impact is now seen in the comprehensive transformation programme in place to address what was described as a previously "overheated and failing" system. This strategic leadership is supported by many skilled, energetic and committed managers and staff across the organisation.

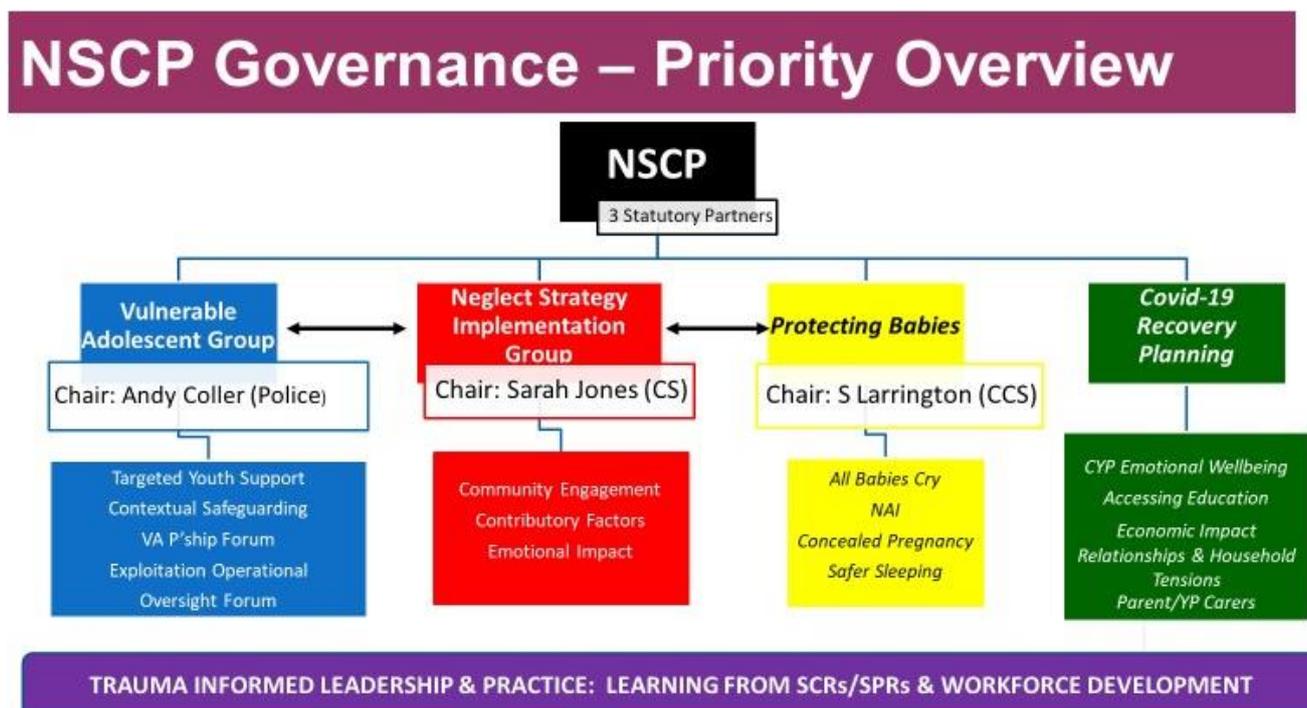
Partner agencies were very positive about their experience of working with key leaders from the Council and their engagement in the improvement programme. The joint commitment and expertise of senior leaders and their teams across the three statutory safeguarding agencies and through the Norfolk Safeguarding Children Partnership is a strength.

5. Norfolk Safeguarding Priorities

In April 2020 the NSCP agreed to prioritise neglect and child exploitation as key areas for learning and improvement, alongside our ongoing commitment to develop trauma informed leadership and practice. In July 2020, concerns around the national picture on non-accidental injuries to babies coupled with local learning from Serious Case Reviews and Safeguarding Practice Reviews, meant that Protecting Babies was adopted as a third priority, demonstrating the NSCP’s responsiveness to emerging need.

Each priority area is led by one of the three statutory partners, Children’s Services (neglect), Police (child exploitation) and Health (Cambridgeshire Community Services/0-19 Healthy Child Programme provider – protecting babies). This ties in neatly to our governance arrangements and reinforces the message of joined up leadership. Strategies have been published against each area and are available on dedicated pages of the NSCP website. The action plans will be included in the next iteration of the Business Plan, due to be reissued in autumn 2021.

The NSCP priorities are depicted in the image below, as part of our overall governance arrangements:



Each area of business is described in detail under the [NSCP Business Plan](#), which is currently under review and will be refreshed in autumn 2021. This report provides headline summaries of activity and impact from each workstream.

Neglect

Over the past 12 months the NSCP has developed and published a revised neglect strategy with the support of Marion Brandon, co-author of previous Triennial analyses of Serious Case Reviews. The strategy is ambitious and high level, and with the support of senior leadership across the Norfolk partnership we are aiming for a shift in our approach and understanding of this issue. We have drawn learning from Serious Case Reviews

and Safeguarding Practice Reviews to both inform the strategy and the underpinning action plan.

The strategy identifies clear strands of work: community engagement, contributory factors and the emotional impact of neglect. The NSIG is chaired by Children's Services Director of Commissioning, Partnerships & Resources and each workstream has been allocated to senior leaders across the partnership, including Children's Services, Police, Health and the Voluntary Sector. This provides the most senior leadership to deliver against the outcome focussed action plan. This will inform the revised Business Plan due for publication in autumn 2021.

Much work needs to be done in this area and findings from independent scrutiny (impact of learning and the multi-agency audit described in the Independent Scrutiny, chapter 4, above) alongside the feedback from frontline professionals as part of our Safeguarding Practice Review roadshows will further inform the strategic direction of the NSCP's response to neglect. At the time of writing our focus on measuring impact in the future focuses on some crosscutting areas including:

- Need to destigmatise neglect
- Family/Community Networking
- Communications
- Trauma informed and resilience-oriented working
- Relationship based practice
- Training and good practice guidance

In light of the independent scrutiny and neglect audit, particular focus will be given to training and assessment; at the time of writing, an assessment tool to measure impact of neglect on children is being piloted. In addition, a communication strategy on neglect will be prioritised to ensure community engagement to identify and prevent neglect is promoted in communities across Norfolk. (See also chapter 3, Voice of the Child, to triangulate what Norfolk's children and young people have fed back so far.)

Child Exploitation: Vulnerable Adolescents

The Child Exploitation Subgroup previously sat under the then Children and Young People's Strategic Partnership. With the adoption of child exploitation as an NSCP priority, renewed focus was given to this area of concern with reference to national findings, including the National Child Safeguarding Practice Review Panel's [national SPR on criminal exploitation](#) as well as recently published SPRs on this issue.

The Vulnerable Adolescent Group (VAG) was established formally in November 2020, morphing from a Multi-Agency Task Group set up as part of Norfolk's initial response to Covid-19, which had, in turn, morphed from the Multi-Agency Child Exploitation (MACE) Program Board

The VAG's focus is on extra-familial harm, with an emphasis on child exploitation (both sexual and criminal) and serious youth violence but also recognises that young people can be exploited through vulnerability to radicalisation and has therefore developed links with Norfolk's Prevent Delivery Group.

Under the VAG, a Strategy to Protect Vulnerable Adolescents from Extra-Familial Harm has been developed and this identifies four clear strands of work:

- Awareness Raising
- Early Help & Identification
- Safeguarding Exploited Young People
- Identifying & Disrupting Offenders

In order to deliver against this strategy the VAG is supported by the following meeting structure:

- a Vulnerable Adolescent Partnership Forum, including the voluntary sector;
- an Exploitation Operational Oversight Forum responsible for a detailed data dashboard that is capable of drilling down to individual child level to monitor risk and impact of intervention; and
- a Contextual Safeguarding Sub-Group to develop Norfolk's response to safeguarding in 'places & spaces'.

The VAG also has strong links with the following groups, which sit outside of the NSCP structure, but which are fundamental to the system-wide approach to child exploitation:

- County Lines Strategic Board which reports on areas of drug supply, exploitation and emerging themes and trends associated with CL
- Pathfinders (Youth Justice) seeking best practice for juveniles involved in County Lines.

There has been significant progress made against each workstream enabling the partnership to not only pick up and monitor risk early, but also to have a joined up, co-ordinated and timely response to situations as they arise. For example, following a serious youth violence incident in February 2021, the partnership was able to respond quickly minimising further risk to the children involved and working on a multi-agency basis to prevent the situation from escalating further. Following this, multi-agency guidance on managing Serious Youth Violence was produced which incorporated learning from the incident as well as national guidance. In 2021 – 22 plans are in place to develop locality mapping meetings which will serve to provide an understanding of the nature, scale and seriousness of the vulnerabilities posed by/to identified peer groups, individuals and locations as well as agree effective safeguarding interventions and identify any information gaps.

Coordinated enforcement activities by Norfolk Constabulary focussing on County Lines have successfully driven down the supply of Class A drugs into Norfolk. This, in turn, has allowed for early interventions with partners (both inside and outside of the custody environment) to work with children and young adults who have been identified as being involved.

In addition, there has been an increased focus on transitional safeguarding, working with adult social care on this agenda. In November 2020, 102 Norfolk professionals attended a conference on Bridging the Gap, which resulted in a working group convened to look at next steps. The VAG has also recently reviewed and updated the Multi-Agency Child Exploitation Procedure and has updated the resources on the NSCP website.

Protecting Babies

The onset of the Covid-19 pandemic highlighted risks posed to babies nationally, with a significant rise in reports of children who suffered non-accidental injuries (NAIs). This was reflected in the [National Child Safeguarding Practice Review Panel's 2020 annual report](#). Norfolk had two Rapid Reviews on NAI between 1 April 2020 and 31 March 2021 as well as a case of concealed pregnancy. As a result, Protecting Babies was adopted as a priority in July 2020.

All related recommendations from Norfolk's Serious Case Reviews and Safeguarding Practice Reviews have been incorporated into the Protecting Babies Strategy, including the SPR pending publication. This has provided a focus on implementing the learning and structure through which to measure impact and outcomes.

The Protecting Babies Steering Group (PBSG) has four strands of work: NAI; concealed or denied pregnancy, including pre-birth assessments; safer sleeping; and a communications campaign on All Babies Cry, which signposts parents of newborns to the Just One Norfolk website for resources and support. The strategy has also considered the National Panel's report on [Sudden Unexpected Death in Infancy](#) in order to put learning into practice.

Within the scope of the review, the PBSG led on a significant piece of work on NAI which involved three separate learning events focusing on babies born during lockdown, the risk factors of NAI and the legislative framework which impact on decision making alongside the role of the paediatrician in assessing harm. These three events were well attended with 74 professionals attending, including 29 who attended all sessions. The learning events were facilitated by independent consultants with backgrounds in health and social care. The independent facilitators also met with seven families who had babies since the onset of Covid-19 to learn from their experience of support and services provided; this cohort of families included one father who was the perpetrator of NAI.

At the time of writing the findings from these learning events is being written up and will be presented to PBSG in full in September 2021. Headlines include:

- **Importance of including fathers:** fathers spoken to reported that they generally aren't asked how they are doing. We need to have more appreciation of men's feelings and create space for them to talk. They described feeling helpless and powerless, often with a desire to protect and defend their partners and newborns; this has been exacerbated by being excluded from routine appointments during Covid.
- **Inequality:** the families came from a range of backgrounds and had a corresponding range of interventions, including universal services, early help and child protection. Inequality was evident not only in terms of financial circumstances and access to support but also through the parents' sense of empowerment to articulate their needs and their expectations of services.
- **Acts of kindness:** both parents and professionals talked about the need for reassurances, empathy and acts of kindness. Supporting, containing and providing an empathic space for the workforce allows them to pass this on to the

families, but not all parents experienced this during birth. This may have been attributable to the pressures of working through the pandemic.

- **Celebrating what works well:** the pandemic has really highlighted how much the multi-agency partnership provides in the 'normal world'.

While the focus of the learning events was on non-accidental injury to babies, the learning will be considered appropriately across all workstreams sitting under the Protecting Babies Steering Group.

6. Learning from Safeguarding Practice Reviews and Rapid Reviews

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 and refreshed its local guidance in line with recommendations made by an independent scrutiny of our processes. This chapter sets out activity against Rapid Reviews and SPRs, including publication of reviews; learning from Rapid Reviews and specific actions taken or planned in response to reviews published in the last 12 months; and summary of dissemination of learning.

NB learning from child death is reported in a separate annual report produced jointly by the Norfolk and Suffolk Child Death Overview Panels.

SPR and Rapid Review activity

Between July 2019 and June 2020, the NSCP has published three SCRs that were commissioned under Working Together 2015 as well as one SPR. A second SPR has been completed but publication has been delayed due to parallel criminal proceedings. In this same time period four Rapid Reviews were completed and none proceeded to an SPR. The National Panel agreed all decisions.

A further six cases were referred to SPRG to consider multi-agency learning from partner agencies; none of these cases met the criteria for a Significant Incident Notification to be submitted to the National Panel and therefore Rapid Reviews were not triggered. A summary of presenting issues is included below:

Type of activity	No. of cases	Presenting issue
SCR - AE	1	Transgender child died following paracetamol overdose
SCR – AG, AH	2	Neglect, including one child death and failure to thrive
SPR – AI	1	Neglect causing serious harm
<i>SPR – AJ</i>	1	<i>Non-accidental injury to baby (not yet published)</i>
Rapid Reviews	3	Non-accidental injury to infants under 2
Rapid Review	1	Teenage suicide
Referral: non SIN	2	Concealed pregnancy, one involving 14-year-old
Referral: non SIN	1	Attempted suicide
Referral: non SIN	1	Online child sexual abuse
Referral: non SIN	1	Parents removing newborn from hospital
Referral: non SIN	1	Neglect featuring parental substance misuse over time
Total number of cases looked at 2020 – 21 (July – June)	15	<ul style="list-style-type: none"> • 4 on neglect • 6 on babies (4 x NAI, 2 x concealed pregnancy) • 3 on teenagers at risk of of/committing suicide • 2 other

The prevailing issues – neglect, babies at risk of harm and suicide - are linked to the NSCP priority areas to a greater or lesser degree and where recommendations have been made, these have been incorporated into the relevant strategies, i.e. Neglect and Protecting Babies. These chime with the National Panel's 2020 annual report.

In addition, Norfolk provided information on SPRs being conducted by three other local safeguarding children partnerships.

Operationally, the SPRG is responsible for the local CSPR guidance document. This was revised following a piece of independent scrutiny in March 2021. This guidance is iterative and is reviewed regularly to take account of changes to national guidance and/or local processes.

Learning from Rapid Reviews and Actions from 2020 – 21 Recommendations

As noted above, many of the Rapid Reviews are captured in the ongoing work against the NSCP priorities. For example, the extensive piece of work we have done on non-accidental injuries to babies and the development of strategies informed by recent cases. The concerted efforts to address mental health issues early as part of our response to Covid-19 are aimed at supporting a nationwide gap in mental health provision and we are also involved in revising the Norfolk wide Suicide Prevention Strategy. Education Services have provided assurances that the training offer for schools references learning from SPRs and a focus on multi-agency risk management for children with suicidal ideation.

The referrals from external agencies that did not trigger Rapid Reviews have been acted upon. For example, one referral came from the police involving a baby born to parents with mental health and substance misuse issues. The two-day old baby was removed from the maternity ward and, while safely located and returned, concerns were raised that this was a 'near miss'. The relevant agencies were invited to a policy and procedure review meeting to address specific points of learning about the multi-agency approach to preventing a child being removed by family members when this threatens their safety. The findings and next steps were taken to the three statutory partners to agree.

The issue of online sexual abuse involved a case which had been investigated by the National Crime Agency. The perpetrator resided in Norfolk but had targeted a large number of victims across the country. The case was referred in by the Community Rehabilitation Company (CRC) who had triggered a Serious Further Offence review in line with Ministry of Justice guidance. SPRG debated how much this was a case of offender management as opposed to child safeguarding and concluded that both featured. With the agreement of the CRC, the referral was forwarded to the National Panel for consideration of a National Review as to how systemic learning could be identified.

The recommendations from all SCRs and SPRs are pulled together into the Composite Action Plan as detailed in chapter 4, Independent Scrutiny. Significant progress was made this year in relation to supporting professional curiosity and collaborative working with the introduction of the Joint Area Group Supervision (JAGS) model. The need to find a safe forum for exploring complex or challenging cases where there is drift has been a recurrent theme in several SCRs/SPRs, including cases published recently. JAGS has been developed to:

- promote a better understanding of what may be happening for the child
- ensure we take a trauma informed view
- increase awareness of different perspectives, and
- promote system wide learning.

It is important to note that JAGS is not about sharing new information or making case decisions. Norfolk uses Signs of Safety as it's practice framework. Within this is a restorative commitment to children and families to include them in all meetings and to

ensure they are given full opportunity to understand concerns and make their own plans to safeguard their child/children before professionals impose theirs. This request from children and families can be summarised as ‘nothing about us, without us’, and is in accordance with the principles of the Children Act (1989). We are committed to working transparently with children and families. However, space is sometimes needed to reflect on the progress of a child’s plan, in particular on what professionals might do differently to better work alongside the family in supporting them to achieve their goals for the child.

The JAGS model was piloted before it was launched. Evidence shows both a decrease in the need to escalate cases where there is professional disagreement as well as – and more importantly – a refreshed focus on the lived experience of the child.

Another major piece of work undertaken in response to Case AE, was aligned to the multi-agency response to [Norfolk’s SEND inspection](#), published June 2020. Norfolk’s [SEND Strategy](#) was refreshed in spring 2021 with the learning from Case AE at its heart. The Strategy has been co-produced and action plans for each of the priorities are currently being finalised, with strategic leads ensuring that the learning from the case is incorporated into the action plans. A full progress report will be completed against all Case AE recommendations in autumn 2021.

Dissemination of Learning from Serious Case Reviews

The NSCP Business Unit also supports the dissemination of learning through SCR (now SPR) roadshows. Since the initial lockdown in March 2020, these have been held on virtual platforms using Zoom or MS Teams. Within the scope of this review, the NSCP completed a series of SPR roadshows in response to a thematic SCR published in January 2020 and reported on in the last financial year. The first three were done face to face in March 2020 with the final three picked up online in November 2020. Later within this reporting year a second round of SPR roadshows was delivered against the learning from neglect coming out of the cases published in the autumn. A summary of reach, learning outcomes and feedback is included below:

Roadshow title	Making it Safe to Safeguard: Building Resilience in Staff and Service Users	Making Neglect Personal
Learning Outcomes	<ul style="list-style-type: none"> 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/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 	<ul style="list-style-type: none"> Have a greater awareness of revised Neglect Strategy Have had an opportunity to feedback on strategic themes Have considered the impact of neglect: learning from Safeguarding Practice Reviews from the child’s perspective Have developed curiosity and resilience
Numbers reached	446 (7 sessions, incl 4 virtual Nov 2020)	276 (6 virtual sessions May – Jun 2021)

Roadshow title	Making it Safe to Safeguard: Building Resilience in Staff and Service Users	Making Neglect Personal
Sample Feedback	<ul style="list-style-type: none"> • <i>The introduction to blame and shame is very useful in thinking about the vulnerable clients we work with.</i> • <i>It was so relevant to everything we are currently going through and having to work with. I found it really useful in relation to how I can help my team as well as the children. We focus on looking after our young people but we forget about ourselves and it is really taking its toll.</i> • <i>I will discuss trauma, however it presents itself, with all staff and colleagues at staff meetings etc. and help staff to understand Trauma Informed Practice.</i> • <i>I'm planning to wed Trauma Informed Learning to shape school wellbeing policy to include self-care and Secure Base Model for teams.</i> • <i>I will acknowledge and explore Adverse Childhood Experiences when undertaking health assessments.</i> • <i>I will cascade information to the learners I support and hope they will find this useful. I just hope I can communicate it as well as it was communicated to me!</i> 	<ul style="list-style-type: none"> • <i>I really like the collaborative approach to this strategy and that we can all work together to make sustained change.</i> • <i>The introduction of JAGS is great. Joint working at its best.</i> • <i>Schools have a huge role to play in identifying cumulative risk factors early and communicating this clearly with those in social work</i> • <i>As a Practice Coach, I will incorporate today's learning into training and workshops for teams and use it to inform conversations with coaches (practitioners).</i> • <i>A better understanding of the role of agencies when completing multi-agency work and what to expect from them when I have a case of this type. I will be able to ask for appropriate actions and understand agencies' policies and procedures better</i> • <i>Be more aware of the effects of trauma, how that can be reflected in neglect and also affect those working with cases of neglect.</i> • <i>Excellent facilitation, really good multi-agency discussions, really took something from this.</i>

In addition to the SPR roadshows, learning is tested through Section 11, embedded into the multi-agency training, followed up in audit and supported by the Local Safeguarding Children Groups. This year, the LSCGs have taken on a more proactive role in acting on the recommendations in their localities as part of the development of an active learning culture. Some clear examples of how partners are making use of the learning from statutory reviews to improve practice and achieve better outcomes for children and families are included in the [LSCG annual report](#)

Scope for learning from what works well

As noted earlier in this report, Norfolk has invested heavily in SCRs and SPRs over the years and for the first time since 2013, no reviews are in commission at year end. This has allowed some space in the system to think about moving away from a deficit learning model where we are studying cases where children were significantly harmed or died and refocus our learning on understanding cases that have worked well. The NSCP is currently working with partners to identify a case that could identify what aspects of practice contribute to the best of multi-agency working. We intend to use similar methodology as in SPRs to produce and publish a report. This would include talking to the parents and evidencing good outcomes for the child/ren. In the words of a mother interviewed for our thematic review we “bring to light better stories to counteract the perception that social services will take people’s kids away” so that trust can be built with the public and the safeguarding system.

7. Training and Workforce Development

The NSCP's multi-agency Workforce Development Group (WDG) has an Independent Chair, one of the three members of the Independent Scrutiny Team.

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. All training has been held online using both Zoom and MS Teams as platforms for ease of access. In the 2020 – 21 financial year, the NSCP ran a total of 66 courses provided by In-Trac, the commissioned provider and local practitioners. This is lower than the previous year due to the changes required to delivery. The table below shows the number of courses run as well as the take up of places and numbers who signed up but did not attend.

	No. of courses	Places available	Places Taken	% take up	Did Not Show
In-Trac	25	400	331	82.8%	65
Norfolk partners	41	1034	693	67.0%	108
Totals	66	1434	1024	71.4%	173

The In-Trac training course on offer can be found on the NSCP website. Partners supplemented the offer with training sessions on restorative approach (6); harmful sexual behaviour (19); substance misuse (2); child protection conferences (4); Signs of Safety (5); and family networking (5). Lower take up appears to be due to capacity issues during a period where staff were stretched. Delegates who signed up but did not show were charged a fee, but at 16.9% of all sign up, this figure is disappointing.

Best Practice Events and Other Learning Fora

In addition to the SPR roadshows, the NSCP Business Unit delivered a further three Best Practice events: two for safeguarding trainers and one on adolescent neglect. The feedback on adolescent neglect was extremely positive and plans are in place to provide further sessions in 2021 - 22.

Impact of training

The findings from the independent scrutiny and neglect audit are concerning and it is imperative that the NSCP puts mechanisms in place to better measure the impact of training on practice. While feedback from training is consistently positive and there is evidence of 'golden threads' between training and practice in the cases scoped for what works well reviews so far, there is a need to be more systematic about how we monitor this and respond to the recommendations in the independent scrutiny report.

The Workforce Development Manager is looking at the Kirkpatrick's Four Level Training Model³ which measures impact against: (1) reaction; (2) learning; (3) behaviour; and (4) results. We measure and consider where gaps are and change programmes and delivery in response to reaction and learning based on current monitoring and evaluation against the training offer and sessions such as Trainers Best Practice as well as alongside ongoing Workforce Development Group work. The gap lies in understanding changes to

³ [The Kirkpatrick Model \(kirkpatrickpartners.com\)](http://kirkpatrickpartners.com)

behaviour and results in terms of impact on practice following training. However, the partnership has been a process in which we now know what behaviours we expect in reference to Signs of Safety implementation, etc, and recognised the need to get better at measuring against behaviours. The Workforce Development Group is thinking about linking in with the data captured through the Safeguarding Strategic Analysis Group so that the results we are seeing are understood.

Safer Programme

The NSCP's Safer Programme is a service provided by the NSCP Business Unit to meet the safeguarding procedural, policy and training needs of the voluntary, community and private sectors of Norfolk. Safer produces a standalone [annual report](#).

This year saw a significant change with Sarah-Jayne Lumley, the Safer Programme Co-Ordinator, leaving the role after a decade. Sarah-Jayne was the stalwart of the programme and helped develop Safer into the well-respected programme it has become. After Sarah-Jayne's departure Safer welcomed Joanne Hutchings into the role of Co-Ordinator who has picked up the baton to ensure that Safer continues to grow and thrive.

8. Conclusions and Formal Summary Statement

Norfolk leaders and frontline workers are managing risk and uncertainty on a daily basis as part of their safeguarding duties. Safeguarding is a human system and we strive to alleviate human suffering and ensure Norfolk children have the best childhood possible. This is not easy, and Covid-19 has provided unprecedented challenge and uncertainty on a scale none of us have experienced before.

This annual report has set out the range of scrutiny and challenge work that is undertaken and how the Norfolk safeguarding system has responded to keeping children safe and protected in a rapidly changing world. Our aim to be a trauma informed and resilience-oriented partnership is still in development, and it is imperative that we do everything we can to support and contain our workforce so they can focus on the children, their lived experience and improving the outcomes for families.

The partnership is mature and built on mutual trust, respect and confidence that all partners play their part in delivering the safeguarding agenda. This is not without challenges as we continue to navigate the short, medium and long term impact of the pandemic. While this report records many achievements, we also recognise the work that still needs to be done. Our challenges as we move into 2021 – 22 include:

- Continue to develop a trauma informed safeguarding system from leadership to frontline and the communities we serve
- Independent scrutiny on mental health and emotional wellbeing of Norfolk's children and young people
- Evidencing impact and outcome against our priority areas with clear measures, performance intelligence, data and qualitative feedback
- Developing mechanisms for monitoring the impact of training on practice
- Review of our Multi-Agency Safeguarding Arrangements
- Working directly with the children, young people and families of Norfolk to ensure that their voices are heard and they contribute directly to strengthening the safeguarding system
- Promoting equality and inclusion and celebrating diversity in Norfolk

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