



Norfolk Safeguarding Children Partnership

Business Plan 2021 – 2022

Review Date:	31 March 2022
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Introduction

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

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

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

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

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

The NSCP business plan is reviewed regularly to reflect progress against actions.

Norfolk's Multi-Agency Safeguarding Arrangements

Norfolk's plan for local Multi-Agency Safeguarding Arrangements is published on the NSCP website. The plan clearly states that safeguarding partners will work together to identify and respond to the safeguarding and welfare needs of children and young people, which sits alongside the Children and Young People's Strategic Alliance (CYP SA), Community Safety Partnership and the Health and Well Being Board (HWB). Cross-cutting and shared safeguarding and public protection issues which affect multiple boards continue to be shared through the Norfolk Public Protection Forum.

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

The three local safeguarding partners jointly leading the Partnership are:

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

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

Governance and Whole System Leadership

NSCP: Executive Partners and Partnership Group

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

The three executive partners are responsible for:

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

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

The chief executives of the statutory agencies meet bi-annually with the Chair and are provided with quarterly written updates.

Leadership Exchange and Learning Events

The NSCP ensures continued engagement with the wider partnership through Partnership Conferences and Leadership Learning Events. These events ensure that:

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

Between two and four are held each year, with invitations extended to Chairs of other safeguarding partnership boards. The three statutory partners, with the support of the Independent Chairs and the Partnership Group, agree the learning focus based on information provided by safeguarding intelligence (data and audit – see below), the NSCP subgroups and learning from local and national Child Safeguarding Practice Reviews (CSPRs).

Safeguarding Intelligence, Performance and Practice

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

- Multi-Agency Audit Steering and Delivery with identified officers responsible for planning and undertaking single and multi-agency themed and case file audits, placing the NSCP in a strong position to respond to all inspection frameworks including JTAI audits as they are published. This working group is also responsible for ensuring recommendations from CSPRs, audit and Section 11 are taken forward.
- Data and Strategic Analysis, making use of the results of stronger strategic analysis; this includes identifying questions arising from the data to promote continuous improvement and the establishment of a multi-agency dataset/dashboard. From October 2021 a dedicated data analyst will be in post to provide analytical capacity to the multi-agency Power BI dashboard. A separate Performance & Intelligence Plan will be published later in 2021–22.
- Multi-Agency Observation in Practice, linking in with the NSCP Leaders, the Local Safeguarding Children Groups, and the Independent Chairs to observe practice and strengthen links with the frontline, children and families.

Subgroups relating to Statutory Duties

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

Local Safeguarding Children Groups

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

Advisory Groups

The NSCP is also supported by sector-specific advisory groups for 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 this impacts on safeguarding children as well as disseminating effective safeguarding practice across the relevant sectors. Where relevant, they are also charged with responding to sector specific recommendations from SCRs/SPRs. As the Integrated Care System is established, a third advisory group for Health will be reconvened.

Task & Finish Groups

The NSCP has an established network of strategic leaders from all disciplines to chair multi-agency Task & Finish Groups in response to emerging need, including leading on the strategic direction of identified priorities. This was particularly evident as part of a robust and coherent response to Covid-19, where leadership rallied to ensure a joined-up approach to areas of concern. As Norfolk acclimatised to new ways of working many of these concerns, such as domestic abuse and child exploitation, found natural 'homes'; in existing working groups. A Covid Recovery Planning Group remains in place as we establish how the safeguarding system will need to adapt to living with Covid and the longer-term impacts of the pandemic.

The NSCP priorities each have strategic implementation subgroups steering the improvement work and delivering on the objectives set out in this plan. Responsibilities are evenly distributed with subgroup chairs from each of the three statutory partners leading on neglect (Children's Services), child exploitation (Police) and protecting babies (Health).

NSCP Priorities

Priorities agreed for 2020–21 focused originally on neglect and child exploitation as reflected in the previous Business Plan. In June 2020, a third clear priority to protect babies was agreed in the wake of a national rise in non-accidental injuries to infants, with reference to a local thematic Serious Case Review, Case AF, on this issue. Underpinning the priorities are core principles to:

- To ensure that **independent scrutiny** takes place to look at both priority areas and as needs emerge to ensure a responsive approach
- To **develop trauma informed and resilience-oriented leadership and practice** as a golden thread to strengthen the safeguarding system
- To **establish measurements and report impact** in terms of
 - prevalence (i.e. how many? where?)
 - pathways (quality of response)
 - commissioning (gaps identified), and
 - impact on the family and the voice of the child/family (service user feedback)

The Partnership also recognised that Norfolk needed to maintain a flexible response to how we prioritise local resources and be prepared to change our priorities if an urgent or pressing issue arises.

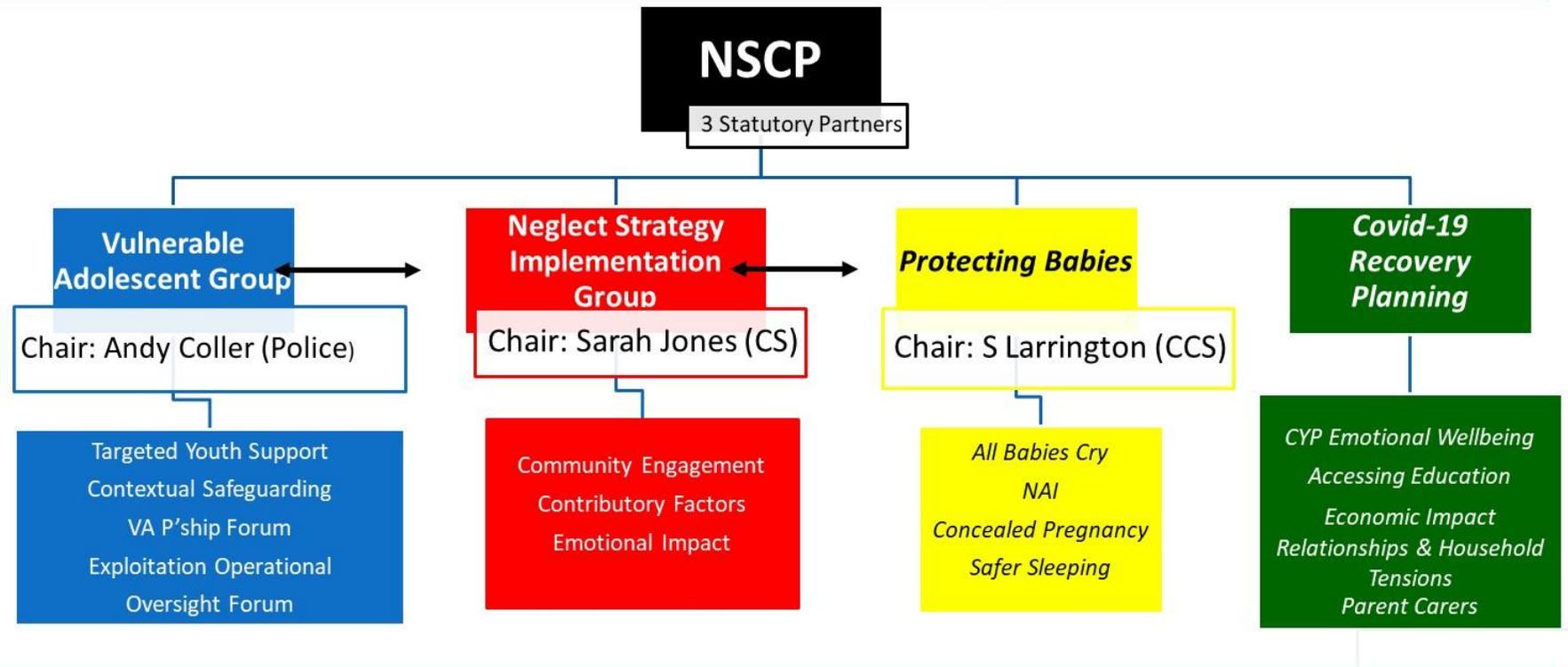
This plan also acknowledges the strong strategic links with Norfolk’s CYP SA and CCSP, particularly in relation to children’s mental health and emotional wellbeing and the impact of domestic abuse. Specific actions are not listed within the plan, rather the NSCP is aligned to relevant boards/working groups. The NSCP also fully supports the FLOURISH¹ agenda, championed by the CYP SA.

The priorities have been mapped out as depicted in the diagram below. Mechanisms in place for monitoring progress include the Section 11 safeguarding self-assessment process as well as discrete pieces of independent scrutiny. Recommendations have been mapped through to the strategies and action plans under each priority area. Each priority has its own webpage on the NSCP website, with links to resources; the respective strategies are published there.

The delivery plan picks up all the actions under each priority as well as business crucial activity to be undertaken between September 2021 and August 2022. The Business Plan will be reviewed at the end of March and refreshed September 2022.

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

NSCP Governance – Priority Overview



TRAUMA INFORMED LEADERSHIP & PRACTICE: LEARNING FROM SCRs/SPRs & WORKFORCE DEVELOPMENT

Delivery Plan: Achieving Outcomes

1. Neglect

What difference will we see?

- Greater awareness in communities of impact of neglect and ways to address it
- Better practice in identifying and intervening on neglect cases earlier with clear outcome measures
- Improved understanding of the emotional impact of neglect on children, their families and the workforce

Owner:	Neglect Strategic Implementation Group	Chair:	Sarah Jones, (Children's Services) Director: Community & Partnership
Objective	Actions		Target Date
Working with communities to tackle neglect: <ul style="list-style-type: none"> • Communities have a good understanding of a positive lived experience for a child • Communities have access to the resources they need to help themselves and their natural networks • Professionals who work with families understand how they can be most effective in supporting families to reduce neglect 	Engaging families/communities and identifying what works well <ul style="list-style-type: none"> • Hold focus groups with key stakeholder community groups (e.g. parents and young people) • Analysis of focus group data 		Sept 21 Oct 21
	Communications <ul style="list-style-type: none"> • Refine messages for Comms plan re 'a good childhood' • Develop comms plan; Ensure that communications to families reflects appreciation of contributory factors to neglect, and highlights links between those partners/strategic bodies decisions and their contribution to neglect. • Deliver comms plan 		Mid Nov 21 End Nov 21 Jan – Feb 22
	Guidance/tools/training for multiagency to understand what works <ul style="list-style-type: none"> • Talk to families who have experienced intervention around neglect and explore what helped/what hindered • Analysis of feedback • Develop guidance around what works • Promote guidance through events and training – including Family Networking support within preventative space for professionals & families. 		Sep 21 Oct 21 Dec 21 Jan – Jun 22
	Ensure risk assessments include contributory factors and that these do not overshadow the lived experience of the child		Jan – Jun 22
Contributory Factors linked to neglect: <ul style="list-style-type: none"> • Families have the capacity and understanding to make positive change and reduce neglect in their children's lives with appropriate support from services. 	Identification of key internal and external partners and strategic bodies to be fully informed with regards to the effects of decisions.		Jan – Jun 22
	Review and revise neglect identification tool (NIT) in consultation with families		Jan 2022

<ul style="list-style-type: none"> Professionals have improved confidence, skills, resources and knowledge with regards to the contributory factors and are able to impact on the ability of parents / caregivers to make positive changes. Practitioners have open, honest, robust and supportive conversations with families and colleagues across the system in order to facilitate better outcomes for CYPF. 	Review and revise neglect training to include refreshed component on achieving and maintaining change	Feb 2022
	Neglect tool (revised GCP): <ul style="list-style-type: none"> Pilot for SCS and Health Training for Ed and pilot Review and evaluate GCP pilot to establish effectiveness and viability of county wide roll out 	Sep-Feb 22 Dec 21 Feb-Mar 22
	Family Network approach: <ul style="list-style-type: none"> Develop evaluation framework for Family Network itself - to include training and support and establishing links between UEA and H&SC Ensure all partnership agencies understand, utilise and promote the DIY Family networking approach. 	Dec 21 Dec 21
<p>Emotional impact of neglect: Families for whom neglect is identified have the skills, confidence and resources to be emotionally resilient and able to support themselves and their children to recover from the harm experienced from neglect.</p>	<ul style="list-style-type: none"> Audit of current resources and services that families can access to prevent neglect; comparing local and national good practice. Focus groups with families with lived experience to understand best practice and what works to inform future practice. 	Oct 21 Dec 21
	<ul style="list-style-type: none"> Audit of current resources and services that families can access to prevent neglect; comparing local and national good practice. Focus groups with families with lived experience to understand best practice and what works to inform future practice. 	Oct 21 Dec 21
	<ul style="list-style-type: none"> Feedback from professionals & families with lived experience to participate in developing best practice. Develop best practice guidance in working with CYPF experiencing neglect, and to allow for contingency at closure to prevent reoccurring neglect. 	Nov 21 Jan 22
	<ul style="list-style-type: none"> Recruitment of Family Network Advisors for Early Help Gain understanding of, and develop clear framework for, Family Network training (reach, demand, capacity etc) Delivery of Family Networking support within preventative space for professionals & families. Develop evaluation framework for Family Network training and support. 	June 21 Sept 21 Sept 21 Feb 22

Objective	Actions	Target Date
<p>Emotional impact of neglect: Professionals are supported to self-challenge and maintain professional curiosity in order to actively and effectively respond to neglect, with consideration for the emotional impact on all concerned.</p>	<ul style="list-style-type: none"> • Mapping of trauma informed approach within existing training (where this takes places, what it equips the workforce with). 	Nov 21
	<ul style="list-style-type: none"> • Embed Trauma informed approaches within the Safer Programme 	Jan 22
	<ul style="list-style-type: none"> • Collation and sharing of best practice within the partnership from trauma informed self-assessment, peer review, RIP and Section 11 assessment. 	Oct 21
	<ul style="list-style-type: none"> • Thematic discussion of Neglect & TIP within RP groups. • Evaluation of Reflective practice groups 	Oct 21 Mar 22
<p>Emotional impact of neglect: The system around CYPF has a consistent and shared language and understanding of neglect in order to effectively work in partnership to reduce risk and harm.</p>	<ul style="list-style-type: none"> • Evaluation of JAGS across the partnership 	Feb 22
	<ul style="list-style-type: none"> • Retain focus of neglect within Section 11 Assessment for 2021 seeking feedback and assurance of how neglect practice is supported. 	Nov 21
	<ul style="list-style-type: none"> • Desktop research on neglect knowledge and tools including those that will scaffold the identification and management of neglect. 	Oct 21
	<ul style="list-style-type: none"> • Review the NIT, update & extend to include the responses professionals could provide to tackle incidences of neglect. 	Nov 21

1. Child Exploitation

What difference will we see?

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

Owner:	Vulnerable Adolescent Group	Chair:	Andy Coller (Police)
Objective	Action	Target Date	
Awareness Raising: Resources and signposting to specialist services – (including Targeted Youth Support Service and Harmful Sexual Behaviour Team) are pulled together into a dedicated online platform on the NSCP website.	Review current website content to remove/update obsolete information.		
	Upload and maintain all relevant current policy & procedure.		
	Update contact details & information for national, regional & local support services.		
Awareness Raising: Communication campaign is delivered highlighting the risks and opportunities faced by adolescents in this phase of their development, ensuring that young people participate in the development and delivery of the Communications plan	Hold focus groups with key stakeholder community groups (e.g. parents and young people) to inform both the development and delivery of the communications campaign		
	Develop messages for comms campaign to include tailored messages and signposting/pathways to support for different target audiences: C&YP, Parents/Carers, Wider Community, Relevant Organisations - to address victim blaming language (S.11 2020 R5)		
	Plan & deliver comms campaign		
	Evaluate impact of comms		
Awareness Raising: Communities, including local businesses, schools and residents, are enabled to identify adolescent vulnerability and the signs and symptoms of exploitation;	Promote SOS+ awareness raising sessions for parents/carers and professionals		
	Identify and/or create opportunities for community learning.		
	Evaluate impact & reach		

Objective	Action	Target Date
<p>Awareness Raising: Multi-agency and single agency training offer is developed in contextual safeguarding and adolescent brain development with a focus on trauma informed practice and developing positive relationships.</p>	With support of WDG hold a 'Risk Sensible Practice' workshop to develop jointly understood basis for training program (include transitional safeguarding)	
	Take lessons learned from current training offers, research and best practice to map and develop a framework for a multi-agency CE training program. This should also be used within sector specific training offers (e.g. education, health).	
	Commission core multi-agency CE training program so that there is a shared understanding of the issue and practice across Norfolk (S11 2020 R6)	
	Publish a list of recommended training for specialists alongside the core offer.	
<p>Early Help & Identification: Joint risk assessment is conducted in relation to the level of risk of extra-familial harm rather than protective factors in the home. Parents/carers, including absent parents, are considered as safeguarding partners and part of the solution.</p>	Multi-agency CE screening process utilised for all CE referrals.	
	Contextual factors to be considered in all MACE Strategy Meetings, Child Planning Meetings and RAISE meetings.	
	Ensure every opportunity is taken to reduce missing episodes and address extra-familial risk for CYP who go missing.	
<p>Early Help & Identification: Schools are supported to provide whole school and individual programmes that address the links between young people missing education (in particular those excluded from mainstream school) and increased safeguarding risk, including the risk of exploitation.</p>	Ensure all schools abide by national and local exclusion policy and promote the use of other interventions designed to address disruptive behaviour as an alternative to PEX.	
	Support schools to have a detailed understanding of the potential safeguarding needs of any child who is at risk of PEX. This should be informed by a robust assessment that includes a clear focus on extra-familial risks and the contextual safeguarding implications for the child.	
	Provide & monitor program to deliver exploitation related schools programs.	
<p>Early Help & Identification: Professionals engaged in providing universal and targeted services to young people, are empowered to identify harmful behaviours and support young people to build positive and healthy attitudes towards relationships and friendships.</p>	Appropriate level of awareness raising & training to be provided (linked to Awareness Raising section above).	
	Develop communities of practice to include all relevant services with a view to encouraging best practice and empowerment of staff.	
	Support PSHE curriculum development to ensure exploitation is included.	

Objective	Action	Target Date
<p>Early Help & Identification: Research based interventions that reduce risk and vulnerability are delivered to individuals and groups, with a particular focus on building trusting relationships.</p>	Support & guidance on relationship-based practice to be offered to relevant organisations.	
	Utilise learning from Pathfinder Project to develop Norfolk suite of interventions.	
	Review national best/emerging practice and consider local applicability.	
	Facilitate the delivery of YEF Neighbourhood Fund Project.	
<p>Safeguarding Exploited YP Contextual Safeguarding creates safety for adolescents in the contexts within which they may find themselves at risk of extra-familial harm, rather than removing them from harmful contexts by relocating them.</p>	Ensure that effective multi-agency plans are being created for CYP in all MACE related meetings that are based upon a shared understanding of contextual risk, that includes an understanding that relocation is not the solution.	
	Complete a multi-agency audit to understand what is happening in practice.	Dec 21
	Utilise learning from audit to review and improve practice.	
<p>Safeguarding Exploited YP Relationship based practice underpins work with children who are known or believed to be exploited</p>	Develop relationship-based practice within New Roads, Youth FAST Team, TYSS & MACE Team.	
	Evaluate the inclusion & effectiveness of CYP and parents/carers in all MACE related meetings (unless unsafe to do so). To be captured within MAAG audit and also within management review of cases.	
	Provide therapeutic service for all exploited C&YP when required.	
	Ensure Joint Agency Group Supervision is utilised for all relevant cases.	
<p>Safeguarding Exploited YP Voice of young people is clearly recorded in plans and their feedback on interventions is used to inform service development.</p>	Ensure the importance of capturing the voice of young people is included in training framework (as above).	
	Create and monitor a process that captures feedback from exploited CYP and ensures that it is acted upon.	

Objective	Action	Target Date
<p>Safeguarding Exploited YP Comprehensive Multi-agency assessments identify risk within families and contextually, especially within extra-familial relationships, peer groups and potentially harmful environments.</p>	<p>Include best practice for multi-agency assessment is included in training (as above). Utilise learning from MAAG audit to review and improve practice. Establish multi-agency locality mapping meetings to understand & address risk in local environments. Test & learn from context assessment & plans.</p>	
<p>Safeguarding Exploited YP Management and review of risk to the young person is shared in partnership with the parent/carer, the young person's natural and professional network and most importantly the young person themselves</p>	<p>Build into multi-agency training framework (as above). Utilise learning from MAAG audit to review and improve practice.</p>	
<p>Safeguarding Exploited YP A single process ensures victims and families affected by exploitation are identified, referred and assessed.</p>	<p>The MACE Process has been designed to deliver this and is monitored by the EEOF for efficacy.</p>	
<p>Disruption: Effective multi-agency engagement, joint planning and information sharing enables application of the full range of disruption tactics available through both criminal and civil routes to protect young people, including powers available in relation to modern slavery, licensing, health and safety, fraud, housing provision and other related legislation.</p>	<p>Develop baseline data for CE disruption tactics then measure use and effectiveness going forward. Utilise police MACE Team resources to develop 'investigative safeguarding' approach working with partners to identify, disrupt, prosecute and control exploitation offenders. Develop Serious Youth Violence incident guidance, promote to relevant stakeholders and monitor its efficacy.</p>	
<p>Disruption Leaders, managers and practitioners from across the partnership understand the local problem profile and intelligence picture to support disruption: analytical support is coordinated across a range of agencies to identify themes, patterns and trends relating to exploitation activity and adolescent vulnerability.</p>	<p>2.1 Ensure effective liaison with County Lines Coordination Group so that appropriate intelligence picture is shared. 2.2 Develop CE dashboard and utilise data in order to target resources to best effect.</p>	
<p>Disruption Stronger intelligence gathering and sharing across the partnership on individuals, peer groups and geographic hotspots engages a tactical response, to both disrupt perpetrators and target interventions that make young people safer.</p>	<p>Ensure processes to share relevant intelligence with the police are in place to enable targeted perpetrator disruption. Introduce mechanisms (such as locality mapping meetings) to identify, assess and address contextual harm in places, spaces & peer groups.</p>	

2. Protecting Babies

What difference will we see?

- The learning from Norfolk's thematic review on non-accidental injury to infants and the subsequent learning workshops is fully implemented and practice to assess risk and prevent harm is improved
- All parents are supported to develop their parenting skills to manage crying babies and have access to resources to help them manage anxiety and sleep deprivation
- Unborn babies are better safeguarded through intervention which is timely, evidence based and dynamic
- Safer sleeping messages are understood by all families with newborn babies.

Objective	Action	Target Date
Preventing non accidental injury: Staff feel supported to have safe, curious, and where necessary, challenging conversations with families and each other	Identify training that will support the objective	Dec 2021
	Identify how this workstream links in with all other TIP work in the county	Dec 2021
	Create other learning opportunities (e.g shadowing, networking)	TBA
	Multi-agency reflexive session held after a Norfolk NAI	Ongoing
	Supervision, reflective practice groups and JAGS actively promoted	Sept 2021
	Risk sensible practice is defined and promoted across the partnership	Mar 2022
Preventing non accidental injury: Staff have access to training, tools and resources to ensure that they can carry out robust and dynamic risk assessments	Tools and resources are developed with appreciation of patterns of risk in NAIs including unseen fathers, parental ACEs, problems with interagency collaboration (e.g Antenatal and postnatal guide)	June 2022
	Training relating to NAI is multi-agency and includes insight into professional challenge and deference, thinking the unthinkable and joint visiting	Ongoing
	Joint assessments 0-5 yrs, as part of pre-birth protocol	Ongoing
	Acts of kindness need to happen which may open up existing and residual trauma – how does the system resource support for this	Ongoing

Objective	Action	Target Date
Preventing non accidental injury: NSCP medical examination and injuries to non-mobile babies policy is up to date, clear, robust and fit for purpose	Review and revise policy	Nov 21
	Review pathways to ensure that these are clear, robust and fit for purpose	Nov 21
	Promote revised policy and pathways with all partners	Dec 21 – Jun 22
Preventing non accidental injury: All sectors understand their involvement in risk assessing and preventing non accidental injury	Communications planned to reach out to all partners in different sectors (inc GPs)	Dec 21
	NSCP escalation is understood and utilised when professional deference and other disagreements cannot be resolved through other supervisory processes	Ongoing
All Babies Cry: Develop and embed a system wide approach to understanding developmental stages/risks and resources available	System wide training programme multi agency	
	iCON resources on Just One Norfolk to be reviewed and expanded	
	Monitor and evaluate understanding and use of system wide approach	
All Babies Cry: Create and deliver a co-ordinated communication campaign	All Babies Cry communications campaign launched summer 2021 is monitored for reach and feedback from families sought	
Unborn Babies: Parents are better supported before and after a baby's birth meaning that babies are placed at less risk	NSCP partners demonstrate Trauma informed Practice in relation to pregnant mothers evidenced through Section 11	Dec 2021
	Multiagency training to enable professionals to support bonding / attachment, consider parents' own experience of being parented and parenting, assessment and interventions in pregnancy, role of fathers.	June 2022
Unborn Babies: Professionals are able to respond to cultural diversity, learning and disability needs	Guidance and signposting in place for professionals to respond to diverse needs	June 2022
	Training resources for all sectors which includes appreciation of parental and environmental ACEs and resilience	June 2022

Objective	Action	Target Date
Unborn Babies: Partners and agencies working more collaboratively to enable support robust risk assessment and planning and intervention	Review NSCP pre-birth protocol	March 2022
	Comms in place to publicise refresh	
	Greater multiagency understanding re parental consent within safeguarding referrals and CADS processes	Nov 2021
	Learning events in policy, procedure and practice	June 2022
Unborn Babies: Create shared understanding and definition of perinatal risk across the partnership	Develop single protocol and pathway for management of concealed pregnancies	
	Threshold guide refreshed to include appreciation of parental and environmental ACEs and resilience	
	Review NSCP pre-birth protocol	
Safer Sleeping: We will provide the training, tools and resources to staff and families from across the partnership to ensure that safer sleeping messages are delivered to families	Training programme developed and available for multi-agency	
	Delivery of training programme	
	Monitor and evaluate effectiveness and reach of programme	
	Resources on Just One Norfolk to be reviewed and expanded	
Safer Sleeping: Create and deliver a co-ordinated communication campaign	Safer Sleeping Comms key messages written	
	Safer Sleeping Comms key messages promoted	
	Monitor reach and impact of comms campaign	

4. NSCP Business Crucial Activity

What difference will we see?

- The cultural shift towards trauma informed and resilience-oriented leadership and practice will be further embedded
- The partnership will have a coherent and well developed library of evidence to measure impact including data, Section 11 and discrete independent scrutiny
- Learning from local and national Child Safeguarding Practice Reviews will be disseminated across the partnership to ensure the Norfolk safeguarding system is supported to effectively protect children from harm

Objective	Action	Target Date
Trauma informed and resilience-oriented leadership and practice The three statutory partners will continue to support their staff and service users to develop resilience and respond to the trauma of child abuse	Leadership Exchange and Learning Events build on this theme with reference to the Building Back Better report published Sept 2021 – including all partners and relevant partnership board chairs/members	3 Feb 2022 8 Jun 2022
	A CYP version of the NSCP annual report will be published to capture the views and experiences of the safeguarding system from the child's perspective	Summer 2022
	The three statutory partners/chief officers model and lead this approach.	Ongoing
	Dedicated trauma informed page on the NSCP website with bitesize learning developed	Ongoing
	All aspects of training, including Safer programme support staff to develop trauma informed/resilience-oriented leadership skills with 2022 – 23 training programme in place	Feb 2022
Using data and evidence to improve the system: The three statutory partners have the quantitative and qualitative information they need to understand the child's lived experience, evidence progress and target resources	Performance and intelligence plan in place with improved data analysis and stronger links with the CYP Strategic Alliance	Nov 2021 – Feb 2022
	Ongoing independent scrutiny commissioned by the three statutory partners looking at unmet mental health needs, early help and prevention and impact	Ongoing
	Section 11 2021 report used to measure progress and system review to maximise benefits to partnership, including single agency action plan progress meetings	Jan 2022 Jun 2022
	Multi-agency audits undertaken to assess practice in key areas linked to NSCP priorities and identified issues of concern	Ongoing
	Recommendations from all scrutiny activity – SPRs, audits, Section 11 and independent scrutiny – monitored and progress reports completed	Quarterly reports

5. NSCP Business Crucial Activity, cont.

Objective	Action	Target Date
<p>Learning from local and national CSPRs: Leadership and the workforce are clear about the actions required to improve safeguarding practice based on learning from SPRs and have the resources and time to implement this learning.</p>	Dedicated project in response to the national CSPR The Myth of Invisible Men – separate project plan in place, with the support of dedicated advisory group	Jan – Mar 2022
	SPR Group terms of reference and local guidance reviewed and updated	Apr 2022
	SPR roadshows to disseminate learning from Case AJ, linked to the project on working with men/fathers and the Protecting Babies workstream to reach widest possible audience	Spring – Summer 2022
	Case(s) identified to undertake what works well review	Jun – Dec 2022