



# Norfolk Safeguarding Children Board

**Norfolk Safeguarding Children Board (NSCB)**

# **Governance Handbook**

For NSCB Board Members



**Safeguarding Norfolk's Children Together**

**SPRING 2014**



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## Welcome letter from NSCB Independent Chair

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Dear New Board Member

The work of the NSCB is a foundation for safeguarding activity across many partners and therefore provides the context and sets expectations for ensuring that 'safeguarding is everyone's business'. The work of the Board demands strong and effective relationships with elected members at both County and District level, and also with the work of our sister Safeguarding Adults Board and other partnership forums. The NSCB is always seeking to make continuous improvements and to adjust and match its work to new challenges and demands, so some of the details will change. This Handbook will therefore be regularly updated and be available through the NSCB website.

The NSCB Handbook is designed primarily for new members of the Board and its sub-groups, so that they are provided with comprehensive information to enable them to feel welcome, to learn about the other people and organisations sitting around them on Board business, and therefore to 'get up to speed', and become effective Board Members more quickly.

However, the Handbook can serve a useful purpose beyond the induction stage for new members. The Board and its sub-groups are made up of individuals and representatives of the many different organisations who all have a role in safeguarding the children and young people of the county. They work together across complex organisational and partnership structures at both county and local level, to fulfil their statutory and partnership obligations, and it is therefore vital that they have an understanding of what each other do, and how they do it. The Handbook helps do this and provides a broad range of useful information which can be used by anyone working on Board business, or to which they can refer others as a way of helping inform and explain the important role of the Board. If you are reading this for that reason, I thank you for your interest in Norfolk Safeguarding Children Board, and commend this document to you as a comprehensive insight into its work.

This replaces the previous NSCB Induction document to ensure that all Board members, and anyone who sits on its subgroup or deputises for a Board member, is clear about their roles and responsibilities in order to undertake them effectively. Of course, the pace of change is such that some of the information in the document will quickly become out of date, but it is intended to ensure that this remains a 'living' document, and is regularly updated so as to remain current.

Finally, I hope and trust that you will find the document useful, but if you have any feedback or suggestions as to how it might be improved then please do not hesitate to contact either the NSCB Business Manager, Abigail McGarry, or myself.

**Best wishes**

A handwritten signature in black ink, appearing to read "David Ashcroft". The signature is fluid and cursive, with a large initial 'D' and a long horizontal stroke extending to the right.

**David Ashcroft**  
**Interim Chair, NSCB**

## NSCB Background & Context

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### What is the Norfolk Safeguarding Children Board?

Everyone in society has a responsibility in safeguarding children and young people. Safeguarding is more than protecting children from harm; it is also about promoting the welfare of children. Safeguarding legislation and government guidance says that safeguarding means:

- protecting children from maltreatment
- preventing impairment of children's health or development
- ensuring that children are growing up in circumstances consistent with the provision of safe and effective care.
- taking action to enable all children to have the best outcomes

And

“undertaking that role so as to enable those children to have optimum life chances and to enter adulthood successfully.”

#### [Working together to safeguard children \(Chapter 3, HM Government 2013\)](#)

This means that whilst much of the safeguarding work focuses on how to prevent abuse, we also have to be aware of other factors that keep children and young people safe in our communities and have respect for family life. This could be about promoting safe behaviours e.g. the risks involved with parent/baby co-sleeping and bullying campaigns for young people or it could be specific initiatives e.g. working with young people to understand their experience of safeguarding processes.

In England the law states that people who work with children have to keep them safe. This safeguarding legislation is set out in [The Children Act \(1989\) and \(2004\)](#). It also features in the [United Nations Convention on the Rights of the Child](#) (to which the UK is a signatory) and sets out the rights of children to be free from abuse. The Government also provides guidance in their document Working Together to Safeguard Children 2013.

There have been a number of high profile cases and commissioned reports over the last 30 years which have had an impact on national policy and the way in which agencies currently work together to keep children safe in the UK. It is useful for anyone working in safeguarding to have at least a brief understanding of the context of current working practices. These can be found on the Norfolk Safeguarding Children Board (NSCB) website [www.nscb.norfolk.gov.uk](http://www.nscb.norfolk.gov.uk)

### Core Functions of an LSCB

Section 13 of the Children Act 2004 requires each local authority to establish a Local Safeguarding Children Boards (LSCB) for their area and specifies the organisations and individuals (other than the local authority) that should be

represented on LSCBs. Section 14 sets out the objectives of LSCBs, which are:

- a) to co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area, and
- b) to ensure the effectiveness of what is done by each such person or body for those purposes

The LSCB's role is to scrutinise local arrangements and it should therefore have a separate identity and an independent voice. It should not be subordinate to, nor subsumed within, other local structures in a way that might compromise it. However, there is a need to ensure that the NSCB has good links to other structures and that the Board can influence the way organisations behave.

## **Legal Status**

LSCBs are the key statutory mechanism for agreeing how the relevant organisations will co-operate to safeguard and promote the welfare of children, and for ensuring the effectiveness of what they do. Agencies include:

- Children's Services
- Health (including all commissioners and providers within the County)
- Police
- District Councils
- Probation
- Cafcass
- Voluntary organisations
- Youth Offending Team

LSCBs are strategic not operational bodies. They are subject to regulation (Local Safeguarding Children Regulations 2006) and detailed guidance (currently Working Together 2013, Chapter 3). The importance of the role of LSCBs was endorsed by Professor Eileen Munro in her report: on the protection of children in England in 2011 and the forthcoming revision of the Working Together guidance reflects this.

## **Safeguarding children is everybody's responsibility**

The NSCB also seeks to involve the whole community in keeping children safe and promoting their welfare. It is primarily concerned with keeping children safe from:

- Maltreatment, neglect, violence and sexual exploitation
- Accidental injury and death
- Bullying and Discrimination
- Crime and anti-social behaviour, in and out of school, and
- Ensuring that all children have security, stability and are cared for.

## Core Values

The Board's core values are:

- Being child centred in order to achieve the best outcomes for the children and young people in Norfolk. Our performance and success are reflected in the achievements, aspirations, resilience and confidence of the children and families we serve.
- Encouraging the participation of children and families in the safeguarding process and ensuring that we respond to what they tell us about the quality and delivery of services and shape them to meet their needs
- Working in partnership and in collaboration to provide high quality and efficient services to children and families that support them to achieve their ambitions and contribute effectively to their communities.
- Respecting and promoting diversity and equality
- Enabling and empowering communities to take ownership of their safeguarding responsibilities

## Key responsibilities of the NSCB in practice

In practice, Norfolk's LSCB is responsible for:

- carrying political ownership and responsibility for safeguarding in Norfolk
- holding partners to account for ensuring safeguarding arrangements are fit for purpose
- agreeing the strategic direction, priorities and targets and make decisions
- linking and co-ordinating with other Executive fora, e.g. Children's Trust Joint Commissioning Group; Health and Wellbeing Board
- approving and implementing the NSCB multi-agency work plan
- allocating the work to NSCB work groups and monitoring progress.
- directing members of staff within their organisations to attend relevant work groups and comply with requirements to deliver pieces of work requested by that group
- securing the voice of the child

There is a duty on all agencies to work together and take a co-ordinated approach to ensure effective safeguarding arrangements. In addition there is a duty on local authorities, under section 10 of the Children Act 2004, to make arrangements to promote cooperation to improve the well-being of all children in the authority's area.

Key to this is capturing service user feedback and demonstrating that we not only hear the voices of children but that we respond appropriately.

## Organisational Responsibilities

There are specific statutory duties that are required of a range of individual organisations and professionals working with children and families, to promote the welfare of children and ensure they are protected from harm. Section 11 of the Children Act 2004 underpins these duties and requires the organisations and any services they contract out to others, to be discharged with regard to the need to safeguard and promote the welfare of children.

The specific duty of each organisation is covered in Section 4 however all organisations should have in place arrangements that cover accountability for commissioning and/or delivery of services, board level leadership, listening and accounting for the wishes and feelings of children, how to share information, designated professional lead, safe recruitment, supervision and support for staff, and a process for dealing with allegations against people who work with children.

This must be supported by a Local Authority Designated Officer (LADO), within the county authority, to be involved in the management and oversight of allegations made against individuals.

More information on the statutory duties is included as [Appendix 1](#).

## Overview of Norfolk

There is a wealth of information and data about Norfolk. For a more in-depth understanding of the needs of children and young people, Norfolk County Council has produced Age & Stage profiles, which have been published in the Joint Strategic Needs Assessment (JSNA) in Norfolk Insight, the county's Local Intelligence System and the host of Norfolk's online JSNA. This is a public-facing website which allows the downloading and presentation of key data for Norfolk, and therefore a key source of evidence for commissioners (<http://www.norfolkinsight.org.uk/jsna/youngpeople>).

## **NSCB partners: roles & responsibilities**

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The main purpose of this document is to clarify the roles and responsibilities of the Board partners in relation to fulfilling their statutory duties to work together. This section recognises that the roles may be different depending on the position of the person on the Board so is divided into three key areas:

- The Chair
- Statutory members
- Lay members

### **Chair of the NSCB**

To ensure the board safeguards and promotes the safety and welfare of children and young people in Norfolk:

- To meet with Norfolk County Council Chief Executive and report on progress
- To ensure that all organisations participate to effectively co-ordinate and promote safeguarding
- To agree the contents of the NSCB agenda and chair both General and Extra-Ordinary Board meetings
- To ensure meetings are conducted efficiently in order to manage the business of the Board in an effective manner
- To represent the NSCB at the Children's Executive Board and other appropriate settings
- When appropriate, challenge and hold the Board and agencies to account
- To be the NSCB spokesperson for media requests for information, when agreed
- Publish the NSCB annual report
- Appropriate delegation of responsibilities in circumstances where this is required

The Chair should have:

- Significant experience and knowledge of safeguarding
- Excellent leadership skills
- A proven ability to chair complex multi-agency strategic meetings
- The ability to resolve issues through negotiation
- Significant knowledge and understanding of local and national safeguarding agendas
- An understanding of complex cases and Serious Case Reviews

### **NSCB Members**

Contribute fully and effectively to the work of the LSCB.

- Contribute to developing and maintaining strong and effective inter-agency safeguarding procedures and protocols.
- Ensure that any necessary recommendations are made regarding the

- adequate resourcing of safeguarding services.
- Provide the LSCB with specified management information about the level of safeguarding work, type and trends.
- Abide by the Governance and Memorandum of the LSCB.

Effective LSCB members have responsibilities in terms of accountability, decision-making and relationships as well as specific expectations in terms of participation and attendance.

### **Accountabilities**

- To maintain a clear focus on the safeguarding needs of children.
- To attend all meetings of the LSCB and when unable to do so, send apologies in advance and supply an appropriate deputy. Agencies must ensure 100% attendance. Deputation should not occur for more than 25% of scheduled meetings, .i.e once per annum
- To ensure agency resourcing and contribution to resourcing is adequate and appropriate.
- To ensure that they have the appropriate level of delegated authority from their agency to enable them to conduct the business of the Board.
- To ensure decisions with regard to safeguarding made by the Board are enacted within own agency.
- To ensure strategic agency issues are brought to the attention of the Board.
- To field appropriate agency representatives to work on the NSCB sub groups.
- To appreciate the roles and responsibilities of member agencies in protecting children.
- To maintain proactive engagement in the work of the NSCB.
- To recognise the implications of and key issues involved in multi-agency working.
- To represent their agency from a strategic standpoint.
- To communicate and disseminate information from Board within their own agencies as requested

### **Decision Making Authority**

- To respect and adhere to the decision making requirements as set out in the NSCB constitution.
- To ensure that they have the appropriate level of delegated authority from their agency to enable them to conduct the business of the Board. Members must hold senior management positions within their organisation and be able to commit their agencies to joint working.

### **Relationships**

Promote and enhance effective working relationships with:

- Own agency
- The NSCB as a corporate body
- Agency representatives on the other NSCB sub groups

### **Specific Responsibilities**

- To prepare for meetings by reading minutes and associated papers.
- To have actioned any areas agreed at the previous meeting.

- To discuss issues relevant to NSCB business, within the agency and be prepared to contribute from the agency standpoint.
- To be willing to offer a representative view from their area of work and/or organisation to discussions.
- To establish a process for the way decisions taken at the NSCB are fed into their agency/organisation ensuring that processes are in place for implementation.
- To provide information within the agency, increase awareness of the role and responsibilities of the NSCB and ensure the agency adheres to these.
- To ensure that their agency has a strategy in place to disseminate and deliver the NSCB guidance and the learning from Serious Case Reviews and Multi Agency Reviews.
- To provide agency specific information to the NSCB as required by producing or ensuring the production of reports to/from agency/organisation as appropriate (e.g. report of monitoring of standard of safeguarding within agency).
- To meet deadlines as agreed by the NSCB.
- To accept shared responsibility for the satisfactory completion of the NSCB Business Plan by undertaking tasks as appropriate, including participation in sub groups (or fielding of staff to participate in sub groups where relevant).
- To ensure agency resources are made available for Serious Case Reviews and multi agency audits as required.
- To take back into their agency/organisation policy issues and developments. Ensure that processes are in place for implementation.
- To contribute to the development of policy, on behalf of their agency/organisation (therefore members are required to be familiar with the "position" their agency/organisation holds on issues).
- To establish an effective system(s) for being briefed by their agency or liaison within their profession about views on safeguarding matters.
- To contribute to the annual report.
- To review the membership of the NSCB and ensure that it is both representative and effective. To respect confidentiality of sensitive information provided by partner organisations of the NSCB.
- To agree any response to media enquiries with the Chair of the NSCB and partner organisation as appropriate.

The Person Specification for statutory Board Members is included as [Appendix 2: Board Members Person Specification](#).

## **Lay Members**

### Roles and Responsibilities of Lay Members

- To make every effort to attend all Board meetings
- To participate fully in the work of the Board
- To be prepared to be part of sub groups and working groups established by the Board where appropriate
- To take responsibility for ensuring that any actions which they have agreed to undertake on behalf of the Board are promptly and effectively carried out

- To respect the confidentiality of all information provided to them in the course of their role as a Board member in accordance with the confidentiality statement below
- To cooperate with any appraisal of their appointment and performance that may be undertaken by the Board from time to time
- To comply with any policies agreed by the Board regarding interaction with the written and spoken media

A list of current Board Members is included in [Appendix 3: Board members & contact details](#), with their contact details.

## Conduct

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If at any time a Board member has a personal interest in any matter being considered by the Board he/she shall declare the existence and nature of that interest to his/her agency and to the Chair of the Board. Declarations of interest will be recorded.

Where an interest is potentially prejudicial, steps will be taken to ensure the individual concerned has no involvement in decision making in relation to the matter in question.

The LSCB and sub group members shall keep confidential any information obtained as a result of their involvement in the activities of the Board save to the extent that disclosure is necessary in order to discharge the safeguarding functions of the Board as set out in *Working Together to Safeguard Children 2013*.

## Escalation

Concerns about safeguarding and particularly the effectiveness of local and county partnerships are prime responsibilities for the NSCB. Where concerns arise in the operation of services to protect children and promote their well-being, the NSCB, through its Independent Chair, will escalate these with the appropriate agency and chief officers to ensure that a robust and timely response is made to any concerns, and that accountability for the delivery of high quality services is maintained. Where necessary the Chair will raise concerns with regional and national bodies and the appropriate regulatory or inspectorial regimes.

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## NSCB Sub-Groups and functions

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The Board is supported in fulfilling its responsibilities through the work undertaken by multi-agency sub-groups, which are detailed below and include the locality based Local Safeguarding Children Groups. All Board members are expected to contribute to the work of one or more sub-group, according to their interests and expertise. This includes developing policies and procedures for safeguarding and promoting the welfare of children including:

- Thresholds for intervention
- Multi-Agency training of persons who work with children
- Recruitment and supervision of workforce
- Safety and welfare of children who are privately fostered and other especially vulnerable children
- Co-Operation with neighbouring children's services authorities and their Boards
- Communication and raising awareness of safeguarding issues
- Monitoring and evaluation of the effectiveness of safeguarding practice.

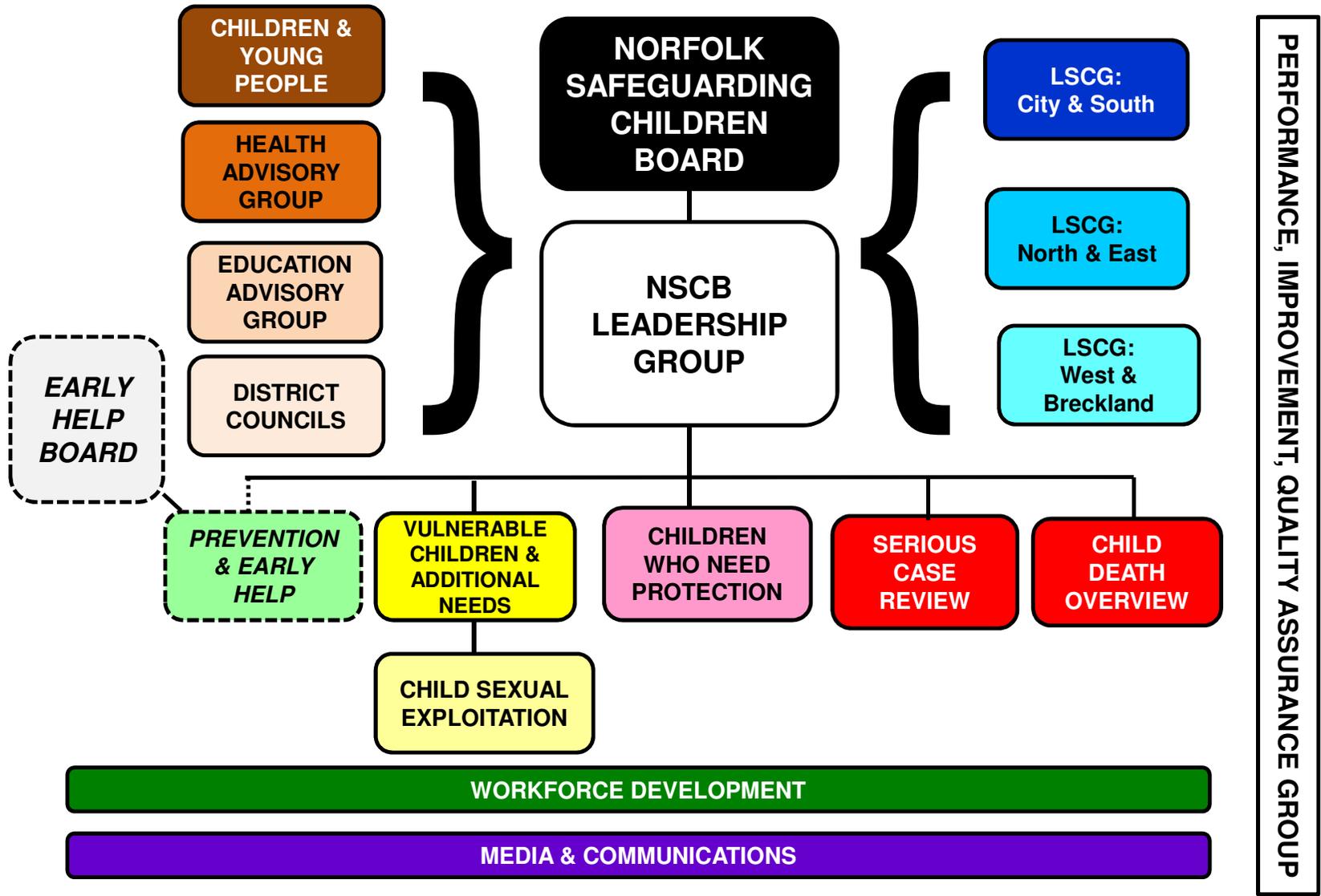
The NSCB also undertakes serious case reviews and reviews the deaths of all children normally resident in Norfolk.

Each subgroup has its own Terms of Reference which include the monitoring and reporting requirements as well as any expectations on updating safeguarding policies and links to other subgroups such as workforce development and media and communications. The standard template for the Terms of Reference is included at [Appendix 4: Terms of Reference Template](#).

The sub groups meet monthly, bi-monthly or quarterly. The sub-groups carry out the annual work plan and report to the Board. A standing member from the Board chairs each of the subgroups and maintains a continuous link between the Board and the sub groups' activities.

All the work of the subgroups inform the strategic direction of the Board and enables partners to identify priorities. The structure is depicted in the diagram below:

# The Board Structure



## **Leadership Group**

Chair: Independent Chair of the Board

The Leadership Group sits between the subgroups and the Board. The purpose of the Leadership Group is:

- To develop and embed the Board's vision and values so that all children and young people in Norfolk can expect high standards in safeguarding.
- To develop the NSCB Business Plan and Change Delivery plan for approval by the Board
- To monitor the implementation of the NSCB Business Plan and Audit Programme
- To identify national and local issues relevant to the responsibilities of the Board and progress as appropriate
- To commission additional work streams not previously included in the Business Plan
- To develop the NSCB meeting agenda
- To review & monitor single and multi agency audit activity.
- To maintain regular overview of budget and enable better decision making at Board on income and expenditure.
- To enable Board partners to meet their statutory duties as laid out in Working Together 2013.

In Nov 2013, it was agreed that all members of the Leadership Group would chair one of the subgroups to further support the governance arrangements. The exception to this approach was the Director of Children's Services (DCS): it was agreed that it was unrealistic to expect the DCS to undertake a chairing role, and that some of the necessary tasks that are required by Board, such as subgroup chairing, could be delegated to Assistant Directors..

## **Performance Improvement & Quality Assurance Group (PIQAG)**

Chair: Head of Safeguarding and Harm Reduction Departments, Norfolk Constabulary

The Performance Information & Quality Assurance Group (PIQAG) is effectively the 'engine room' of the Board. The group is made up of all the Subgroup Chairs to enable the Chair maintain an overview of all the Board's work and the impact that it is having on children.

PIQAG is responsible for developing and implementing the NSCB's audit framework and monitoring and evaluation strategy with a focus on:

- Enabling the NSCB to be confident that it is effective in meeting its statutory obligations as outlined in Working Together 2010 (Chapter 3).
- Ensuring that the Local Authority and Board partners, and the Board, have clear and mutual understandings of key information about safeguarding issues and activities.
- Ensuring that the NSCB is effective in respect of activities for which it has some coordination or monitoring responsibility.

- Ensuring that new or revised policy and guidance is effectively developed and embedded.

In addition the PIQAG is responsible for;

- Developing and implementing a SMART work plan in order to address the prioritised issues as allocated to the group by the Leadership Group or those identified by the group through analysis of data
- Monitoring the implementation of the recommendations (recorded in the Composite Action Plan) developed in the context of Serious Case Reviews and Multi Agency Reviews in coordination with the Serious Case Review Group.
- Evaluating the impact of these recommendations and review the sustainability of any improvements as a result.
- Improving countywide cohesiveness in NSCB's work through commissioning, guidance and close working relationship with LSCGs
- Establishing performance monitoring arrangements for NSCB, including
  - developing and finalising a set of key performance indicators
  - identifying areas of performance where there are concerns and directing audit activity to review them
- Evaluating multi-agency working identifying the quality of practice and lessons learnt in terms of both multi-agency and multi-disciplinary practices
- Presenting recommendations and findings from review, assessments and audits to the Leadership Group and to highlight any activity required
- Identifying best practice, and make information available on this to the NSCB and its sub-groups and committees.

PIQAG reports directly to the Leadership Group who use the information provided to set the agenda for Board meetings.

## **Multi-Agency Subgroups**

As with the roles and responsibilities outlined above for Board members, there is an expectation that each subgroup member has sufficient authority to:

- Speak for and make decisions on behalf of their organisation
- Commit their organisation on policy and practice matters;
- Hold their organisation to account; and
- Communicate the messages to and from the subgroup, including decisions made and actions agreed, within their own organisations

## **Workforce Development Group**

Chair: Independent Chair, UEA

The WDG supports the NSCB fulfilling its responsibilities to ensure that the workforce is well trained in safeguarding arrangements and legal requirements. The WDG is responsible for ensuring:-

- both single and inter-agency training is delivered to a consistently high standard, and that a process exists for evaluating the effectiveness of training and
- that all individual members of the workforce who have contact with children, families or parents are recruited and trained to a standard that facilitates effective safeguarding of children, and
- that partner agencies have robust processes and procedures for addressing concerns about the suitability of employees to work with children.

Currently the NSCB delivers three types of training:

- Multi-agency training – There are a range of courses being delivered and the main contractor for this is Barnardo's. Within this arrangement, the WDG can commission additional training in response to recommendations from serious case reviews, multi-agency audits and national trends.
- The Safer Training programme is for personnel working either in the voluntary and private sector or for statutory organisations who come into infrequent contact with children and young people such as the Fire Service. There are a range of courses offered and the WDG monitors the training outcomes and oversees the quality assurance for this programme.
- The Early Years programme has been commissioned by the Norfolk Early Years team to provide a range of courses specifically aimed at practitioners working in the Under 5s sector. Again the WDG oversees and monitors this.

### **NSCB Best Practice Group (sitting beneath WDG)**

Chair: NSCB Workforce Development Officer

Sitting beneath the WDG is the Best Practice Group. The NSCB holds quarterly workshops on particular safeguarding issues with multi-agency operational and strategic managers to consider key safeguarding issues and new legislation and guidance. Workshops topics relating to the Board priorities, with a focus on learning from serious case reviews

In addition to Best Practice workshops, the group also runs smaller roadshow programmes across the county normally in response to a training need identified through case reviews.

### **Media and Communication Group**

Chair: Customer Service and Communications Manager, Norfolk County Council

Media and Comms supports the NSCB in fulfilling one of its key functions in raising awareness of safeguarding issues by communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising awareness of how this can best be done, and encouraging them to do so.

Future developments to this group include closer working with the Adults Safeguarding Board for a more joined up approach to raising awareness around community safety

## **Vulnerable Children Group**

Chair: Head of Norfolk Youth Offending Team

In March 2012 the Board approved the creation of a new sub-group focusing on particularly vulnerable children, to include:

- Privately Fostered children
- Children whose Parents Misuse Substances
- Children Missing From Education
- Young Offenders
- Children who have been exposed to Domestic Abuse or Violence

Each meeting has a lead professional who produces a report for discussion, based on 'Turning the Curve' methodology. For more information on this, contact Abigail McGarry, Board Manager.

## **Children at risk of sexual exploitation and abuse (CSE)**

Chair: Head of Safeguarding and Harm Reduction Departments, Norfolk Constabulary

Children at risk of Sexual Exploitation (CSE) subgroup form a distinct category of vulnerable children, although many of them will also fall within the groups identified above. This subgroup meets bi-monthly to consider prevention, education and different approaches/responsibilities to protecting children at risk of sexual exploitation in Norfolk. There are four distinct workstreams to this subgroup including: data & mapping; referral and assessment; training and awareness raising; developing practical intervention.

## **Child Protection Group**

Chair: AD Social Care, Children's Services

This subgroup was established in 2014 in response to the need to improve multi-agency working around children in Section 47, including initial child protection conferences, review conferences and core groups. The subgroup also considers the rate of re-referrals and the length of time children spend on CP plans.

## **Serious Case Review Group**

Chair: Independent Chair of NSCB

The SCRG makes all decisions regarding conducting serious case reviews under Chapter 4 of the guidance Working Together to Safeguard Children 2013, where children have died or been seriously injured as a result of abuse or neglect. Where criteria to undertake an SCR are not met, the SCRG may agree to conduct single and multi-agency management reviews.

The primary purpose of undertaking these reviews is to ensure that lessons are learned and safeguarding practice is improved. The recommendations from the reviews are incorporated into a single Composite Action Plan, which is reviewed by all agencies, both as individual organisations and at PIQAG. Actions are RAG rated to monitor progress towards improved safeguarding practice.

## **Child Death Overview Panel**

Chair: Designated Doctor

The CDOP undertakes an overview of deaths of all children up to the age of 18 in Norfolk. It also has responsibility for the Rapid Response Team which provides support and scrutiny when a child dies unexpectedly at home. This is a paper based review, based on information available from those who were involved in the care of the child, both before and immediately after the death, and other sources including, perhaps, the coroner.

CDOPs are subject to guidance in Chapter 5 of *Working Together to Safeguard Children, 2013*, including:

- reviewing all child deaths up to the age of 18, excluding those babies who are stillborn and planned terminations of pregnancy carried out within the law;
- collecting and collating information on each child and seeking relevant information from professionals and, where appropriate, family members;
- discussing each child's case, and providing relevant information or any specific actions related to individual families to those professionals who are involved directly with the family so that they, in turn, can convey this information in a sensitive manner to the family;
- determining whether the death was deemed preventable, that is, those deaths in which modifiable factors may have contributed to the death and decide what, if any, actions could be taken to prevent future such deaths;
- making recommendations to the LSCB or other relevant bodies promptly so that action can be taken to prevent future such deaths where possible;
- identifying patterns or trends in local data and reporting these to the LSCB;
- where a suspicion arises that neglect or abuse may have been a factor in the child's death, referring a case back to the LSCB Chair for consideration of whether an SCR is required;
- agreeing local procedures for responding to unexpected deaths of children; and
- co-operating with regional and national initiatives – for example, with the National Clinical Outcome Review Programme – to identify lessons on the prevention of child deaths.

## **Advisory Groups**

As part of the governance review in 2013 – 14, it became clear that the Board need to improve communication in three sectors: Health, Education and District Councils. In each of these areas, there is often variation in the way services are delivered and/or lack of understanding from partner agencies to the significance of the variations. It was also recognised that in a county the size of Norfolk requires additional co-ordinate to ensure that the large and geographically challenged workforce are supported with clear and consistent messages around safeguarding priorities.

### **Health Safeguarding Advisory Group**

Chair: Great Yarmouth & Waveney CCG, Director of Quality & Safety

The Health Safeguarding Advisory Group (HSAG) meets quarterly and includes all the local and regional health partners:

- 5 CCGs and the Designated Team
- NHS England: regional commissioner
- 3 Acutes
- 2 Community Health Care Providers
- Norfolk & Suffolk Foundation Trust (Mental Health)
- Public Health
- Ambulance Services

The HSAG is an opportunity for the health professionals, both providers and commissioners, to convene and discuss safeguarding issues from a purely health perspective and advise the Board on themes emerging, such as increased incidents of self harm. Representation on the Board can be streamlined as the number of providers and commissioners can give assurances that the views of all in their sector are represented through HSAG.

### **Education Advisory Group**

Chair: NSCB Norfolk Primary Headteacher Associations (NPHA) representative

The Education Advisory Group (EAG) meets termly to review actions specifically for schools and develop strategies for ensuring that the safeguarding agenda is taken forward by their colleague headteachers and governors. The EAG has representatives from:

- Primary schools
- Secondary Schools
- Special Schools
- Independent Schools
- Where appropriate, managers from Children's Services also attend.

There are 450 schools and academies in Norfolk. The EAG are key to supporting effective communication with this largely autonomous universal service, ensuring that the Board has a mechanism through which to reach them and get their feedback on issues such as children missing education and promoting awareness of child sexual exploitation.

### **District Council Advisory Group**

Chair: Head of Local Neighbourhood Services, Norwich City Council

The District Council Advisory Group (DCAG) convened in Nov 2013 and includes representatives from all seven district councils. The purpose of the group is to recognise the variations, for example, housing arrangements and ensure consistency in safeguarding children. The DCAG is committed to ensuring that all Norfolk's District Councils are meeting their duties and obligations under the Children Act 2004 and Working Together 2013 and increasing the visibility of the district council functions in the work of the NSCB.

## Children and Young People Shadow Board

The Board is also supported by a Children & Young People Shadow Board. They report regularly to Board and are key to highlighting safeguarding issues that matter to them. Their feedback is crucial for all members to know that we are getting it right across the spectrum, from direct service delivery to the production of literature and promotional material. This group was established in 2013 – 14 and will in the future take an active role in LSCB business planning events.

## Local Safeguarding Children Groups

There are three LSCGs, reflecting the operational divisions within Norfolk County Council. These are North & East, City & South and West & Breckland Local Safeguarding Children Boards. LSCGs operate within the broader remit of the NSCB and promote the safeguarding agenda within their respective areas.

### Chairs

North & East	Cathy Mouser, Children's Services Operational Manager Ali Jennings, Named Nurse East Cost Community Health Jane Worsdale, Headteacher (Primary)
City & South	Paul Corina, Children's Services Operational Manager
West & Breckland	Ann McKendrick, Children's Services Operational Manager

LSCGs deliver the strategic vision and objectives of the Board at a tactical level, that is:

- promoting and enabling co-ordination and co-operation between agencies working with children and families;
- undertaking local level evaluations of effectiveness; and
- proactively taking the lead on safeguarding issues to promote the welfare of children in the respective local areas.

LSCGs ensure effective front line coordination of agencies to safeguard and promote the welfare of children and act as a key link in ensuring that knowledge and intelligence from the local groups informs Board policy making and decisions.

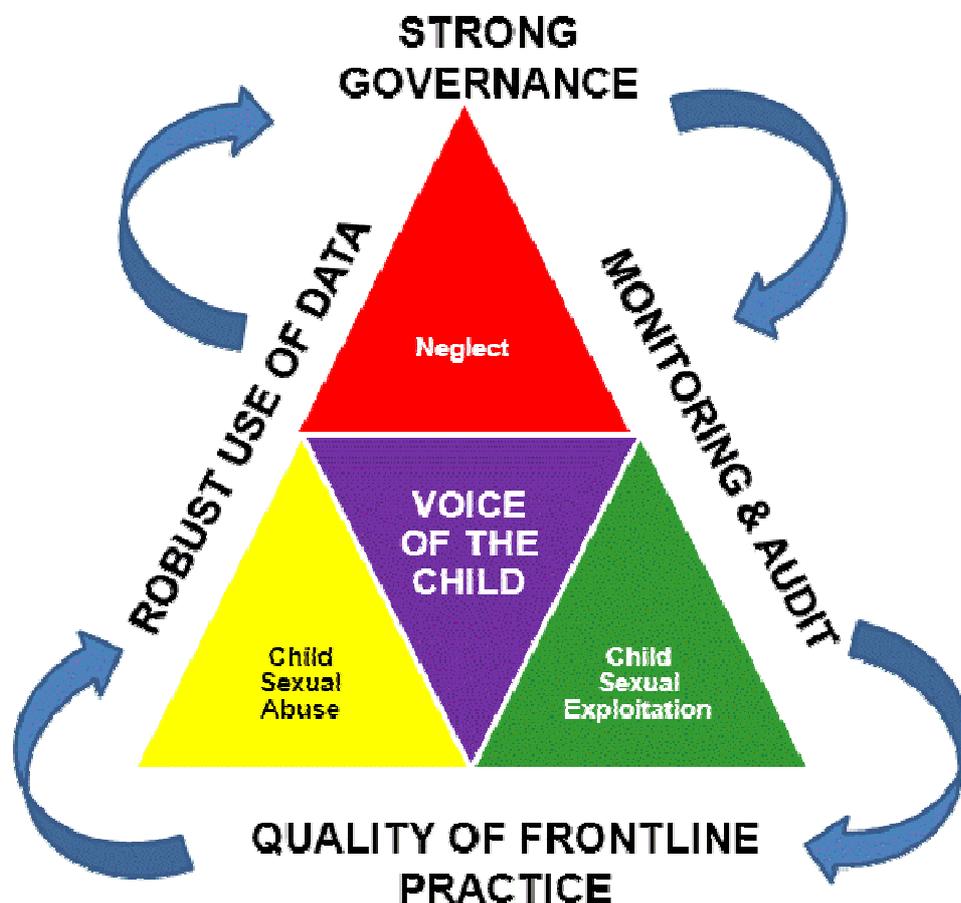
## NSCB Business Planning & Priorities

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In March 2014, the Board reviewed the information available with a specific focus on learning from recent Multi-Agency Reviews. Priorities were identified for work on **neglect; sexual abuse** of children; and **child sexual exploitation**, as areas of critical vulnerability for children and young people in Norfolk; together with scrutiny of the **consistency and quality of front-line practice**, and hearing the **voice of the child**. Together these provide a focus for the work of the Board in challenging the overall pace of improvement and ensuring that there is a measurable impact on the experience and quality of service for children and young people and their families.

The Board recognises that in order to effectively identify and tackle the priority issues, the consistent high quality frontline practice must be at the heart of safeguarding arrangements/ Improvement will be evidenced by data, audit and, crucially, service user feedback. All of the Board's work is child-centred and as such is underpinned by the voice of the child.

The Board is continuing to address the weaknesses identified by Ofsted. This business plan will further strengthen the Board's governance arrangements with clear lines of accountability linked to each priority area. Alongside this, the performance scorecard developed in 2013 – 14 will ensure that the Board has sufficient high quality information so that it can effectively monitor and challenge deficiencies in front line child protection practice.



These clear improvement priorities will enable partners to assess whether they are fulfilling their statutory responsibilities to help protect and care for children and young people and challenge each other if not.

## Related Boards

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There are a number of Executive fora that relate directly or indirectly to the work of the NSCB in terms of multi-agency working. It is important that business planning recognises and shares aims and objectives linked to safeguarding. These Boards include:

<b>Board/Forum</b>	<b>Chair</b>
Health & Well Being Board	Lead Member NCC
Children's Trust & Young People's Partnership	Director Children's Services
Early Intervention Programme Board	CEX South Norfolk Council
Multi-Agency Safeguarding Hub Board	Norfolk Constabulary Vulnerability & Partnership
Countywide Community Safety Partnership CCSP	CEX Norwich City Council
Domestic Abuse & Sexual Violence Board DASVB	Director of Public Health
Family Justice Board	Independent Chair
Adults Safeguarding Board	Independent Chair
Norfolk Youth Justice Board	NCC Chief Executive
Norfolk Drugs & Alcohol Partnership	Director of Community Services

The Chairs of these respective Boards meet quarterly to ensure that Norfolk partnerships have a joined up approach.

## NSCB Finance & funding

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As identified in Working Together 2013 all members of the NSCB have an obligation to provide the LSCB with reliable resources, including finance that enables the LSCB to be strong and effective.

Members should share the financial responsibility for the NSCB in such a way that a disproportionate burden does not fall on a small number of partner organisations.

Partners will contribute annually, to an agreed level, the funding required to accomplish the business of the NSCB. The board's financial year will run from 1st April to 31 March in each year.

The NSCB must have an annual budget. Such a budget should reflect the cost of developing and publishing multi-agency procedures, providing free training on a multi agency basis and other functions of the NSCB.

The level of funding of each partner organisation should be agreed no later than January preceding the financial year in question.

The NSCB budget will be managed by the Business Manager of the NSCB on behalf of the partnership.

Midyear and end of year financial reports will be provided to the NSCB and additional reports will be provided when requested.

## NSCB Operational Arrangements

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The NSCB will be chaired by an Independent Chair, appointed by NSCB members.

The NSCB will annually elect a Vice Chair who will assume the role of Chair in the absence of the Chairperson.

Any issues which do require decisions by the Chair between meetings and which do not, in the opinion of the Chair, require a special meeting to be convened shall be decided by the Chair and such decisions will be recorded and submitted for ratification to the next meeting of the Board. In the absence of the Chair such decisions will be made by the Vice Chair.

Board members will have the delegated responsibility and authority from their agencies to make decisions in the following areas:

- NSCB policy;
- Child Protection Procedures;
- Commitment of agencies' staff and time;
- Commitment to Serious Case Reviews;
- Deployment of the current NSCB budget.

The NSCB will meet at **quarterly** intervals.

Extra-ordinary meetings:

- The Chair may call an extra-ordinary meeting at any time;
- A NSCB member may call an extraordinary meeting by submitting to the Chair a written request which is supported by the written agreement of two voting members;
- Such extraordinary meetings will normally be held within 28 days of the request being received by the chair.

The NSCB will wherever possible, seek consensus on business matters under consideration at its meetings. In the event of a vote all members of the board will be entitled to vote. In the case of equal number of votes the Chair of the meeting will have second or casting vote.

Advisors, such as the designated doctor or nurse, act as participating observers and are not voting members.

Meetings will be considered quorate if representatives from at least three agencies attend. If a meeting is not quorate, any decisions taken must be ratified at the next meeting.

Expert professional advice will be sought by the NSCB as and when required.

The NSCB will hold an Annual Business Planning Event to determine the future priorities of the Board.

The NSCB will provide a coordinated response to media enquiries on behalf of the partner agencies in relation to SCRs.

Papers for all the NSCB and subgroup meetings will be distributed electronically to all members **at least seven days (five working days)** in advance of the meeting.

All the NSCB and sub group meetings will be minuted by a Business Support Officer and minutes (and follow-on papers where applicable) will be distributed within **fourteen** days of the meeting.

### **Subgroup operational arrangements**

The subgroups meet at regular intervals during the course of the year. The Chart below identifies dates planned as of April 2014. There are also details of the Chair and the Business Support Officer, who will provide details of any future dates. As a rule of thumb:

- SCRG meets every second Monday of the month
- CDOP meets the last Thursday of every month
- LSCGs meet every other month from January

# NSCB BOARD & SUBGROUP MEETING DATES AS OF APRIL 2014

	NSCB David Ashcroft		NSCB Leadership Group David Ashcroft		PIQAG Abigail McGarry		Vulnerable Children Group Chris Small		CSE subgroup Julie Wvendith		Children Who Need Protection Andrew Haley		SCRG David Ashcroft (Interim)		CDOP Dr Sue Zeitlin		WDG June Thoburn		Best Practice events Sharon Moore		Media & Comms James Dunne	
Business Support	Helen Stubbs		Helen Stubbs		Helen Stubbs		Diane Cook		L. Dugdale (Police)		Diane Cook		Andrea James		Andrea James		Cassie Wildey		Cassie Wildey		Diane Cook	
BSO contact	01603 228966		01603 228966		01603 228966		01603 223409		01603 276837		01603 223409		01603 223380		01603 223380		01603 224228		01603 224228		01603 223409	
meeting times	9.30	12.30	VARIES		1.30	4.30	VARIES		2.00	4.00	10.00	12.00	10.00	12.30	9.30	12.30	2.00	4.30	9.30	1.00	2.00	4.00
<b>PLEASE DOUBLE CHECK MEETING TIMES &amp; VENUES WITH THE BUSINESS SUPPORT CONTACT</b>																						
<b>2014 - 15 MEETING DATES</b>																						
APR			Tue	1	Wed	2			Fri	4			Mon	14								
MAY			Mon	12	Wed	7							Mon	12	Thu	22						
JUN	Wed	18					Tue	24	Fri	6	Mon	2	Mon	9	Thu	26	Wed	18				
JUL			Thu	3	Wed	2							Mon	14	Thu	24			Fri	18		
AUG			Mon	11	Wed	6	Thu	14	Fri	8	Mon	4	Mon	11	Thu	28						
SEPT	Wed	17											Mon	8	Thu	25	Wed	10			Mon	1st
OCT			Wed	1	Wed	1	Fri	17	Fri	10	Mon	6	Mon	13	Thu	30			Fri	17		
NOV			Mon	10	Wed	5							Mon	10	Thu	27						
DEC	Wed	17							Fri	12	Mon	1	Mon	8	Thu	18	Wed	10			Mon	1st
JAN					Wed	7							Mon		Thu							
FEB													Mon		Thu							
MAR													Mon		Thu							

## The Role of the NSCB Business Support Team

The NSCB has an administrative and officer level support team to provide support, advice and guidance to the NSCB as well as facilitating multi-agency actions alongside individual agency representatives. The team consists of;

- NSCB Board Manager
- Monitoring and Evaluation Officer
- Workforce Development Officer
- Safer Programme Co-ordinator
- NSCB Business Support Lead & Safer Programme Business Support
- Training Business Support Officer
- Child Death Overview Panel and Serious Case Review Business Support
- NSCB Subgroup Business Support Officer

It is important to note, this team is not the NSCB: it is there to support the agencies who make up the NSCB and does not hold responsibility for the work of the NSCB.

The team's contact details are included as [Appendix 5: NSCB Team contact details](#).



If you need this report in large print, audio, Braille, alternative format or in a different language please contact Yvonne Bickers 0344 800 8020 or 0344 800 8011 (Textphone) and we will do our best to help

## Appendix 1: Organisations Statutory Duties

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To really understand the work of the NSCB, it is crucial to recognise that the Board is in essence a partnership and therefore when people refer to the Board they are referring to a body that includes representation from their strategic leads. It is not a remote entity, but a co-ordinated multi-agency partnership at the forefront of delivering services for children. To this end it is useful to think of the agencies in terms of parts of a whole system.

All organisations listed are subject to the section 11 of the Children Act 2004, however there are further responsibilities specific to each delivery sector, as defined by *Working Together 2013*. Please note the responsibilities highlighted here relate to safeguarding only.

### **CHILDREN'S SERVICES: SOCIAL CARE & EDUCATION**

#### **Norfolk County Council - Children's Services**

##### ***What is their statutory responsibility?***

The local authority, under the Children Act 1989, is required to provide services for children in need for the purposes of safeguarding and promoting their welfare. NCC undertake these services through the teams above, who undertake the statutory assessments for determining the action and supported needed for each child, once a referral has been accepted by the authority.

Where there is a risk to the life of a child or the likelihood of serious immediate harm the local authority social workers, alongside the police, must use their statutory child protection to act immediately to secure the safety of the child.

Whereas child is the subject of a care order, the local authority acts as the corporate parent and must ensure a plan is in place to meet the needs of the child.

Children's Services deliver local services to support children, young people and their families. The Children's Services Department is organised into three Operational Divisions in Norfolk, these divisions are made up of the seven district council areas as depicted below:

<b>Operation Division</b>	<b>District Council area included</b>
North and East	North Norfolk, Broadland, Great Yarmouth
West and Breckland	Kings Lynn & West Norfolk, Breckland
City and South	Norwich, South Norfolk

#### **Norfolk County Council – Education Support**

##### ***What is their statutory responsibility?***

Section 175 of the Education Act 2002 places a duty on local authorities to exercise their functions with a view to safeguarding and promoting the welfare of children who are pupils at a school, or who are students under 18 years of age attending further education institutions. This also applies to all independent schools, including Academies and free schools, under section 157 of the Act.

This means that all the educational settings covered must adhere to the requirements of section 11 of the Children Act 2004 and have regard to the specific guidance given by the Secretary of State within the Education Act 2002, namely 'Safeguarding Children', 'Safer Recruitment in Education' and 'Dealing with allegations of abuse against teachers and other staff'.

Early Years Providers have a duty under section 40 of the Childcare Act 2006 to comply with the welfare requirements of the Early Years Foundation Stage (EYFS).

Education support personnel work to support children and young people in a range of schools in Norfolk. Including academies (66) and free schools (3), there are:

- 3 nursery schools
- 356 primary schools
- 52 secondary schools
- 10 special schools
- 2 all-through schools; and
- 1 short stay school.

Schools are organized into clusters – broadly speaking one secondary school aligned with local primary schools.

## HEALTH

Health is a complex organisation with many different agencies sitting under the heading. At a local level, there are five areas: North, South, East, West and City. Within each area there is:

- A Clinical Commissioning Group (CCG), which replaces the Norfolk and Waveney Primary Care Trust (PCT) from 1 April 2013
- An associated hospital, providing acute midwives/community midwives and paediatric care. The three hospitals are:
  - Norfolk & Norwich University Hospital (NNUH), located in Norwich
  - Queen Elizabeth Hospital (QEH), located in the West
  - James Paget University Hospital (JPUH), located in the East – also hospital for Waveney/Suffolk
- Community Healthcare organisations, providing Health Visitors and school nurses in Norfolk. The two providers are:
  - Norfolk Community Health Care (NCHC)
  - East Coast Community Health Care

It is important to note that the East operates across the county border, into Suffolk (Waveney).

### CCGs:

#### ***What is their statutory responsibility?***

The CCGs are responsible for safeguarding quality assurance through contractual arrangements with all provider organisations. They should also employ, or have in place, a contractual agreement to secure the expertise of designated professional i.e. designated doctors and nurses for safeguarding children and for looked after children, and designated paediatricians for unexpected deaths in childhood. In Norfolk, this team are hosted by Great Yarmouth and Waveney CCG on behalf of them all.

The Designated Team provide a strategic, professional lead on all aspects of the health service contribution to safeguarding and Looked After Children across Norfolk and Waveney. They provide advice to ensure that all services commissioned take account of the needs of vulnerable children and they also advise on the monitoring of the safeguarding aspects of the contracts. They provide advice and support to all named professionals within health provider organisations, monitor that the training needs of health professionals are met and ensure that learning from serious case reviews and other reviews are implemented across all health organisations. The team provide advice to the NSCB and Looked After children forums through representation at appropriate groups.

## **HOSPITALS:**

### ***What is their statutory responsibility?***

As providers of NHS funded health services, each organisation should have a named nurse and named doctor, and if they provide maternity services a named midwife, for safeguarding. The named professionals are instrumental in promoting good professional practice, providing advice and expertise, and ensuring safeguarding training is in place for their organisation.

## **COMMUNITY HEALTHCARE:**

### ***What is their statutory responsibility?***

## **COUNTY WIDE HEALTH SERVICES**

County wide services include:

- Norfolk & Suffolk NHS Foundation Trust (NSFT) providing mental health services
- East of England Ambulance Service – a regional service provider

## **Norfolk & Suffolk NHS Foundation Trust (NSFT).**

### ***What is their statutory responsibility?***

Providing assessment, psychological therapies and treatment to adults, young people and children throughout Norfolk and Suffolk for acute and long term mental health conditions and learning disabilities (Suffolk only). This is provided in the community and inpatient facilities across all localities, alongside non statutory and volunteer partner agencies.

## **East of England Ambulance Service**

### ***What is their statutory responsibility?***

Again, these are providers and should have a named doctor and nurse for safeguarding. The Ambulance Service is required to have a named professional for safeguarding.

## **POLICE:**

### ***What is their statutory responsibility?***

Under section 1(8)(h) of the Police Reform and Social Responsibility Act 2011, the police and crime commissioner must hold the Chief Constable to account for the exercise of the latter's duties in relation to safeguarding children under sections 10 and 11 of the Children Act 2004. The police, also, have emergency powers under

section 46 of the Children Act 1989 to enter premises and remove a child to ensure their immediate protection.

Norfolk Constabulary delivers policing services for the county of Norfolk. The Department overseeing safeguarding arrangements and liaising with the Board is the Safeguarding and Investigations Command (S & I), previously known as the Vulnerabilities and Partnerships Command. The Command is led by a Detective Chief Superintendent and forms part of Local Policing. The Command is split into two departments – the Safeguarding and Harm Reduction Department and the Investigations Department. Each are managed by a Detective Superintendent.

The Safeguarding and Harm Reduction department leads for the Constabulary on the below issues affecting children in Norfolk on a national, regional and local level:

- Domestic Abuse
- Child Safeguarding
- Child Sexual Exploitation
- Honour Based Abuse, Female Genital Mutilation and Forced Marriage
- Missing People
- Human Trafficking (Safeguarding element)
- Mental Health
- Children and Young People Engagement including
  - Early Help
  - Norfolk Family Focus and
  - Safer Schools Partnerships
- Managing Violent and Sexual Offenders

Officers and staff from this Command work with colleagues from other agencies in the Norfolk MASH (Multi Agency Safeguarding Hub) where referrals for child and adult safeguarding, missing children, Child Sexual Exploitation, domestic abuse and Honour Based Abuse are managed. Further members of the Investigations side of the Command work within the Child Abuse Investigation Unit, investigating in the main offences relating to children who have been subjected to familial abuse or abuse by people in a position of trust. These teams work on a daily basis with colleagues from Children's Services and Health professionals and are nationally accredited through the Specialist Child Abuse Investigation Development Programme.

The inclusion of Safer Schools Officers and the Constabulary Youth Engagement Team allow work to be co-ordinated across the organisation to secure a professional and engaging response to the diverse needs of children in Norfolk.

In terms of safeguarding young people, there are four key objectives outlined in the Norfolk Children and Young People Strategy. These are:

- Improve the safety of children and young people through early interaction and intervention to effectively identify, assess and manage individual and collective needs and associated risks and thereby help young people achieve their potential.
- Work with other agencies to improve the effectiveness of the response to children and young people, whilst driving down cost through improved working practices.
- Improve the satisfaction and confidence of children and young people with the police service. This is to be delivered through enhancing the quality of our

contact, working together with young people, and understanding how policing interventions can impact upon their life opportunity.

- Reduce crime and antisocial behaviour (and the perception of crime and antisocial behaviour) involving young people through intelligence-led, problem-solving approaches. In this way early identification of the problem is achieved coupled with the ability to provide effective early interventions, proportionate to the threat.

## **NCC - Norfolk Youth Offending Team:**

### ***What is their statutory responsibility?***

The YOT should have a lead officer responsible for ensuring safeguarding is at the forefront of their business. In addition, under section 38 of the Crime and Disorder Act 1998, local authorities must ensure the provision of persons to act as appropriate adults to safeguard the interests of children and young persons detained or questioned by police officers. This duty is held by the YOT.

Norfolk Youth Offending Team (NYOT) is a statutory multi-agency partnership hosted within Norfolk County Council. There are four statutory partners as a requirement of the legislation under which YOTs were formed:

- the Police
- Health (now through the newly created Clinical Commissioning Groups)
- NCC Children's Services including discrete representation from social work and education; and
- Norfolk and Suffolk Probation Trust.

Strategic partners include many agencies who deliver services to children, young people and their families in the statutory, community, voluntary and commercial sectors; most significantly schools, the police, all eight local authorities in Norfolk including Norfolk County Council, especially Children's Services and the Norfolk Safeguarding Children Board

NYOT sets out to prevent children and young people from offending whilst safeguarding their welfare, protecting the public and helping restore the damage caused to the victims of their crimes. NYOT aims to make Norfolk an even safer place to live and help young people achieve their full potential in life. We strive hard to work proactively with Norfolk's diverse population. A restorative approach to our work with young people and victims of their crimes is a key theme running throughout our activity.

NYOT delivers interventions aimed to prevent offending and reduce re-offending. Practitioners are seconded from the statutory partner agencies but we also directly employ practitioners with skills in achieving positive change, reducing substance misuse, delivering restorative justice and community reparation and working with parents.

In respect of the criminal justice system, NYOT works across all relevant agencies both operationally and strategically and most critically through the County Community Safety Partnership and the joint Norfolk/Suffolk Criminal Justice Board.

## **PRISON SERVICES:**

### ***What is their statutory responsibility?***

They are well placed to identify offenders who may pose a risk of harm to children as well as children who may be at heightened risk of poor outcomes due to the offending behaviour of their parent/carer. Where a risk is identified for an adult offender, a risk management plan and supervision plan must be developed that contains a specific objective. The Prison Service has a responsibility to identify prisoners who pose a risk of harm to children and where a risk has been identified, they must liaise and engage in a multi-agency process to ensure the public is protected.

In Norfolk we have three prisons, these are:

- HM Prison Bure
- HM Prison Norwich
- HM Prison Wayland

## **PROBATION:**

### ***What is their statutory responsibility?***

Probation Trusts oversee offenders released from prison on licence and those on community sentences made by the courts. They work with the courts, the community and in prisons to rehabilitate offenders and liaise with the victims of serious crime in order to protect the public, reduce re-offending and prevent future victims.

From June 2014, the 35 National Probation Trusts disbanded, and 21 private sector Community Rehabilitation Companies (CRC) were created to deliver probation services locally for low and medium risk offenders.

## **CAFCASS:**

### ***What is their statutory responsibility?***

Children and Family Court Advisory & Support Service, or Cafcass, are there to safeguard and promote the welfare of individual children who are the subject of family court proceedings, as set out in the Children Act 1989. This has two aspects to it:

#### **1. Cafcass contribution to care proceedings**

Cafcass' key contribution to care proceedings is to provide the court with an "officer of the service" for appointment as children's guardian. The court directly appoints the children's guardian to "make such investigations as are necessary", having regard to the court's overriding objective. Children's guardians can be Cafcass employees or self-employed contractors. The children's guardian must exercise duties in accordance with the Family Procedure Rules (2010) and Practice Direction 16A. These include the appointment of a solicitor for the child, providing such advice to the child as is appropriate and, where appropriate, instructing the solicitor representing the child. The children's guardian contacts, or seeks to interview, such persons as he/she thinks appropriate or as the court directs.

The children's guardian acts on behalf of the child, with the duty of safeguarding the interests of the child and providing the court with such other assistance as it

may require. In doing this, the children's guardian has regard to the 'no delay' principle, the child's wishes and feelings, and to the other matters set out in the 'welfare checklist'. The children's guardian supports active case management by carrying out "necessary" work, taking full account of the court's directions about the timescale for the child, and the timescales set by the court, underpinned by the Public Law Outline.

## **2. Cafcass contribution to private law proceedings**

Cafcass is usually the only social work agency involved in private law proceedings. From April 2014, Cafcass Family Court Advisers (FCAs) work within the parameters of the Child Arrangements Programme (Practice Direction 12B) and other private law-related practice directions and guidance, to carry out work as directed by the court, having regard to the principle of the "overriding objective". Cafcass' principal functions, in respect of family proceedings, are to: safeguard and promote the welfare of the children; give advice to the court about any application made to it in such proceedings; make provision for the children to be represented; and provide information, advice and other support for the children and their families. In addition, when a Cafcass officer is given cause to suspect that a child who is a subject of proceedings is at risk of harm he/she has a duty to undertake a risk assessment and to provide it to the court.

In private law cases the court's requirements comprise two principal forms: in section 8 (Children Act 1989) the provision of 'schedule 2 letters' – now called Safeguarding Letters to the Court -and attendance at FHDRA and, in about half of all cases, preparing section 7 (Children Act 1989) reports. In addition, the court may also decide to consult Cafcass about the possible appointment of an officer of the service of a children's guardian, under rule 16.4 (Family Procedure Rules 2010). Court orders requesting section 7 reports or other work from Cafcass are complied with in accordance with the terms of the orders. Cafcass supports active case management by undertaking work as directed by the court within the parameters of the Child Arrangements Programme.

## **DISTRICT COUNCILS:**

### **What is their statutory responsibility?**

Norfolk has a three-tier structure of local government, which means it has a county council, seven district councils and a number of parish councils, who provide a range of different services. District councils provide a range of different services the type and mechanism of delivery will vary from district council to district council. These include local planning, building control, council housing (Norwich & Great Yarmouth only), homelessness, benefits, environmental health, licensing, markets, refuse collection and recycling, cemeteries and crematoria (delivered by parish council's in some areas), leisure services (swimming pools, community centres, leisure centres), parks, play areas and tourism.

Not all of these services are delivered by every district council, some may be delivered through external providers or through joint arrangements and some councils may also provide other functions such as economic development, community safety and community development amongst others.

Some district councils delegate certain functions to parish council's where they exist. Some district council's also undertake services on behalf of the county

council through delegated powers e.g. the Norwich highways agency agreement where Norwich City Council undertakes certain highway functions in the city.

District councils may be referred to as borough council's, which allows them to appoint a mayor (this is a civic role to differentiate it from elected mayors in some cities in England). Norwich has city status but this does not give the council any extra powers other than the right to call itself a *City Council*.

There are seven district councils in Norfolk which are:

- Norwich City Council,
- Broadland District Council,
- South Norfolk Council,
- Great Yarmouth Borough Council,
- The Borough Council of King's Lynn and West Norfolk,
- Breckland District Council and
- North Norfolk District Council.

(See also table above, linked to Children's Services Operational Divisions).

## **THE VOLUNTARY AND PRIVATE SECTORS:**

### **What is their statutory responsibility?**

Voluntary and private organisations have key roles in delivering services to children and provide a range of services to support the statutory bodies. Some of the providers are large, national organisations whilst others may small dedicated services for a local area. No matter what their size, each organisation needs to ensure all staff, paid or voluntary, are aware of their responsibilities for safeguarding and promoting the welfare of children including how to respond to child protection concerns and how to make referrals to Children's Services and/or the police.

Where organisations are being commissioned or given a grant by a statutory body, the funder should ensure that there is compliance with the section 11 of the Children Act 2004 requirements.

In Norfolk, the voluntary sector is supported by **Momentum (Norfolk)**. Momentum is a membership based charity that acts as an umbrella organisation to those working with children and young people, within the voluntary and community sector in Norfolk. They support the development of members to build a vibrant and diverse sector that inspires, involves and empowers the children and young people they work with.

## **LAY MEMBERS**

The Apprenticeships, Skills, Children and Learning Act 2009 amended sections 13 and 14 of the Children Act 2004 and provided that the local authority must take reasonable steps to ensure the LSCB includes two lay members representing the local community. They operate as full members of the NSCB and should help to make links between the NSCB and community groups, support stronger public engagement in local child safety issues and an improved public understanding of the NSCB's child protection work.

Lay members operate as full members of the NSCB, participating as appropriate on the Board itself and on relevant subgroups. The Lay members' role will be developed to ensure that they enable the Board to make links between the NSCB and community groups, support stronger public engagement in local child safety issues and an improved public understanding of the NSCB's child protection work.

## Appendix 2: Board Members Person Specification

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In order for the NSCB to effectively carry out its duties under Working Together to Safeguard Children 2013, agency representatives should be consistent with section 5 of this Constitution and Working Together to Safeguard Children 2013.

We require that:

- As far as possible, organisations should designate particular, named people as their representative on the LSCB, so that there is consistency and continuity in the membership of the LSCB.
- Members should be people with a strategic role in relation to safeguarding and promoting the welfare of children within their organisations.

Working Together to Safeguard Children 2013 states that LSCB members should be able to:

- Speak for their organisation with authority
- Commit their organisation on policy and practice matters; and
- Hold their organisation to account.

In addition to this, the NSCB requires that all members meet the following criteria:

### **Accountability**

To be able to provide statutory interagency leadership and governance at a strategic, operational and promotional level.

### **Organisational**

Members need:

- to be able to represent their entire agency and not just the part they may have direct managerial control over or for which they have clinical responsibility.
- to be of sufficient seniority to ensure that appropriate resources are provided for child protection work in their agencies.
- to be in a position to ensure implementation within their own agencies of policies and priorities agreed by the Norfolk Safeguarding Children Board.
- to have the ability to influence the priority and policy setting of their own agencies.
- to be able to commit their time and appropriate agency resources to the work of the NSCB.

### **Professional**

Members need:

- To have sufficient knowledge and experience of child protection issues within their agency.
- To have sufficient knowledge of the main functions of partner LSCB agencies.

- To have sufficient knowledge of appropriate legislation and statutory guidance (in particular Working Together to Safeguard Children 2013)
- Sufficient clarity about the role they fulfil as LSCB members.
- To have sufficient knowledge and experience of committee work to enable them to successfully contribute to the work of the NSCB.

## Appendix 3: Board members & contact details

NB Membership is subject to change; members listed below are accurate as of May 2014.  
The list below shows **Members in Bold** and *Participant Observers in italics*.

<b>NORFOLK SAFEGUARDING CHILDREN'S BOARD</b>		<b>Contact details</b>
<b>David Ashcroft</b>	NSCB Interim Chair	<a href="mailto:david.ashcroft@norfolk.gov.uk">david.ashcroft@norfolk.gov.uk</a> 01603 228966
<i>Abigail McGarry</i>	<i>NSCB Board Manager</i>	<a href="mailto:abigail.mcgarry@norfolk.gov.uk">abigail.mcgarry@norfolk.gov.uk</a> 01603 223335 – 07899 707795
<i>Priti Biswas</i>	<i>NSCB Mon &amp; Evaluation Officer</i>	<a href="mailto:priti.biswas@norfolk.gov.uk">priti.biswas@norfolk.gov.uk</a> 01603 223619 – 07798 825067
<b>NORFOLK LOCAL GOVERNMENT: COUNTY &amp; DISTRICT</b>		<b>Contact details</b>
<b>NORFOLK COUNTY COUNCIL - CABINET</b>		
<i>James Joyce</i>	<i>Lead Member Safeguarding</i>	<a href="mailto:james.joyce@norfolk.gov.uk">james.joyce@norfolk.gov.uk</a> 01263 587212
<b>NORFOLK COUNTY COUNCIL - Adults &amp; Children's Services</b>		
<b>Sheila Lock</b>	Interim Director of Children's Services	<a href="mailto:sheila.lock@norfolk.gov.uk">sheila.lock@norfolk.gov.uk</a> 01603 222601 -
<i>Helen Wetherall</i>	<i>Interim AD: Improvement</i>	<a href="mailto:helen.wetherall@norfolk.gov.uk">helen.wetherall@norfolk.gov.uk</a> 01603 223468
<i>Michael Rosen</i>	<i>Interim AD: Early Help</i>	<a href="mailto:michael.rosen@norfolk.gov.uk">michael.rosen@norfolk.gov.uk</a> 01603 223747
<i>Andrew Haley</i>	<i>Interim AD: Social Care</i>	<a href="mailto:andrew.hayley@norfolk.gov.uk">andrew.hayley@norfolk.gov.uk</a> 01603 223475
<i>Gordon Boyd</i>	<i>AD: Education Strategy and Commissioning</i>	<a href="mailto:gordon.boyd@norfolk.gov.uk">gordon.boyd@norfolk.gov.uk</a> 01603 223492
<i>Wendy Dyde</i>	<i>Independent Chairing Manager</i>	<a href="mailto:wendy.dyde@norfolk.gov.uk">wendy.dyde@norfolk.gov.uk</a> 01603 223134 - 07836-293327
<i>Cathy Mouser</i>	<i>LSCG Co-Chair North &amp; East</i>	<a href="mailto:catherine.mouser@norfolk.gov.uk">catherine.mouser@norfolk.gov.uk</a> 01603 217653 – 07789 922934
<i>Paul Corina</i>	<i>LSCG Chair City &amp; South</i>	<a href="mailto:paul.corina@norfolk.gov.uk">paul.corina@norfolk.gov.uk</a> 01603 223750 - 07881 856002
<i>Ann McKendrick</i>	<i>LSCG Chair West &amp; Breckland</i>	<a href="mailto:ann.mckendrick@norfolk.gov.uk">ann.mckendrick@norfolk.gov.uk</a> 01362 654570 – 07717 484994
<i>Andrea Brown</i>	<i>Principal Social Worker</i>	<a href="mailto:andrea.brown@norfolk.gov.uk">andrea.brown@norfolk.gov.uk</a> 01603 222488 - 07920 829186
<b>Debbie Olley</b>	Assistant Director Safeguarding (Adult Social Care)	<a href="mailto:debbie.olley@norfolk.gov.uk">debbie.olley@norfolk.gov.uk</a> 01603 223960 - 07876 577361
<b>Lucy MacLeod</b>	Acting Director of Public Health	<a href="mailto:lucy.macleod@norfolk.gov.uk">lucy.macleod@norfolk.gov.uk</a> 01603 638407 – 07776 393602
<b>NORFOLK DISTRICT COUNCILS</b>		
<b>Robert Walker (CEX)</b> <b>Riana Rudland (rep)</b>	Breckland Council	<a href="mailto:riana.rudland@breckland-sholland.gov.uk">riana.rudland@breckland-sholland.gov.uk</a> 01362 656300 – 07823 553988
<b>Phil Kirby (CEX)</b> <b>Richard Block (rep)</b>	Broadland District Council	<a href="mailto:Richard.block@broadland.gov.uk">Richard.block@broadland.gov.uk</a> 01603 430593
<b>Laura McGillivray (CEX)</b> <b>Bob Cronk (rep)</b>	Norwich City Council Chair DC Advisory Group	<a href="mailto:lauramcgillivray@norwich.gov.uk">lauramcgillivray@norwich.gov.uk</a> <a href="mailto:BobCronk@Norwich.gov.uk">BobCronk@Norwich.gov.uk</a> 01603 212373
<b>Jane Ratcliffe (CEX)</b> <b>Robert Read (rep)</b>	Great Yarmouth Borough Council	<a href="mailto:rr@great-yarmouth.gov.uk">rr@great-yarmouth.gov.uk</a> 01493 846278 – 07920 843289

<b>Sheila Oxtoby (CEX)</b> <b>Sonia Shuter (rep)</b>	North Norfolk District Council	<a href="mailto:sheila.oxtoby@north-norfolk.gov.uk">sheila.oxtoby@north-norfolk.gov.uk</a> <a href="mailto:sonia.shuter@north-norfolk.gov.uk">sonia.shuter@north-norfolk.gov.uk</a> 01263 516173
<b>Sandra Dinneen (CEX)</b> <b>Mike Pursehouse (rep)</b>	South Norfolk District Council	<a href="mailto:mpursehouse@s-norfolk.gov.uk">mpursehouse@s-norfolk.gov.uk</a> 01508 533718
<b>Ray Harding (CEX)</b> <b>Debbie Gates (rep)</b>	Kings Lynn & West Norfolk District Council	<a href="mailto:Ray.Harding@West-Norfolk.gov.uk">Ray.Harding@West-Norfolk.gov.uk</a> 01553 616245 - 07776 467633
<b>EDUCATION</b>		
<b>Barry Payne</b>	Norfolk Association of Special School Headteachers (NASSH)	<a href="mailto:head@parkside.norfolk.sch.uk">head@parkside.norfolk.sch.uk</a> 01603 441126
<b>David Bale</b>	Easton & Otley College	<a href="mailto:David.Bale@eastonotley.ac.uk">David.Bale@eastonotley.ac.uk</a> 01603 731224
<b>Mark Adams</b>	Norfolk Primary Headteacher Associations (NPHA) Chair Ed Advisory Group	<a href="mailto:head@st-nicholaspriory.norfolk.sch.uk">head@st-nicholaspriory.norfolk.sch.uk</a> 01493 843552
<b>Des Reynolds</b>	Norfolk Secondary Education Leaders (NSEL)	<a href="mailto:head@locksley.norfolk.sch.uk">head@locksley.norfolk.sch.uk</a> 01603 508520
<b>Janet Copeland</b>	Non-maintained Schools Rep	<a href="mailto:janetcopeland@priorygroup.com">janetcopeland@priorygroup.com</a> 01366 726040
<i>Jane Worsdale</i>	<i>LSCG Co-Chair North &amp; East</i>	<a href="mailto:head@dussindale.norfolk.sch.uk">head@dussindale.norfolk.sch.uk</a> 01603 436180
<b>HEALTH</b>		<b>Contact details</b>
<b>Mavis Spencer</b>	NHS England – East Anglia	<a href="mailto:mavisspencer@nhs.net">mavisspencer@nhs.net</a> 07920 252278
<b>HOSPITAL TRUSTS</b>		
<b>Emma McKay</b>	Norfolk & Norwich NHS Foundation Trust	<a href="mailto:emma.mckay@nnuh.nhs.uk">emma.mckay@nnuh.nhs.uk</a> 01603 287479 - 07824 707469
<b>Gwyneth Wilson</b> <i>Valerie Newton</i>	Queen Elizabeth Hospital	<a href="mailto:val.newton@qehkl.nhs.uk">val.newton@qehkl.nhs.uk</a> 01553 613613 ext 3582
<b>Elizabeth Libiszewski</b>	James Paget University Hospital	<a href="mailto:Elizabeth.libiszewski@jpaget.nhs.uk">Elizabeth.libiszewski@jpaget.nhs.uk</a> 01493 452759
<b>COMMUNITY HEALTH</b>		
<b>Anna Morgan</b> <i>Anita Bagge</i>	Norfolk Community Health & Care	<a href="mailto:Anna.Morgan@nchc.nhs.uk">Anna.Morgan@nchc.nhs.uk</a> 01603 697325 - 07919 371887 <a href="mailto:anita.bagge@nchc.nhs.uk">anita.bagge@nchc.nhs.uk</a> 01603 216999 – 07786 430265
<b>Jonathan Williams</b>	East Coast Community Healthcare, CIC	<a href="mailto:jonathanwilliams@nhs.net">jonathanwilliams@nhs.net</a> 01502 719520
<i>Ali Jennings</i>	<i>Named Nurse ECHC, CIC</i> <i>Co-Chair LSCG North &amp; East</i>	<a href="mailto:ali.jennings@nhs.net">ali.jennings@nhs.net</a> 01502 527581 – 07771 623950
<b>CLINICAL COMMISSIONING GROUPS &amp; GP representatives</b>		
<b>Catherine Gorman</b>	East Coast CCG (CCG Lead) Chair Health Advisory Group	<a href="mailto:catherine.gorman@nhs.net">catherine.gorman@nhs.net</a> 01502 719561 - 07786 551646
<i>Phillip Pinney</i> <i>Deborah Hopkin</i>	<i>Doctor &amp; Medical Secretary of</i> <i>Norfolk and Waveney, LMC</i>	<a href="mailto:deborah.hopkin@nhs.net">deborah.hopkin@nhs.net</a> 01553 631469
<b>COUNTY WIDE HEALTH SERVICES: Ambulance, Mental Health &amp; Designated Team</b>		
<b>Anneliese Hilyer-Thake</b> <i>Terry Hicks (rep)</i>	East of England Ambulance Service NHS	<a href="mailto:Anneliese.Hilyer-Thake@eastamb.nhs.uk">Anneliese.Hilyer-Thake@eastamb.nhs.uk</a> 01954 712434 – 07917 657192 <a href="mailto:terry.hicks@eastamb.nhs.uk">terry.hicks@eastamb.nhs.uk</a> 07834 249871
<b>Jane Sayer</b>	Norfolk & Suffolk Foundation Trust	<a href="mailto:jane.sayer@nsft.nhs.uk">jane.sayer@nsft.nhs.uk</a> 01603 421660 – 07799 895185

<i>Sue Zeitlin</i>	<i>Designated Doctor</i>	<a href="mailto:sue.zeitlin@nhs.net">sue.zeitlin@nhs.net</a> 01603 257164 - 07887 650874
<i>Jane Black</i>	<i>Designated Nurse</i>	<a href="mailto:jane.black2@nhs.net">jane.black2@nhs.net</a> 01603 257054 - 07770 971672
<b>AGENCIES REPORTING TO MINISTRY OF JUSTICE</b>		<b>Contact details</b>
<b>Julie Wvendth</b>	Norfolk Constabulary	<a href="mailto:Wwendthj@norfolk.pnn.police.uk">Wwendthj@norfolk.pnn.police.uk</a> 01953 424922 - 07799 616774
<b>Nick Dean</b>	Norfolk Constabulary	<a href="mailto:DeanN@norfolk.pnn.police.uk">DeanN@norfolk.pnn.police.uk</a> 01953 423780 - 07768 710886
<b>Vincent Callaghan</b>	CAFCASS	<a href="mailto:vincent.callaghan@cafcass.gsi.gov.uk">vincent.callaghan@cafcass.gsi.gov.uk</a> 0844 353 4332
<b>Chris Small</b>	Norfolk Youth Offending Team (NYOT)	<a href="mailto:chris.small@norfolk.gov.uk">chris.small@norfolk.gov.uk</a> 01603.223585 - 07899 862672
<b>Martin Graham</b>	Norfolk & Suffolk Probation Trust (NSPT)	<a href="mailto:martin.graham@nspt.probation.gsi.gov.uk">martin.graham@nspt.probation.gsi.gov.uk</a> 01473 282340 or 01603 302245 07771 506447
<b>Frank Ferguson</b>	CPS: Crime Prosecution Service	<a href="mailto:denise.weller@cps.gsi.gov.uk">denise.weller@cps.gsi.gov.uk</a> 01473 282147
<b>David Nicholson</b>	HM Prisons	<a href="mailto:david.nicholson@hmps.gsi.gov.uk">david.nicholson@hmps.gsi.gov.uk</a> 01603 708891
<b>VOLUNTARY SECTOR</b>		<b>Contact details</b>
<b>Cindee Crehan</b>	Momentum Chief Executive	<a href="mailto:info@momentumnorfolk.org.uk">info@momentumnorfolk.org.uk</a> 01603 819135
<b>Lay Members</b>		<b>Contact details</b>
<b>Vacant</b>		
<b>Vacant</b>		

## Appendix 4: Terms of Reference Template

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# Norfolk Safeguarding Children Board

Version:	V1.0 – Name of Subgroup
Approved by:	Chair: Name of Chair
Date of approval:	
Name of responsible group:	Name of Subgroup
Next review date:	

**NAME OF  
SUBGROUP**

**TERMS OF REFERENCE**

**Date**

## **NAME OF SUBGROUP TOR**

### **Purpose of Group**

What are the aims and objectives of the subgroup?

What outcomes will the group achieve? Are they timebound?

Please state clearly any reference to Working Together 2013 and/or any other statutory duties that the Subgroup will adhere to.

### **Accountable to:)**

Norfolk Safeguarding Children Board (NSCB). The **Name of Subgroup** will demonstrate accountability through quarterly reports to the NSCB.

### **Terms of Reference**

The TOR should link to the purpose of the subgroup. In this section each subgroup should specify how they are going to monitor and track the impact of their work in relation to:

- data (the NSCB scorecard); and
- action planning

In addition, each subgroup will be responsible for ensuring that:

- associated policies and procedures linking to their work are accurate and aligned with national and local developments
- messages are disseminated effectively and any awareness raising campaigns are taken to the Media & Communications subgroup as appropriate
- Any cross working with other subgroups should be explicitly stated here.

### **Membership**

This section should identify members by agency and job role.

State here any requirement to declare conflict of interest

### **Chair of Group**

The **Name of SubGroup** will be chaired by **Job title of Chair**. Specifically, the Leadership Group Chair, will:

- Contribute to the development of the NSCB Business plan and ensure that the Subgroup's objectives are completed

- Provide advice to the NSCB members on the constitution and organisation of the Subgroup
- Provide advice to the NSCB members on national and local developments impacting on the responsibilities of the subgroup
- Report to the NSCB Board on the effectiveness of the Subgroup's work.
- Act as Project Sponsor for projects undertaken by commissioned task and finish groups
- Ensure that all challenges are logged and brought to the attention of the Board.
- Attend the NSCB's Performance, Improvement and Quality Assurance Group to support effective reporting.

### **Quorum**

A minimum of three agencies to be present at any meeting to ensure that all decisions taken are multi-agency.

### **Decision Making**

Made by consensus.. A split vote should go to the Chair for final decision.

### **Frequency of Meetings**

The **Name of Subgroup** will meet every **state frequency**.

Meeting schedules must align with the work of the Performance, Improvement and Quality Assurance Group to ensure that outcomes and issues can be reported effectively to the Board.

### **Business Support**

Business Support will be provided by the NSCB Business Support Team. Minutes and agendas, to be distributed one week prior to the following meeting.

### **Reports from and to**

The NSCB and its sub groups.

The Name of Subgroup will provide quarterly reports to the Performance, Improvement and Quality Assurance Group using the exception report template. Reporting will include:

- Current data, including drill down as appropriate
- The action log

- Any issues or challenges arising
- Formal requests for multi-agency audits

The NSCB will work to the principle of produce once, use multiple times. Where issues need to be escalated to Board, the Subgroup Chair may be asked to provide further detail on reports tabled.

### **Confidentiality**

The meeting will be held in private.

### **Review of Terms of Reference**

To be reviewed annually or more frequently as required by the NSCB.

## Appendix 5: NSCB Team contact details

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### **NSCB Team**

David Ashcroft  
Independent Chair, NSCB  
[david.ashcroft@norfolk.gov.uk](mailto:david.ashcroft@norfolk.gov.uk)

Abigail McGarry  
Board Manager  
(Tel: 01603 223335)  
[Abigail.mcgarry@norfolk.gov.uk](mailto:Abigail.mcgarry@norfolk.gov.uk)

Sarah-Jayne Lumley  
Safer Programme Coordinator  
(Tel: 01603 222209)  
[sarah-jayne.lumley@norfolk.gov.uk](mailto:sarah-jayne.lumley@norfolk.gov.uk)

Priti Biswas  
Monitoring and Evaluation Officer  
(Tel: 01603 223619)  
[priti.biswas@norfolk.gov.uk](mailto:priti.biswas@norfolk.gov.uk)

Sharon Moore  
Workforce Development Officer  
(Tel: 01603 222642)  
[sharon.moore@norfolk.gov.uk](mailto:sharon.moore@norfolk.gov.uk)

### **Business Support**

Helen Stubbs  
NSCB Business Support Lead &  
Safer Programme Business Support  
(Tel: 01603 228966)  
[helen.stubbs@norfolk.gov.uk](mailto:helen.stubbs@norfolk.gov.uk)

Cassie Wildey  
Training Administrator  
(Tel: 01603 224228)  
[cassie.wildey@norfolk.gov.uk](mailto:cassie.wildey@norfolk.gov.uk)

Andrea James  
CDOP & SCR Administrator  
(Tel: 01603 223380)  
[andrea.james@norfolk.gov.uk](mailto:andrea.james@norfolk.gov.uk)

Diane Cook  
NSCB Subgroup Business Support  
(Tel: 01603 223409)  
[diane.cook@norfolk.gov.uk](mailto:diane.cook@norfolk.gov.uk)

## Appendix 6: Safeguarding Terms

These definitions have been drawn from Working Together 2013.

Safeguarding Terms	Meaning
Child	A child is anyone who has not yet reached their 18th birthday. 'Children' therefore means 'children and young people' throughout. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate for children and young people, does not change his or her status or entitlement to services or protection under the Children Act 1989.
Abuse and neglect	Abuse and neglect are forms of maltreatment of a child. Somebody may abuse or neglect a child by inflicting harm, or by failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting, by those known to them or, more rarely, by a stranger for example, via the internet. They may be abused by an adult or adults, or another child or children.
Physical abuse	Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating, or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.
Emotional abuse	Emotional abuse is the persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to children that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may include not giving the child opportunities to express their views, deliberately silencing them or 'making fun' of what they say or how they communicate. It may feature age or developmentally inappropriate expectations being imposed on children. These may include interactions that are beyond the child's developmental capability, as well as overprotection and limitation of exploration and learning, or preventing the child participating in normal social interaction. It may involve seeing or hearing the ill-treatment of another. It may involve serious bullying (including cyberbullying), causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.

Sexual abuse	Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration (for example, rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse (including via the internet). Sexual abuse is not solely perpetrated by adult males. Women can also commit acts of sexual abuse, as can other children.
Neglect	Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. Neglect may occur during pregnancy as a result of maternal substance abuse. Once a child is born, neglect may involve a parent or carer failing to: provide adequate food, clothing and shelter, protect a child from physical and emotional harm or danger, ensure adequate supervision (including the use of inadequate care-givers); or ensure access to appropriate medical care or treatment.
Young carers	Are children and young people who assume important caring responsibilities for parents or siblings, who are disabled, have physical or mental ill health problems, or misuse drugs or alcohol.

The glossary in Working Together 2013 has been reduced, but members may find the definitions published in 2010 useful as a reference:

<b>Safeguarding Terms</b>	<b>Meaning</b>
Significant harm	The Children Act 1989 introduced the concept of significant harm as the threshold that justifies compulsory intervention in family life in the best interests of children, and gives local authorities a duty to make enquiries to decide whether they should take action to safeguard or promote the welfare of a child who is suffering, or likely to suffer, significant harm.

Child protection	<p>Child protection is a part of safeguarding and promoting welfare. This refers to the activity that is undertaken to protect specific children who are suffering, or are likely to suffer, significant harm.</p> <p>Effective child protection is essential as part of wider work to safeguard and promote the welfare of children. However, all agencies and individuals should aim to proactively safeguard and promote the welfare of children so that the need for action to protect children from harm is reduced.</p>
Safeguarding and promoting the welfare of children	<p>The process of protecting children from abuse or neglect, preventing impairment of their health and development, and ensuring they are growing up in circumstances consistent with the provision of safe and effective care that enables children to have optimum life chances and enter adulthood successfully.</p>
Wellbeing	<p>Section 10 of the Children Act 2004 requires local authorities and other specified agencies to co-operate with a view to improving the wellbeing of children in relation to the five outcomes first set out in Every Child Matters – be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic wellbeing.</p>
Serious Case Review	<p>Local Safeguarding Children Boards are required to undertake reviews of serious cases when a child dies and abuse or neglect are known or suspected to be a factor in the death. Where a child has been seriously injured and there is concern about the way agencies worked together, an LSCB may undertake a serious case review. The purpose of such reviews are to establish and identify lessons to be learned from the case about the way in which local professionals and organisations work together to safeguard children and to improve inter-agency working. Where possible lessons should be acted upon quickly without necessarily waiting for the SCR to be completed.</p>
Children in need	<p>Children who are defined as being ‘in need’, under section 17 of the Children Act 1989, are those whose vulnerability is such that they are unlikely to reach or maintain a satisfactory level of health or development, or their health and development will be significantly impaired, without the provision of services (section 17(10) of the Children Act 1989), including those who are disabled. The critical factors to be taken into account in deciding whether a child is in need under the Children Act 1989 are: what will happen to a child’s health or development without services being provided; and the likely effect the services will have on the child’s standard of health and development. Local authorities have a duty to safeguard and promote the welfare of children in need.</p>

Common Assessment Framework (CAF)	<p>The Common Assessment Framework (CAF) offers a basis for early identification of children's additional needs, sharing of this information between organisations and the co-ordination of service provision. Where it is considered a child may have additional needs, with the consent of the child, young person or parents/carers, practitioners may undertake a common assessment in accordance with the national practice guidance to assess these needs and to decide how best to support them. All staff members who have or become aware of concerns about the safety or welfare of a child or children should know: who to contact in what circumstances, and how; and when and how to make a referral to local authority children's social care services or the police.</p> <p>NB In Norfolk, the CAF has been superseded by the Family Support Process (FSP).</p>
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## Appendix 7: Glossary

ABE	Achieving Best Evidence (in police interviews)
ABH	Aggravated Bodily Harm
ACPO	Association of Chief Police Officers
AD	Assistant Director
ADCS	Association of Directors of Children Services
BPG	Best Practice Group
CAF	Common Assessment Framework
CAFCASS	Children and Family Court Advisory and Support Service
CAIU	Child Abuse Investigation Unit
CAMHS	Children & Adolescent Mental Health Service
CCG	Clinical Commissioning Group
CCSP	Countywide Community Safety Partnership
CDOP	Child Death Overview Panel
CEOP	Child Exploitation Online Protection
CEX	Chief Executive
CiN	Children in Need
CME	Children Missing Education
COG	Corporate Officers Group
CP	Child Protection
CPC	Child Protection Conference
CPP	Child Protection Plan
CPS	Crown Prosecution Service
CQC	Care Quality Commission
CS	Children's Services
CSA	Child Sexual Abuse
CSC	Children's Social Care
CSE	Child Sexual Exploitation
CSLT	Children's Services Leadership Team
CTJCG	Children Trust Joint Commissioning Group
CWD	Children With Disability
CYP	Children & Young People
DAAT	Drug And Alcohol Team
DASVB	Domestic Abuse & Sexual Violence Board
DCAG	District Council Advisory Group
DCS	Director of Children's Services
DfE	Department for Education
DHR	Domestic Homicide Review
DNA	Did Not Attend (medical appointment)
DOH	Department of Health
DOT	Direction of Travel
DV	Domestic Violence
EAG	Education Advisory Group
ECCH CIC	East Coast Community Healthcare - Care in the Community
EE	East of England
EIA	Equalities Impact Assessment
ERSLIP	Eastern Region Service Led Improvement Programme
FIP	Family Intervention Programme

FSF	Family Support Form
FSP	Family Support Process
FSW	Family Support Worker
GBH	Grievous Bodily Harm
GCP	Graded Care Profile (assessment tool)
GYBC	Great Yarmouth Borough Council
HSAG	Health Safeguarding Advisory Group
HO	Home Office
ICC	In Care Council
ICPC	Initial Child Protection Conference
IMR	Internal Management Review
IOM	Integrated Offender Management
IRO	Independent Reviewing Officer
JPUH	James Paget University Hospital
JSNA	Joint Strategic Needs Assessment
LAC	Looked After Children
LADO	Local Area Designated Officer
LMC	Local Medical Committee
LSCB	Local Safeguarding Children Board
LSCG	Local Safeguarding Children Group
MAPPA	Multi-Agency Public Protection Arrangements
MAR	Multi-Agency Review
MARAC	Multi Agency Risk Assessment Committee
MASH	Multi-Agency Safeguarding Hub
MI	Management Information
MOD	Ministry of Defense
MOJ	Ministry of Justice
NAI	Non Accidental Injury
NASSH	National Association of Special School Headteachers
NCHC	Norfolk Community Health & Care
NEET	Not in education, employment or training
NIS	National Indicator Set
NNUH	Norfolk & Norwich University Hospital (Trust)
NOMS	National Offender Management Services
NPHA	Norfolk Primary Headteacher Association
NSCB	Norfolk Safeguarding Children Board
NSEL	Norfolk Secondary Education Leaders
NSFT	Norfolk & Suffolk Foundation Trust
NPS	National Probation Service
NYOT	Norfolk Youth Offending Team
Ofsted	Office for Standards in education
OM	Offender management
ONS	Office of National Statistics
PCC	Police & Crime Commissioner
PIP	Personal Independence Payment
PIQAG	Performance, Improvement & Quality Assurance Group
PLASC	Pupil Local Authority School Census
PLO	Public Law Order
PPAG	Policy, Procedure, Advice & Guidance
PPO	Prolific and other Priority Offenders
PPU	Public Protection Unit

QEH	Queen Elizabeth Hospital
QUANGO	Quasi Non-Governmental Organisation
RAG	Red, Amber, Green - shorthand for traffic lights
SARC	Sexual Abuse Referral Centre
SAY	Sexually Appropriate Youngsters
SCR	Serious Case Review
SCRG	Serious Case Review Group
SDP	Senior Designated Professional
SeVA.	Sexual Violence Alliance
SHB	Sexually Harmful Behaviour
SLI	Sector Led Improvement
SMART	Specific, Measurable, Achievable, Realistic, Time Bound
SW	Social Worker
VCG	Vulnerable Children Group
WDG	Workforce Development Group
YOT	Youth Offending Team

