



Nottinghamshire Safeguarding Children Partnership

THE SAFEGUARDING CHILDREN ARRANGEMENTS FOR
NOTTINGHAMSHIRE

January 2019 (revised April 2019)

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Introduction

The Nottinghamshire Safeguarding Children Partnership (NSCP) is established in accordance with the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018. The NSCP provides the safeguarding arrangements under which the safeguarding partners and relevant agencies work together to coordinate their safeguarding services, identify and respond to the needs of children in Nottinghamshire, commission and publish local child safeguarding practice reviews and provide scrutiny to ensure the effectiveness of the arrangements.

The new safeguarding arrangements have been developed to build on the strengths of the previous arrangements under the Nottinghamshire Safeguarding Children Board. In particular the learning and improvement framework, which included a transparent case review process, effective multi-agency audits and a comprehensive multi-agency training programme, has been retained with some improvements. The more generic weaknesses with LSCBs highlighted by the Wood Review have been addressed, in particular accountability for the effectiveness of safeguarding rests clearly with the safeguarding partners through a new Strategic Leadership Group. The large safeguarding board (necessitated under the previous statutory guidance) has been replaced by a more streamlined Safeguarding Assurance and Improvement Group and a new Partnership Forum which provides the opportunity to connect with operational managers and safeguarding lead professionals. Each group under the new arrangements has clear responsibilities which contribute to an overall objective of coordinating and improving safeguarding practice.

The commitment of individuals and organisations which has been fundamental to the effective operation of the Nottinghamshire Safeguarding Children Board is greatly appreciated. The new arrangements will provide an improved framework for that commitment to achieve even more positive outcomes for children and young people.

The Nottinghamshire Safeguarding Children Partnership safeguarding arrangements were published on 27th December 2018 and the Department for Education confirmed compliance with the relevant legislation and statutory guidance on 9th January 2019. The Strategic Leadership Group met on 16th January 2019 and agreed that the safeguarding arrangements were in operation from that point forward. Following completion of all work related to a serious case review that was ongoing at the time of the new arrangements being introduced the Nottinghamshire Safeguarding Children Board ceased to operate on 31st March 2019. All relevant material from the Nottinghamshire Safeguarding Children Board has been handed over to the new arrangements.

Vision and values

Our vision *'That children and young people in Nottinghamshire grow up in a safe and stable environment and are supported to lead healthy, happy and fulfilling lives'*.

The Nottinghamshire Safeguarding Children Partnership will:

- Work effectively as a partnership to protect children from harm.
- Build working relationships between partners which support constructive challenge.
- Be transparent and self-critical.
- Learn from local and national safeguarding practice and improve the way children are safeguarded.
- Listen and respond to children and young people and adult victims and survivors of child abuse to guide how services are delivered.
- Ensure services for children and families in Nottinghamshire support children and young people to stay healthy and happy.

- Ensure services for children and families in Nottinghamshire support parents and carers to provide the best possible care for their children.

Safeguarding partners

The safeguarding partners responsible for the safeguarding arrangements under the Nottinghamshire Safeguarding Children Partnership are:

- Nottingham and Nottinghamshire Clinical Commissioning Groups
 - NHS Nottingham North & East CCG
 - NHS Nottingham West CCG
 - NHS Rushcliffe CCG
 - NHS Mansfield and Ashfield CCG
 - NHS Newark and Sherwood CCG
- NHS Bassetlaw Clinical Commissioning Group
- Nottinghamshire County Council
- Nottinghamshire Police

All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements. In situations that require a clear, single point of leadership, the safeguarding partners will decide who should take the lead on that issue.

The lead representatives for the safeguarding partners responsible for these arrangements are the Chief Executive Nottinghamshire County Council, the Accountable Officers from the above Clinical Commissioning Groups and the Chief Officer of Nottinghamshire Police.

As permitted by the statutory guidance the lead representatives have delegated their functions whilst remaining accountable for any actions or decisions taken on behalf of their agency. The nominated senior officers from each of the safeguarding partners are as follows: -

- Corporate Director, Children and Families (Nottinghamshire County Council),
- Chief Nurse and Director of Quality and Governance (Nottingham and Nottinghamshire Clinical Commissioning Groups)
- Chief Nurse, Executive Lead Quality and Safety (NHS Bassetlaw Clinical Commissioning Group)
- Detective Superintendent, Head of Public Protection (Nottinghamshire Police)

The nominated senior officers have responsibility and authority for ensuring full participation with these arrangements, in particular they will: -

- Attend the Strategic Leadership Group.
- Speak with authority for the safeguarding partner they represent.
- Take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters.
- Hold their own organisation or agency to account on how effectively they participate and implement the local arrangements.

Geographical area

The area covered by the arrangements is defined by the Nottinghamshire County Council local authority boundary. It is acknowledged that partners to these arrangements may have responsibility for services outside this area either due to their organisational boundaries overlapping other local authority areas or because they have responsibilities for children living in another area. The Nottinghamshire Safeguarding Children Partnership interagency safeguarding children procedures include operational guidance for circumstances where a child and or their family is living in another area or moving between areas. It may also be necessary for some partners to these arrangements to work with another area's arrangements, for example during a child safeguarding practice review commissioned by another area, and the Nottinghamshire Safeguarding Children Partnership will help facilitate communication with other areas and engagement by partners.

Relevant agencies

The safeguarding partners are obliged to set out within their arrangements which organisations and agencies are required to work as part of those arrangements to safeguard and promote the welfare of local children. These organisations and agencies are referred to as relevant agencies and when nominated by the safeguarding partners as a relevant agency organisations should act in accordance with the arrangements¹.

Acting in accordance with the safeguarding arrangements requires safeguarding partners and relevant agencies to work together and:

- Fully engage with the Nottinghamshire Safeguarding Children Partnership functions as set out within this document.
- Provide information which enables and assists the safeguarding partners to perform their functions to safeguard and promote the welfare of children in their area, including as related to local and national child safeguarding practice reviews.
- Ensure that their organisation works in accordance with the interagency safeguarding procedures approved by the partnership.
- Have appropriate robust safeguarding policies and procedures in place specifically relevant to their organisation.
- Provide evidence of the above to the Safeguarding Assurance and Improvement Group.

The relevant agencies to which these safeguarding arrangements apply is included at **Appendix A**. All organisations that were previously members of the Nottinghamshire Safeguarding Children Board at the point of the new safeguarding arrangements being implemented have been named as relevant agencies. This ensures that the valuable contribution of those organisations to safeguarding work will continue to be taken forward collaboratively.

In addition, as recommended by Working Together to Safeguard Children 2018, all schools (including independent schools, academies and free schools), colleges and other educational providers are designated as relevant agencies.

¹ A schedule of relevant agencies can be found under part 4 of the Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018. However it should be noted that the safeguarding partners may include any local or national organisation or agency in their arrangements regardless of whether they are named within the regulations. Those organisations that are listed in the regulations have a statutory duty to act in accordance with the arrangements.

Nottinghamshire Fire and Rescue Service² and Active Notts (a County Sports Partnership) have also been designated as relevant agencies under the local safeguarding arrangements. Nottinghamshire Fire and Rescue Service provided a valuable input to the Learning and Development Group under the previous arrangements and the inclusion of Active Notts will strengthen engagement with sports clubs and leisure activities.

Clayfields Secure Children's Unit is represented in the partnership by the Service Director, Children and Families, Nottinghamshire County Council and the Centre Manager.

The list of relevant agencies will be reviewed by the safeguarding partners at least annually. The intention will be to use the opportunity of introducing new arrangements to broaden the reach of the safeguarding arrangements and in time consider how sports clubs, religious institutions, armed forces, voluntary sector, private providers of health services and children's homes, for example, can be further engaged.

Whilst the legislation and statutory guidance draws a distinction between safeguarding partners and relevant agencies to ensure clarity around accountability it is clear that all members of the Nottinghamshire Safeguarding Children Partnership have a shared responsibility to work collaboratively to provide targeted support to children and families. Details of how the relevant agencies and safeguarding partners work together under the arrangements to improve outcomes for children and families are set out later within this document.

Nottinghamshire Safeguarding Children Partnership structure

The organisational structure for the Nottinghamshire Safeguarding Children Partnership is included as **Appendix B**.

Strategic Leadership Group (SLG)

The SLG comprises of the nominated senior officers from each of the safeguarding partners. The NSCP Independent Scrutineer attends but is not a decision-making member of the SLG. The group is chaired by a representative of one of the safeguarding partners and is appointed by the group's members annually. The SLG has overall responsibility for the safeguarding arrangements. Members will be required to make declarations of interest at the start of each meeting. The SLG will meet four times a year.

Summary of functions:

- Defining how the safeguarding arrangements will operate.
- Ensuring the safeguarding arrangements are working effectively.
- Setting the strategic priorities for the partnership.
- Supporting and engaging with relevant agencies through the Partnership Group.
- Ensuring that local and national learning is implemented.
- Maintaining a risk log that identifies strategic risks to the safeguarding of children in the area and the operation of the safeguarding arrangements.
- Linking with other strategic partnerships including the Health and Wellbeing Board, Adult Safeguarding Board, Safer Nottinghamshire Board, Local Family Justice Board and MAPPA.
- With the assistance of the Partnership Support Office produce and publish a yearly report on behalf of the partnership.

The SLG will ensure that responsibility for chairing the groups that support the functions of the partnership is shared evenly between the safeguarding partners. The respective SLG member will sup-

² Fire and Rescue Services are not listed within the regulations and are therefore not under a statutory duty to work with the arrangements.

port members from their organisation in their role of chair of a group to ensure that the group is working effectively and report any issues to the SLG.

Wherever possible, decisions will be made by consensus. Where this is not possible decisions of the SLG will be taken by a majority vote of the safeguarding partners³.

In addition to being responsible for the safeguarding arrangements, the SLG will also provide the mechanism for the Child Death Review Partners (local authority and CCGs) to seek assurance regarding the effectiveness of the child death review arrangements. The process for undertaking child death reviews and analysing information gathered from child death reviews is set out within a separate child death arrangements document.

Nottinghamshire Safeguarding Children Partnership ('the Partnership Forum')

All relevant agencies and safeguarding partners are members of the Partnership Forum. Attendees are expected to have a good understanding of safeguarding and are likely to have either organisational or operational responsibilities for safeguarding children. The partnership meetings will be led by the safeguarding partners and take the form of workshop style events aimed at providing interactive learning opportunities, building relationships, and problem-solving. The Forum will meet three times a year.

Summary of functions:

- Facilitating communication between all the safeguarding partners and relevant agencies, strengthening working relationships between organisations.
- Means of consulting with safeguarding leads and operational managers.
- Dissemination of learning from case reviews and audit.
- Identifying emerging issues to inform the SLG priority setting and raising awareness of emerging issues across the partnership.
- Identifying challenges to safeguarding work and contributing towards the development of solutions.

Safeguarding Assurance and Improvement Group (SAIG)

The Safeguarding Assurance and Improvement Group scrutinises safeguarding effectiveness and coordinates improvement activity by developing action plans for themed areas of work (rather than separate action plans for each review/audit). The group is chaired by a member of the partnership nominated by the SLG. Membership of the group includes senior managers from the safeguarding partners and relevant agencies that have responsibilities for safeguarding performance within their organisation and the NSCP Independent Scrutineer. The nominee of the local authority elected member with portfolio holder responsibilities for children's services is a participant observer of the group. Members will be required to make declarations of interest at the start of each meeting. The group will meet four times a year.

Summary of functions:

- Agreeing the Performance Management Framework for the partnership in line with the priorities set by the SLG.
- Monitoring performance information and intelligence provided by NSCP members and maintaining an ongoing assessment of the effectiveness of safeguarding work.
- Overseeing a programme of Safeguarding Children Quality Assurance visits to frontline services and other organisations that provide recreational or sporting facilities for children.

³ The health safeguarding partners' vote will be arrived at by agreement between the CCG representatives present.

- Early identification and analysis of new safeguarding issues and emerging threats.
- Agreeing the audit programme for the partnership and identifying audit leads to take forward associated work. Coordinating the action to take in response to audit findings.
- Approving Child Safeguarding Practice Review reports and coordinating the action to take in response to them.
- Tracking improvement actions and evaluating the impact of them.
- Reporting on the above issues and any identified areas of risk to the SLG via the Independent Scrutineer.

Learning & Workforce Development Group

This group is responsible for multi-agency safeguarding children training and the provision of the inter-agency safeguarding children procedures. The group is chaired by a member of the partnership nominated by the SLG. Membership of the group includes representatives from the safeguarding partners and relevant agencies. Initially the procedures element of the group's work will be taken forward jointly with Nottingham City with the option to incorporate training provision in Nottingham City also being explored. The group will meet six times a year with two of the meetings assigned to deal with updates to the procedures.

Summary of functions:

- Reviewing and agreeing the annual Learning & Workforce Development Strategy and multi-agency training programme on behalf of the partnership.
- Identifying multi-agency training needs and consider the best way to disseminate learning identified.
- Coordinating the multi-agency safeguarding children training including commissioning specialist training.
- Ensuring that a suitably qualified training pool made up of staff from the partnership is available to deliver the multi-agency training programme.
- Commissioning a full range of e learning modules for use by partner agency staff.
- Evaluating the multi-agency training provision and reporting annually to the Strategic Leadership Group.
- Contributing to the effective implementation of the Nottinghamshire Learning and Improvement Model.
- Maintaining the local thresholds document, the Pathway to Provision.
- Agreeing and maintaining up-to-date interagency safeguarding children procedures and guidance. The procedures and guidance are updated twice per year with the option to include any urgent updates when required.
- Reviewing and agreeing proposals for new or amended procedures/guidance.
- Analysis and evaluation of the use of procedures and guidance.
- Reporting annually to the Strategic Leadership Group.

Child Safeguarding Practice Review Group

This group is responsible for undertaking 'Rapid Review's' of serious child safeguarding cases and overseeing the conduct of Child Safeguarding Practice Reviews. The group is chaired by a member of the partnership nominated by the SLG. The core membership of the group is made up of senior operational managers from the safeguarding partners who act as decision makers for their organisations. Representatives from relevant agencies are invited to contribute to the group depending on the nature of the cases involved. The group will have a flexible approach to their work in order to respond to new cases as they emerge. This will take the form of ad hoc and virtual meetings involving specific members of the group according to needs of particular cases and four set meetings a year to deal with planned work.

Summary of functions:

- Undertaking a 'Rapid Review' of cases in accordance with the procedures set out in these arrangements.
- Making decisions about whether to undertake a Child Safeguarding Practice Review and agreeing Rapid Review Reports on behalf of the safeguarding partners.
- Receive details of cases which have undergone a Rapid Review and undertake further analysis when requested by the safeguarding partners.
- Undertake learning reviews.
- Draft Terms of Reference for Child Safeguarding Practice Reviews.
- Oversee the conduct of Child Safeguarding Practice Reviews.
- Report to the Safeguarding Assurance and Improvement Group with review findings and recommendations.
- Dissemination of learning via the Learning and Workforce and Development group.
- Informing the Safeguarding Assurance and Improvement Group of any emerging issues and risks.

The membership lists for each of the above groups are included as **Appendix C**.

Voice of children and families

The NSCP will seek to engage with children, young people and families to inform its work and will use partner agencies existing consultation mechanisms to assist them with this.

Two Lay Members will be appointed as members of the SAIG and Partnership, at least one of whom will be a care leaver whose experience of the care system and the transition from child to adult services will be an invaluable perspective to inform the work of the Partnership. The Lay Members will support stronger public engagement in local child safety issues and contribute to an improved understanding of the partnership's child protection work in the wider community and provide independent challenge to organisations on the effectiveness of their services in relation to safeguarding.

Whenever a Child Safeguarding Practice Review is undertaken consideration will be given to how best to engage with children, parents and carers and support them to effectively contribute to the review. The findings from any reviews will be explained to those involved on completion of the review and prior to any publication.

When planning NSCP multi-agency audits the Lead Auditor will give consideration as to how children, parents and carers should be involved in the audit.

Members of the Safeguarding Assurance and Improvement Group will use the opportunities afforded by Safeguarding Children Quality Assurance visits to seek the views of children, young people and families on the services they are receiving.

Independent scrutiny

An Independent Scrutineer will be appointed by the safeguarding partners and act as a critical friend encouraging reflection on practice and an openness to improving services. Initially this role will be carried out by the current NSCB Independent Chair whilst a recruitment process is underway and the current arrangements for accountability and performance management through the Chief Executive of Nottinghamshire County Council will be maintained during this period. The appointment of an Independent Scrutineer will be completed by the end of 2019/20 and will take into account any learning from early adopter areas regarding independence, accountability and performance management arrangements.

Responsibilities of the Independent Scrutineer

- Attend the Safeguarding Assurance and Improvement Group and ensure that it is fulfilling its functions effectively and with integrity.
- Provide an objective assessment of the effectiveness of the safeguarding arrangements including how they are working for children and families as well as practitioners.
- Provide an annual assessment of the safeguarding partners' leadership of the arrangements for inclusion in the partnership's yearly report.
- Act as an advisor to the safeguarding partners regarding any responses by the National Child Safeguarding Practice Review Panel to the conclusion reached in Rapid Reviews.
- Undertake a six monthly audit of Rapid Reviews to provide assurance to the Strategic Leadership Group about the effectiveness of that process.
- Assist in resolving operational disputes through the escalation procedures.
- Actively look at opportunities to build networks and peer support.

Schools, educational establishments and early years settings

All schools (including independent schools, academies and free schools) colleges and other educational establishments are designated as relevant agencies within the safeguarding arrangements. Engagement with schools is primarily through representatives from the Safeguarding in Schools Focus Groups attending the Partnership Forum events and providing two-way communication⁴. The focus groups are represented on the partnership by five nominated persons and the SCiEO.

Early years settings will be engaged in the arrangements through partner representatives responsible for commissioning those services.

Children living away from home

The Nottinghamshire Safeguarding Partnership will ensure that those responsible for looking after children in settings away from home, including residential homes for children, foster carers and youth custody settings are engaged with the safeguarding arrangements through the partner responsible for commissioning those services or by direct contact with those organisations.

Funding

The funding arrangements for the Nottinghamshire Safeguarding Children Partnership have been agreed for 2019/20 and will comprise of:

- Contributions by partner organisations at the same level as previously provided to the Nottinghamshire Safeguarding Children Board 2018/19.
- Funding for the Service Manager post divided equally between Nottinghamshire County Council and Nottingham and Nottinghamshire CCGs.
- Funding for the Development Manager and administrative support for case reviews provided by Nottinghamshire County Council.
- Accommodation, legal and communications services provided by Nottinghamshire County Council.

⁴ The Safeguarding in Schools Focus Groups are supported by the Safeguarding Children in Education Officer (SCiEO) and meet twice a term, they are open to Designated Leads from all schools in the county and provide the opportunity to communicate current safeguarding issues in schools and share good practice.

The reserve available to the Nottinghamshire Safeguarding Children Board will be taken forward and available for use by the new safeguarding arrangements.

A review of the funding arrangements will be undertaken during 2019 to enable the safeguarding partners to consider the future resourcing requirements, agree the level of funding provided by each safeguarding partner and any contributions from relevant agencies. The review will consider how the reserve should be used and the appropriate level of reserve moving forward and will also take account of the statutory guidance which requires the safeguarding partners funding of the arrangements to be 'equitable and proportionate'.

Partnership yearly report

The Strategic Leadership Group will produce a yearly report that will be published on the partnership website. The report will include:

- A summary of the activities undertaken by the partnership.
- Details of child safeguarding practice reviews undertaken during the year and action taken to improve practice.
- Evidence of the impact of the work of the partnership, including training, on outcomes for children and families from early help to looked-after children and care leavers.
- An analysis of any areas where there has been little or no evidence of progress on agreed priorities.
- A record of decisions and actions taken by the partners in the report's period (or planned to be taken) to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements.
- Ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision.
- A review of the use of restraint in Clayfields Secure Children's Unit.
- The Independent Scrutineer's assessment of the strength of the leadership by the safeguarding partners over the preceding year.
- Any changes to the safeguarding arrangements.

The partnership yearly report will be presented by the chair of the SLG to the lead representatives from the safeguarding partners as part of their annual assurance processes. Following approval by the lead representatives each nominated senior officer from the safeguarding partners is responsible for ensuring that the partnership yearly report is presented to their respective governance arrangements (the local authority Children and Young Persons Committee, the CCG Governing Bodies, and the Chief Constable). A copy of the report will also be provided to each member of the partnership, to the National Child Safeguarding Practice Review Panel and the What Works Centre for Children's Social Care, within seven days of being published.

Learning and improvement

The NSCP operates a learning and improvement model which ensures that partner organisations are clear about their responsibilities and are supported to learn from experience and improve services. Responsibility for learning and improvement lies with the Safeguarding Assurance and Improvement Group.

The model includes:

- Use of data and intelligence to monitor performance.

- Multi-agency and single agency case audits.
- Case reviews.
- Practice improvement.
- Impact evaluation.

Use of data and intelligence

The Performance Management Framework⁵ for the partnership sets out the way performance information is provided to the Safeguarding Assurance and Improvement Group to inform its assessment of the effectiveness of the help being provided to children and families (including early help). Data relating to key safeguarding processes and particularly vulnerable groups of children will be provided each quarter with an analysis that provides an explanation of any trends and issues for attention of the group. This will be supplemented by specific reports on topics that have been identified by the Strategic Leadership Group as requiring assurance monitoring.

The framework will be subject to regular review by the Strategic Leadership Group and therefore the issues covered may vary according to the needs of children in Nottinghamshire and risks identified. It should be noted that safeguarding partners are required to review the use of restraint within secure establishments in their area and therefore the Clayfields Secure Children's Unit Annual Report will be a constant feature of the Performance Management Framework.

Audit

The NSCP Audit Framework describes the partnership approach to multi-agency and inter-agency audit. A rolling three year audit programme will be agreed and overseen by the Safeguarding Assurance and Improvement Group and the aim will be to undertake a minimum of four multi-agency audits per year.

The programme will reflect the priorities for safeguarding children in Nottinghamshire and will be informed by:

- Child Safeguarding Practice Reviews.
- Performance indicators.
- The need to further explore issues that have caused of concern, including those highlighted through previous audits.
- Feedback from learning and development, management forums or policy implementation.

Or

- General audits within a category of case to establish a baseline assessment of performance.

The outcomes from audit work will be presented to the Safeguarding Assurance and Improvement Group for consideration of any further action required.

Child Safeguarding Practice Reviews

Nottinghamshire Safeguarding Children Partnership will identify serious child safeguarding cases which raise issues of importance in relation to the area and commission and oversee a review of those cases where they consider it appropriate to do so. The identification of serious child safeguarding cases will primarily be through the notification requirements⁶ placed on Nottinghamshire County Council which require certain incidents to be notified to the national Child

⁵ The Performance Management Framework is available on the partnership's website

⁶ s16C(1) of the Children Act 2004 (as amended by the Children and Social Work Act 2017)

Safeguarding Practice Review Panel. However, any organisation with statutory or official duties in relation to children (including all members of the partnership) should inform the safeguarding partners of any incident which they think should be considered for a child safeguarding practice review⁷.

The definition of a serious child safeguarding case are those in which:

- *abuse or neglect of a child is known or suspected and*
- *the child has died or been seriously harmed.*

Serious harm includes (but is not limited to) serious and/or long-term impairment of a child's mental health or intellectual, emotional, social or behavioural development. It should also cover impairment of physical health⁸. This is not an exhaustive list. When making decisions, judgment should be exercised in cases where impairment is likely to be long-term, even if this is not immediately certain. Even if a child recovers, including from a one-off incident, serious harm may still have occurred.

Notification of incidents

Nottinghamshire County Council will notify the national Child Safeguarding Practice Review Panel of any incident that meets the notification criteria within 5 working days of becoming aware using the approved online notification process. A copy of the notification will be provided to the partnership support office on the same day that it is submitted.

Notification criteria:

Nottinghamshire County Council knows or suspects that a child has been abused or neglected and either:

(a) the child dies or is seriously harmed in the local authority's area, or

(b) while normally resident in the local authority's area, the child dies or is seriously harmed outside England.

Rapid Review

The partnership support office will arrange for a Rapid Review to be undertaken and completed for:

- All cases notified to them as a result of the notification of incidents process.
- All cases raised for consideration of a review by partner organisations.

The aim of a Rapid Review is to enable safeguarding partners to:

- Gather the facts about the case, as far as they can be readily established at the time.
- Discuss whether there is any immediate action needed to ensure children's safety and share any learning appropriately.
- Consider the potential for identifying improvements to safeguard and promote the welfare of children.
- Decide what steps they should take next, including whether or not to undertake a child safeguarding practice review.

⁷ Through submission of a referral form available in the resources section of the online procedures http://nottinghamshirescb.proceduresonline.com/local_resources.html

⁸ Child perpetrators may also be the subject of a review, if the definition of 'serious child safeguarding case' is met.

As soon as the Rapid Review is complete, the safeguarding partners should send a copy to the Panel. They should also share with the Panel their decision about whether a local child safeguarding practice review is appropriate, or whether they think the case may raise issues which are complex or of national importance such that a national review may be appropriate.

The Rapid Review will be undertaken and completed within 15 working days and will be coordinated by the Development Manager. A detailed process for Rapid Reviews has been agreed across Nottingham City and Nottinghamshire (see **Appendix D**).

When considering whether to commission a child safeguarding practice review the safeguarding partners will have regard to the definition of a serious child safeguarding case (see earlier) and the following criteria:

Whether the case:

- *Highlights or may highlight improvements needed to safeguard and promote the welfare of children, including where those improvements have been previously identified.*
- *Highlights or may highlight recurrent themes in the safeguarding and promotion of the welfare of children.*
- *Highlights or may highlight concerns regarding two or more organisations or agencies working together effectively to safeguard and promote the welfare of children.*
- *Is one which the Child Safeguarding Practice Review Panel have considered and concluded a local review may be more appropriate.*

Where there are differences of opinion in whether the criteria for a review have been met, a majority decision will be accepted (i.e. 2 of the 3 partners in agreement). The safeguarding partners may consider that a child safeguarding practice review is appropriate for cases that do not meet the definition of a 'serious child safeguarding case' but nevertheless might reveal learning related to good practice, poor practice or near misses.

The response of the National Child Safeguarding Practice Review Panel to the Rapid Review will be reported back to the safeguarding partners. Should the panel disagree with the decision made by the safeguarding partners the Development Manager will circulate the details of the response and convene a meeting/telephone conference of the safeguarding partners decision makers and the NSCP Independent Scrutineer to consider the information provided and review the initial decision. The safeguarding partners, with advice from the Independent Scrutineer, may decide to adhere to their initial decision or conclude that a Child Safeguarding Practice Review should be commissioned, in either case the justification should be clearly recorded and provided to the Panel.

The outcome and rationale for the safeguarding partners' decision on whether or not to conduct a review will be communicated in writing to the child/family concerned. Where possible this should be provided in person through the practitioner currently working with the family (social worker/police officer) to allow an opportunity for any questions to be raised and responded to.

The Independent Scrutineer will complete a 6 monthly audit of the Rapid Reviews undertaken during the previous period to provide assurance to the Strategic Leadership Group that the process is working effectively and that appropriate decisions are being made with a clear rationale.

Child Safeguarding Practice Reviews will be undertaken in line with the local procedures. Once completed the Review Report will be presented to the Safeguarding Assurance and Improvement Group for sign off.

Reviews will be completed and published within six months unless there are extenuating circumstances such as an ongoing criminal investigation, inquest or future prosecution. Any delay to

the completion or publication of a review will be approved by the Strategic Leadership Group and the reasons notified to the National Child Safeguarding Practice Review Panel and Secretary of State. In some circumstances the Strategic Leadership Group may consider it inappropriate to publish a review report in which case arrangements will be made to publish information about the improvements that should be made following the review. The Strategic Leadership Group will set out for the Panel and the Secretary of State the justification for any decision not to publish either the full report or information relating to improvements⁹.

Publication of Child Safeguarding Practice Reviews or information about the improvements that should be made will be via the partnership website. The reports/information will remain on the website for a one year period and thereafter will be available on request. The NSPCC maintains a national case review repository¹⁰ where case reviews remain available electronically for five years.

Practice improvement

The Safeguarding Assurance and Improvement Group is responsible for considering any learning identified/recommendations made through the Learning and Improvement Model (e.g. case reviews, audit, performance information etc) . The group will identify actions for improving practice and incorporate them into work-streams to ensure there is a realistic programme of practice improvement and that it is readily apparent which areas of safeguarding practice are the focus for improvement. Work-streams identified will include appropriate methods of evaluating the impact on improving practice and these may include reference to existing performance measures, the creation of new measures under the Performance Management Framework, the commissioning of audit work under the NSCP audit programme or the requirement for assurance to be provided from the organisations responsible.

The Learning and Workforce Development Group will be responsible for ensuring that learning from case reviews and other sources is disseminated effectively through the Partnership and that training courses are updated accordingly. Where necessary additional courses will be commissioned to address any unmet multi-agency training needs.

Inter-agency training

The L&WD Group is responsible for the Learning & Workforce Development Strategy which sets out the partnership approach to learning and development¹¹. This includes identifying training needs, setting the Safeguarding Children Competency Framework/Training levels, the multi-agency training pathway, the dissemination of learning, coordination and delivery of the training programme and monitoring the quality and evaluating the effectiveness of training.

The partnership will provide multi-agency training guided by training needs analysis and learning from reviews and audit. The partnership is committed to providing a comprehensive multi-agency training programme which includes the following elements:

- **Core safeguarding training courses** – these provide a foundation for good multi-agency safeguarding practice with the opportunity to attend refresher events to keep knowledge up to date. These courses are offered regularly throughout the year to enable all partners to access as and when required.
- **Subject specific training events, and seminars** – these provide an opportunity to explore safeguarding children issues in greater depth. These courses vary from year to year, depending on the safeguarding themes identified both nationally and locally. The Training

⁹ Safeguarding partners should have regard to any comments that the Panel or the Secretary of State may make in respect of publication.

¹⁰ <https://learning.nspcc.org.uk/case-reviews/national-case-review-repository/>

¹¹ The strategy is available on the partnership website

Programme is flexible and adaptable to ensure that the needs of the partnership workforce are met and additional courses will be arranged according to demand.

- **E learning** - a suite of safeguarding children courses, which are suitable for practitioners needing an introduction to a subject or wishing to refresh their knowledge around a subject. A broad range of courses are offered including the four key safeguarding issues: neglect, sexual abuse, physical abuse and emotional abuse, with additional modules covering specific safeguarding issues.

NSCP e learning and training events are available free of charge to all safeguarding partners/relevant agencies, and organisations who contribute financially to the Partnership. Other organisations may access the training, however charges may apply.

Procedures and Guidance

The NSCP provides guidance on the thresholds for services and interagency safeguarding children procedures both of which are available via <http://nottinghamshirescb.proceduresonline.com>. The L&WD Group is responsible, on behalf of the Partnership, for maintaining the guidance and procedures.

Thresholds document

The Pathway to Provision is the multi-agency thresholds guidance for Nottinghamshire children's services and includes the following:-

- The process for the early help assessment (EHAF) and the type and level of early help services to be provided.
- The criteria, including the level of need, for when a case should be referred to local authority children's social care for assessment and for statutory services under:
 - section 17 of the Children Act 1989 (children in need)
 - section 47 of the Children Act 1989 (reasonable cause to suspect a child is suffering or likely to suffer significant harm)
 - section 31 of the Children Act 1989 (care and supervision orders)
 - section 20 of the Children Act 1989 (duty to accommodate a child).

Interagency Safeguarding Children Procedures

The interagency safeguarding children procedures apply across Nottinghamshire and Nottingham City. They provide a clear framework under which organisations will work together to safeguard children. The procedures are regularly updated to take account of local and national learning and any changes in legislation or statutory guidance. Additional guidance and procedures that cover a range of specific circumstances are included and in particular the following areas of safeguarding are addressed:

- Risks, indicators and the protection of children with disabilities.
- Resolving professional disagreements and escalating.
- Information sharing between practitioners.
- Safe recruitment, selection and retention of staff and volunteers.
- Expectations around whistleblowing mechanisms and training.
- Children living away from home.

All member organisations of the NSCP should have in place appropriate, robust safeguarding policies and procedures that should be compatible and aligned to the NSCP interagency procedures. These 'single agency' procedures should include the escalation process within that organisation and clear

whistleblowing procedures which reflect the principles in Sir Robert Francis' *Freedom to Speak Up* review. The Safeguarding Assurance and Improvement Group will seek confirmation that member organisations comply with this requirement.

Review of the safeguarding arrangements

These arrangements will be reviewed by the safeguarding partners at the end of 2019/20 and thereafter a minimum of every three years, additional or amended statutory guidance will be responded to at the time of publication.

Endorsement of the safeguarding arrangements

The lead representatives from the safeguarding partners responsible for the safeguarding arrangements set out under the Nottinghamshire Safeguarding Children Partnership have endorsed the arrangements.



Anthony May
Chief Executive



Craig Guilford
Chief Constable



Idris Griffiths
Accountable Officer
NHS Bassetlaw Clinical Commissioning Group



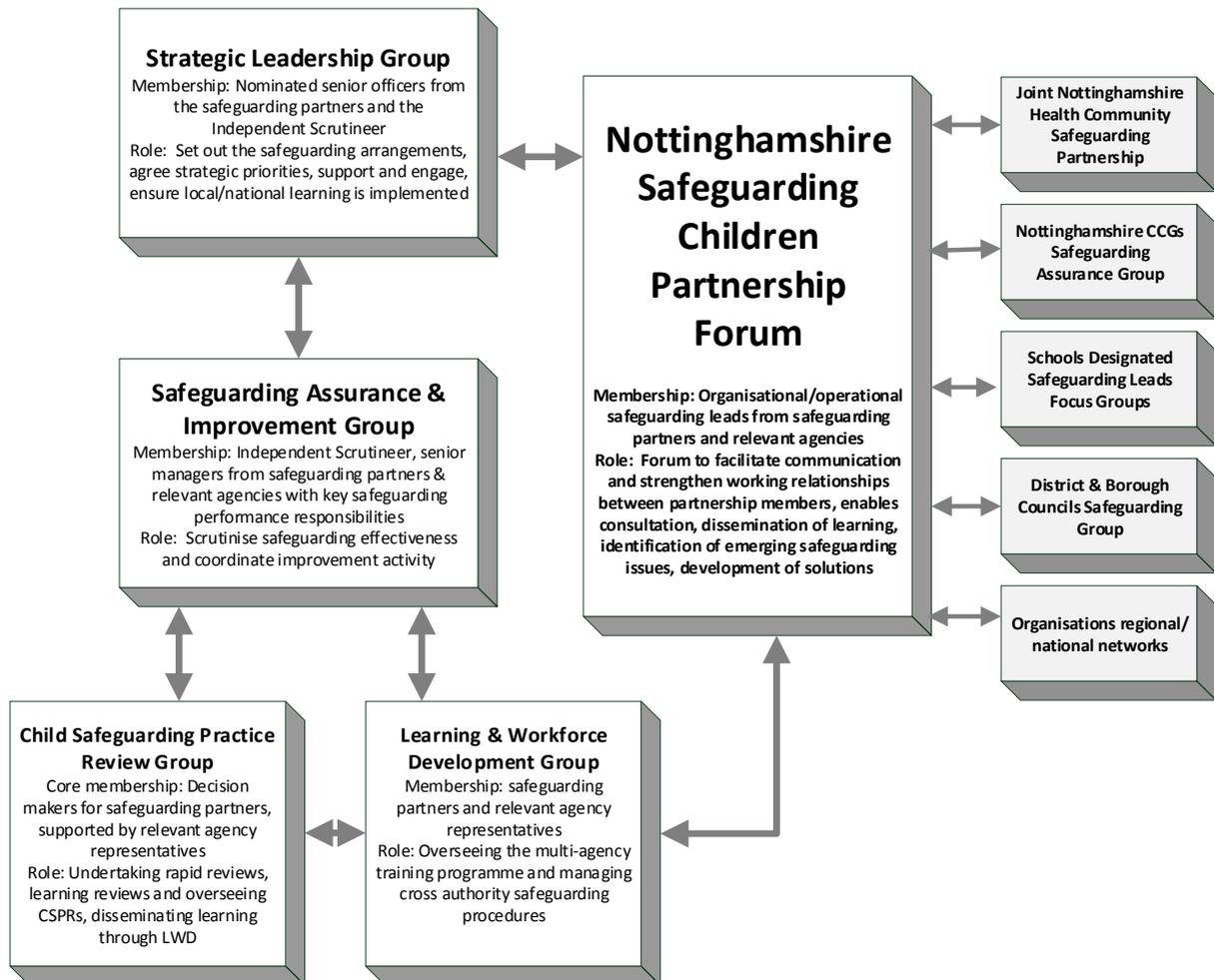
Amanda Sullivan
Accountable Officer
Nottingham and Nottinghamshire Clinical
Commissioning Groups



Appendix A – Relevant Agencies

Nottinghamshire Safeguarding Children Partnership Relevant Agencies
Health
NHS England
Doncaster & Bassetlaw Teaching Hospitals NHS Foundation Trust
Nottingham University Hospital NHS Trust
Nottinghamshire Healthcare NHS Foundation Trust
Sherwood Forest Hospitals NHS Foundation Trust
East Midlands Ambulance Service NHS Trust
Criminal Justice
Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company
National Probation Service (Nottinghamshire)
CAFCASS
District and Borough Councils
Ashfield District Council
Bassetlaw District Council
Broxtowe District Council
Gedling Borough Council
Mansfield District Council
Newark & Sherwood District Council
Rushcliffe Borough Council
Voluntary sector
Home-Start Nottingham
Education
All schools (including independent schools, academies and free schools), colleges and other educational providers in the NSCP area
Clayfields Secure Children’s Unit
Others
Children’s Homes, Adoption/Fostering agencies
Nottinghamshire Fire and Rescue Service
Active Notts (County Sports Partnership)

Appendix B – NSCP Structure



N.B. The Strategic Leadership Group also provides the mechanism for the child death review partners to maintain oversight of child death review processes and this is set out in the child death review arrangements document.

Appendix C – Membership Lists

Strategic Leadership Group	
Chairing arrangements – rotation of safeguarding partner representatives	
Organisation	Representative
Nottingham and Nottinghamshire Clinical Commissioning Groups	Chief Nurse and Director of Quality and Governance
NHS Bassetlaw Clinical Commissioning Group	Chief Nurse, Executive Lead Quality and Safety
Nottinghamshire County Council	Corporate Director, Children and Young People’s Services
Nottinghamshire Police	Head of Public Protection
Independent	Independent Scrutineer

Nottinghamshire Safeguarding Children Partnership	
Strategic Leadership Group to agree representation and leadership by them of partnership meetings	
Organisation	Representative
Independent	Service user representative
Local Authority Councillors	Lead Member for Children’s Social Care Nominee
Independent	Lay member
Nottingham and Nottinghamshire Clinical Commissioning Groups	Designated Nurse and Designated Doctor
NHS Bassetlaw Clinical Commissioning Group	
Nottinghamshire County Council	Group Manager MASH – Children’s Social Care
	Group Manager Assessment – Children’s Social Care
	Group Manager Child Protection – Children’s Social Care
	Group Manager – Adult Social Care
	Group Manager Early Help
	Group Manager Safeguarding Assurance and Improvement
	Service Manager Independent Chair Service
	Senior Public Health and Commissioning Manager
Nottinghamshire Police	DI Public Protection
	DS Public Protection

Doncaster & Bassetlaw Teaching Hospitals NHS Foundation Trust	Director of Nursing and Quality
	Named Nurse/ Doctor
Nottingham University Hospital NHS Trust	Head of Safeguarding
	Named Nurse/Doctor
Nottinghamshire Healthcare NHS Foundation Trust	Head of Safeguarding (Corporate)
	Named Nurse/Doctor
Sherwood Forest Hospitals NHS Foundation Trust	Head of Safeguarding
	Named Nurse/Doctor
East Midlands Ambulance Service NHS Trust	Ambulance Operations Manager for Quality and Compliance
Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company	Assistant Chief Executive
	Performance Delivery Manager
National Probation Service (Nottinghamshire)	Head of Nottinghamshire National Probation Service
	Senior Probation Officer
CAFCASS	Head of Practice
Ashfield District Council	Safeguarding Lead
Bassetlaw District Council	Safeguarding Lead
Broxtowe District Council	Safeguarding Lead
Gedling Borough Council	Safeguarding Lead
Mansfield District Council	Safeguarding Lead
Newark & Sherwood District Council	Safeguarding Lead
Rushcliffe Borough Council	Safeguarding Lead
Home-Start Nottingham	Manager
All schools (including independent schools, academies and free schools), colleges and other educational providers in the NSCP area	Safeguarding Children in Education Officer
	DSL representative
Clayfields Secure Children's Unit	Centre Manager
Nottinghamshire Fire and Rescue Service	Safeguarding Lead
Active Notts (County Sports Partnership)	Safeguarding Lead

Safeguarding Assurance and Improvement Group	
Chaired by nominated representative from safeguarding partners appointed by the SLG	
Organisation	Representative
Independent	Independent Scrutineer
Nottingham and Nottinghamshire Clinical Commissioning Groups	Designated Nurse and Designated Doctor
NHS Bassetlaw Clinical Commissioning Group	
Nottinghamshire County Council	Lead Member for Children’s Social Care Nominee
	Service Director – Commissioning and Resources
	Service Director – Youth Families and Social Work
	Service Director – Education Learning and Skills
	Consultant Public Health
	Group Manager – Safeguarding Assurance and Improvement
Nottinghamshire Police	Head of Public Protection
Nottinghamshire Healthcare NHS Foundation Trust	Associate Director for Safeguarding and Social Care
Doncaster & Bassetlaw Teaching Hospitals NHS Foundation Trust*	Named Nurse for Safeguarding Children & Safeguarding Team Manager
Nottingham University Hospital NHS Trust*	Head of Safeguarding
Sherwood Forest Hospitals NHS Foundation Trust*	Head of Safeguarding
Independent	Lay member
Children and young person’s representative	Care leaver
Voluntary Sector	Manager

*Minimum of one representative from acute hospital trusts

Child Safeguarding Practice Review Group	
Chaired by nominated representative from safeguarding partners appointed by the SLG	
Organisation	Representative
Nottinghamshire Police	DCI Quality & Compliance Public Protection
Nottingham and Nottinghamshire Clinical Commissioning Groups	Designated Nurse/Doctor
NHS Bassetlaw Clinical Commissioning Group	
Nottinghamshire County Council	Group Manager – Children’s Social Care

	Group Manager – Education Learning and Skills
	Senior Public Health and Commissioning Manager
Co-opted members according to the nature of the cases/purpose of meeting:	
Nottinghamshire Healthcare NHS Foundation Trust	Safeguarding Lead (Corporate)
Doncaster & Bassetlaw Teaching Hospitals NHS Foundation Trust	Named Nurse Safeguarding Children
Nottingham University Hospital NHS Trust	Named Nurse Safeguarding Children
Sherwood Forest Hospitals NHS Foundation Trust	Specialist Nurse Safeguarding Children and Young People

Learning and Workforce Development Group	
Chaired by nominated representative from safeguarding partners appointed by the SLG	
Organisation	Representative
Nottinghamshire Police	DS/DC Public Protection
Nottingham and Nottinghamshire Clinical Commissioning Groups	Designated Doctor, Deputy Chief Nurse/Designated Nurse and Named Nurse Safeguarding Children
NHS Bassetlaw Clinical Commissioning Group	
Nottinghamshire County Council	Principal Child & Family Social Worker
	Safeguarding Children in Education Officer
	Children’s Workforce Development
	Safeguarding Adults Development Officer
Nottinghamshire Healthcare NHS Foundation Trust	Safeguarding Lead Named Nurse
Doncaster & Bassetlaw Teaching Hospitals NHS Foundation Trust	Named Nurse Safeguarding Children
Nottingham University Hospital NHS Trust	Named Nurse Safeguarding Children
Sherwood Forest Hospitals NHS Foundation Trust	Specialist Nurse Safeguarding Children and Young People
Nottinghamshire Fire and Rescue Service	Fire-setter Coordinator

Appendix D – Rapid Review Process

Day 1

Commissioning

- The Development Manager will notify by (e-mail) the three local safeguarding partners of the initiation of the Rapid Review process. The communication will be sent to:
 - Detective Superintendent Head of Public Protection
 - Service Director for Youth Families and Social Work, Nottinghamshire County Council
 - The Chief Nurse for Nottingham and Nottinghamshire Clinical Commissioning Groups
 - NHS Nottingham North & East CCG
 - NHS Nottingham West CCG
 - NHS Rushcliffe CCG
 - NHS Mansfield and Ashfield CCG
 - NHS Newark and Sherwood CCG
 - The Chief Nurse for NHS Bassetlaw Clinical Commissioning Group
- The communication will include timescales / rapid review pro-forma / details of the Rapid Review meeting.
- The safeguarding partners must immediately identify a named person to lead on the review within their organisation, and advise the Partnership office of their details.
- The Development Manager will work with the identified leads to agree a review lead / author to support in the writing of the Rapid Review report.
- The CCG Designated Nurse (or associate designated nurse) will co-ordinate notification to health providers relevant to the case.
- **Modified response** - where initial information, and early discussions indicate that further Review is highly likely, it has been agreed that organisations can submit internal documentation to enable a swift rapid review process without creating duplication of agency reports in any further review.

Day 6 - 7

Internal reports: submission and circulation

- All agency internal Rapid Review reports MUST be returned to the Development Manager by close of business on day 6 of the Rapid Review timeline.
- Health providers' reports will be collated and returned by the CCG Designated Nurse (or named person above). These reports must have been signed off by senior management.
- Day 7 – The Development Manager will circulate to all involved parties, who will review and consider prior to the Rapid Review meeting/panel.

N.B. All partner organisations will need to deploy their own internal processes for facilitating an effective response in the short timescale allowed.

Day 8

Rapid Review Panel

Attendance will include

- Representation from the safeguarding partners (LA, Police, CCG)
- Representation from any key providers as agreed by the review lead/author
- Development Manager/Service Manager (minimum one)

Purpose

- Discussion re the findings from the Rapid Review reports returned
- Agreement of what is working well and any areas for concerns
- Agree the themes for the summary/analysis section of the report
- Agree report format/template (depending on the extent of information known)
- Identify any action already taken or required
- Agree any recommendations, including further review if required.

Days 9 – 13

Completion first draft report (days 9 – 11)

- The named lead/author and Development Manager will work together to complete the Rapid Review report.
- Lead reviewer will focus on the summary and analysis section; and learning points.
- A standard review template will be available through the Partnership office, however the report format will be influenced by the amount of information available to the review; and the recommendations. A number of templates may be developed over time.

Circulation and sign off by review team (day 12)

- By 9:30 am on day 12 the Development Manager will circulate the first draft report to all parties involved (review team)
- The Partnership office will send a copy of the Rapid Review report to the Independent Scrutineer.
- All responses (comments and requested amendments) must be returned to the Development Manager by 3:00pm on day 12.
- Development Manager and lead reviewer will meet/communicate to agree any amendments, and finalise draft two of the report by, the end of business day 12. This will be re-circulated to the review team.

Sign off by senior managers (day 13)

- Members of the review team, must ensure that the report is signed off at the agreed senior level for their own organisation and send confirmation to the Development Manager to this affect; or alert the Service Manager, Partnerships and Planning, if there are any issues.

Day 14

Final report

- Service Manager Partnerships and Planning will complete a final check / proof read and sign off final copy.

Day 15

- Service Manager Partnerships and Planning or the Development Manager will submit the report to the National Panel Mailbox.NationalReviewPanel@education.gov.uk

PRINCIPLES GOVERNING THIS PROCESS

- There is an acceptance by all parties that the process must be completed in the 15 day timeframe.
- That the Rapid Review process will be given priority within workloads.
- There is an agreement by strategic leads that where necessary colleagues will be released from routine duties to undertake the Rapid Review process
- It is the responsibility of review team members to keep senior managers apprised of the review throughout the process; especially if there appears to be significant practice issues for their organisation or service.
- Sticking to the agreed timescales allows for a minimal contingency for exceptional circumstances only.
- The lead reviewer / author will be determined by the extent of agency involvement alongside the most significant incidents known initially.