



# NOTTINGHAM CITY SAFEGUARDING CHILDREN PARTNERSHIP (NCSCP)

The Safeguarding Children Arrangements  
for Nottingham City



Revised November 2024

## Foreword from the Lead Safeguarding Partners

As the three lead safeguarding partners responsible for the safeguarding arrangements under the Nottingham City Safeguarding Children Partnership, we are pleased to introduce the agreed working arrangements that will guide our collaborative efforts to keep children safe in Nottingham. These arrangements are set in line with the statutory guidance from *Working Together to Safeguard Children 2023*, and they outline how we will unite to respond to the needs of children and young people across our city.

At the heart of these arrangements are our shared vision, values, and principles, which reinforce our unwavering commitment to safeguarding children. We are driven by the belief that every child deserves to grow up in a safe and nurturing environment, and we will work tirelessly to ensure that the most vulnerable are protected, supported, and empowered to thrive.

These arrangements are designed to provide clarity on how we, as safeguarding partners, will work together across agencies, building on our collective expertise and experience. They also establish a framework for accountability, communication, and continuous learning—critical elements for ensuring that we can respond to the evolving needs of children in Nottingham.

We encourage all of our partners, stakeholders, and practitioners to engage with these arrangements and use them as a foundation for driving forward positive change. Safeguarding is everyone's responsibility, and through effective collaboration, we believe we can make a lasting difference in the lives of children and young people.

While we are excited about what lies ahead, we are also acutely aware of the challenges we face both individually within our respective organisations and collectively as a safeguarding partnership. The complexities of modern safeguarding, the pressures on public services, and the diverse needs of our communities mean that we must continue to adapt and evolve in our approach. Yet, we are confident that by working together, we can rise to these challenges and deliver meaningful outcomes for the children and families we serve.

These arrangements should be read alongside our published *Partnership Annual Report*, which provides an overview of the progress we have made and the areas where we must focus our efforts going forward. We look forward to working with all our partners to ensure that Nottingham remains a place where children are safeguarded and supported to reach their full potential.

Together, we will continue to strive for excellence in safeguarding practice and uphold the highest standards of care for the children and young people of Nottingham.

Sincerely,

Kate Meynell

Chief Constable  
Nottinghamshire

Sajeeda Rose

Chief Executive  
Nottingham City

Amanda Sullivan

Chief Executive  
Nottingham and

Lead Safeguarding Partners  
Nottingham City Safeguarding Children Partnership (NCSCP)

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# Introduction

The Nottingham City Safeguarding Children Partnership (NCSCP) is established in accordance with the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018<sup>1</sup>.

The NCSCP 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 Nottingham City, commission and publish local child safeguarding practice reviews and provide scrutiny to ensure the effectiveness of the arrangements.

The safeguarding arrangements came into operation on 27<sup>th</sup> June 2019 and have been developed to build on the strengths of the previous arrangements under the Nottingham City Safeguarding Children Board. Accountability for the effectiveness of safeguarding rests with the safeguarding partners through the Lead Safeguarding Partners Group (LSPG) and the Strategic Leadership Group (SLG).

These arrangements provide a streamlined and improved framework for the safeguarding partnership to demand even more positive outcomes for all of our children and young people. We have ensured that our arrangements are able to compliment those in Nottinghamshire County so that partners who work across the City and County benefit from consistent naming and structures where possible.

## Vision, Values & Principles

The vision of the NCSCP is:

- I. That children and young people are safe from harm, inside their home, outside their home and online.
  - II. That children and young people have access to the right help at the right time.
  - III. To ensure there is effective partnership working to improve safeguarding outcomes for children, young people, and their families.
- As a Partnership our values are:
    - For clear accountability
    - For clear and demonstrable influence
    - For equitable and fair contributions from all partners.
    - Listen to, hear, and act on the voice of the child.
    - Work effectively as a partnership to protect children from harm.
    - Build working relationships between partners which support and encourage constructive challenge.
    - Listen and respond to children and young people and adult victims and survivors of child abuse to inform how services are commissioned and delivered.
    - Ensure services and families in Nottingham City support children and young people to say healthy, and support parents and carers to provide the best possible care for their children.

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<sup>1</sup> Now Working Together 2023

- The Nottingham City Safeguarding Children Partnership principles (NCSCP) are to:
  - Use performance data to regularly and effectively monitor front line practice.
  - Use multi-agency audits to improve safeguarding practice.
  - Ensure that learning from child deaths, learning reviews and significant incidents is central to the work of the NCSCP.
  - Embed learning and improvement activity so that impact may be captured.
  - Monitor and audit the application of locally agreed thresholds.
  - Engage with children, parents/carers, and front-line staff as well as the wider community, to gain an understanding of further improving service delivery.
  - Learn from local and national safeguarding practice to continually strive to improve the way children are safeguarded.

## Safeguarding Partners

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

- Nottingham City Council
- NHS Nottingham and Nottinghamshire Integrated Care Board<sup>2</sup>
- 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, all three safeguarding partners shall decide who would take the lead on issues that arise.

The lead safeguarding partners (LSP) responsible for these arrangements are the heads of each statutory safeguarding partner agency. These are:

The Chief Executive Nottingham City Council,

The Chief Executive of the NHS Nottingham and Nottinghamshire Integrated Care Board

The Chief Constable of Nottinghamshire Police.

As permitted by the statutory guidance the lead safeguarding partners remain accountable for any actions or decisions taken on behalf of their agency by the Delegated Safeguarding Partners (DSP).

The nominated senior officers from each of the safeguarding partners acting as the Delegated Safeguarding Partners are as follows: -

- Corporate Director for Children and Education Services (Nottingham City Council),

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<sup>2</sup> CCG's were replaced by the ICB's under the Health and Care Act 2022

- Chief Nurse (NHS Nottingham and Nottinghamshire Integrated Care Board)
- Assistant Chief Constable, (Nottinghamshire Police)

Both the Lead and Delegated Safeguarding Partners hold joint strategic functions as described in statutory guidance.

## Geographical Area

The area covered by the arrangements is defined by the Nottingham City 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 Nottingham City Safeguarding Children Partnership (NCSCP) 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 work with another area's arrangements, for example during a Rapid Review or a local child safeguarding practice review commissioned by another area, and the Nottingham City 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'<sup>3</sup> and when nominated by the safeguarding partners as a relevant agency organisation should act in accordance with the arrangements.

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

- Fully engage with the Nottingham City 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 to the Business Management Group and/or its sub-groups.

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<sup>3</sup> A schedule of relevant agencies can be found [under part 4 of the Child Safeguarding Practice Review and Relevant Agency \(England\) Regulations 2018](#)

The relevant agencies to which these safeguarding arrangements apply is included at Appendix B. All organisations that were previously members of the Nottingham City Safeguarding Children Board at the point of the new safeguarding arrangements being implemented were named as relevant agencies.

In addition, as recommended by Working Together to Safeguard Children 2023, all schools (including independent schools, academies, and free schools), colleges and other educational providers are designated as relevant agencies.

The list of relevant agencies will be reviewed by the safeguarding partners no less than annually. The aim will be to broaden the reach of the new safeguarding arrangements to consider how sports clubs and associations, religious institutions, the voluntary sector, private providers of health services and children's homes, amongst others, 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 Nottingham City 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.

## Nottingham City Safeguarding Children Partnership Structure

The organisational structure for the Nottingham City Safeguarding Children Partnership (NCSCP) is included as Appendix A.

# Lead Safeguarding Partners Group (LSPG)



The safeguarding partners responsible for the safeguarding arrangements under the NCSCP are:

Nottingham City Council

NHS Nottingham and Nottinghamshire Integrated Care Board

Nottinghamshire Police

The LSP is the head of each statutory safeguarding partner agency. All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements.



**Sajeeda Rose**  
Chief Executive  
Nottingham City Council



**Amanda Sullivan**  
Chief Executive  
Nottingham and Nottinghamshire Integrated Care Board



**Kate Meynell**  
Chief Constable  
Nottinghamshire Police

## Lead Safeguarding Partners Group (LSPG)

The LSPG comprises the head of each of the safeguarding partners. The LSPG has overall responsibility for the safeguarding arrangements.

The LSPG will meet at least three times a year.

Summary of functions:

- Set the strategic direction, vision, and culture of the local safeguarding arrangements, including agreeing and reviewing shared priorities and the resource required to deliver services effectively.
- Assure themselves that their local arrangements are effective and keep children safe. This includes systems of assurance and accountability within each of their organisations, including inspection findings.
- Lead their organisation's individual contribution to the shared priorities, ensuring strong governance, accountability, and reporting mechanisms to hold their delegates to account for the delivery of agency commitments.
- Supporting and engaging with relevant agencies through the Partnership Group.
- Review and sign off key partnership documents: published multi-agency safeguarding arrangements, including plans for independent scrutiny, shared annual budget, yearly report, and local threshold document.
- Provide shared oversight of learning from independent scrutiny, serious incidents, local child safeguarding practice reviews, and national reviews, ensuring recommendations are implemented and have a demonstrable impact on practice (as set out in the yearly report).
- Ensure all relevant agencies, including education settings, are clear on their role and contribution to multi-agency safeguarding arrangements

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

The Chair of the NCSCP and the Independent Scrutineer will both meet with the LSP's together to provide assurance and update on the work of the NCSCP at meetings of the LSPG.

# Strategic Leadership Group (SLG) - Delegated Safeguarding Partners (DSP)



All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements.



**Rob Griffin**  
Assistant Chief  
Constable  
Nottinghamshire Police



**Jill Colbert**  
Corporate Director for  
Children and Education  
Services  
Nottingham City  
Council



**Rosa Waddingham**  
Chief Nurse NHS  
Nottingham and  
Nottinghamshire  
Integrated Care Board



**Steve Edwards**  
Independent Scrutineer

## Strategic Leadership Group (Delegated Safeguarding Partners)

The SLG comprises of senior officers able to take decisions on behalf of the LSP and hold their sectors to account.

The NCSCP Independent Scrutineer shall attend but is not a decision-making member of the SLG.

The group is chaired on rotation by the safeguarding partner representatives and has authority to take decisions on behalf of the LSP and hold their sectors to account.

Summary of functions:

- Take relevant strategic and operational decisions on behalf of the LSP.
- Oversee the setting of and compliance with the delivery of agreed strategic priorities for the partnership.
- Defining how the safeguarding arrangements will operate.
- Ensuring the safeguarding arrangements are working effectively.
- Supporting and engaging with relevant agencies through the Partnership Group.
- Ensuring that local and national learning is implemented.
- Maintaining a risk register 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, Nottingham City Safeguarding Adult Board, MAPPA, and the Childrens Partnership Board
- Produce and publish a yearly report on behalf of the partnership.

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 partners. The local authority elected member with portfolio holder responsibilities for children's services is a participant observer of the group.

## Business Management Group (BMG)

This group is chaired by a representative of one of the safeguarding partners on a rotational basis and membership includes senior managers from the safeguarding partners and relevant agencies that have responsibilities for safeguarding performance within their organisation. The BMG scrutinises safeguarding effectiveness and coordinates improvement activity by developing action plans for themed areas of practice. Members will be required to make declarations of interests at the start of each meeting.

Summary of functions:

- Agreeing the Performance Management Framework for the partnership in line with the priorities set by the SLG.
- Oversight of the NCSCP performance, effectiveness, and impact of safeguarding work.

- Early identification and analysis of emerging safeguarding issues and emerging threats.
- Co-ordinating the work and actions of the NCSCP Subgroups and Taks & Finish Groups
- 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 Chair.

## Learning & Workforce Development Group

This group is responsible for multi-agency safeguarding children training and the provision of the interagency safeguarding children's procedures. The group is chaired by a yearly rotation of members from the partnership. Membership of the group includes representatives from the safeguarding partners and relevant agencies.

The group's role is to disseminate learning from practice across the partnership, develop a multi-agency training programme and contribute to inter-agency procedures.

Summary of functions:

- Developing a multi-agency safeguarding children training programme on behalf of the partnership.
- Identifying multi-agency training needs and consider the best way to disseminate learning identified.
- Ensuring that a suitably qualified training pool made up of staff from the partnership is available to deliver the multi-agency training programme.
- Evaluating the multi-agency training provision
- Reviewing learning from Rapid reviews, CSPRs, multi-agency reviews and considering how this learning can be disseminated across the partnership including incorporating the learning into training

## Child Safeguarding Practice Review Group

This group is chaired on rotation by members of the partnership. The core membership of the group is made up of senior personnel 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. This will take the form of bi-monthly set meetings.

Summary of functions:

- Undertaking a 'Rapid Review' of cases in accordance with the agreed process as in Appendix D.
- Link in with other subgroups as necessary to share learning and consider improvement actions.
- Making decisions about whether to undertake a Child Safeguarding Practice Review.
- Agreeing on behalf of the safeguarding partners Rapid Review Reports.

- Receive details of cases such as National Reviews, Rapid Reviews from other partnerships, Local Child Safeguarding Practice Review Findings from other partnerships with implications on local practice.
- Undertake learning reviews.
- Draft Terms of Reference for Child Safeguarding Practice Reviews.
- Oversee the conduct of Child Safeguarding Practice Reviews.
- Report to the Business Management Group with review findings and proposed actions.
- Dissemination of learning via the Learning and Workforce and Development group.
- Informing the Business Management Group of any emerging issues and risks.

## Quality Assurance & Audits

The group is chaired by a yearly rotation of members from the partnership. Membership of the group includes representatives from the safeguarding partners and relevant agencies.

This subgroup is responsible for monitoring the performance of the partnership, alongside a cross - authority audit function.

The aim of this group is to provide assurance to the NCSCP on the quality of safeguarding intervention for children and young people and the performance of agencies in carrying out their safeguarding function. This will include a focus on improving outcomes and impact.

By working together to agree areas which merit audit scrutiny common to both Nottingham city and Nottinghamshire County, and auditing these jointly, the safeguarding partnerships recognise the significant benefits this provides.

The group also lead's the s.11 audit which is the quality assurance process of partner agencies safeguarding activity set against national standards.

## Education Subgroup

The Education Subgroup is responsible for working on behalf of the Safeguarding Partnership to promote good safeguarding practice and keeping children safe across the education sector. Membership of the group includes representatives from the education and early years sector, safeguarding partners, and relevant agencies. The group is chaired on a yearly rotation of members from the Education sector, supported by the partnership. The group will also have representation and input into all other NCSCP subgroups and activities ensuring there is a link and contribution from the sector into partnership activities.

The primary objectives of the Education Subgroup will be to help:

- Co-ordinate what is done across the education sector for the purposes of safeguarding and promoting the welfare of children
- Ensure the effectiveness of what is done, through quality assurance of local safeguarding arrangements in education settings.
- Ensuring education voice and views are heard at LSPG, SLG & BMG and included with respect to priority setting and strategic decision making.

- Ensure education is represented and engaged in all areas of safeguarding including sub-groups and task finish groups.
- To promote education engagement within the safeguarding partnership

## Schools, Educational Establishments and Early Years/PVI Settings

All schools (including independent schools, academies, and free schools) and other educational establishments are designated as relevant agencies within the safeguarding arrangements.

Engagement with schools is through various fora, the termly DSL network being one key event but day to day communication, advice and support is through the School and Education Safeguarding Coordinator. The Designated Safeguarding Leads Network meetings provide an opportunity to communicate current safeguarding issues in schools and share good practice, both locally and nationally.

Early years/PVI settings will be engaged in the arrangements in a similar way, through the Early Years Designated Safeguarding Leads Network meetings which meet three times per year. The Education subgroup also has representatives from the sector to better engage them in the work of the partnership.

These will report to the Strategic Leadership Group via the Business Management Group.

## Independent Scrutiny

An Independent Scrutineer is appointed by the safeguarding partners to act as a critical friend encouraging reflection on practice and a determination to improving services. This role drives continuous improvement and provides assurance that arrangements are working effectively for children, families, and practitioners<sup>4</sup>.

Responsibilities of the Independent Scrutineer

- 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 an annual 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.

## Voice of the Child

The NCSCP is committed to the 'voice of the child' underpinning all our work. The NCSCP will seek to engage with children, young people, and families to inform its work and will also use partner agencies

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<sup>4</sup> See: Independent scrutiny section of [Working Together 2023](#), pages 36 - 38

existing consultation mechanisms to assist them with this. The NCSCP will establish a Taks & Finish Group to further explore participation of children and families in the work of the partnership.

A Lay Member will be appointed as a member of the BMG. The Lay Member will support stronger public engagement in local child safeguarding 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 NCSCP multi-agency audits the Lead Auditor shall give consideration as to how children, parents and carers can be involved in the audit. Consultation will also be sought from the Independent Scrutineer about how to best approach this work.

## Children living away from home

The Nottingham City 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 Nottingham City Safeguarding Children Partnership have been agreed and will comprise of:

- Contributions by partner organisations at the same level as previously provided to the Nottingham City Safeguarding Children Board.

Should there be any reserve available to the Nottingham City Safeguarding Children Partnership it will be taken forward and available for use by the Partnership in line with Partnership priorities.

A review of the funding arrangements will be undertaken on a yearly basis 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 the statutory guidance which requires the safeguarding partners funding of the arrangements to be 'equitable and proportionate.'

## Nottingham City Safeguarding Children Partnership Annual Report

The Strategic Leadership Group will produce a yearly report that will be signed off by the Lead Safeguarding Partners. This will be transparent and easily accessible to families and professionals and published on the partnership website. The report will include:

- What the partnership has done as a result of the arrangements, including on child safeguarding practice reviews

- 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 and an analysis of learning from serious incidents.
- Evidence the impact of the work of the partnership, including training, outcomes for children and families from early help, 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 key decisions and actions taken by the safeguarding partners in the yearly cycle, including in relation to implementing the recommendations from any local and national child safeguarding practice reviews and the impact this has had.
- Ways in which the partners have engaged with children and families to inform their work and influence service provision.
- A review of the impact and learning from independent scrutiny arrangements to ensure the leadership is strong and the arrangements are leading to the desired and necessary impact
- Any changes to the safeguarding arrangements.
- The contribution of each safeguarding partner to the functioning and structure of the multi-agency safeguarding arrangements
- Any themes emanating from aggregated methods of scrutiny, for example, reviews and scrutineer activity and multi-agency audits.
- Evidence of how safeguarding partners are ensuring the adequate representation and input of education at both the operational and strategic levels of the arrangements.
- Evidence that national reforms have been implemented, taking into account key decisions and actions taken by safeguarding partners in response to reforms, and any issues or concerns encountered within the yearly cycle

Following approval of the annual report by the lead safeguarding partners, a copy of the report will be provided to the National Child Safeguarding Practice Review Panel and Foundations (What Works Centre for Children and Families), within seven days of being published.

## Learning and Improvement

The NCSCP 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 Learning & Workforce Development Group reporting into the Business Management Group.

The learning and improvement framework includes:

- Use of performance data to monitor performance.
- Multi-agency and single agency case audits.
- Learning reviews.
- Practice improvement.

- Evaluation of the impact of the learning and improvement framework.

## Use of Data and Intelligence

The NCSCP Performance Management and Quality Assurance Framework in development will set out how performance information is provided to the Quality Assurance & Audits Group to inform its assessment of the effectiveness of the help being provided to children and families (including early help). Performance data relating to key safeguarding indicators and particularly vulnerable groups of children currently provided each quarter which is reviewed at the QA meetings. This provides an opportunity for analysis of trends and issues and discussion of areas of concern or good practice which is reported to the Business Management Group for consideration of inclusion in the partnership risk register and any escalation to the SLG and or the LSPG.

Themes and areas that have been identified by the Strategic Leadership Group as requiring assurance monitoring shall also be mapped and analysed.

The framework will be subject to regular review by the QA and BMG and therefore the issues covered may vary according to the emerging needs of children in Nottingham City and any risks identified.

## Information Sharing

An information sharing agreement is in place and provides the framework for the agencies that work together to share information and coordinate safeguarding services, identify and respond to the needs of children in Nottingham City, commission and publish local Child Safeguarding Practice Reviews, conduct local review work, and provide scrutiny to ensure the effectiveness of the arrangements as part of the Nottingham City Safeguarding Children Partnership.

The purpose of safeguarding arrangements is to support and enable local organisations and agencies to work together and share information to safeguard and promote the welfare of children. The partnership is particularly seeking to achieve the following:

- Clear accountability – the safeguarding partners (Police, Health, and Local Authority) have a joint and equal responsibility for setting up the arrangements and making sure they work.
- Faster response to serious child safeguarding cases including undertaking 'Rapid Reviews' to identify if any immediate action is needed to ensure children's safety, identify any learning or improvements needed and consider whether a more in-depth Local Child Safeguarding Practice Review is needed.
- Engage with a wider range of organisations and connect better with lead safeguarding practitioners.
- Provide a streamlined structure, reducing duplication and lessening the demand on safeguarding leads to attend meetings.

## Audit

The NCSCP 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 QA 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 Nottingham City and will be informed by:

- Child Safeguarding Practice Reviews.
- Performance indicators.
- The need to further explore issues that have caused concern, including those highlighted through previous audits.
- Local and nationally identified themes.
- General audits within an identified category to establish local performance.

The outcomes from audit work will be presented to the BMG via the QA Group for consideration of any further action required.

There is also a cross-authority audit programme in partnership with the neighbouring County Council.

## Child Safeguarding Practice Reviews

Nottingham City Safeguarding Children Partnership (NCSCP) 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. This process will follow on from a Rapid Review where findings from the initial report will highlight the need for further investigation around improvement and learning. The identification of serious child safeguarding cases will primarily be through the notification requirements placed on Nottingham City Council which requires certain incidents to be notified to the National Child 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 review.

The definition of a serious child safeguarding case is where:

- 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 health<sup>5</sup>. 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

Nottingham City 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. Though the responsibility to notify rests on the local authority, it is for all three safeguarding partners to agree which incidents should be notified in their local area.

A copy of the notification will be provided to the partnership business office on the same day that it is submitted.

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<sup>5</sup> Child perpetrators may also be the subject of a review, if the definition of 'serious child safeguarding case' is met.

Notification criteria:

Nottingham City 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

When referrals are received for consideration of a SIN/learning review, the partnership will arrange for the three statutory partners to meet to discuss whether the SIN criteria are met, or whether a learning review is warranted.

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

- All cases that meet the criteria for a serious incident notification

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 (CSPR).

As soon as the Rapid Review is complete, the safeguarding partners shall send a copy to the Panel. They will also share with the Panel their decision about whether a local child safeguarding practice review (LCSPR) 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 partnership business office. A detailed process for Rapid Reviews has been agreed across Nottingham City (see **Appendix D**).

When considering whether to commission a local child safeguarding practice review the safeguarding partners will have regard to the definition of a serious child safeguarding case 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 partnership business office will circulate the details of the response and convene a meeting of the safeguarding partners' decision makers and the NCSCP 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 Local Child Safeguarding Practice Review should be commissioned, in either case the justification should be clearly recorded and provided to the panel.

The Independent Scrutineer will complete an annual audit of all Learning Reviews, Rapid Reviews/LCSPR's, undertaken during the previous period to provide assurance to the Lead Safeguarding Partners and the Strategic Leadership Group that the process is working effectively and that appropriate decisions are being made with a clear rationale.

Local Child Safeguarding Practice Reviews will be undertaken in line with the local procedures. Once completed the Review Report will be presented to the Child Safeguarding Practice Review 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 improvements.

Publication of Local 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 repository where case reviews remain available for five years.

## Learning Reviews

There will be occasions where cases are brought before the Child Safeguarding Practice Review Group (CSPRG) that do not meet the criteria for a SIN notification to the National Panel. However, these cases might identify practice and procedural issues across more than one agency worthy of further exploration. In these instances, the CSPRG three key statutory partners have agreed to lead 'Learning Reviews' to help identify learning and improve practice.

Identification of cases for consideration of a learning review can be done by any agency and should be submitted to the partnership via their representative on the CSPRG. Cases will be considered by the three statutory partners to decide whether a review is warranted; on occasions, the statutory partners may make the decision that a SIN/Rapid review is needed instead. Feedback on the decision will be given to the referring agency via their CSPRG representative.

The methodology of a learning review will be decided on a case-by-case basis, but in general will involve agencies submitting a brief overview of their involvement, followed by a workshop type session where the relevant practitioners and their managers involved in the case are brought together to discuss the case and help identify and address any gaps with the aim of practice improvement.

The learning and outcomes from these sessions will be recorded by the CSPRG and monitored as part of their role.

## Practice Improvement

The Business Management Group is responsible for considering any learning identified/recommendations made through the Learning and Improvement Model. The group will identify actions for improving practice and incorporate them into action plans to ensure there is a programme of practice improvement where it is clear which areas of safeguarding practice are the focus for improvement.

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 and online resources are updated accordingly. Where necessary additional courses will be commissioned to address any unmet multi-agency training needs.

## Inter-Agency Training

The NCSCP Learning & Workforce Development Group is responsible for the Learning & Workforce Development Strategy which sets out the partnership approach to learning and development. 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 will vary from year to year, depending on the safeguarding themes identified both nationally and locally. The Training 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's courses, which are suitable for practitioners needing an introduction to a subject or wishing to refresh their knowledge around a subject will be available. A broad range of courses will be offered including the four key safeguarding priorities: exploitation, making the system work, domestic abuse and cultural competency and confidence, with additional modules covering specific safeguarding issues such as neglect.

NCSCP e learning and training events will be 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

### Policy & Procedure Subgroup

The [NCSCP](#) provides guidance on many aspects of children's safeguarding practice as well as the thresholds for services and interagency safeguarding children procedures. The cross-authority policies and procedures subgroup is responsible, on behalf of the Partnership, for maintaining the guidance and procedures. This group is cross authority with Nottinghamshire Safeguarding Children Partnership (NSCP). They provide a clear framework under which organisations will work together to safeguard children.

#### Summary of Functions

- Contributing to the maintenance of up-to-date interagency safeguarding children's 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.

### Inter-agency Safeguarding Children Procedures –

The [Interagency Safeguarding Children Procedures](#) apply across Nottingham City and Nottinghamshire County. This work is co-ordinated by the Policy & Procedures Subgroup. 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 including the following are available.

- Risks, indicators, and the protection of children with disabilities.
- Resolving professional disagreements and escalation.
- 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 NCSCP should have in place appropriate, robust safeguarding policies and procedures that should be compatible and aligned to the NCSCP 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 interagency [Conflict Resolution Policy](#) also exists to enable disagreements to be resolved to the satisfaction of practitioners and organisations involved. The Business Management 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 regularly and updated when there are key changes, such as changes to the LSPs/DSP's, to the yearly priorities or the list of relevant agencies and additional or amended statutory guidance will be responded to at the time of publication.

Appendix A – NCSCP Structure



## Appendix B – Relevant Agencies<sup>6</sup>

<b>Nottingham City Safeguarding Children Partnership Relevant Agencies</b>
<b>Health</b>
NHS England (Nottingham and Nottinghamshire ICB)
Nottingham University Hospitals NHS Trust
Nottinghamshire Healthcare NHS Foundation Trust
Nottingham CityCare Partnership
East Midlands Ambulance Service NHS Trust
<b>Criminal Justice</b>
Nottinghamshire Police
British Transport Police
Nottingham City Community Rehabilitation Company
Nottingham City National Probation Service
CAFCASS
<b>Voluntary sector</b>
NCVS
IMARA
All Voluntary, charity, social enterprise (VCSE) Organisations
<b>Education</b>
All schools (including independent schools, academies, and free schools), colleges and other educational providers in the NCSCP area
<b>Others</b>
Children’s Homes, Adoption/Fostering agencies
Nottingham City Fire and Rescue Service
Faith Groups
All nurseries, child minders and childcare settings.
Sport and leisure providers

<sup>6</sup> [The Child Safeguarding Practice Review and Relevant Agency \(England\) Regulations 2018 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

## Appendix C – Membership Lists

<b>Lead Safeguarding Partners Group</b>	
<b>Organisation</b>	<b>Representative</b>
Nottinghamshire Police	Chief Constable
Nottingham City Council	Chief Executive
NHS Nottingham and Nottinghamshire Integrated Care Board	Chief Executive
NCSCP – SLG	Chair
NCSCP	Independent Scrutineer

<b>Strategic Leadership Group</b>	
Chairing arrangements – rotation of safeguarding partner representatives	
<b>Organisation</b>	<b>Representative</b>
NHS Nottingham and Nottinghamshire Integrated Care Board	Chief Nurse and Director of Quality and Governance
Nottingham City Council	Corporate Director, Children and Education Services
Nottinghamshire Police	Assistant Chief Constable
Local Authority Councillors	Lead Member for Children’s Services
Independent	Independent Scrutineer

<b>Business Management Group</b>	
<b>Organisation</b>	<b>Representative</b>
Chair of group	To be rotated between the three strategic partners each year over a three-year cycle.
Nottinghamshire Police	Detective Superintendent
Public Health	Consultant
LA - Education	Head of Access to Learning
NSPCC	Service Manager
Probation	Head of Probation Delivery Unit

Nottingham City Healthcare NHS Foundation Trust	Associate Director for Safeguarding and Social Care
Independent	Independent Scrutineer
Voluntary Sector	Manager
Safeguarding Partnership	Partnership Officer
Safeguarding Partnership	Business Manager for Safeguarding Partnership
Nottingham CityCare Partnership CIC	Named Nurse/Head of Safeguarding
Education Subgroup	Chair of Education Subgroup
NHS Nottingham & Nottinghamshire Integrated Care Board (ICB)	Designated Nurse for Safeguarding Children
LA – Children’s Integrated Services	Head of First Response

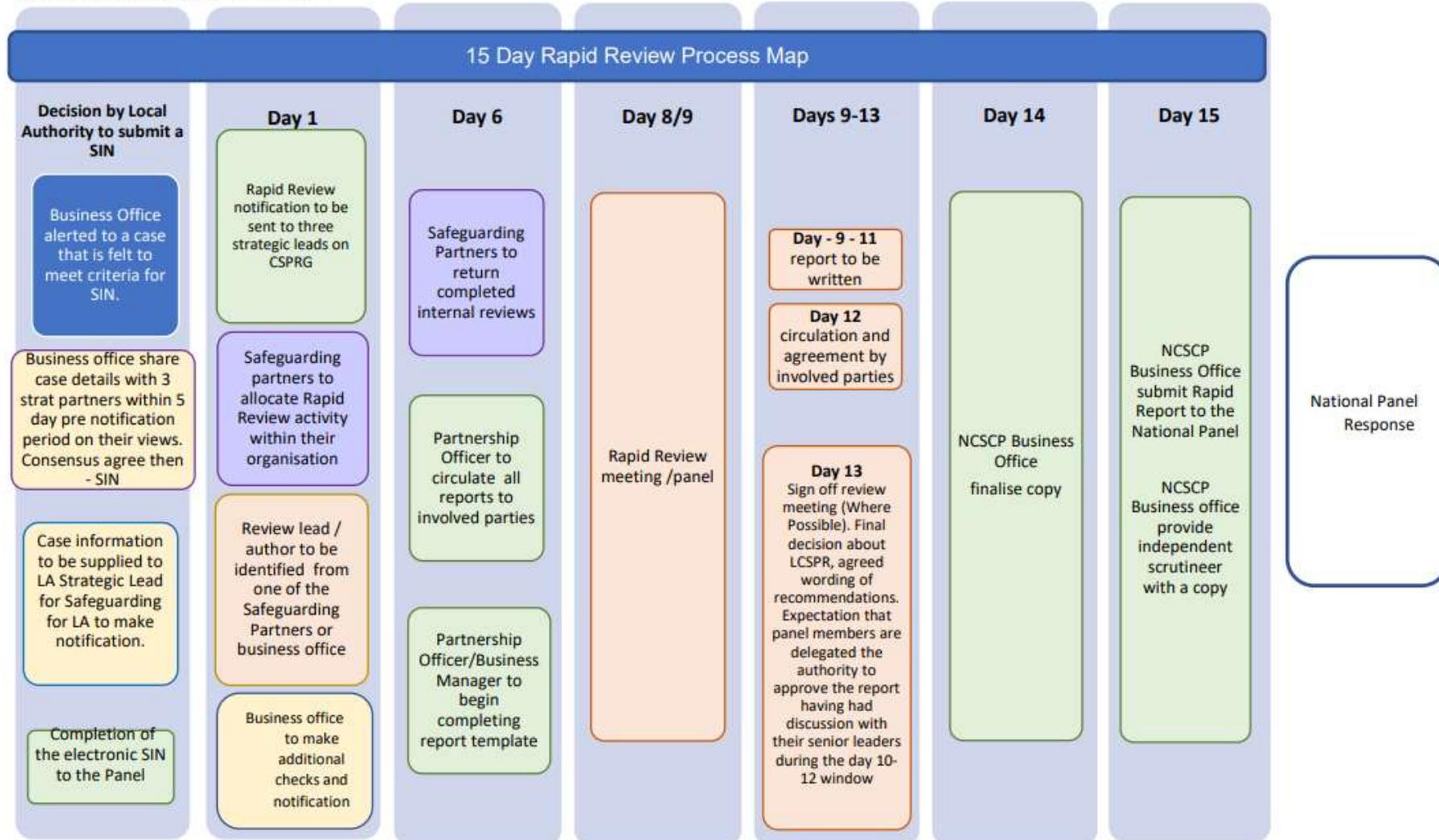
<b>Child Safeguarding Practice Review Group</b>	
<b>Organisation</b>	<b>Representative</b>
Chair of group	To be rotated between the three strategic partners each year over a three-year cycle.
Nottinghamshire Police	DCI
Public Health	Consultant
Education	Head of Access to Learning
NSPCC	Service Manager
NHS Nottingham and Nottinghamshire Integrated Care Board (ICB)	Designated Nurse for Safeguarding Children
Nottingham University Hospitals NHS Trust	Named Nurse Safeguarding Children
Independent	Independent Scrutineer
Voluntary Sector	Manager
Safeguarding Partnership	Partnership Officer
Safeguarding Partnership	Business Manager for Safeguarding Partnership
NHS Nottingham and Nottinghamshire Integrated Care Board (ICB)	Consultant Paediatrician, Designated Doctor for Safeguarding Children

Nottingham CityCare Partnership CIC	Named Nurse/Head of Safeguarding
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<b>Learning &amp; Workforce Development Group</b>	
<b>Organisation</b>	<b>Representative</b>
Chair of group	To be rotated between the three strategic partners each year over a three-year cycle.
Nottinghamshire Police	DI Public Protection
Public Health	Consultant
Education	Head of Access to Learning
NSPCC	Service Manager
NHS Nottingham and Nottinghamshire Integrated Care Board (ICB)	Designated Nurse for Safeguarding Children
NHS Nottingham and Nottinghamshire Integrated Care Board (ICB)	Consultant Paediatrician, Designated Doctor for Safeguarding Children
Nottingham CityCare Partnership CIC	Named Nurse/Head of Safeguarding
Independent	Independent Scrutineer
Voluntary Sector	Manager
Safeguarding Partnership	Partnership Officer
Safeguarding Partnership	Business Manager for Safeguarding Partnership

# Appendix D – Rapid Review Process

## The Rapid Review Process



# Safeguarding Partnership Engagement With Schools



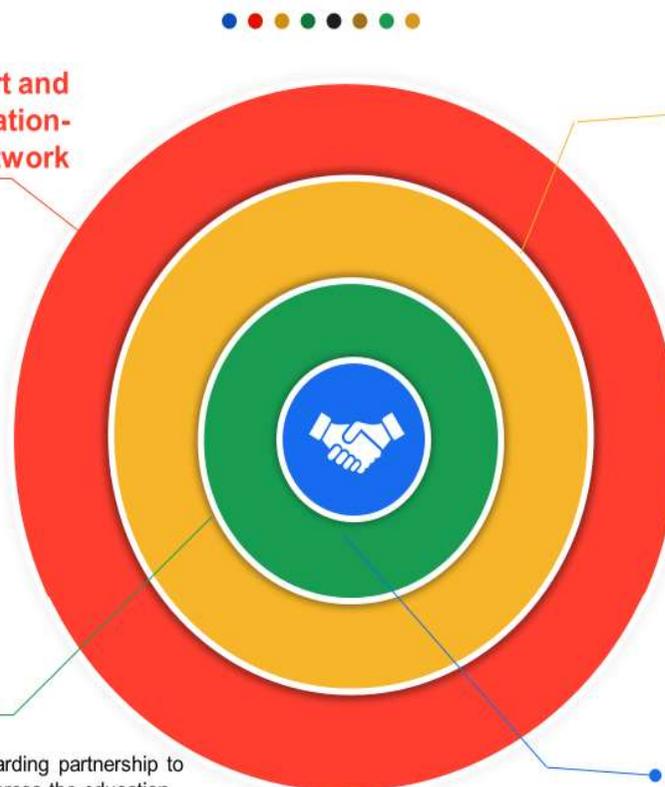
## Cycle of engagement, support and communication- Designated Safeguarding Lead Network

- Termly network for all schools of all type inc independent and AP
- Tailored agenda to meet national/local need and statutory guidance, policy updates
- Two-way interaction and connectivity between partnership including statutory partners, LA departments and schools
- Supports internal cascade within schools on local risks and needs
- Safeguarding briefing emails communicated to schools via Education Division- dedicated DSL webpages for news and updates

## Education Subgroup

\*This group has responsibility for working on behalf of the safeguarding partnership to promote effective safeguarding practice and keep children safe across the education sector as a whole

- Co-ordinate what is being done across the education sector as priority in promoting the welfare of children
- Ensuring effectiveness and the quality assurance of local safeguarding arrangements in education settings
- Ensuring education voice and views are heard at SLG and BMG and strategic decision making
- To promote education engagement within the safeguarding partnership



## Advanced Designated Safeguarding Leads (ADSL) and Associate Advanced Designated Safeguarding Leads (AADSL)

\*A cross phase, Maintained and Multi-Academy Trust representation group of operational safeguarding Designated Safeguarding Leads

### ADSL

- ADSL's remit is to provide an extended arm of front-line engagement with partnership activity through the Education Subgroup
- ADSL's provide operational capacity to the Education Subgroup in the form of a Task and Finish subgroup where agreed actions from the Education Subgroup will be tasked to the ADSL team and feedback to the strategic subgroup

### AADSL

- Associate ADSL's purpose is to deliver the Safeguarding in Education core training offer currently provided to all front facing staff across the education sector.

## Schools and Education Safeguarding Coordinator

- Advice and support to schools
- Leadership of ADSL and DSL networks
- Quality assurance of safeguarding in education
- Evaluate, Review, Design and Implementation of training programme