



Norfolk Safeguarding
Children Partnership



Safer

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Safer Programme Business Plan 2024 – 2027

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Introduction

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

The NSCP adheres to statutory guidance as set out in *Working Together 2023* and is the responsibility of three safeguarding partners: the Local Authority, Police and Health. Under their leadership and direction, independent scrutiny arrangements are in place to provide assurances that the work of all organisations whose staff come into contact with children and young people, their parents and carers is co-ordinated and effective. The NSCP also includes a wide range of partners and stakeholders that are committed to keeping children safe, promoting their welfare and achieving the best possible outcomes for them.

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

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

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

Governance

Accountability and Focus

The Safer Programme in its current form was established in June 2010. It provides advice, information, and training on all aspects of safeguarding children, child protection, policies, and procedures, primarily to the voluntary and community sector, but also to the statutory and private sectors. Accountable to the NSCP, the programme is now completely financially self-sufficient, receiving no funds from any sector.

The NSCP Safer Programme continues to develop and meet the safeguarding procedural, policy and training needs of the voluntary, community, private sector and statutory sector in Norfolk.

Delivery Plan

SPC = Safer Programme Co-ordinator

1. Growth of the Safer Programme. Safer Membership to continue to increase. TARGET-By 2027 a target of 1000 Safer Members. Tracking at end of each year to monitor progress towards overall target. Yearly increase of members by 88 per year, i.e. by end of 2025 = 823 members, by end of 2026 = 911 members.			
Priority of function and actions	Responsible person or agency	Target Date	How measured / KPIs
The Safer Co-ordinator will continue to work with NCC Early Years to ensure we are providing a high-quality service to meet their needs.	SPC	Ongoing	<ul style="list-style-type: none">• Quarterly meetings regarding the Parent and Toddler Group funding and the service being provided by Safer to these groups.• Meetings once a term with EY to review courses.• SPC contributes content to EY safeguarding newsletter and attends SLP network events.

All online training courses contain a slide outlining the benefits of membership to encourage those on courses who are not members to join up.	SPC	Ongoing	<ul style="list-style-type: none"> • Safer Trainers promote the benefits of joining Safer in all courses. • NCC Early Years have a set of slides which they share at their Leaders' and Managers' briefings to promote Safer.
Meetings once a month with the new Sports Welfare Officer at Active Norfolk.	SPC	Ongoing	<ul style="list-style-type: none"> • To work in partnership to identify what the training needs are for those working in sporting sector/physical activity field.
Promote the Safer Programme with relevant partner agencies	SPC and all partner agencies	Ongoing – meetings with most partners take place every 6-8 weeks	<ul style="list-style-type: none"> • Attendance at a range of meeting with partners both online and face to face: <ul style="list-style-type: none"> -The Voluntary Sector Forum -Sir Norman Lamb Coalition -Momentum Youth Network -Early Years SLP Network Meetings -Early Years Advisory Group • Close partnership working with a range of key organisations, which includes: <ul style="list-style-type: none"> - Active Norfolk -Momentum -NCC Early Years Team • Steering Group has a wide range of members which reflect the diversity of the Safer Programme.
Strengthen Safer's social media presence.	SPC	Ongoing-targets to be reviewed at end of each year to review progress towards it.	<ul style="list-style-type: none"> • Safer has a closed Facebook Group which has content posted at least 3 times a week. Content includes: courses and workshops, local and national

			<p>updates in safeguarding. Group currently has 400 members.</p> <ul style="list-style-type: none"> • TARGET-Safer to have an increase in members in the group. By 2027 to have 500 members, which is roughly 30 new members per year. -Monitoring carried out at end of each year to see if target has been reached and review target if not reachable. • Safer now has a page on LinkedIn to raise awareness. Posts are shared on the page at least 3 times a week. New page was created in December 2023 and currently has 102 Followers. • TARGET-Safer to have 200 LinkedIn followers by 2027, which is roughly 30 new followers per year. -Monitoring carried out at end of each year to see if target has been reached and amend target if not reachable. • Regular mentions of Safer on NSCP Twitter account (at least once a week) to raise awareness and drive traffic to LinkedIn page.
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2. Membership to be viewed as worthwhile

Safer members to feel that their membership is worthwhile, their views are listened to and they are supported.

Priority of function and actions	Responsible person or agency	Target Date	How measured / KPIs
Annual Membership survey to be carried out	SPC	<p>Survey carried out February/March of every year.</p> <p>In the April of each year the results are shared with Steering Group and Trainers.</p> <p>Results shared with members in Annual report.</p>	<ul style="list-style-type: none"> Measures of satisfaction to be compared to previous years and areas for improvement identified. Target for all satisfaction levels to be the same or higher than the previous year. Data to be shared with Trainers and Steering Group. Data to be used within the Annual Report and create action plan for areas to improve.
Continue to improve communication with members	SPC	Ongoing	<ul style="list-style-type: none"> Newsletter is now sent out once a month, using a new design and system. Communication with members via different social media platforms. Question in annual survey to ask members how communication could be further improved, and feedback from this is explored and discussed with steering group. TARGET-To maintain the rating of 9 in subsequent annual surveys for the following question: <i>How satisfied are you with the level of communication</i>

			<i>that you currently receive from the Safer Programme?</i>
To offer a wider range of free workshops on different themes or topic connected to safeguarding.	SPC	Monthly workshops	<ul style="list-style-type: none"> • Workshops are promoted in newsletter, website and on social media. • To have at least 10 members signed up to each workshop. • Workshop evaluations provide feedback on what sessions are popular and other topics there is a demand for. This is being used to plan further workshops, including having more workshops provided by an even wider range of partners. • To improve the result on the 2024 annual survey-where only 5% have accessed at workshop. • TARGET-by 2027 10% of all Safer Members will have attended a free workshop. After year 1-6.25%, year 2 7.5%, year 3 8.75%.
To retain existing safer members.	SPC	Ongoing	<ul style="list-style-type: none"> • All members who ask to cancel membership receive a follow up email and or phone call from SPC to explore reason for cancellation and to remind them of benefits of membership. • Lost members 4.75% in previous 2 years. • TARGET-By 2027 to have only an average loss of no more than 5%-7% of members who do not renew.

<p>To have more members submit their safeguarding policy for review per year.</p>	<p>SPC</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Two new questions added to annual survey 2024 to capture feedback on policy process. • Safeguarding policy template is updated regularly when changes occur and this is included in newsletter to let members know • Members who need additional support with policies are offered a phone call, Teams meeting or a visit to their organisation. • To add a Safeguarding policy feature to the newsletter from September 2024 to drive more interest for members to submit policies. • When new members join from July 2024 in the welcome email, they will be invited to join the writing a good safeguarding policy workshop to support them to improve the quality of their policy. • In the annual survey 2024, 51% of respondents had not submitted a policy for review. • By end of 2023 14% of members had submitted a policy for review. • TARGET-By 2027 20% of Safer members will have submitted their policy for review each year.
<p>To have more members achieve The Safer Certificate and renew this each year.</p>	<p>SPC</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • More publicity of what the process involves-each newsletter now contains a section where members are congratulated for achieving this and posts also on social media.

			<ul style="list-style-type: none"> • From July 2024-A section to be included in each newsletter connected to policy writing, which will direct members to the free to access policy templates and a clear link made to the safer certificate. • In 2023 only 9 members approx. 1% achieved this, so far in 2024 13 have already achieved, due to extra publicity. • June 2024-Emails will now be sent out to remind those who have achieved safer certificate in 2023 that their renewal is due. • TARGET-By 2027 for at least 5% of members to have achieved the safer certificate and apply for the yearly renewal.
To introduce more benefits for members.	SPC	July/August 2024	<ul style="list-style-type: none"> • The first Safer conference is going to be held in July 2024 which is free for member. • Attendees will be asked to complete a feedback form; data will be analysed to see if this is something that should be a permeant feature.

3. Range and quality of courses offered.

Safer to offer a range of safeguarding courses that are viewed as being of a high quality, interesting to participate in and that reflect the most current updates and developments in Safeguarding.

Priority of function and actions	Responsible person or agency	Target Date	How measured / KPIs
Existing courses to be reviewed on an annual basis to ensure they still meet the learning outcomes, include current content, and are engaging for delegates.	SPC	Ongoing	<ul style="list-style-type: none"> • All courses are reviewed annually. This process will consider delegate evaluation form feedback and trainer feedback. • When courses are updated input is also considered from relevant partners such as at the steering group. • When new changes to legislation, policy and research are released the SPC has a discussion with the Trainers over the best way to incorporate this into the different courses. • Online courses delivered on Zoom have interactive features used including Breakout Rooms, Chat and Polls. • All rewritten and reviewed courses contain a range of interactive elements. • TARGET-to continue to receive course feedback with more than 95% of respondents the 'tutor's knowledge, tutor's delivery style, extent to which course objectives were met and quality of course materials and handouts as good or excellent'.

New courses and workshops to be written where there is an identified need.	SPC	Ongoing	<ul style="list-style-type: none"> • New courses to be created following discussion and input from Steering Group, Safer Trainers and relevant partners. • New courses to be advertised in newsletter, the website, social media and at networking events.
4. Review and Evaluation All aspects of the Safer Programme, including all courses, will be subject to regular review and evaluation.			
Priority of function and actions	Responsible person or agency	Target Date	How measured / KPIs
Safeguarding knowledge, skills, and practice within the Safer Team to be kept up to date.	SPC and Safer Trainers	Ongoing	<ul style="list-style-type: none"> • SPC to regularly attend relevant training and cascade this to the Trainers. • Any relevant updates to legislation and changes to practice will be passed on to the Safer Trainers by email, during team meetings, in the monthly safer newsletter. • SPC to promptly amend any training materials necessary if there are changes in legislation and procedures. • SPC to meet with the trainer team at least 3-4 times a year. • Trainers will be asked to complete an annual peer review on each other. The Safer Co-ordinator selects the pairings for this each year, to make the observations impartial. • Trainers will be observed annually by the Safer Co-ordinator and provided with feedback on their performance.

			<ul style="list-style-type: none"> • Any training opportunities that the Safer Co-ordinator becomes aware of will be communicated to training team.
Courses to be reviewed at least annually, or when legislation or guidance is updated.	SPC	Ongoing	<ul style="list-style-type: none"> • All Safer courses to be reviewed at least annually. The update process involves adding in new case studies, images, and interactive quiz content. • Trainers who deliver the courses are also involved in course update sessions with the SPC. • SPC to meet with the Safer Trainers 3-4 times per year to identify any improvements that can be made to course content or delivery. • Input from relevant partners when courses are updated relevant to their area e.g. early years and steering group. • Changes and updates to reflect delegate feedback in course evaluations.
Training Evaluation forms to be monitored by SPC.	SPC	Ongoing	<ul style="list-style-type: none"> • For all courses a random selection of feedback forms (at least 50%) will be read each term. • For any new or re-written courses, the Safer Co-ordinator will read all new evaluation forms for at least the first six months to identify any themes for improvement. • When new courses are delivered the SPC will meet with the Trainer after delivery for

			<p>their feedback and changes are made where needed.</p> <ul style="list-style-type: none"> • Workshops evaluation forms are monitored to assess quality and ideas gathered on future topics to offer. • Data from evaluations will feed into the annual report. • Complaints and or negative feedback are followed up with the SPC and changes are made when required.
5. To ensure Safer is financially viable so that it is self-sufficient.			
Priority of function and actions	Responsible person or agency	Target Date	How measured / KPIs
Identification of a wider range of organisations that could benefit from Safer membership and or Safer Training. One such sector is Tourism and Hospitality.	SPC	Ongoing	<ul style="list-style-type: none"> • Targeted emails to be sent out each year to organisations in these categories who are currently not members. • Emails to be sent out each year to those organisations who have accessed bespoke training previously, to remind them of what we can offer to them. • SPC to have regular contact with Tourism Officers in each district and attend face to face network events and continue to provide updates for their newsletters. • Standard agenda discussion item at each Steering Group.

<p>Safer membership costs to be increased to generate more revenue.</p>	<p>SPC</p>	<p>March 2025</p>	<ul style="list-style-type: none"> • To increase the cost of safer membership in the financial year April 2024-April 2025 by £5 <ul style="list-style-type: none"> -New prices: £35, £45, £55 -Consultation with steering group over proposed change in June 2024. -Email to go out to all members -Change to be effective from 1st of September 2024. • TARGET-Projected increase of revenue will result in an extra £3,090 per year
<p>Safer to increase the number of places in online courses from 20 to 25 to generate more revenue and satisfy the demand for extra training places, evidenced by course waiting lists.</p>	<p>SPC</p>	<p>March 2025</p>	<ul style="list-style-type: none"> • Online courses often have waiting lists, which has resulted in having to put extra courses on, or delegates accessing training elsewhere. • From 21/05/24 both Safer courses and courses to delivered to EY now have the addition of 5 extra places her course. • TARGET-If all 5 extra spaces per courses are taken, then there would be an approx. increased income of £15,610 by the end of the financial year 2024-2025.