



Nottingham City
Safeguarding
Children
PARTNERSHIP

Nottingham City Safeguarding Children Partnership

Annual Report 2024/2025



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Introduction

Welcome to Nottingham City Safeguarding Children Partnership (NCSCP) Annual Report for 2024 – 2025. The Nottingham City Safeguarding Children Partnership has continued on its journey of significant change, consolidation and learning for our partnership. We remain committed in ensuring we deliver our priorities and strengthening our collective efforts to safeguard children and young people across Nottingham. This report presents what we have done in ensuring safeguarding children remains our priority for all agencies and supporting children and young people in achieving the best possible outcomes.

This year has seen significant developments in national policy and guidance in safeguarding children that have shaped and informed our work. We have taken proactive steps to embed the revised [Working Together to Safeguard Children 2023](#) guidance, which places renewed emphasis on strong, consistent multi-agency working, a whole-family approach, and building trusting relationships with families. Alongside this, we have begun implementing the [Children's Social Care National Framework](#), aligning our local practice with national expectations to improve outcomes for children and families. We also welcome the proposals set out in Keeping Children Safe, Helping Families Thrive, the Families First Partnership Programme which will help deliver the reforms, all feeding into the Children's Wellbeing and School Bill with a vision for more integrated and preventative services that we are actively exploring within our partnership.

We recognise that these changes mean a step change in how we work together in keeping our children safe and a realisation that they come at a time of considerable challenge. All partners across health, education, social care, police, and the voluntary sector are operating in a complex and often pressured environment. Despite these challenges, the dedication and resilience of professionals across the system have remained steadfast. Their daily efforts to protect and support children and families in Nottingham are the foundations of our safeguarding system, including learning from the times we get things wrong.

We want to take this opportunity to express our deepest gratitude to every individual working across the partnership. Whether on the frontline or in strategic roles, your commitment, compassion, and professionalism are what make safeguarding possible. Thank you for everything you do.

Together, we will continue to learn, adapt, and work as one partnership to ensure that every child in Nottingham is safe, supported, and given the opportunity to thrive.



Sajeeda Rose
Chief Executive
Nottingham,
City Council



Amanda Sullivan
Chief Executive
Nottingham &
Nottinghamshire
ICB



Kate Meynell
Chief Constable
Nottinghamshire
Police



Rob Griffin
Assistant Chief
Constable
Nottinghamshire
Police



Sarah Nardone
Corporate
Director for
Children and
Education
Services
Nottingham,
City Council



Rosa Waddingham
Chief Nurse
Nottingham &
Nottinghamshire
ICB

Children and Young People in Nottingham



Population - 329,300



Deprivation

**Ranked 11th most deprived district in England
(IMD 2029; 8th in 2015)**



**34.2% of children are affected
by income deprivation**



628 children whom we care for



**264 children receive support
via a Child Protection Plan
(as at 1st August 2025)**



**36% of pupils speak
English as an additional language.**



**The
unemployment
rate remains
higher than the
regional and
national average**

Nottingham Landscape

Nottingham Education and Social Care Overview

Category	Figures	Notes
Children in Education Settings	c. 60,000	
Childminders	135	
Nursery Schools	1	
Primary Schools (all with nursery provision)	77	
Secondary Schools	19	
Post-16 (FE and Sixth Form College)	Post-16 (not quantified)	
Special Schools	5	
Pupil Referral Units	3	
Alternative Provisions (AP) (total)	19	
AP Free Schools	2	
Independent Schools	3	
Unregistered APs	14	
Academy Trusts	18	
Permanent Exclusions (Total)	149*	2024/25 academic year to end of May
Primary-aged (with complex SEND)	17	Almost all have complex SEND
Children's Social Care Contacts	15,002*	In-year cumulative
Early Help Contacts	10,910*	In-year cumulative
Assessments Completed in Time	81.1%	



About Nottingham City Safeguarding Children's Partnership (NCSCP)

Nottingham City Safeguarding Children Partnership (NCSCP) is a statutory, multi-agency partnership which oversees and leads children's safeguarding across the area of Nottingham City Council. It was established under the Children and Social Work Act 2017 and guided by *Working Together to Safeguard Children 2023*.

The NCSCP provides the arrangements required 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, commissions and publishes local child safeguarding practice reviews and provides scrutiny to ensure the effectiveness of the arrangements.

The NCSCP's main objective is to gain assurance that local safeguarding arrangements, comprised of partner organisations, are working effectively, and together, to support and safeguard children in its area.

The purpose of safeguarding arrangements is to support and enable local organisations and agencies to work together to safeguard and promote the welfare of children.

How the NCSCP is Structured

The Nottingham City Safeguarding Children's Partnership continues to improve how we collaborate, scrutinise, assure, and drive the coordination of safeguarding activity. Within the partnership each sub-group has a clear term of reference and an annual workplan which align with the strategic priorities for the partnership.



Lead Safeguarding Partners

The Lead Safeguarding Partners (LSP) is the group within the NCSCP that leads and drives the work of the partnership. This group is made up of the head of each statutory safeguarding partner agency.

Local authority: Sajeeda Rose (Chief Executive)

Nottingham and Nottinghamshire Integrated Care Board (ICB): Amanda Sullivan (Chief Executive)

Nottinghamshire Police: Chief Constable Kate Meynell (Chief Constable)

On behalf of their organisations the LSP's speak with authority, take decisions and commit them on policy, resourcing and practice matters around keeping children safe.

The LSP is responsible for holding their own organisation to account, on how effectively they participate in, and implement the local arrangements. They are responsible for discharging their own statutory duties. The LSP is the high-level, over-arching local governance partnership that primarily focuses on safeguarding systems, performance, and resourcing.



Delegate Safeguarding Partners – Strategic Leadership Group (SLG)

The SLG sit directly under the LSP and consists of three partners:

- Nottingham City Council – Sarah Nardone (Corporate Director for Children and Education Services)
- Nottingham and Nottinghamshire Integrated Care Board – Rosa Waddingham (Chief Nurse)
- Nottinghamshire Police – Rob Griffin (Assistant Chief Constable)

There were eight SLG meetings undertaken during the period 2024-2025. SLG meetings focus upon partnership activity required to safeguard children, young people and families who are at risk of harm and abuse in Nottingham. These meetings allow for the SLG to challenge, scrutinise and seek assurance around the work and effectiveness of the partnership in keeping children safe. All three lead safeguarding partners have equal and joint responsibility for local safeguarding arrangements.

Business Unit

The partnership Business Unit undertakes the management and support function of the partnership. The Business Unit staffing saw the departure of the training officer with a recruitment process underway at the time of this report. The Business Unit is tasked with ensuring the smooth operation of partnership business the running of all partnership related meetings, training and engagement events.

The safeguarding arrangements in Nottingham are fully detailed in our document published in line with national requirements, and available on the NCSCP website: [NCSCP Safeguarding Partnership](#). The arrangements were last updated in December 2024 reflecting the changes introduced in Working together 2023.

What we do within Nottingham City Safeguarding Children's Partnership

- Raise awareness and train the multi-agency workforce to promote a common, shared understanding of local need in order to provide children with the help they need.
- Oversee, evaluate, and seek assurance on the effectiveness of single/multi-agency safeguarding practice in order to drive improvement.
- Coordinate a response to serious safeguarding incidents and unexpected child deaths.
- Proactively identify and respond to new and emerging safeguarding issues and develop multiagency policies, procedures, and work streams.
- Seek assurance and undertake audits on the effectiveness of single/multi-agency safeguarding practice in order to drive improvement



Vision and values

The Partnership's vision is based on the premise that 'safeguarding is everyone's business'. It's ensuring that -

- Children and young people are safe from harm, inside their home, outside their home and on-line.
- Children and young people regardless of background or circumstance, have access to the right help at the right time.
- There is effective partnership working to improve safeguarding outcomes for children, young people, and their families.

The Nottingham City Safeguarding Children's Partnership values will be:

- To promote, monitor, coordinate and evaluate multiagency effectiveness in safeguarding children and young people across the child's journey, and improve their lived experience
- To strengthen and support a competent and equipped workforce that is committed to learning and developing safeguarding practice with the assurance that safeguarding is everyone's responsibility.
- To evidence the impact of our work on the lives of children

How do we achieve it?

- Supporting the development and maintenance of the multi-agency policies and procedures
- Partnership website, Newsletter and social media to share key messages and information
- Developing and overseeing the partnership strategic business plan which has 4 priorities for 2024 – 26
- Supporting the subgroups and task and finish groups
- Management of the serious incident and child death notification process and undertaking appropriate reviews
- Learning from practice and disseminating knowledge across the partnership to improve practice
- Use data and analysis to support our work

Headlines in Nottingham City 2024/25

Snapshot (1st April 2024 – 31st March 2025)

What We Did

Over the past year, NCSCP has focused on both local and national safeguarding priorities. Key achievements include:



- **Neglect:** In collaboration with the Nottinghamshire Safeguarding Children Partnership (NSCP), we launched a cross-authority initiative to address neglect. This initiative led to the development and delivery of our Neglect action plan, which aims to improve our recognition and response to neglect in all its forms and better support children, young people, and families. We conducted practitioner surveys and workshops to gain feedback on the use and understanding of the neglect toolkit, highlighting areas for improvement such as creating shortened versions and developing practitioner understanding of wider forms of neglect, including adolescent neglect and the links between deprivation and neglect. Our next steps include updating the prevalence of neglect indicators to assess our impact, creating more support tools for practitioners, and engaging more with children, young people, families, and communities to raise awareness of the indicators of neglect and available support.
- **Participation:** We have established a Participation & Engagement Subgroup to strengthen how we hear and respond to children's voices in service design. This initiative has led to a shared agreement that more opportunities for children, young people, and families to influence and be involved in work to support them are needed across the partnership. There is now a greater awareness and commitment to engaging with children, young people, and families and ensuring their voices are reflected in practice. We plan to strengthen this area of work with practical approaches based on feedback from our survey. To guide and support this work, a participation and engagement strategy is in development that will act as a lever in improving our practice and engagement. Our next steps include developing mechanisms to engage with children and families in the development of the participation strategy, creating an engagement plan with opportunities for direct engagement with children and families.
- **Safeguarding Today event:** We delivered our first multi-agency practitioner event, the Safeguarding Today Event, which provided local and national safeguarding updates and was well received by attendees. This event increased awareness among practitioners of learning from Rapid Reviews and the work undertaken to support children and families, highlighting the role they play in keeping children safe. Practitioners requested more engagement-type events and opportunities to learn about the NCSCP and our work with children and families. Our next steps include ensuring the next schedule of sessions is linked to Recent Rapid and Learning Reviews and making such sessions accessible for those unable to attend.
- **Safer Sleep Webinars:** We held two sessions to support frontline staff in using the revised Safer Sleep Toolkit and navigating sensitive conversations. This event increased awareness among frontline practitioners in their use and understanding of the toolkit and how to better support families with safe sleeping arrangements. As a result, practitioners should now have more confidence in undertaking safe sleep conversations with families on safe sleeping methods (out of routine). Our next step is to continue to deliver the Safer Sleep Webinars in conjunction with Public Health with a wider focus on fathers, grandparents and wider family members.



- **Communication & Learning:** We continued publishing the NCSCP newsletter, launched the NCSCP Learning Zone, an online platform for multi-agency training access and sharing wider learning from practice across the partnership. We published two partnership newsletters during this period which have led to a better awareness of the NCSCP and our work in keeping children safe. They have also allowed for highlighting individuals and areas of good practice for recognition across the partnership. Our next step is to complete the recruit a new partnership training officer to drive this area of work and allow for developing more bespoke training and innovative delivery methods to suit different learning styles and ensuring the voice of children and families is captured in our training and messaging.
- **Reducing Exclusions:** We are beginning to see a slight reduction in permanent exclusions through targeted interventions, and the development of the new Include Service is ensuring more available support for children at risk of exclusions and are discussed at pre-exclusion panels. We are also seeing closer alignment with youth justice, schools and police on diversionary activities with a result of seeing a slight reduction in our FTE rates. Although Nottingham's rate remains in the highest quarter of YJS authorities in England and Wales, there has been a significant reduction in the FTE rate, with the latest rate of 209 per 100,000 10-17's being less than half the rate of 434 per 100,000 in January – December 2023. Our next step is to Continue to work with schools and partners to implement a process to enable education provisions to support children at risk of offending or who have offended to remain in education and to expand and enhance diversion programs to reduce the number of first-time entrants into the youth justice system. This includes developing new initiatives and improving existing ones. We will also be strengthening the Fair Access Protocols and managed moves to prevent unnecessary exclusions and strengthen the reintegration process. The appointment of an Inclusion Manager to lead the development of a city-wide strategy and redesign support services will also see benefits in this area.

Nottingham City Safeguarding Children's Partnership (NCSCP) Business Plan 2023-26

The Business Plan sets out the key strategic priorities for the partnership and was informed by national learning including the Child Safeguarding Practice Review Panel – Annual Report 2021, Child Safeguarding Practice Review Panel's themed reviews, local learning from Rapid Reviews and audits, the Independent Inquiry into Child Sexual Abuse and, most importantly the views of Children and Young People in the City.

Through feedback and available data, we identified what children and young people, their parents and carers and our staff wanted us to focus on, including:

Keeping children and young people safe from harm outside the home – Focus on Exploitation



Keeping children and young people safe from harm at home – Focus on ‘Domestic Abuse.’

Improving how we work together – So we focused on ‘Making the system Work.’

Work for and with our diverse community – So we focused on ‘Cultural competency and confidence.’

Strategic Focus: Neglect and the Voice of the Child

Over the past year, the NCSCP has taken deliberate steps to strengthen its strategic and operational grip on two critical areas: neglect and the voice of children, young people, and families.

What We Realised

We needed to improve on responding to the voices of children, young people and families as well as gain a better understanding of the recurring issue of neglect impacting children and young people. There was evidence of bespoke work being done in engaging with children and families and attempts to improve how we could support families and children on the issue of neglect. Further evidence gathered from local Rapid Reviews, concerns raised by the Independent Scrutineer, and our involvement in the National Panel’s thematic Review into Neglect during this period made it clear that:

- The Partnership needed greater assurance that neglect was being addressed with sufficient strategic oversight and operational consistency.
- The voice of the child was not being consistently or meaningfully captured across all areas of safeguarding work.

Why We Acted

The issue of ‘neglect’ in children’s safeguarding has been recognised as a national issue and the National Panel commissioned a thematic review of ‘neglect’ and invited the Nottingham City Safeguarding Children Partnership (NCSCP) to be involved in this review following a rapid review by the partnership centred around neglect. Neglect is a complex safeguarding concern in a core city such as Nottingham and the impact cannot be underestimated. Without a coordinated, system-wide response, children remain at risk of harm. Similarly, without embedding the voice of the child in our work, services risk being disjointed from the real needs and experiences of children and families.

What We Did and Next Steps

Neglect was elevated to an overarching strategic priority for the Partnership, ensuring it is embedded across all workstreams and given the focus that it deserves. A Participation & Engagement Subgroup was established to lead on improving how we listen to and act on the voices of children, young people, and families. These priorities are now reflected in our training, communications, and quality assurance activity. Our next step is to embed the neglect strategy across all agencies and monitor its impact through audit and review. We will also develop tools and frameworks to better capture and use the voice of children in planning, delivery, and



evaluation of services. We will Implement the findings from the National Panel's thematic review into 'neglect' when it is published and continue to work with the Independent Scrutineer to challenge and improve our approach.

Priority One – Exploitation

Aim: To improve the effectiveness of multi-agency practice in response to the exploitation of vulnerable children and young people, including child sexual exploitation, child criminal exploitation, County Lines, Children affected by gangs and youth violence, modern slavery and trafficking, honour-based violence, radicalisation, and female genital mutilation.

What We Did and Next Steps

We collaborated with Nottinghamshire Safeguarding Children Partnership (NSCP) through the cross partnership Tackling Child Exploitation (TCE) Steering Group. This group Developed and implemented a joint Child Exploitation Strategy, promoting a coordinated response across statutory and voluntary sectors by adopting the TCE multi-agency principles¹ to guide strategic planning and frontline practice. We have conducted a cross-authority audit on child exploitation which showed us we had to improve on sharing information about the children we were concerned about, be more professionally curious, avoid victim blaming language, update our risk assessments and be more perpetrator focused to keep our children safe. We have subsequently updated our information sharing agreements to allow for better sharing of concerns across the partnership and including all our health partners, started the process to update our risk assessments and training and created learning briefings to be shared with practitioners. There is also now a focus on intelligence gathering and improving our approach with perpetrators.

We have improved our perpetrator focus in protecting children and young people by supporting the establishment of the Police CaRE Team, including safeguarding, disruption, and intelligence functions and launched a new exploitation tracker and problem profiles led by the Police CaRE Team to enhance data insight and operational response to protecting children and young people. The first Nottinghamshire Child Exploitation Conference was held at Police HQ, with lived experience at its core and over 100 multi-agency professionals in attendance.

We have worked to develop practitioner understanding through training and workshops of the PREVENT Duty, local threats around Radicalisation and insights into Modern Slavery and Human Trafficking

Whilst a lot has been done in this area, demonstrable impact has been an area of slow progress this year mainly due to changes in staffing and a loss of momentum but one that we are determined to improve on. With new staff in post, the cross-authority group will be driving this work along with work from subgroups with a link into this area which we will report on in our next annual report.

¹ Research in Practice with The Children's Society and Safer Lives at the University of Bedfordshire 2023



Our work will ensure that children will see a strengthened multi-agency information sharing process, especially between health, schools and the wider partnership and this is shared in a timely and appropriate manner to provide the necessary safeguards and support to children. As a result, children will be better supported and partners including education providers will have a greater awareness of our early intervention and Out of Court Disposal panel process, offers and information.

Our next step is to ensure that children and young people see an improvement in our support to them as we develop and roll out a single, comprehensive exploitation training offer so we are better equipped to support them. We will improve our understanding of the lived experiences of children and young people and support them earlier. We will be more curious in our approach, update work on our new exploitation risk assessment tool and will support this. We will think 'Child First' and our language and interactions with children and young people will reflect this.

Priority Two – Making the System Work

Aim: To improve partnership response and working practices, ensuring the child and family are our central focus

What We Did and Next Steps

Neglect - We established a cross-authority working group to lead on our work on neglect to help us better support children, young people and families. This group developed and is implementing an action plan which has included staff surveys, awareness raising, and targeted training. We have also conducted a cross-authority audit into neglect, resulting in a shared report template to improve GP contributions to ICPC/RCPCs. As a result of our work, we are seeing improved Partnership Working and stronger collaboration across city and county, with shared tools and protocols enhancing consistency. We have also seen the neglect response strengthened and increased practitioner awareness and use of the Neglect Toolkit and improved GP engagement in safeguarding processes. Our next step is to deliver more practitioner workshops to explore barriers to recognising and responding to neglect and to use any insights to refine training and improve the use of the toolkit and practice.

Voice of the Child - We formed a Task & Finish Group to drive improvements in this area. The group has completed a survey to identify best practice in capturing and responding to children's and young people's voices. The group has developed a draft citywide Participation & Engagement Strategy. We are now seeing a greater focus on embedding children's voices in practice, with a strategy in development to ensure this is consistent and meaningful. Our next step is to finalise and implement the Participation & Engagement Strategy ensuring children's voices are consistently influencing service design and delivery.

Information Sharing & Performance - We have updated and signed a cross-authority Partnership Information Sharing Agreement and created a bespoke MASH information sharing agreement, for the purpose of identifying and assessing risks to individuals' wellbeing and safety. We have also continued quarterly monitoring of partnership performance, with new indicators aligned to national reforms and emerging practice. We are seeing improved information sharing across all agencies. We are also becoming more responsive and using



evidence-informed practice through regular audits and learning dissemination. Our next step and as a result of improving our partnership performance monitoring, we will review our performance and quality assurance framework for better alignment and improving on our performance monitoring, measuring and reporting.

Learning & Development

Embedded learning from national and local reviews into an action plan overseen by the Child Safeguarding Practice Review Subgroup (CSPRG) and other relevant subgroups. These include learning from our Rapid Reviews and Learning Reviews. The National reports include - Protecting children and responding to child sexual abuse within the family environment, Safeguarding Children in Elective Home Education, Child Safeguarding Practice Review Panel Annual Report 2023/24, Race, racism and safeguarding children to name a few. We have also developed our e-learning platform via the Learning Zone and continue to deliver cross-authority audits with a forward plan in place.

We are seeing a broader reach of safeguarding training, including to non-traditional partners such as housing and subcontractors and shows how we are learning from practice and ensuring safeguarding is everyone's business. Our next step is to continue sharing learning from reviews and audits to inform practice and develop more innovative and proactive approaches to safeguarding training, including digital learning tools and creative engagement methods.

Education & Safeguarding

The Education Subgroup continues its work with good representation from across the sector with a forward work plan which includes focusing on exclusions and educational neglect.

We continue to hold termly safeguarding briefings with Designated Safeguarding Leads (DSLs) across schools and early years settings sharing best practice and information from the partnership. We are seeing enhanced communication between schools, health and the wider partnership and the group has developed a draft educational neglect policy. Our next step is to ensure more strategic representation of the sector within the work of the partnership and as part of the Families First Programme.

Community Engagement

We have partnered with the NSPCC to deliver 'Listen Up, Speak Up' workshops for non-frontline staff to raise safeguarding awareness. Work also continued through the Safer Sleep Steering Group, including revising the safer sleep assessment tool to be more family friendly and delivering cross-authority SUDI training and webinars to embed safer sleep practices.

Priority Three – Enhancing cultural competency and confidence.

Aim: Improving partnership focus on the work we do in the context of equity, inclusion, and diversity

What We Did and Next Steps



As a core city, Nottingham's diversity is one of its greatest strengths but also presents complex safeguarding challenges. In response, we have taken a proactive and collaborative approach to embedding cultural competency and confidence across the partnership:

We are developing a Cultural Competency Training to build awareness, confidence, and inclusive practice across agencies and have made cultural competency a strategic priority, ensuring it informs all aspects of safeguarding work. We have produced practical resources through the Policies and Procedures subgroup to support frontline responses to issues such as Female Genital Mutilation (FGM) and other culturally specific safeguarding concerns. We have joined the Child Friendly City initiative led by Nottingham City Council, aligning our safeguarding ambitions with a broader city-wide commitment to children's rights and wellbeing. We have commenced strengthening our engagement with faith communities, including regular attendance at the Diocese of Southwell Safeguarding meetings and outreach to other faith and voluntary sector groups. We are Improving accessibility of and to partnership resources, ensuring materials are inclusive and usable by all communities.

We have agreed to incorporate national learning from the Child Safeguarding Practice Review Panel's report "*Race, Racism and Safeguarding Children*" into our local rapid reviews, ensuring that race and identity are considered in case analysis and learning.

Children and young people need us to do better and we are working to improve on our partnership collaboration, with a shared understanding of the importance of cultural competence in safeguarding. Our survey has shown varying practice on cultural competence across the partnership but a commitment to embed in practice, influencing how services engage with children and families from diverse backgrounds.

Practitioners will have increased confidence and capability, leading to more respectful, informed, and effective safeguarding interventions.

Our next step is to undertake a comprehensive review of partnership policies and practices to ensure they are culturally competent and responsive to the needs of Nottingham's diverse population. We want to deepen engagement with underrepresented communities, ensuring their voices shape our safeguarding approach and continue to embed national learning into local systems, using it to drive continuous improvement in equity and inclusion.

Priority Four – Domestic Abuse

Aim: To be assured of a coordinated and coherent inter-agency response to children impacted by domestic abuse and violence in families.

What We Did and Next Steps

Strategic Coordination - The Child Domestic and Sexual Violence Group now formally feeds into the wider safeguarding partnership, ensuring alignment and shared priorities. This has led us to see improved partnership working through a stronger coordination across agencies has leading to more timely and effective responses to domestic abuse. Our next step is to broaden



the Scope and expand this priority to explicitly include sexual violence, ensuring a holistic approach to family harm.

Training and Awareness – We continue to deliver domestic abuse awareness training to all staff through Equation, enhancing frontline understanding and have rolled out specialist training to schools to support recognition of children as direct victims of domestic abuse. The training feedback shows this has enhanced practitioner understanding of domestic abuse and the importance of recognising children as victims. Staff who do not work directly with children now better understand their safeguarding role, increasing community-level vigilance and support. Our next step will be to ensure a child centred focus and strengthen the recognition of children as victims in their own right, embedding this in all training, policies, and practice.

Service Mapping and Review – We conducted a joint mapping exercise with the County to understand the landscape of domestic abuse services and identify gaps. We undertook a comprehensive review of MARAC, resulting in us seeing faster response times for survivors; increased number of trained MARAC chairs; rollout of the revised DASH RIC form; improved agency attendance and engagement. We have also streamlined administration and bureaucracy and continue to see good use of ECINS for action tracking. The MARAC improvements have led to quicker interventions and more consistent multi-agency support for survivors. Our next step is to improve our performance and accountability and develop dedicated performance measures to track progress and impact in this area across the partnership.

Perpetrator Focus – We have initiated work to develop a stronger partnership focus on perpetrators, aiming to reduce harm and prevent repeat abuse. We will continue to promote the voluntary perpetrator programme ‘Your Choice Programme’ delivered by Equation and encourage referrals from across the partnership, but particularly from Children’s Services. Our next step is to undertake further work on a programme for 16-18 year olds.

Challenges

Since 2022, Nottingham City Council has been navigating significant financial and governance challenges, including the issuance of a Section 114 notice. In response, the government appointed Commissioners to oversee the Council’s operations. These Commissioners have since published letters to the Department for Levelling Up, Housing and Communities (DLUHC), outlining progress and ongoing concerns providing important context for the wider improvement journey. This makes it clear that Council officers and members have been working constructively with Commissioners to map out a path to recovery and have a strategy in place to reach a more sustainable position and better deliver services to their residents. It is also clear that significant challenges remain including the ongoing budget gap, need for service modernisation and culture change across the organisation.

Alongside this, the Children’s Services Department has been subject to regular Ofsted monitoring visits following an ‘Inadequate’ judgement in July 2022. These visits have offered valuable insight into the pace and effectiveness of improvement efforts, particularly in



safeguarding and leadership. Ofsted's letter following their sixth monitoring visit in November 2024, acknowledged that "Nottingham City Council has continued to make strides in its children's services improvement journey. Progress has been sustained against the backdrop of severe financial pressures, changes in leadership and continuous external scrutiny of the council. Children's services now have a new permanent director of children's services (DCS), with leadership no longer spread across children's and adult services. The capacity of the senior management team has been increased and all the senior leadership and team management posts within the children in care service are now permanently filled. The process of appointing new leaders has inevitably impacted the pace of change. While the progress made to support children in care planning and achieving permanence in some areas has been slow, it is evident that plans which have previously stalled are now accelerating".

There are however areas to strengthen, including the significant number of children who come into care, having been in care previously.

Health and the ICB have been involved with the Donna Ockendon review into Maternity Services at Nottingham University Hospitals NHS Trust, and the results of the CQC inspections of Nottinghamshire Healthcare NHS Foundation Trust

Nottinghamshire Police are responding to the findings from the inspection by His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) which they are working to address.

All three partners are also under significant financial pressures in line with many other areas but remain committed to ensuring there is adequate support and resources to support our children's safeguarding commitments.

As a core city, Nottingham reflects many of the national challenges around deprivation, but these are often felt more acutely by our families. We have taken targeted and sustained action to address these issues, putting in place robust measures to support our residents particularly our most vulnerable children so they can thrive despite the adversity they face.

We recognise that addressing neglect remains a significant area for development across the partnership. While progress has been made, we know more must be done to embed consistent use of the Neglect Toolkit and ensure that neglect is given the sustained attention it demands. We are committed to meeting this challenge head-on and driving improvement in how we identify and respond to neglect across the city.

Implementation of any changes set out in statutory guidance

The partnership working arrangements have been updated and published in line with guidance requirements and is accessible on the partnership website. [NCSCP Working Arrangements 2024](#) This will be updated annually to reflect any changes with the partnership.



Learning from serious incidents

It is a statutory requirement for safeguarding partners to undertake a 'Rapid Review' when serious child safeguarding cases are identified. The review should be completed within fifteen working days and a report provided to the National Child Safeguarding Practice Review Panel. The NCSCP remains committed to using learning from rapid reviews to improving practice and to progressing to a Local Child Safeguarding Practice Review (LCSPR) only where necessary.

The NCSCP has completed one rapid review and learning review during this reporting period. Both have involved contributions from across the partnership. Both the Rapid Review and learning were for neglect and for children aged between 5 and 17. The National Panel agreed with the outcome of the Rapid Review to progress to an LCSPR.

Both the Rapid Review and learning review identified SMART recommendations, this is summary of what we as the partnership have done/are doing to improve practice and outcomes for children and families.

What Children and Young People Needed

Children and young people in Nottingham, particularly those with additional needs or facing complex safeguarding issues, required:

- Clearer and more consistent support during transitions to adulthood.
- Timely access to Occupational Therapy services.
- Improved understanding and application of legal frameworks such as the Mental Capacity Act and Deprivation of Liberty Safeguards.
- Stronger responses to neglect, including educational neglect and non-engagement by families.
- Better information sharing between services to ensure joined-up safeguarding.
- Assurance that all professionals, including those in housing and external services, are equipped to identify and respond to safeguarding concerns.

What We Did and Next Steps

In response, the partnership implemented a range of targeted actions:

Transitions: A revised transfer protocol and guidance were developed to support young people with disabilities moving into adult services, ensuring a smoother, more coordinated transition. We are see children with disabilities now experiencing a more structured and supported transitions into adult services.

Occupational Therapy: A review of the OT waiting list led to the introduction of a triage system, prioritising children on Child Protection Plans. As a result, vulnerable children are being prioritised more effectively for Occupational Therapy, reducing risk and unmet need.



Legal Frameworks: Specialist training on the Mental Capacity Act and Deprivation of Liberty Safeguards was delivered, followed by refresher sessions and practical tools to embed learning. This has led to practitioners being better equipped to apply legal frameworks, improving decision-making and safeguarding outcomes.

Neglect and Non-Engagement: A survey of the 'Was Not Brought' policy informed improvements in frontline understanding. Plans are underway to sign off an educational neglect policy, and practice guidance has been updated to ensure senior oversight before case closure due to non-engagement. Across the partnership we are seeing Neglect is receiving greater focus, with clarity on thresholds and improved responses to non-engagement.

Safeguarding Training: Annual safeguarding training has been embedded into contracts for housing staff and subcontractors, making it a mandatory requirement. As a result, safeguarding awareness has increased across wider services, including housing and subcontractors.

Information Sharing: A new MASH information-sharing agreement was introduced, and pilots between education and primary care are testing improved data flow. Information sharing is becoming timelier and more effective, supporting earlier intervention and better coordination.

Learning from Reviews: Key national and local reviews were analysed, with action plans developed to embed learning. Audio-visual formats are being explored to support diverse learning styles. There is a commitment to ensure that learning from reviews is embedded in practice, with innovative approaches to training and knowledge sharing.

Police and Partnership Protocols: The introduction of the Right Care, Right Person policy and strengthened protocols for police home visits have improved multi-agency responses to vulnerable households.



Key Decisions

	Date	Decision By	Decision	Status
1	27/7/24	Strategic Leadership Group (SLG)	Approval of NCSCP 2024 – 2026 Business Plan	Completed
2	27/7/2024	Strategic Leadership Group (SLG)	Approval of LCSPR associated costs	Completed
3	27/7/24	Strategic Leadership Group (SLG)	Sign off and approval of establishing Participation Task & Finish Group	Completed
4	13/9/2024	Strategic Leadership Group (SLG)	Approval of NCSCP 2023 – 2024 Annual Report	Completed
5	13/12/2024	Strategic Leadership Group (SLG)	Approval of updated NCSCP Working Arrangements	Completed
6	24/6/2024	Child Safeguarding Practice Review Subgroup	Action Plan in response to Rapid Review Ref: 24Z01 (CSPRP Ref: 002971)	
a			The transfer protocol focusing on transition from children's' to adults' disability services is to be reviewed with clear timescale set by which referrals should be made and joint working commencing, the protocol should include guidance on information to be shared between the current and new workers. This will need to be codeveloped between the Head of Service for Fieldwork and Head of Service for Whole Life Disability.	Completed
b			A review of the Occupational Therapy waiting list is required to establish the level of demand, the	Completed



		length of current wait times and to consider the impact for those on the waiting list of their needs not being met pending allocation	
c		Training/learning events to be delivered to Social Care teams focusing on improving understanding regarding Deprivation of Liberty Safeguards, Mental Capacity Act and Court of Protection. Working groups will be established to promote understanding and enable a robust working model.	Completed
d		Practice guidance to be updated to reflect the need for case discussion between Team Managers and Service Managers where families are not engaging with services and case closure is being considered.	Completed
e		Practice guidance to be updated to reflect appropriate use of legal planning to consider legal threshold and actions to be taken to safeguard children. This Practice guidance to include what is appropriate use of duty legal advice and where full legal planning meeting should take place.	Completed
f		The ICB raise with primary care that they all consider moving from EMIS to SystmOne to allow for greater integration and access to patient records.	Completed
g		Housing services staff, as a matter of routine, undertake safeguarding and vulnerability training on an annual basis and this be extended to external contractors.	Completed
h		An education neglect policy be developed denoting appropriate thresholds on school attendance and when action is required.	Completed
i		Nottingham City Safeguarding Children Partnership recommends to the National Panel that the	Completed



			thematic review of neglect includes 'Was Not Brought/Did Not Engage' to identify best practice to support children's safeguarding.	
j			Develop a protocol between the Police and the wider partnership around criteria required to be met to request home visits involving vulnerable households.	Completed
7	26/03/25	Strategic Leadership Group (SLG)	Approval to merge city, county, and joint SLGs into monthly joint meetings with area-specific time slots on a bimonthly basis.	Completed



Financial breakdown and value for money

Breakdown of Funding

Contributor	Value of contribution	% Share of contribution
Local Authority	£189, 712	45.88%
ICB	£189,712	45.88%
Police	£38,000	9.19%
Total	£417,424	
Probation	£3,892	0.94%
Grand Total	£421,316	

Expenditure for 2024 – 2025 was £441,671 (Children £318,288 & Adults £114,647) with an overspend of £22,048.

Assessment of Impact and Value for Money

The financial contributions from partners will need to be reviewed to ensure it is aligned with the cost of supporting the partnership in delivering on its obligations. Partners will need to decide on levels of partnership funding and the requirements of Working Together 2023 that this be 'equitable'.

The financial performance suggests a need for financial review to ensure a more efficient use of resources and stronger financial management.

The funding during this period supported a wide range of roles and services, including board/partnership management, independent scrutiny, training, and operational support but with the ambition to deliver more, to support and develop frontline practice and engagement across the partnership.

Summary of Financial Performance:

Category		Childrens	Adults
		£	£
Direct Payroll Costs	Adult Safeguarding Board Manager		68,078
	Board Chair		24,535
	Business Support Officer		3,277
	Partnership Business Manager	67,062	



	Independent Scrutineer	12,469	
	Children's Safeguarding Board Officer	55,247	
	SFG Partnership Training Officer	19,265	
	SCIMT - Front Door Contribution	31,699	
	Child Sexual Exploitation Coordinator	32,725	
	LADO	68,400	
	Business Support Officer	13,280	
	Pension deficit	4,702	1,475
	2024/25 Apprenticeship Levy	1,077	304
Direct Payroll Costs Total		305,926	97,670

Indirect Employee Costs	DBS Checks		45
	IT	23,947	2,940
	Telephone	8	7
Indirect Payroll Costs Total		23,955	2,992

Other services	Misc Office Costs		285
	SAR		13,700
	Various Credits	-2,857	
Other Services Costs Total		-2,857	13,985

Expenditure Total		327,024	114,647
Expenditure % split		74%	26%



Representation of education sector

Overview

All educational settings in Nottingham including independent schools, academies, free schools, colleges, and early years providers are designated as relevant agencies within the local safeguarding arrangements. The Nottingham City Safeguarding Children Partnership (NCSCP) continues to maintain strong engagement with the sector, ensuring education remains a central partner in safeguarding children.

Strengthening Engagement and Governance

The Education Subgroup was formally established this year, with representation from across the education and early years sector, alongside key safeguarding partners. The group meets quarterly, with flexibility for additional meetings or task and finish groups as needed. It has developed clear terms of reference and a forward work programme aligned with the NCSCP Business Plan and national priorities, including the proposed updates to *Keeping Children Safe in Education (KCSIE 2024)*. The Chair and Vice-Chairs of the subgroup are active members of the Business Management Group (BMG) and contribute to other relevant subgroups. Updates are regularly reported to the Senior Leadership Group (SLG).

Safeguarding Practice and Assurance

96% of education settings (131 out of 136) completed the NCSCP Section 175/157 safeguarding audit using our online tool, providing assurance and insight into safeguarding practice across the city. 4.83% of responses showed areas for further work which have been followed up on where required by the Safeguarding in Schools and Education Coordinator. The audit runs with the school calendar year and the latest results are for the 2023/2024 academic year with the 2024-2025 audit in progress at the time of compiling this annual report.

The Safeguarding in Schools and Education Coordinator conducted ten in-depth, face-to-face audits across a range of settings, including secondary, primary, special schools, alternative provision, and independent schools.

All audited settings were assessed as meeting or exceeding safeguarding standards, with strong cultures of vigilance and robust safeguarding processes in place.



Below are some of the feedback comments that we received:

'I think the questions are really good this time. They make you reflect on practice and feel pertinent to current issues such as SEND, attendance and early help.'

'Questions surrounding attendance and governance created conversation and reflection to KSCIE expectations and best practice'

'great tool- love the action plan feature'

'We found this far easier than the previous audit process and used it as a good starting point in our leadership team meeting reviewing this area of our work'

'long enough that it offered reflection on the expectations of the role and the governance challenge with safeguarding but not too long that it created impact to workload'

Network Development and Peer Learning

The Schools and Early Years Designated Safeguarding Leads (DSL) Networks continue to achieve over 90% attendance, with full participation from city schools. These networks provide a vital platform for sharing updates, learning from local and national practice, and strengthening peer-to-peer support.

The Safeguarding Coordinator continuously reviews and refines the content and objectives of these networks to ensure relevance and impact.

Emerging Challenges in the Education Sector

The Education Subgroup continues to identify and seek solutions to identified key safeguarding challenges currently affecting the sector and part of their response to these include setting up dedicated task groups to review and report back.

These issues include:

- Rising exclusions, particularly in primary schools, with schools seeking weekly support on exclusion-related issues.
- SEND pupils with complex needs placed in mainstream settings where their needs may not be fully met.
- Increased mental health concerns, including anxiety-related school non-attendance (medical non-attendance).
- Record levels of new arrivals, with insufficient school places to meet demand.



- Permanent exclusions are increasing, with concerns about underreporting.
- Elective Home Education (EHE) tripling since 2019, often linked to parental dissatisfaction with school provision.
- Persistent absence remaining above national and regional averages.
- Unaccounted children, where families have not formally notified the local authority of home education.

What we have done

Exclusion Reduction Strategy - Development of a new INclude service combining staff from the former Behaviour Support Team and Routes to Inclusion service. This team aims to reduce the number of children being permanently excluded from school and also support more permanently excluded children to be re-integrated to mainstream school. We have seen some noticeable improvement in reductions in school exclusions. We have further developed pre-exclusion panels to access more support for children at risk of exclusions and focused support for children with SEND at risk of exclusion. We are strengthening our Fair Access Protocols and managed moves to prevent unnecessary exclusions and strengthen the reintegration process

Youth Justice Prevention – We have put in place Multi-agency early intervention programmes targeting at-risk youth and have worked on closer alignment between schools, police, and youth services to divert children from the criminal justice system.

Monitoring EHE and Off-Rolling – We have improved tracking and engagement with families choosing EHE including weekly oversight meetings between Education, Social Care and Family Help teams to consider high profile cases. We are also offering greater scrutiny of off-rolling practices and ensuring available support for reintegration into formal education.

The Education Subgroup is currently focused on:

Developing an Educational Neglect Policy.

Embedding the Voice of the Child in safeguarding practice.

Improving partner communications and information sharing.

Workforce and Capacity Development

Recruitment is underway for a Schools and Early Years MASH Safeguarding Coordinator, which will enhance liaison, operational responses and early identification of safeguarding trends in Schools and Early Years/Foundation Settings.

An Inclusion Manager has been appointed (Feb 2025) to lead the development and implementation of a citywide Inclusion Strategy, addressing exclusion, attendance, and SEND-related challenges.



Independent Scrutiny

This is my second Independent Scrutineer report for the Nottingham City Safeguarding Children's Partnership (NCSCP) annual report. I begin by acknowledging the ongoing significant challenges faced by the children and families of Nottingham and the partner organisations whose role it is to support them.

The austerity we have experienced nationally over many years, is often felt most keenly by those who are disadvantaged and vulnerable and continues to impact on the lives of children and families in disadvantaged communities across the City.

The rates of non-school attendance, off rolling and permanent exclusion from schools in Nottingham City continue to be significantly higher than the national average and are having a negative impact on disadvantaged children in Primary and Secondary schools, sadly with children with Special Educational Needs and Disabilities being most adversely affected.

However, while the challenge remains significant, there is evidence of some green shoots of recovery, suggesting that multi-agency work is beginning to have some impact. Work in this area needs to continue to be a priority if vulnerable children in the City are to receive the start in life that they are entitled to and deserve. First time entrants to the Youth Justice system, which have been the highest in the Country, are starting to come down. Whilst the decrease is positive ongoing work is required in this area.

Partner agencies continue to face their own significant challenges, the police, health, and the City Council have all been appropriately subject to external inspections and monitoring visits that have highlighted areas for improvement and practice issues which are being addressed.

The three partners in the City have understandably continued to face severe public scrutiny following the tragedy of the 2023 Valdo Calocane murders. Partnership responses are now subject to a public Inquiry, Chaired by Retired Judge Deborah Taylor and due to report in approximately two years' time.

Nottingham City maternity services are subject to ongoing independent review and Police investigation. There are also financial and structural challenges faced by health colleagues as a consequence of the disestablishment of NHS England and a Government target to Integrated Care Boards of halving their costs over the next two years.

It is positive to note that the Police Force, which was placed in engage status by HMICFRS in March 2024, was removed from enhanced monitoring on the 22nd of May 2025, with HMICFRS informing the force that all causes for concern it previously raised have now been addressed and closed.

In July 2022 Ofsted judged Children's services in Nottingham City to be inadequate. In November 2023, the City Council issued a report under Section 114(3) of the local Government act as the Council was unable to deliver a balanced budget, subsequently central government-imposed commissioners on the City Council to oversee its running. The Commissioners remain in place and there have been a lot of positive changes within the local authority.



There have been a significant number of changes at a senior Leadership level within the City Councils Children's Services which has led, in my opinion to progress being delayed. However, it is positive to report that a new director of Children's services is now in post and presents as being realistic about the changes to practice that are required and is bringing energy, passion and pace into her work and into children's services.

2024 saw the advent of a new central government and their vision for the country with emerging and changing guidance including the Children Wellbeing and Schools Bill which will hopefully need to improve multi-agency working, having implications on partners and the safeguarding world which will be address over the coming year and beyond.

It is within this challenging set of circumstances that our partnership operates. I continue to be impressed by the way senior leaders own and accept the challenges they face and by their willingness to be open and transparent with each other. My challenge on how the partnership addresses the issue of 'neglect' is a good example and work is ongoing in this area.

Within the partnership there is a culture of challenge and support, and a commitment to work as individual partners and collectively, as a partnership to bring forward positive change. At a senior level across the partnership, there is a clear recognition that there is much more work to do, and that there will be further significant challenges ahead.

I have continued to meet directly with colleagues, across the partnership over the past 12 months and have been impressed by their professionalism, their commitment and their passion to provide services to vulnerable children and families in Nottingham City.

In order to ensure that the partnership has the best platform on which to build, it remains important that it has the right infrastructure and capacity to drive forward improvement. Key areas that continue to need to be addressed include a permanent and stable partnership administrative support, and as set out in Working together 2023, capacity to analyse partnership data within the partnership office.

It is my hope, that over the next twelve months, we will build collectively, as a partnership. You will have read in the annual report that while there remains a long way to go with many challenges ahead there is evidence of recovery and steps being taken in the right direction.

Training, Guidance and Procedures

Over the past year, the Nottingham City Safeguarding Children Partnership (NCSCP) has made significant strides in strengthening the knowledge and skills of professionals across the partnership. More than 1,000 professionals have participated in our training programme, representing a wide range of services including schools, GPs, police officers, children's social care, hospital safeguarding leads, consultants, and many others. An additional 622 frontline staff received training from the Slavery Exploitation Team (SET) on perceptions and reality of slavery, Understanding the role of Slavery Exploitation Risk Assessment Conference (SERAC) and the Slavery Exploitation Team, Forms of exploitation and indicators, Case typology and vulnerabilities, How to refer and the National Referral Mechanism, Professional Curiosity and



Case studies and data on outcomes This broad engagement reflects the commitment across the city to safeguarding children and young people.

Our training programme included a diverse range of sessions, including:

- Introduction to Signs of Safety
- Introduction to Safeguarding Children
- Working Together to Safeguard Children
- How to Make a Good Safeguarding Referral to City MASH
- Sudden Unexpected Deaths in Infants
- Safeguarding Children and Young People from Sexual Exploitation
- Working with Children Impacted by Domestic Violence and Abuse
- The Prevent Duty and Radicalisation Awareness
- Domestic Violence and Coercive Control
- Introduction to Child Criminal Exploitation – Gangs and County Lines
- Modern Slavery & County Lines Awareness
- Cyber Security Training
- An Introduction to Trauma
- Safeguarding Today: News and Updates
- Female Genital Mutilation (FGM)

The most popular sessions included Introduction to Safeguarding, How to Complete a Strong MARF, Child Sexual Exploitation, Sudden Unexpected Death in Infants, and Working Together to Safeguard Children. These courses were consistently well attended, with overwhelmingly positive feedback. Many professionals continue to favour the virtual delivery model, particularly for seminar-style events, which has allowed for greater accessibility and flexibility.

In September 2024, we launched our Safeguarding Children Today briefing sessions, held three times a year. These sessions ensure that learning from both local and national reviews is effectively disseminated across the partnership, complementing our regular learning briefings.

We collaborated with partners from health, education, Nottinghamshire Police, children's services, and Nottinghamshire County Council to develop new training on Strategy Discussions and Emotional Dysregulation. A working group is also developing a new training resource on Medical Neglect.

Joint delivery continues to be a strength of our approach:

Nottinghamshire Police delivered three well-received sessions on Child Criminal Exploitation, Modern Slavery, and Cyber Crime.



Nottingham CityCare Partnership continues to deliver Child Sexual Exploitation training.

City MASH delivered eight sessions on How to Complete a Strong Multi-Agency Referral Form, covering the Threshold of Needs, Consent, and the eMARF.

Nottingham University Hospitals NHS Trust delivered three Safer Sleep sessions, supported by our ongoing lunch and learn webinars led by the Child Death Review and Bereavement team.

We also benefit from the expertise of Equation, a Nottingham-based charity, which delivers training on Domestic Violence and Abuse, helping to reduce the impact of abuse and gender-based violence across the community.

Our six full days Working Together to Safeguard Children sessions were particularly impactful, reinforcing statutory responsibilities and multi-agency procedures following referrals to social care.

We continue to work closely with the Nottinghamshire Safeguarding Children Partnership (NSCP) through the Learning & Workforce Development Subgroup (LWDG) and the Cross Authority Policies and Procedures Subgroup. This collaboration ensures alignment between training needs, government policy, and local priorities.

To support ongoing development:

A new Training Request Form allows professionals to request bespoke safeguarding training aligned with the annual programme.

We have transitioned to a Learning Management System (LMS), enhancing the accessibility, efficiency, and compliance of our training offer.

Plans are underway to increase face-to-face training opportunities in 2025–2026, responding to feedback and the evolving needs of our workforce.

The impact of this comprehensive training programme is evident in the increased confidence, knowledge, and consistency of safeguarding practice across the partnership. It reflects our shared commitment to continuous learning and improvement in the protection of children and young people in Nottingham.



Looking Forward 25/26

In 2025/2026 we will continue to implement our Business Plan and work to our key activities as a partnership. We will continue to develop our partnership performance and focus on impact, learning from local and national reviews and emerging guidance.

We will update our partnership and local content section of the inter-agency procedures webpages, and develop resources and content for children, young people and for practitioners.

We will develop our participation and engagement and ensure we amplify the voice of children and young people.

We will enhance our training offer focusing on practice improvement and learning.

Our vision remains the same and we will monitor and update our Business Plan and key performance indicators (KPI's) to ensure that we:

- Promote the work of the Partnership ensuring we are clear how our work can support partners.
- Demonstrate how we are sharing learning from reviews and work more closely with the Quality Assurance Subgroup to measure changes to practice as a result.
- Champion our work on tackling the issue of neglect in all its forms to ensure that learning and key practice skills, including tools and integrated working are embedded
- Continue to update and review our partnership risk register
- Implement and embed our new set of key performance indicators
- Develop the pace and impact of the Learning and Workforce Development Subgroup so that we can disseminate learning quickly using a range of methods to reach those who need it.

The chairing of the NCSCP will be undertaken by Leona Scurr, T/ACC Nottinghamshire Police in 2025/2026. The progression of the NCSCP Business Plan (2025-2026) will continue to provide the focus for the partnership to achieve the above priorities. Much of the work undertaken in 2024/25 will continue in the year ahead with an emphasis on scrutiny and improved outcomes in the lived experience for our children, young people, and their families.

We will also have a pivotal role to play in the Families First Partnership Programme.

The safeguarding of children and young people is an ever-changing environment with new and emerging challenges. The continued work of the NCSCP is critical in driving improved performance and outcomes in the daily lives for all of our children.



Glossary of Terms

ASHA	Assessment of Sexual Harm Arrangements	IS	Independent Scrutineer
BEMH	Behavioural and Emotional Mental Health	IMD	Indices of Multiple Deprivation
BMG	Business Management Group	IWDT	Integrated Workforce Development Team
CAMHS	Child and Adolescent Mental Health Services	LMS	Learning Management System
CCE	Child Criminal Exploitation	MACE	Multi-Agency Child Exploitation Group
CCG	Clinical Commissioning Group	MAPPA	Multi-Agency Public Protection Arrangements
CDOP	Child Death Overview Panel	MASH	Multi-Agency Safeguarding Hub
CDP	Crime and Drugs Partnership	NCSCP	Nottingham City Safeguarding Children Partnership
CIS	Childrens Integrated Services	NHFT	Nottinghamshire Healthcare Foundation Trust
CSE	Child Sexual Exploitation	NHS	National Health Service
CSPR	Child Safeguarding Practice Review	NSCP	Nottinghamshire Safeguarding Children Partnership
CQC	Care Quality Commission	NSPCC	National Society for the Prevention of Cruelty to Children
CRC	Community Rehabilitation Companies	NUH(T)	Nottingham University Hospitals (Trust)
DA	Domestic Abuse	ONS	Office for National Statistics
DASH	Domestic Abuse, Stalking and Honour-based Violence	PCC	Police and Crime Commissioner
DfE	Department for Education	QA	Quality Assurance
DHR	Domestic Homicide Review	RCPC	Review Child Protection Conference
DSL	Designated Safeguarding Lead	SIN	Serious Incident Notification
DWP	Department for Work and Pensions	SLG	Strategic Leadership Group
DVA	Domestic Violence and Abuse	SUDI	Sudden Unexpected Death in Infancy
EMARF	Electronic Multiagency Referral Form	TCE	Tackling Child Exploitation
FGM	Female Genital Mutilation	UNICEF	The United Nations Children's Fund
FM	Forced Marriage	VRP	Violence Reduction Partnership
HSB	Harmful Sexual Behaviour		
HBV	Honour Based Violence		



IAB	Improvement and Assurance Board		
ICB	Integrated Care Board		
ICPC	Initial Child Protection Conference		