



**MSCB Business Plan
2017 – 2020
VERSION 7 – MARCH 2019**

Action number	Planning			Monitoring	
	Specific action	Lead	Actions and Timescales for work	Risk RAG rating	Impact and evidence
Priority objective 1: Develop the effectiveness of the Medway Safeguarding Children Board. The MSCB will do this by:					
a. Developing links between educational establishments (to include primary, secondary, pupil referral units, independent and colleges) and the MSCB;					
1.	Identified improvement area / desired outcome: What do we intend to achieve? Ensure that educational establishments are engaged with the work of the MSCB				
1.1.1	In consultation with Head teachers establish an effective mechanism to engage schools	MSCB Chair/ Business Manager	<ul style="list-style-type: none"> MSCB Chair and Business Manager to attend secondary head teacher forums 	Green	MSCB Chair and Business Manager attended Secondary Head Forum – 2 Feb 2018
			<ul style="list-style-type: none"> MSCB Chair and Business Manager to attend Primary head teachers forum <ul style="list-style-type: none"> Booked to attend meeting 27 April 2018 	Green	MSCB Chair and Business Manager attended MELA on 27 April 2018
			<ul style="list-style-type: none"> MSCB Chair and Business Manager to meet with Mid Kent College Principal and Safeguarding Lead 	Green	MSCB Chair and Business Manager met with Mid Kent College on 15 May

					2018
1.1.2	In consultation with MELA appoint a new Primary Head teacher representative for MSCB Board	MSCB Chair/ Business Manager	<ul style="list-style-type: none"> • Expression of interest sent out to all Primary Head Teachers – 15 May 2018 • 5 Head Teachers expressed an interest. Telephone conversations with interested Heads taking place 25/06/2018 	Green	New Primary Head Teacher representative appointed to attend first Board meeting November 2018.
1.2	Identified improvement area / desired outcome: What do we intend to achieve? Ensure safeguarding issues are communicated effectively to all educational establishments				
1.2.1	Set up a programme of twilight sessions for schools focusing on specific safeguarding issues	Learning & Development Sub Group Education Safeguarding Officer	<ul style="list-style-type: none"> • Ensure Designated Safeguarding Leads (DSL) contacts are up to date 	Green	Up to date contacts to ensure effective communication with DSL's
			<ul style="list-style-type: none"> • Schools representative for Learning and Development Sub Group to be identified 	Amber	
			<ul style="list-style-type: none"> • Twilight sessions for schools to be set up <ul style="list-style-type: none"> ○ Prevent ○ CSE training with schools 	Green	Prevent session held 28 September 2017 attended by over 50 DSL's. CSE training with schools held 25 June 2018
1.3.	Identified improvement area / desired outcome: What do we intend to achieve? Develop assurance arrangements on the effectiveness of safeguarding arrangements in educational establishments				
1.3.1	Ensure Local Authority schools, colleges, academies, independent schools and alternative provision are fulfilling their duties under s175 and s157 of Education Act 2002	Education Safeguarding Officer Performance Management and Quality Assurance (PMQA) Sub Group	<ul style="list-style-type: none"> • Review Education Safeguarding S11 (to cover s175 and s157 of Education Act) Audit Tool for Schools 	Amber	
			<ul style="list-style-type: none"> • Educational establishments to complete the Education Safeguarding Audit tool annually and report to be presented to PMQA sub group – July 2018 meeting 	Green	Education Safeguarding Audit 2016-17 presented to PMQA meeting July 2018

1.3.2	Review and update model child protection policy for schools	Education Safeguarding Officer	<ul style="list-style-type: none">• Education Safeguarding Officer to review model child protection and safeguarding policy for schools – Jan – March 2018• MSCB Executive to consider draft policy	Green	Model Child Protection Policy published on MSCB website for use by Schools (March 2018) . Updated policy to be published in March 2019.
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Priority objective 2 Ensure that the principles of Early Help, the Multi Agency Safeguarding Hub (MASH) and thresholds are understood and embedded across partners					
2.1.	Identified improvement area / desired outcome: What do we intend to achieve? Support the implementation of the Medway Early Help Strategy and use of Early Help assessments				
2.1.1	MSCB receives regular Early Help reports on the effectiveness of early help and use of Early Help Assessments.	Performance Management and Quality Assurance (PMQA) Sub Group Board	<ul style="list-style-type: none"> Quarterly Early Help data to be scrutinised by PMQA Sub Group Early Help Steering Group update reports to be considered by Board on a six monthly basis 	Green	Early Help Steering Group update reports scrutinised by Board at March 2017, November 2017, July 2018 and January 2019 meeting and continue to be on forward plan.
2.2	Identified improvement area / desired outcome: What do we intend to achieve? Thresholds are understood and used across the partnership and children and young people are receiving the appropriate services to meet their needs				
2.2.1	Review and update the Threshold document and support partners to ensure the thresholds are understood	Policy and Procedures Sub Group	<ul style="list-style-type: none"> Initial proposal considered and agreed by MSCB Board - Complete 	Green	Initial proposal for levels of need in threshold document approved by Board – March 2017
		Learning and Development Sub Group	<ul style="list-style-type: none"> Revised Threshold document to be considered by Policy & Procedures sub group, Executive and Board – March 2018 - Complete 	Green	Revised Threshold document on Executive, Policy & Procedures and Board Agenda – March 2018
		Board	<ul style="list-style-type: none"> Revised Threshold Document to be published and Launched - Complete 	Green	Threshold document published April 2018. Launched at

					Children's Services Partnership event 20 April 2018
			<ul style="list-style-type: none"> Workshops hosted by Children's Social Care to be held on Threshold Document 	Green	Eight multi agency training sessions on 'Making referrals, understanding and applying thresholds in Medway' have been held attended by 218 professionals. Three further sessions are to be held in 2019.
2.3	Identified improvement area / desired outcome: What do we intend to achieve?				
	Support and monitor the implementation of the Multi Agency Safeguarding Hub (MASH)				
2.3.1	Oversee the implementation of MASH through clear governance arrangement between MSCB and MASH	MASH Implementation Group Board	<ul style="list-style-type: none"> Set up reporting arrangements between MASH and MSCB MASH implemented – April 2018 – Complete MASH update report to be scheduled to MSCB Board – September 2018 	Green	MASH launched in April 2018. JTAI in June 2018 identified learning although MASH was at an early stage of development. MASH update provided to MSCB Board in September 2018. MASH Strategic Board in place
2.3.2	Ensure partners and public are updated on the development and implementation of the MASH	MASH Operational group	<ul style="list-style-type: none"> Updated threshold document and MASH pathways are published on MSCB website – April 2018 - Complete 	Green	Threshold document published in April 2018.
			<ul style="list-style-type: none"> Launch of First Response Service and MASH Briefing circulate – April 2018 - Complete 		Promotion of launch completed.
			<ul style="list-style-type: none"> Workshops on thresholds to include MASH 	Green	'Making referrals, understanding and applying thresholds

					in Medway' workshops include information on MASH
2.3.3	Monitor the effectiveness of MASH	Performance Management and Quality Assurance (PMQA) sub group	<ul style="list-style-type: none"> MASH performance data to be included in MSCB dataset - Ongoing 	Amber	MSCB data set now includes First Response performance data and analysis – further MASH data identified and awaiting reporting for Quarter 4 2018-19
			<ul style="list-style-type: none"> Reviews to be undertaken of MASH performance and reported to MSCB Board 	Green	Review undertaken and reported to MSCB in November 2019. Recommendations from audit to be implemented. Further multi agency audits will be undertaken to monitor quality of MASH performance

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Priority objective 3 Support a local recruitment strategy to help ensure there is an effective workforce for safeguarding children in Medway					
3.1.	Identified improvement area / desired outcome: What do we intend to achieve?				
3.1.1	Delivering the message that Medway Council is an employer of choice.	Tim Silver Acting Head of HR Services	<ul style="list-style-type: none"> Continue to develop and improve the Medway Council Social Care internet portal Maximise the usage of the jobsgopublic recruitment portal. Increase the Social Care's social media footprint 	Amber	
3.1.2	Working with schools, colleges and universities to raise the profile of a career in children's social care.	Tim Silver Acting Head of HR Services	<ul style="list-style-type: none"> Deliver a series of roadshows at careers events Establish links with educators and potential recruits, maintaining a database, keeping in touch via social media, and invitations to events. 	Amber	
3.1.3	Engage with the Local Workforce Action Board (LWAB) to drive the council's social care recruitment agenda.	Tim Silver Acting Head of HR Services.	<ul style="list-style-type: none"> Attendance at LWAB meetings and events Contribute to national and local strategic consultation programmes. 	Amber	

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Priority objective 4 Raise awareness of the impact of domestic abuse on children and young people to ensure they are appropriately identified and safeguarded					
4.1	Identified improvement area / desired outcome: What do we intend to achieve? Ensure there are effective governance arrangements in place for the oversight of domestic abuse and to oversee the implementation of the Domestic Abuse Strategy				
4.1.1	The MSCB ensures appropriate communication between multi agency domestic abuse groups	MSCB Executive MSCB Board	<ul style="list-style-type: none"> Review of Kent and Medway Domestic Abuse Groups – complete January 2018 Review of domestic abuse arrangements to report to MSCB Board setting out links between MSCB, CSP, MSAB and KMDASV – July 2018 	Green	Domestic Abuse and Sexual Violence Executive and Tactical Group established and update provided to MSCB Board July 2018. Medway representation through Ian Sutherland and James Williams
		Kent and Medway Domestic Abuse Executive	<ul style="list-style-type: none"> Kent and Medway Domestic Abuse Strategy to be updated and published – In progress March 2019 		
4.2	Identified improvement area / desired outcome: What do we intend to achieve? Children living with or affected by Domestic Abuse in Medway are appropriately identified and safeguarded				
4.2.1	Information from incidents of domestic abuse attended by Police are shared with identified partners	Kent Police	<ul style="list-style-type: none"> Operation Encompass to be implemented in Medway <ul style="list-style-type: none"> Verbal update on implementation of Operation Encompass provided at March 2018 Board meeting Operation Encompass to be implemented in February 2019 – 	Amber	

			briefings held with schools with the first briefing on 18 January 2019 – In progress		
4.2.2	Medway professionals are aware of safeguarding process and services for children and young people affected by domestic abuse	Learning and Development sub group	<ul style="list-style-type: none"> MSCB to develop programme of learning opportunities 	Amber	
		MSCB Training Officer	<ul style="list-style-type: none"> Establish quality assured awareness training programme for dissemination through Champions via a training for trainers opportunity. Review to include methods of evaluation and evidence of impact on practice 	Amber	
			<ul style="list-style-type: none"> Domestic abuse court orders taster session to be set up to enable professionals to understand the various court orders 	Green	Domestic Abuse Civil and Criminal Orders Workshop held on 18 September 2017 attended by over 70 professionals
			<ul style="list-style-type: none"> Domestic Abuse champions programme to be rolled out which embeds champions across partner organisations and provides more consistency of training with agencies 	Amber	
4.2.3	Children living with domestic abuse receive the right help and protection	Public Health	<ul style="list-style-type: none"> Review domestic abuse risk assessment tools and agree a new child focused tool that can be rolled out across the system to supplement DASH <ul style="list-style-type: none"> Workshop to review tools to be held July 2018 Tool has been revised and presented to Learning Lessons sub group in February 2019, further consultation is needed. To be presented to Learning Lessons sub group in May 2019. 	Amber	

4.3.	Identified improvement area / desired outcome: What do we intend to achieve? Ensure the effectiveness of the Multi Agency Risk Assessment Conference (MARAC) process in Medway				
4.3.1	Children who are known to live in families where there is domestic abuse have appropriate intervention and care plans in place and the Medway MARAC engaged partners effectively	MARAC Performance Management & Quality Assurance Sub Group	<ul style="list-style-type: none"> MARAC Annual Report to be presented to PMQA sub group – July 2017 - Complete; July 2018; July 2019. 	Green	MARAC Annual Report scrutinised by PMQA sub group – July 2017 and scheduled for July 2018 meeting
			<ul style="list-style-type: none"> MARAC data to be included in a MSCB dataset including monitoring of repeat cases – Quarterly throughout 2017-20 	Amber	Number of cases presented to MARAC and number of repeat cases is included in MSCB dataset. Quarter 3 2018-19 data showed the number of cases remains consistent with the last quarter

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Priority objective 5 Enhance the understanding of neglect amongst professionals and ensure children experiencing neglect receive timely and effective support					
5.1.	Identified improvement area / desired outcome: What do we intend to achieve? Secure collective commitment to addressing neglect across all partner agencies and to demonstrate effective leadership in driving forward the appropriate systems, cultures and processes including the use of the Graded Care Profile (GCP2)				
5.1.1	MSCB to develop and agree a multi agency Neglect strategy	Policy and Procedures sub group	<ul style="list-style-type: none"> Draft Neglect Strategy to be presented to MSCB Executive – September 2017 - Complete 	Green	Neglect strategy approved and published
		MSCB Business Manager	<ul style="list-style-type: none"> Review of Neglect Strategy to be completed – September 2019 	Amber	
5.2	Identified improvement area / desired outcome: What do we intend to achieve? Improve the recognition, identification, assessment and intervention for children and young people living in neglectful situations				
5.2.1	Implement the NSPCC Graded Care Profile (GCP2) to provide professionals with an objective measure of the care of the children	Learning and Development	<ul style="list-style-type: none"> Set up a programme of multi agency GCP2 training – March 2017 	Green	Programme of multi agency training in place
			<ul style="list-style-type: none"> Set up monitoring of GCP2 training figures 	Green	GCP roll out update report considered by L&D Sub group – Jan 2018. There are 14 trained GCP trainers. The MSCB has held 7 multi agency training events attended by 118 professionals up to January 2018. The GCP training is well received and well reviewed.

5.2.2	Undertake review of the multi agency neglect training available	Learning and Development	<ul style="list-style-type: none"> • Training officer to undertake review of neglect training <ul style="list-style-type: none"> ○ This will be completed by September 2019 	Amber	
5.3	Identified improvement area / desired outcome: What do we intend to achieve? To improve outcomes for children, young people and families by ensuring the quality and effectiveness of service provision. This will include consultation with young people and their families to evidence their views about the services being offered and their effectiveness				
5.3.1	MSCB to have a clear picture of the quality and effectiveness of services to address neglect including the use of GCP2	Case File Audit Group Performance Management & Quality Assurance	<ul style="list-style-type: none"> • Multi agency audit on neglect to be undertaken – December 2017 – May 2018 	Green	Neglect audit undertaken between Nov 2017 and Apr 2018. Audit reported to Executive and MSCB Board in Jan 2019. Audit findings raised as a challenge to all partners by MSCB Independent Chair. Action Plan in place to implement recommendations monitored by Learning Lessons sub group.
			<ul style="list-style-type: none"> • Agencies to include key performance information on neglect in MSCB dataset – June 2018 	Green	Data set updated to include neglect data. Analysis is now provided and is scrutinised by PMQA sub group on a quarterly basis.

Action	Planning			Monitoring	
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Priority objective 6 Address the challenges to children and young people at risk of specific vulnerabilities including exploitation (including online exploitation), sexually harmful behaviour and mental health					
6.1.	Identified improvement area / desired outcome: What do we intend to achieve? Be assured that safeguarding services are responsive to the needs and risks experienced by children and young people in Medway				
6.1.1	Ensure that there is clear Harmful Sexual Behaviour guidance in place, which is reflected in training and accessed by professionals	Policy & Procedures	<ul style="list-style-type: none"> Review of Harmful Sexual behaviour guidance to be undertaken Harmful Sexual Behaviour guidance - Complete approved by MSCB Executive – May 2018 Harmful sexual behaviour guidance to be launched – June 2018 	Green	Harmful Sexual Behaviour Guidance approved by P&P – March 2018 & Executive May 2018
		Learning and Development sub groups	<ul style="list-style-type: none"> Harmful Sexual Behaviour Factsheet to be published - complete 	Green	
6.2.	Identified improvement area / desired outcome: What do we intend to achieve? Evaluate partners approach to online safety				
6.2.1	MSCB to review the local e-safety support information available		<ul style="list-style-type: none"> CEOP (Child Exploitation and Online Protection) Training to be delivered 	Green	Session held 5 October 2017 attended by 22 professionals. Future session planned for 15 May 2018
6.3.	Identified improvement area / desired outcome: What do we intend to achieve? Ensure that children and young people are educated about potential safeguarding risks				
6.3.1	Support young people to develop Domestic abuse campaign for	Young Persons Safeguarding Panel	<ul style="list-style-type: none"> Finalise development of Young Persons Domestic Abuse campaign #LovesMeOrNot Circulate #LovesMeOrNot campaign to Medway schools 	Green	Initial launch completed September 2017

	young people in relationships		<ul style="list-style-type: none"> Support development of domestic abuse drama with Kent Police and Rainham Mark School – September 2017 		
			<ul style="list-style-type: none"> Relaunch Young Persons Domestic Abuse campaign with schools for 2019 <ul style="list-style-type: none"> MSCB will work with the Medway Youth Council in April 2019 to relaunch this in line with the findings from the Medway Youth Council Conference 2018. 	Amber	
6.3.2	The MSCB engages with young people	MSCB Lay Members	<ul style="list-style-type: none"> Safeguarding partners to consider engagement of young people in development of new safeguarding partnership arrangements – by June 2019 	Amber	
6.4.	Identified improvement area / desired outcome: What do we intend to achieve? Ensure MSCB has oversight of safeguarding children and young people vulnerable to radicalisation and extremism				
6.4.1	Medway professionals recognise and work with young people vulnerable to radicalisation and extremism	Mutli Agency Prevent Board	<ul style="list-style-type: none"> Deliver Workshops to Raise Awareness of Prevent (WRAP) 	Green	WRAP sessions held and future sessions planned for March and September 2018
		Learning and Development	<ul style="list-style-type: none"> Ensure the referral pathway into Channel is clearly understood and widely circulated 	Green	Prevent Pathway and Channel Referral Form on MSCB website
6.5.	Identified improvement area / desired outcome: What do we intend to achieve? Implement an effective strategy to ensure children are protected from Child Sexual Exploitation				
6.5.1	Update and implement the CSE Strategy and Action plan taking into account national reports and	Multi Agency Sexual Exploitation (MASE) Panel	<ul style="list-style-type: none"> Review CSE Strategy for 2017-20 – July 2017 – complete 	Green	
		CSE	<ul style="list-style-type: none"> Develop CSE Action Plan for 2017-20 reflective of national and local lessons learned – July – September 2017 – complete 	Green	

	findings from reviews	Champions	<ul style="list-style-type: none"> Review to be undertaken of CSE Procedures, Risk Assessment tool and CSE Panel <ul style="list-style-type: none"> This is being considered at the MASE meeting in March 2019 	Amber	
			<ul style="list-style-type: none"> MASE to provide six monthly reports to Executive and Board 	Green	MASE Update Report to be considered at Executive March 2018
6.5.2	Ensure all key stakeholder agencies are adopting the statutory guidance to deliver services relating to CSE and missing children	Multi Agency Sexual Exploitation (MASE) Panel CSE Champions	<ul style="list-style-type: none"> All agencies to undertake CSE self assessment – July – September 2017 Key finding from CSE self assessment to be considered by CSE Champions group and MSE to identify key learning 	Green	
6.5.3	Ensure there is accurate and consistent reporting of CSE and missing children	Multi Agency Sexual Exploitation (MASE) Panel Performance Management and Quality Assurance sub group	<ul style="list-style-type: none"> MASE to review and update multi agency problem profile 	Green	Multi agency problem profile reviewed by MASE
			<ul style="list-style-type: none"> Ensure all agencies are using the CSE soft intelligence form 	Amber	Reporting using intelligence form monitored by MASE – reporting is still low – to be monitored by MASE
			<ul style="list-style-type: none"> MASE to consider use of electronic intelligence form - complete <ul style="list-style-type: none"> Agreement at MASE meeting Nov 2017 to adopt electronic intelligence form – details circulated, sent to CSE partners and published on MSCB website 	Green	
6.6.	Identified improvement area / desired outcome: What do we intend to achieve? Sexual Abuse is recognised and responded to appropriately by all agencies				
6.6.1	Implement the Child Sexual Abuse	Policy and Procedures	<ul style="list-style-type: none"> Review and publish CSA Pathway – July 2017 – complete 	Green	

	(CSA) Pathway and learning around sexual abuse	Learning and Development Case File Audit Group	<ul style="list-style-type: none"> Multi Agency Audit to be completed on CSA – May – Sept 2018 	Green	Multi agency audit on Sexual Abuse undertaken between May 2018 and Sept 2018 and reported to the Executive and Board in March 2019. Findings of audit circulated to all Board members. Recommendations included in Action Plan to be monitored by Learning Lessons sub group.
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Core Objectives					
7.1	Ensure learning from Serious Case Reviews, Learning Lessons Reviews, Case audits and child deaths impacts on front line practice to protect children	Learning Lessons	<ul style="list-style-type: none"> Revisit learning from previous action plans – In progress 	Amber	
		Learning and Development	<ul style="list-style-type: none"> Serious Case Reviews to be undertaken in accordance with Working Together 2015 	Ongoing - Amber	SCR Ellie published 24 January 2018. Action Plan considered by Learning Lessons Sub group SCR Dawn published 27 March 2018. Medway STC SCR to be published January 2019.
			<ul style="list-style-type: none"> Lessons from SCR's briefing sessions to be set up – June 2018 	Green	Two learning from SCR Briefing sessions held – October 2018. Further sessions planned for 2019.
			<ul style="list-style-type: none"> Continue to develop publication of Learning Lessons Bulletin for professionals 	Green	Learning Lessons bulletins for SCR Ellie and Dawn published
			<ul style="list-style-type: none"> Learning from SCR's, Learning Lessons Reviews, and Child Death reviews to be embedded into multi agency training <ul style="list-style-type: none"> This is being included as part of the review of the Basic and Intermediate training packages currently being undertaken 	Amber	

7.2	The MSCB develops its professional communications to ensure wider awareness and use of the MSCB resources	MSCB Business Manager/ Learning and Development Officer	<ul style="list-style-type: none"> Regular bulletins to be produced by MSCB for professionals with local news and learning opportunities MSCB twitter account to be utilised to promote key safeguarding messages 	Green	<p>Quarterly bulletins published on MSCB website</p> <p>MSCB twitter account has over 600 followers – January 2019</p>
7.3	Produce an annual assessment of the effectiveness of safeguarding arrangements	MSCB Chair/ Business Manager	<ul style="list-style-type: none"> Annual Report to be signed off by Board and published – September 2017 	Green	2016-17 and 2017-18 Annual Report published and presented to CYP O&S; H&WB Board; and Community Safety Partnership.
			<ul style="list-style-type: none"> 2017-18 Annual Report to be signed off by Board and published – September 2018 	Green	
			<ul style="list-style-type: none"> 2018-19 Annual Report to be signed off by Board and published – September 2019 	Amber	
7.4	Ensure there are effective safeguarding arrangements in place across partner agencies in Medway	Performance Management and Quality Assurance	<ul style="list-style-type: none"> Section 11 audit process to be agreed by PMQA – September 2017 - complete 	Green	Section 11 tool and process approved by Board – January 2018. Launch event held 2 February 2018
			<ul style="list-style-type: none"> Section 11 audits to be completed by all partner agencies – February 2018 – March 2018 - Complete 	Green	
			<ul style="list-style-type: none"> Challenge panels to be held – June – July 2018 	Green	Challenge panels held and reported to PMQA sub group and Board
7.5	Ensure that multi agency policies and procedures are up to date and accessible	Policy and Procedures	<ul style="list-style-type: none"> Policy and Procedures sub group to introduce policy tracking system – September 2017 - complete 	Green	

7.6	Ensure MSCB has access to performance information and is able to scrutinise the effectiveness of multi agency work	Performance Management and Quality Assurance	<ul style="list-style-type: none"> MSCB data set to be redesigned to ensure it focuses on the MSCB priorities 2017-20 – September 2017 – June 2019 	Green	<p>MSCB Dataset workshop held 18 April 2018. Review of dataset complete. Non submission of agency data has been escalated to MSCB Independent Chair. Regular data and analysis has been provided for Quarter 3 2018-19.</p>
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