



**Medway Safeguarding Children Partnership (MSCP) Business Plan  
2020 – 2022  
DRAFT V.4 – JANUARY 2021**

**RAG rating:** Each action should be given a RAG (Red, Amber, Green) rating according to the following definitions.

Progress/indicator RAG status	
	Work is significantly behind schedule and no progress has been made, and/or Progress has been made but the timescale has not been achieved.
	Progress is being made, progress is good and the action is likely to be achieved within timescale. Or the action has been completed but evidence is required to demonstrate achievement.
	The action has been completed and there is a record of evidence to support its completion.

Action number	Planning			Monitoring	
	Specific action	Lead	Actions and Timescales for work	RAG rating	Impact and evidence
<b>Priority objective 1: Effective Partnerships</b>					
1.1	<b>Identified improvement area / desired outcome: What do we intend to achieve?</b> Ensure the MSCP is working effectively, partners hold each other to account, support and challenge each other and use the challenge and escalation process effectively				

1.1.1	Ensure there are effective safeguarding arrangements in place across partner agencies in Medway	Performance Management and Quality Assurance (PMQA) Sub Group	<ul style="list-style-type: none"> <li>Section 11 audit process to be developed by PMQA sub group – February 2020 - Complete</li> </ul>	Green	Launch event held 27 Feb 2020 attended by 25 partner agencies
			<ul style="list-style-type: none"> <li>Section 11 audits to be completed by all partner agencies – March – September 2020</li> </ul>	Green	Section 11 audits completed and submitted by agencies
			<ul style="list-style-type: none"> <li>Challenge Panels to be held – February - March 2021</li> </ul>	Amber	Challenge Panels have been set up
1.1.2	The work of the MSCP is effectively communicated to all relevant partners and they are engaged in the work of the MSCP	MSCP Executive	<ul style="list-style-type: none"> <li>MSCP to develop a Communications Strategy – April - June 2021</li> <li>Develop plans to effectively engage with faith groups, residential children’s homes and supported accommodation providers – April – June 2021</li> </ul>	Action not due	
		MSCP Business Manager	<ul style="list-style-type: none"> <li>MSCP to engage with voluntary and community sector and establish mechanism to ensure their views are taken into account and support with engaging with children and families</li> </ul>	Amber	This was identified by the Independent Scrutineer as an area for review. MSCP Executive have agreed to
1.1.3	In consultation with Head Teachers establish an effective mechanism to engage schools	MSCP Executive	<ul style="list-style-type: none"> <li>MSCP to engage schools through Leadership Events</li> </ul>	Green	Partnership has a more positive relationship with schools through local authority and Head Teachers Reference Group. MSCP has good engagement from schools in MSCP Leadership Event.
			<ul style="list-style-type: none"> <li>MSCP to invite Head Teacher forums to send representative to MSCP Executive – December 2020</li> </ul>	Green	

					MSCP Executive agreed in November 2020 to invite Head Teacher representatives to be on Executive.
			<ul style="list-style-type: none"> <li>MSCP to work with head teachers to establish regular communication with schools</li> </ul>	Action not due	Discussion at Business Planning meeting to consider standing item on Education Partnership
1.1.4	Ensure the MSCP has access to performance information and is able to scrutinise the effectiveness of multi agency work	Performance Management and Quality Assurance (PMQA) Sub Group	<ul style="list-style-type: none"> <li>MSCP data set to be reviewed to ensure it focuses on the MSCP priorities 2020 – 22 – March – June 2021</li> </ul>	Action not due	
1.1.5	Ensure that multi agency policies and procedures are up to date and accessible	Policy and Procedures Sub Group	<ul style="list-style-type: none"> <li>Policy and Procedures to regularly review policy tracking system and identify procedures for review</li> </ul>	Green	The policy & procedures sub group has embedded a policy tracker which it reviews at each meeting to identify policies needing updating. Procedure manual published on MSCP website.
1.1.6	Produce an annual assessment of the effectiveness of safeguarding arrangements	MSCP Business Manager MSCP Executive	<ul style="list-style-type: none"> <li>Develop an Annual Report for 2019-20 – October 2020</li> </ul>	Green	MSCP Annual report approved by Executive on 2 November 2020 and published 23

					November 2020
			<ul style="list-style-type: none"> <li>Present Annual Report to CYP Overview and Scrutiny Committee, Kent &amp; Medway Adult Safeguarding Board and Health &amp; Wellbeing Board – November 2020 – January 2021</li> </ul>	Amber	Annual Report presented to CYP O&S December 2020.
		MSCP Independent Scrutineer	<ul style="list-style-type: none"> <li>MSCP Independent Scrutineer to undertake a review of the effectiveness of the MSCP and report to the MSCP Executive to identify areas for improvement</li> </ul>	Amber	Independent Scrutineer has adopted University of Bedfordshire model of assessing effectiveness of partnership – initial report completed November 2020. MSCP Executive convened extraordinary meeting in January 2021 to implement recommendations
			<ul style="list-style-type: none"> <li>Initial report to be considered by MSCP Executive on 2 November 2020</li> </ul>	Green	Six month progress report considered by MSCP Executive on 2 November 2020
			<ul style="list-style-type: none"> <li>Six month progress reports scheduled to be considered by MSCP Executive – May 2021; November 2021</li> </ul>	Amber	

1.1.7	Ensure Inspectorate recommendations are effectively implemented	MSCP Executive	<ul style="list-style-type: none"> <li>MSCP Executive to monitor implementation of inspectorate action plans – July 2020; March 2021</li> </ul>	Amber	
1.1.8	Ensure Multi Agency Escalation Processes are in place and being used effectively	MSCP Executive Performance Management and Quality Assurance (PMQA) sub group	<ul style="list-style-type: none"> <li>Review Multi Agency Challenge and Escalation Policy – April 2021</li> <li>Promote use of escalation policy with partner agencies - ongoing</li> <li>Develop multi agency reporting mechanism to monitor use of escalation policy across Medway – April 2021</li> </ul>	Amber	
1.1.9	Establish arrangements to review safeguarding needs of children within the secure estate in Medway	MSCP Secure Estate QA Group  MSCP Independent Scrutineer for Secure Estate	<ul style="list-style-type: none"> <li>MSCP Independent Scrutineer for the Secure Estate to chair Secure Estate QA meetings – May 2020 - Complete</li> </ul>	Green	Independent Scrutineer for Secure Estate appointed Jan 2020. Meeting of the Secure Estate QA group held in April 2020 & July 2020
			<ul style="list-style-type: none"> <li>Annual Review of Safeguarding and Restraint to be published including the views of children in the secure estates – February 2021</li> </ul>	Amber	Review underway. Feedback received from 14 agencies with involvement in secure estates in Medway.

1.2	<b>Identified improvement area / desired outcome: What do we intend to achieve?</b> A partnership that learns from case reviews and audits				
1.2.1	Ensure the MSCP has in place a process to undertake Rapid Reviews and consider cases identified by the partnership for review	MSCP Business Manager	<ul style="list-style-type: none"> <li>MSCP to review Case Review Procedures for sign off by MSCP Executive – June 2020</li> <li>Local Child Safeguarding Practice Reviews to be undertaken in accordance with Working Together 2018</li> </ul>	Green	Development Plan for disseminating learning from case reviews and implementing recommendations approved by MSCP Executive in June 2020
1.2.2	Ensure Learning from Local Child Safeguarding Practice Reviews, Learning Lessons Reviews and Case audits impacts on front line practice to protect children	Learning Lessons Sub Group	<ul style="list-style-type: none"> <li>Learning Lessons sub group to develop robust arrangements to disseminate learning from case reviews and implement recommendations from reviews – June 2020</li> </ul>	Amber	Process in place. Monitoring of impact of learning events to be considered at each Learning Lessons Sub Group meeting. Impact to e reviewed in March 2021
		MSCP Training Officer	<ul style="list-style-type: none"> <li>Programme of Multi agency learning lessons briefing sessions from case reviews to share learning to be set up – February 2021</li> </ul>	Amber	Due to current restrictions on face to face learning a programme of virtual briefing sessions will be rolled out from February 2021.
		Learning Lessons Sub Group	<ul style="list-style-type: none"> <li>Learning Lessons sub group meeting to report at each meeting how reviews have been disseminated within their own organisation and how it has been fed into training – March 2021</li> </ul>	Action not due	

		Learning Lessons Sub Group	<ul style="list-style-type: none"> <li>MSCP to develop process to evidence how learning from reviews has been disseminated across each agency in Medway and the impact of this – January – April 2021</li> </ul>	Amber	
		MSCP Learning & Development Officer	<ul style="list-style-type: none"> <li>Develop publication of Learning Lessons Bulletin for professionals – April 2021</li> </ul>	Action not due	
		MSCP Training Officer	<ul style="list-style-type: none"> <li>Learning from SCR's, LCSPR's, Learning Lessons Reviews and child death reviews to be embedded into multi agency training</li> </ul>	Green	MSCP training is regularly reviewed to include learning from recent SCR's and Learning Lessons Reviews
1.4	<b>Identified improvement area / desired outcome: What do we intend to achieve?</b> Children and young people have the opportunity to be involved in the work of the MSCP				
1.4.1	The MSCP monitors and scrutinises work undertaken by each partner to collect service user views.	Performance Management and Quality Assurance (PMQA) sub group	<ul style="list-style-type: none"> <li>Section 11 Audits to demonstrate methods of service user feedback – February – March 2021</li> <li>Partner agencies to report summary of feedback from children, young people and families in report to PMQA subgroup – Throughout 2020-22</li> </ul>	Action not due	
1.4.2	The MSCB quality assurance framework supports the views of children, young people and their families to be incorporated into quality assurance activity.	Performance Management and Quality Assurance (PMQA) sub group  Case File Audit Group (CFAG)	<ul style="list-style-type: none"> <li>MSCP Quality Assurance Framework to be reviewed – April 2021</li> <li>Case File Audit Group (CFAG) to develop plans to include views of children and families as part of multi agency audits – April 2021</li> </ul>	Action not due	

		MSCP Business Manager	<ul style="list-style-type: none"> <li>Develop regular engagement opportunities with children and families to develop the work of the MSCP – April – September 2021</li> </ul>	Action not due	
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Action number	Planning			Monitoring	
	Specific action	Lead	Actions and Timescales for work	RAG rating	Impact and evidence
<b>Priority objective 2: Contextual Safeguarding and trauma informed practice</b>					
2.1	<b>Identified improvement area / desired outcome: What do we intend to achieve?</b> An effective multi agency response to contextual safeguarding and agreed set of tools for practitioners, recognising exploitation of young people in all its forms				
2.1.1	Ensure there is effective multi agency co-ordination and governance of exploitation through the Joint Exploitation Group (JEG)	Kent & Medway Joint Exploitation Group (JEG)	<ul style="list-style-type: none"> <li>Kent and Medway Joint Exploitation Group (JEG) to develop clear Terms of Reference – April 2020 - Complete</li> <li>Medway partners to ensure there is appropriate representation on JEG – May 2020 – Complete</li> </ul>	Green	Terms of Reference agreed and in place. Medway partners represented at JEG meetings. Six monthly update on progress of JEG reported to MSCP in April 2020
			<ul style="list-style-type: none"> <li>JEG to report regularly to MSCP Executive on current trends and threats, in order to protect and safeguard the welfare of children</li> </ul>	Amber	
			<ul style="list-style-type: none"> <li>Develop a multi agency Contextual Safeguarding Strategy – April 2021</li> </ul>	Amber	Draft Contextual Safeguarding Strategy considered by MSCP Executive in Jan 2021. Working Group to be set up to finalise.



2.1.2	Ensure there is accurate and consistent reporting of all forms of exploitation	Kent & Medway Joint Exploitation Group (JEG)	<ul style="list-style-type: none"> <li>Develop the CSE soft intelligence reporting portal to include reporting of all forms of exploitation – May 2021</li> <li>Exploitation Portal to be relaunched and promoted – May 2021</li> </ul>	Action not due	
			<ul style="list-style-type: none"> <li>Kent and Medway Adolescent Risk Management Report to be presented to JEG quarterly identifying patterns and trends and emerging issues – quarterly from May 2020</li> </ul>	Green	
2.2	<b>Identified improvement area / desired outcome: What do we intend to achieve?</b> An engaged workforce that understands contextual safeguarding and thresholds for tiered child protection interventions and services				
2.2.1	Introduce a child exploitation identification, assessment and planning tool to support agencies to work together to create safety and reduce harm	Kent and Medway Joint Exploitation Group (JEG)  MSCP Training/ Learning & Development Officer	<ul style="list-style-type: none"> <li>JEG to develop proposals for introduction of new tools for professionals – May – September 2020- Complete</li> <li>Child Exploitation Identification, Assessment &amp; Planning Tools to be agreed by MSCP Executive – September 2020 - Complete</li> </ul>	Green	Multi agency launch of Exploitation tools on 30 September 2020. Tools promoted at MSCP Leadership Event 16 October 2020. Training sessions being rolled out. First Exploitation Champions meeting held – 19 champions have received training.
			<ul style="list-style-type: none"> <li>MSCP to set up network of multi agency exploitation champions</li> </ul>	Green	
			<ul style="list-style-type: none"> <li>Agree rollout of multi agency identification and assessment tools to include multi agency training– October 2020 – May 2021</li> <li>Agree monitoring of effectiveness of tools – November 2020</li> </ul>	Green	

2.2.2	MSCP to support multi agency roll out of trauma informed practice and Adverse Childhood Experiences (ACE's)	MSCP Learning & Development Officer	<ul style="list-style-type: none"> <li>Work with Medway YOS to roll out programme of multi agency Trauma Informed Practice – Across 2020-21</li> </ul>	Amber	The programme of training has been delayed due to covid-19. Programme of virtual training to be delivered
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Action number	Planning			Monitoring	
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<b>Priority objective 3: Domestic Abuse</b>					
3.1	<b>Identified improvement area / desired outcome: What do we intend to achieve?</b> To prevent and reduce domestic abuse and ensure when children experience domestic abuse they can access the help and services which they need				
3.1.1	Ensure there is appropriate communication between multi agency domestic abuse groups to support the implementation of the Domestic Abuse Strategy	Kent and Medway Domestic Abuse Executive	<ul style="list-style-type: none"> <li>Establish regular reporting from Kent and Medway Domestic Abuse Executive Group (KMDAEG) and the MSCP Executive</li> <li>KMDAEG to develop and monitor implementation of Domestic Abuse Strategy and report progress to MSCP</li> </ul>	Amber	

3.1.2	Continue to support the rollout of Operation Encompass with Schools	Kent Police	<ul style="list-style-type: none"> <li>Identify any Medway Schools not yet signed up to Operation Encompass and contact directly – March 2021</li> <li>Work with Kent Police to ensure all schools are signed up to Operation Encompass – March 2021</li> </ul>	Amber	
3.1.3	Children living with domestic abuse receive the right help and protection	Public Health	<ul style="list-style-type: none"> <li>Consider feedback from 3 month pilot of Medway Domestic Abuse Assessment Checklist for children and families – September 2020 Complete</li> </ul>	Green	Feedback completed and reported to Medway Domestic Abuse Forum who have approved Assessment Tool
			<ul style="list-style-type: none"> <li>Review Checklist following feedback and roll out revised checklist for use across Medway – March 2021</li> </ul>	Amber	
3.2	<b>Identified improvement area / desired outcome: What do we intend to achieve?</b> To have a competent and confident workforce who are able to recognise and appropriately respond to the needs of children affected by domestic abuse				
3.2.1	Medway professionals are aware of safeguarding process and services for children and young people affected by domestic abuse	MSCP L&D Task & Finish Group	<ul style="list-style-type: none"> <li>MSCP to work with partners to review learning opportunities around domestic abuse – February 2021</li> </ul>	Action not due	
		MSCP Training Officer	<ul style="list-style-type: none"> <li>Work with Kent Multi Agency Safeguarding Children Partnership (KMSCP) to review package of Adolescent to Parent Violence (APV) training – March 2021</li> </ul>	Action not due	

3.3	<b>Identified improvement area / desired outcome: What do we intend to achieve?</b> Ensure the effectiveness of the Multi Agency Risk Assessment Conference (MARAC) process in Medway				
3.3.1	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 engages partners effectively	MARAC  Performance Management & Quality Assurance (PMQA) Sub Group	<ul style="list-style-type: none"> <li>MARAC Annual Report to be presented to PMQA Sub Group – April 2021</li> </ul>	Action not due	
			<ul style="list-style-type: none"> <li>MARAC data to be include in a MSCP dataset including monitoring of repeat cases – Quarterly throughout 2020-22</li> </ul>	Amber	Headline MARAC data is included in current MSCP dataset – to be reviewed April – June 2021

	Planning			Monitoring	
Action number	Specific action	Lead	Actions and Timescales for work	RAG rating	Impact and evidence
<b>Priority objective 4: Neglect</b>					
4.1	<b>Identified improvement area / desired outcome: What do we intend to achieve?</b> Children in households where neglect is a feature are helped and when necessary protected				
4.1.1	MSCP to review and re-publish a multi agency Neglect Strategy	Policy & Procedures Sub Group  MSCP Business Manager	<ul style="list-style-type: none"> <li>Working Group to be set up to review Strategy – October 2020</li> <li>Updated Neglect Strategy to be presented to MSCP Executive – November 2020</li> <li>MSCP Neglect Strategy to be launched March 2021</li> </ul>	Amber	Multi agency neglect strategy developed through Learning Lessons sub group. Strategy approved by MSCP Executive on 2 November 2020 for planned launch in March 2021

4.1.2	MSCP to have a clear picture of the quality and effectiveness of services to address neglect including the use of the NSPCC Graded Care Profile (GCP2)	Case File Audit Group (CFAG)  Performance Management and Quality Assurance (PMQA) Sub Group	<ul style="list-style-type: none"> <li>Multi agency audit on neglect to be undertaken by CFAG – September 2020 Complete</li> </ul>	Green	Multi agency audit meeting held on 9 September 2020. Overview report being completed
			<ul style="list-style-type: none"> <li>Findings from Multi Agency Audit to be reported to Learning Lessons Sub Group and MSCP Executive with recommendations – December 2020</li> </ul>	Amber	CFAG Neglect Audit signed off by MSCP Executive on 11 Jan 2021. Action Plan being monitored by Learning Lessons Sub group.
			<ul style="list-style-type: none"> <li>Agencies to include key performance information on neglect in MSCP dataset to be scrutinised by PMQA sub group</li> </ul>	Action not due	
4.1.3	Support the use of the NSPCC Graded Care Profile (GCP2) to provide professionals with an objective measure of the care of the children	Performance Management and Quality Assurance (PMQA) Sub Group	<ul style="list-style-type: none"> <li>Review the use of the GCP in Medway- November 2020</li> <li>Develop a programme of multi agency training on the GCP – January 2021</li> <li>Re-launch GCP with partners – March 2021</li> <li>Set up monitoring of GCP2 training figures – January - March 2021</li> </ul>	Amber	Multi agency GCP2 Implementation plan agreed by MSCP Executive on 2 November 2020 for launch in March 2021
4.2	<b>Identified improvement area / desired outcome: What do we intend to achieve?</b> To ensure that professionals have an enhanced understanding of neglect including adolescent neglect				
4.2.1	Undertake review of the multi agency neglect training available	MSCP Training Officer	<ul style="list-style-type: none"> <li>MSCP L&amp;D Task &amp; Finish Group to undertake review of neglect training – March 2021</li> </ul>	Action not due	

Action number	Planning			Monitoring	
	Specific action	Lead	Actions and Timescales for work	RAG rating	Impact and evidence
<b>Priority objective 5: Effective Early Help</b>					
5.1	<b>Identified improvement area / desired outcome: What do we intend to achieve?</b> Children and young people receive effective early help and appropriate interventions when needs are identified and/or problems arise				
5.1.1	Support the development of a strategic early support and targeted help approach across Medway	Medway Children's Services  Medway Early Help Strategic Partnership	<ul style="list-style-type: none"> <li>• Early Help Strategic Partnership Board to be developed – October 2020</li> <li>• Early Help Strategic Partnership Board to develop Early Help Strategy – April 2021</li> </ul>	Amber	Early Help Strategic Board set up, Terms of Reference agreed and first meeting held on 9 November 2020
5.1.2	MSCP to receive regular Early Help reports on the effectiveness of early help and use of Early Help assessments	Performance Management and Quality Assurance (PMQA) Sub Group	<ul style="list-style-type: none"> <li>• Quarterly Early Help data to be scrutinised by PMQA Sub Group</li> <li>• Early Help Strategic Partnership Board to report to MSCP Executive on six monthly basis</li> </ul>	Action not due	
5.2	<b>Identified improvement area / desired outcome: What do we intend to achieve?</b> Thresholds are understood and used across the partnership and children and young people are receiving the appropriate services to meet their needs				
5.2.1	Ensure the Threshold Document is kept up to date and ensure the thresholds are understood	Policy & Procedures Sub Group  Medway Children's Social Care	<ul style="list-style-type: none"> <li>• Hold multi agency task and finish group to review threshold document – September 2020 – Complete</li> <li>• Launch multi agency consultation at MSCP Leadership event – October 2020</li> <li>• Hold five week multi agency consultation with partners – October – November</li> </ul>	Amber	Consultation launched at MSCP Leadership event and ended on 18 November 2020. Review of Threshold document complete.

			2020 <ul style="list-style-type: none"> <li>• Launch new Threshold document – March 2021</li> <li>• Develop programme of 'Making referrals, understanding and applying thresholds in Medway' Multi agency training sessions to be delivered with Medway Children's Social Care</li> </ul>		Signed off by MSCP Executive on 11 Jan 2021. Launch planned for 17 March 2021.
5.3	<b>Identified improvement area / desired outcome: What do we intend to achieve?</b>				
	Monitor the effectiveness of the Multi Agency Safeguarding Hub (MASH)				
5.3.1	Develop clear governance arrangements and reporting arrangements between MSCP and MASH	MASH Strategic Board MSCP Executive Performance Management and Quality Assurance (PMQA) Sub Group	<ul style="list-style-type: none"> <li>• MSCP Executive to agree to MASH Board being formal MSCP sub group – September 2020 - Complete</li> <li>• Formal reporting arrangements to be agreed</li> <li>• MASH Performance data to be included in MSCP dataset</li> </ul>	Amber	