



**Medway Safeguarding Children Partnership (MSCP) Business Plan
2021 – 2023
DRAFT V.7 – APRIL 2022**

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.
	Work has not yet commenced but will be commenced within timescale

Action number	Planning			Monitoring	
	Specific action	Lead	Actions and Timescales for work	RAG rating	Impact and evidence
Priority objective 1: Effective Partnerships					

1.1	Identified improvement area / desired outcome: What do we intend to achieve? 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"> Section 11 audit process to be developed by PMQA sub group in partnership with Kent Safeguarding Children Multiagency Partnership – May 2022 – In progress 		Launch event planned for 13 June 2022
		MSCP Learning & Development Officer	<ul style="list-style-type: none"> Section 11 audits to be completed by all partner agencies – June – September 2022 		
			<ul style="list-style-type: none"> Challenge Panels to be held – October – November 2022 		
		MSCP Business Manager	<ul style="list-style-type: none"> Section 11 Report and findings to be presented to PMQA Sub Group and Overview to be reported to MSCP Executive – January 2023 		
			<ul style="list-style-type: none"> Develop and regularly review a risk register – April 2022 		
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"> MSCP to develop a Communications Strategy – June 2022 – September 2022 Develop plans to effectively engage with faith groups, residential children's homes and supported accommodation providers – June 2022 – September 2022 		
		MSCP Business Manager	<ul style="list-style-type: none"> 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 June – September 2022 		This was identified by the Independent Scrutineer as an area for review.

1.1.3	In consultation with Head Teachers establish an effective mechanism to engage schools	MSCP Executive	<ul style="list-style-type: none"> • MSCP to engage schools through Leadership Events 		MSCP has had good engagement from schools in MSCP Leadership Event. Head teachers represented at MSCP Executive.
			<ul style="list-style-type: none"> • MSCP to invite Head Teacher forums to send representative to MSCP Executive 		
			<ul style="list-style-type: none"> • MSCP to work with head teachers to establish regular communication with schools 		
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"> • MSCP data set to be reviewed to ensure it focuses on the MSCP priorities 2022 – 23 and provides a better understanding of MSCP activities– June 2022 – December 2022 		PMQA data workshop sessions to consider dataset are planned for June 2022
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"> • Policy and Procedures to regularly review policy tracking system and identify procedures for review 		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	MSCP Business Manager MSCP	<ul style="list-style-type: none"> • Develop an Annual Report for 2020-21 – October 2021 		MSCP Annual Report approved by MSCP Executive on 6 September 2021

	arrangements	Executive	<ul style="list-style-type: none"> Present Annual Report to CYP Overview and Scrutiny Committee, Kent & Medway Adult Safeguarding Board and Health & Wellbeing Board – November 2021 – January 2022 		Annual report presented to CYP O&S and Health & Wellbeing Board
			<ul style="list-style-type: none"> Develop an Annual Report for 2021-22 – October 2022 		
			<ul style="list-style-type: none"> Present Annual Report to CYP Overview and Scrutiny Committee, Kent & Medway Adult Safeguarding Board and Health & Wellbeing Board – November 2022 – January 2023 		
		MSCP Independent Scrutineer	<ul style="list-style-type: none"> MSCP Independent Scrutineer to undertake a review of the effectiveness of the MSCP and report to the MSCP Executive to identify areas for improvement 		Independent Scrutineer has adopted University of Bedfordshire model of assessing effectiveness of partnership
			<ul style="list-style-type: none"> Plan of focus for Independent Scrutineer for 2022-23 to be agreed with MSCP Executive – May 2022 		
1.1.7	Ensure Inspectorate recommendations are effectively implemented	MSCP Executive	<ul style="list-style-type: none"> Safeguarding Partners to update Executive on implementation of inspectorate action plans 		

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"> Review Multi Agency Challenge and Escalation Policy – June 2022 Promote use of escalation policy with partner agencies - ongoing Develop multi agency reporting mechanism to monitor use of escalation policy across Medway – June 2022 		
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"> Annual Review of Safeguarding and Restraint 2020-21 to be published including the views of children in the secure estates – February 2022 		2020-21 Review complete and signed off by MSCP Secure Estate QA Group. Feedback received from 14 agencies with involvement in secure estates in Medway.
			<ul style="list-style-type: none"> Annual Review of Safeguarding and Restraint 2021-22 to be published including the views of children in the secure estates – September 2022 		
1.2	Identified improvement area / desired outcome: What do we intend to achieve? 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"> MSCP to review Case Review Procedures for sign off by MSCP Executive – complete Local Child Safeguarding Practice Reviews to be undertaken in accordance with Working Together 2018 		Development Plan for disseminating learning from case reviews and implementing recommendations approved by MSCP Executive

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"> Learning Lessons sub group to develop robust arrangements to disseminate learning from case reviews and implement recommendations from reviews – April 2022 		Process in place. Learning briefings and presentations on key findings disseminated to agencies through Learning Lessons sub group. Impact has been reviewed by MSCP Independent Scrutineer
		MSCP Training Officer	<ul style="list-style-type: none"> Programme of Multi agency learning lessons briefing sessions from case reviews to share learning to be set up – June 2022 		
		PMQA sub group	<ul style="list-style-type: none"> MSCP to develop process to evidence how learning from reviews has been disseminated across each agency in Medway and the impact of this – April 2022 – September 2022 		Process being set up by PMQA sub group to include reporting in single agency reports
		MSCP Learning & Development Officer	<ul style="list-style-type: none"> Develop publication of Learning Lessons Bulletin for professionals – June 2022 		
		MSCP Training Officer	<ul style="list-style-type: none"> Learning from LCSPR's, Learning Lessons Reviews and child death reviews to be embedded into multi agency training 		MSCP training is regularly reviewed to include learning from recent SCR's and Learning Lessons Reviews
1.4	Identified improvement area / desired outcome: What do we intend to achieve? 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"> Section 11 Audits to demonstrate methods of service user feedback – September 2022 Partner agencies to report summary of feedback from children, young people and families in report to PMQA subgroup – Throughout 2021-23 		
1.4.2	The MSCP 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	<ul style="list-style-type: none"> MSCP Quality Assurance Framework to be reviewed – November 2022 Case File Audit Group (CFAG) to develop plans to include views of children and families as part of multi agency audits – September 2022 		
		Case File Audit Group (CFAG) MSCP Business Manager	<ul style="list-style-type: none"> Link into and promote the work of Child friendly Medway – September 2022 – March 2023 		

Action number	Planning			Monitoring	
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Priority objective 2: Contextual Safeguarding and trauma informed practice					
2.1	Identified improvement area / desired outcome: What do we intend to achieve? 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"> Review of Terms of Reference of Kent and Medway Joint Exploitation Group (JEG) to determine functions of sub group – July 2022 		
			<ul style="list-style-type: none"> JEG to report regularly to MSCP Executive on current trends and threats, in order to protect and safeguard the welfare of children 		Six monthly update on progress of JEG reported to MSCP in April 2021 and February 2022
			<ul style="list-style-type: none"> Develop a multi agency Contextual Safeguarding Strategy – June 2022 		Draft Contextual Safeguarding Strategy signed off by MSCP Executive. Working Group to agree launch June/ July 2022
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"> Develop the CSE soft intelligence reporting portal to include reporting of all forms of exploitation – November 2021 Exploitation Portal to be relaunched and promoted – November 2022 		
			<ul style="list-style-type: none"> Kent and Medway Contextual Safeguarding Report to be presented to JEG quarterly identifying patterns and trends and emerging issues – quarterly from May 2021 		
			<ul style="list-style-type: none"> Key issues and trends including hotspots emerging from Contextual Safeguarding report to be shared with partners including schools – June 2022 		Meeting with school representatives held in March 2022 to discuss best ways to disseminate key issues and trends

2.2	Identified improvement area / desired outcome: What do we intend to achieve? 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"> • MSCP Exploitation Champions to develop programme of work – September 2022 • Training programme for Child Exploitation tools to be set up – Mary 2021 – March 2023 • MSCP to set up network of multi agency exploitation champions • Agree monitoring of effectiveness of tools 	<div style="background-color: #00b050; width: 100%; height: 100%;"></div> <div style="background-color: #00b050; width: 100%; height: 100%;"></div> <div style="background-color: #ffc107; width: 100%; height: 100%;"></div>
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"> • Work with Medway YOS to roll out programme of multi agency Trauma Informed Practice – Across 2021-23 	<div style="background-color: #ffc107; width: 100%; height: 100%;"></div>
<div style="font-size: 48px; opacity: 0.1; transform: rotate(-15deg); pointer-events: none;">DRAFT</div>				

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Priority objective 3: Domestic Abuse					
3.1	Identified improvement area / desired outcome: What do we intend to achieve? 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"> Establish regular reporting from Kent and Medway Domestic Abuse Executive Group (KMDAEG) and the MSCP Executive KMDAEG to develop and monitor implementation of Domestic Abuse Strategy and report progress to MSCP 		
3.2	Identified improvement area / desired outcome: What do we intend to achieve? 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"> MSCP to work with partners to review learning opportunities around domestic abuse – July 2022 		
		MSCP Training Officer	<ul style="list-style-type: none"> Work with Kent Multi Agency Safeguarding Children Partnership (KMSCP) to review package of Adolescent to Parent Violence (APV) training – September 2022 		

3.3	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				
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"> MARAC data to be include in a MSCP dataset including monitoring of repeat cases – Quarterly throughout 2021-23 		

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Priority objective 4: Neglect					
4.1	Identified improvement area / desired outcome: What do we intend to achieve? 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"> MSCP Neglect Strategy to be launched July 2021 		Multi agency neglect strategy developed through Learning Lessons sub group. Strategy approved by MSCP Executive. Strategy launched in

					July 2021
4.1.2	MSCT to establish multi-agency neglect strategy implementation group to deliver priorities in Strategy	Neglect Strategy Implementation Group	<ul style="list-style-type: none"> Multi agency Neglect Strategy Implementation Group to be set up – January 2022 Implementation Group to develop plan to implement strategy – June 2022 Implementation Group to develop plan to monitor impact of strategy – June – September 2022 		Multi agency group set up and will meet quarterly
4.1.3	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)	<ul style="list-style-type: none"> Multi agency audit on neglect to be undertaken by CFAG – June 2022 		Cases identified and themed audit set up for June 2022
		Performance Management and Quality Assurance (PMQA) Sub Group	<ul style="list-style-type: none"> Findings from Multi Agency Audit to be reported to Learning Lessons Sub Group and MSCP Executive with recommendations – December 2020 		CFAG Neglect Audit signed off by MSCP Executive on 11 Jan 2021.
			<ul style="list-style-type: none"> Agencies to include key performance information on neglect in MSCP dataset to be scrutinised by PMQA sub group 		
4.1.4	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"> Develop a programme of multi agency training on the GCP – April 2021 Re-launch GCP with partners – April 2021 Set up monitoring of GCP2 training figures – September 2021 - March 2023 		<p>Multi agency GCP2 Implementation plan agreed by MSCP Executive.</p> <p>GCP2 training being rolled out 2021-23</p> <p>Neglect Champions Group in place</p>
4.2	<p>Identified improvement area / desired outcome: What do we intend to achieve? To ensure that professionals have an enhanced understanding of neglect including adolescent neglect</p>				

4.2.1	Undertake review of the multi agency neglect training available	MSCP Training Officer	<ul style="list-style-type: none"> MSCP L&D Task & Finish Group to undertake review of neglect training – June 2021 		Review undertaken - multi agency Neglect Training course designed and delivered by MSCP to run alongside e-learning and GCP2 training – July 2021
			<ul style="list-style-type: none"> MSCP Neglect Conference to be held to share learning around neglect 		Conference held on 25 March 2022 attended by over 100 professionals

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Priority objective 5: Effective Early Help					
5.1	Identified improvement area / desired outcome: What do we intend to achieve? 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"> Early Help Strategy Launched- July 2021 		Early Help Strategy consultation held, strategy agreed and launch held on 16 July 2021.

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"> Quarterly Early Help data to be scrutinised by PMQA Sub Group Early Help Strategic Partnership Board to report to MSCP Executive on six monthly basis 		
5.2	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				
5.2.1	Ensure the Threshold Document is kept up to date and ensure the thresholds are understood	Medway Children's Social Care MSCP Training Officer	<ul style="list-style-type: none"> Develop programme of 'Making referrals, understanding and applying thresholds in Medway' Multi agency training sessions to be delivered with Medway Children's Social Care – April 2021 – March 2023 		
5.3	Identified improvement area / desired outcome: What do we intend to achieve? 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	<ul style="list-style-type: none"> MASH Strategic Board to report to MSCP Executive on six monthly basis 		MASH Strategic Board update to MSCP Executive