

Medway Safeguarding Children Board

Strategic Plan 2007-2010

**(incorporating the MSCB Business
Plan 2007-2008)**

Agreed by MSCB on 15th March 2007

1. Introduction

- 1.1 Medway Safeguarding Children Board was established in April 2006 following the requirements of the Children Act 2004 and associated guidance. It replaced the local Area Child Protection Committee and widened its role and purpose to address all matters relating to the safety and welfare of children and young people living in or visiting the Medway area.
- 1.2 The overarching aim of the MSCB is to ensure that Medway is a safe environment for children and young people
- 1.3 This 3 year strategic plan sets the direction and priorities of those involved in ensuring the safety and well being of children and young people. It fits into the plans and requirements of the constituent members of the Board, in particular the Children and Young People's Plan of the Local Authority and the Joint Area Review Action Plan.
- 1.4 The agencies and organisations represented on the MSCB share a statutory commitment under the Children Act 2004 to co-operate and work together to safeguard and promote the well-being of children. Each Board member will contribute to future strategic direction and ensure implementation of both Working Together Guidance and Standard 5 of the National Service Framework. Included within this is the responsibility for co-ordinating local agencies' arrangements and a collective responsibility for ensuring that all agencies working with children in Medway undertake their safeguarding duties and responsibilities by:
- Focusing agency activity on delivering improved outcomes for children in the priorities outlined in the Children & Young People's Plan, the JAR Action Plan and the Local Area Review..
 - Ensuring the delivery of safeguarding arrangements through the implementation of the MSCB Business Plan.

2 Priorities and Objectives

- 2.1 Working Together 2006 states that the Local Safeguarding Children Board (LSCB) has two key objectives:
- To co-ordinate local work to safeguard and promote the welfare of children
 - To ensure the effectiveness of that work.

(Working Together 2006 para 3.7)

- 2.2 In undertaking these key objectives the Board will ensure that:

- Policies and procedures for safeguarding and promoting the welfare of children in the area are developed. Including:
 - setting out thresholds for service provision for children and young people
 - ensuring training is provided to meet local need
 - recruitment, selection and supervision
 - investigating allegations against those working with children,
 - ensure the safety and welfare of children who are privately fostered,
 - co-operate with neighbouring authorities
- The need to safeguard children and young people is effectively communicated and that the issue of raising public awareness is effectively addressed
- All agencies involved in the welfare of children and young people participate in the planning and commissioning of services
- The effectiveness of Board partners individually and collectively are monitored and evaluated
- Procedures to ensure a co-ordinated response to unexpected child deaths are developed
- Information about child deaths is properly collected and evaluated
- Serious Case Reviews are undertaken in line with the requirements of legislation and guidance

(Working Together 2006 para 3.18-3.41)

2.3 The objectives of Local Safeguarding Children Boards as laid down in Working Together (2006) need to be given a local emphasis in the shape of current and future priorities from a Medway perspective. Outlined below are the priorities for the Board for the period 2007 – 2010:

- **Identify the most ambitious objectives, within the resources available, which will enable MSCB agencies to protect children, safeguard and promote their welfare and support those who care for them**
- **Provide sufficient resources to ensure that the agreed strategic direction and work of the Board is effective in safeguarding the welfare of children and young people living in or visiting Medway**
- **Ensure that child protection procedures and guidelines aimed at protecting and promoting the welfare of children and young people are published, implemented, regularly reviewed and updated and compatible with neighbouring Authorities**
- **Identify an appropriate auditing and monitoring plan for safeguarding and ensure that this is implemented.**

- **Implement findings from all case reviews undertaken within MSCB (ie SCRs and reviews of “near misses”)**
- **Arrange that all relevant audits and reviews (whether by constituent agencies or conducted on behalf of the Board) are known, understood and acted upon so as to promote the best interests of children, young people and their families**
- **Develop a multi-agency training strategy for those working to protect and promote the welfare of children and young people**
- **Establish a performance management framework and identify key performance indicators which are regularly reported on, reviewed and acted upon by Board member agencies so as to improve the safety and welfare of children and young people**

3. Core Values

3.1 The MSCB Core Values reflect the principles, standards and objectives laid out in the Children and Young Persons Plan and adopted by the Medway’s Children and Young People’s Strategic Partnership, in the light of national legislation and guidance. These include:

- Every child or young person is a unique individual, who has something to offer to the community
- The welfare of the child will always be the first priority of the MSCB and its constituent agencies
- The views of children, young people and their families will be actively sought, listened to and taken into account
- The Board will endeavour to offer the best possible protection to children from all forms of harm, abuse or exploitation
- Services provided to families will aim to help them minimise the risk of any such harm to their children
- Children are best cared for within their own families, unless this would be harmful to them
- The most effective planning for children is undertaken in partnership with families, and closely co-ordinated between agencies
- Agencies will work together, in a spirit of partnership and collaboration, at both strategic and practice levels, to deliver the best possible service to children and families. This will include a commitment to information sharing protocols at both strategic and operational level to ensure that multi agency engagement with children and young people can be shared in their interests.
- Children, young people and their families will not be discriminated against because of ethnic origin, race, gender, disability, religion, sexual orientation or any other attribute. Every agency must be

actively committed to equality of opportunity and combating discrimination

- Services for children and families should aspire to reach the highest standards, with a process of continuous development and improvement
- Services provided by the constituent agencies of the MSCB will be monitored and regularly reviewed by the Board. Improvements will be sought where the quality and standard of service provided is either below the level required or cause a matter of concern

4. Board Structure

4.1 The MSCB is the strategic group that ensures that the safeguarding objectives are coordinated, monitored and effective. It comprises of senior strategic managers (eg Director or Assistant Director level) of the agencies that make up the Board. It is the key group that whilst operating in the context of the local children's trust arrangements and developing a strong relationship with the wider strategic partnerships within Medway, has a unique statutory role in safeguarding and promoting the welfare of children.

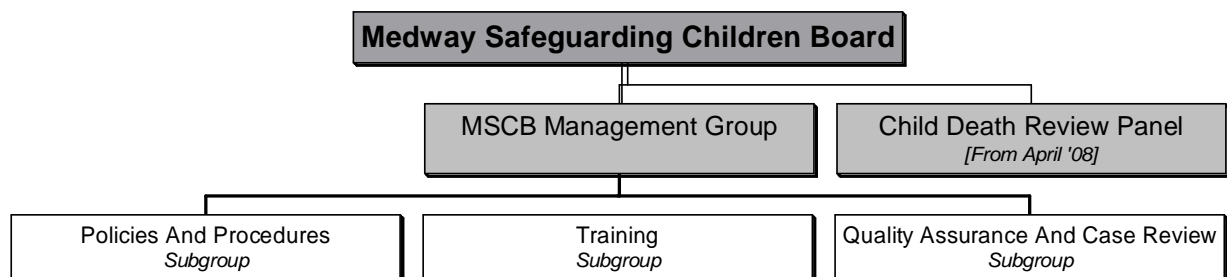
4.2 The MSCB is supported by a Management Group and three subgroups:

- **Policy and Procedures subgroup,**
- **Training Subgroup and**
- **Quality Assurance And Case Review subgroup .**

4.3 The Board and its associated Groups and subgroups is administered by the MSCB Administrator and supported by the MSCB Manager.

4.4 The approved structure is shown diagrammatically below:

MEDWAY SAFEGUARDING CHILDREN BOARD ORGANISATIONAL CHART



5 Statutory Core Membership

5.1 Appropriate Senior Strategic representation from:

- Medway Council Children's Care Directorate
- Medway Council Adult Services
- Kent Police
- Medway Youth Offending Service
- National Probation Service - Kent
- Connexions Partnership Kent & Medway Ltd
- Medway Primary Care Trust
- Kent And Medway NHS and Social Care Partnership Trust
- Medway Acute NHS Trust
- Strategic Health Authority
- Children and Family Courts Advisory and Support Service (CAFCASS)
- HMP Cookham Wood
- Medway Secure training Centre

5.2 Additional Membership on Board:

- CPS
- Medway CVS
- Primary School representative
- Secondary School representative

5.3 Organisations on the Board must also be represented on the sub-groups.

6 Governance and Accountability

6.1 *"It is important that, whilst operating in the context of a children's trust and developing a strong working relationship with the wider strategic partnerships within a local authority area, LSCB's exercise their unique statutory role effectively. They must be able to form a view of the quality of local activity, to challenge organisations as necessary, and to speak with an independent voice. To ensure that this is possible LSCB's must have a clear and distinct identity within local government children's trust governance arrangements. They should not be an operational sub committee of the children's trust board."* **(Working Together to Safeguard Children 2006 para 3.48)**

6.2 The Independent Chair of the MSCB will be appointed by the Local Authority in consultation with the MSCB. The Chair is accountable to the Director of Children's Services.

6.3 Where it is found that a board member/ partner agency is not performing effectively in safeguarding and promoting the welfare of children, and the

MSCB does not believe that that any planned action to improve performance will be adequate, the MSCB Chair must inform those individuals and agencies that need to be aware of the failing and may be able to take action. The lack of compliance may have to be reported to the relevant Inspectorate.

7. Functions

- 7.1 a) To develop policies and procedures for safeguarding and promoting the welfare of children in Medway in relation to,
- o Action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention.
 - o Training of people working with children or who are in services affecting the safety and welfare of children.
 - o Recruitment and supervision of people who work with children.
 - o Investigations of allegations concerning persons who work with children.
 - o The safety and welfare of children who are privately fostered within the Medway area.
 - o Co-operation with neighbouring children services authorities and their LSCB members.
- b) To communicate to the general public and to agencies within Medway, the need to safeguard and promote the welfare of children, and to raise awareness of how best to do this.
- c) To monitor and evaluate the effectiveness of what is done by Medway and all Board partners individually and collectively to safeguard and promote the welfare of children, and to advise them on ways to improve.
- d) To participate in the planning of services within the local authority.
- e) To undertake reviews of serious cases.
- f) From the 1st of April 2008, Medway Safeguarding Children Board will have to follow functions in relation to the deaths of any child normally resident in the Medway area:-
- o Collecting and analysing information about each death with a view to identifying, any matters of concern affecting the safety and welfare of children in Medway.
 - o Putting in place procedures for ensuring that there is a co-ordinated response by the authority, their Board partner's and any other relevant persons to an unexpected death.
- 7.2 The MSCB may also engage in any other activities that facilitate or are conducive to, the achievement of its objective.

8 Budget

- 8.1 The MSCB will have a pooled budget made up of contributions from the statutory partner agencies. The membership organisations' shared responsibility for the discharge of the MSCB's functions includes shared responsibility for determining how the necessary resources are to be provided to support it. Any underspend on the MSCB pooled budget will be carried over to the next financial year.

9 Planning

- 9.1 Medway authority is required to produce a Children and Young People's Plan (CYPP), which is a shared strategy between all agencies to improve children's services. The MSCB's activities will influence that CYPP.

10 Standards of Operation

- MSCB will meet at least quarterly.
- The MSCB will create an annual business plan and an annual report.
- Agendas and supporting papers will be circulated at least 5 working days in advance of the meeting.
- The MSCB will review its terms of reference on an annual basis.
- The MSCB will hold an Annual Conference.

11 Terms of Reference for the MSCB Management Group and associated Subgroups

- 11.1.1 The principal task of the MSCB Management Group is to apportion and monitor the work of the MSCB subgroups and review the Board's expenditure.

- 11.1.2 The Management Group is also responsible for:

- Managing the business within the LSCB work programme
- Overseeing the development of policy and procedure in line with current, new or revised, legislation and guidance
- Directing the undertaking of an audit of member agencies' compliance with responsibilities for safeguarding under s11 Children Act 2004
- Directing, supporting and monitoring the work of the various sub- groups
- Reporting to the Board on progress, development opportunities and areas requiring additional attention.
- Keeping the broader community informed of safeguarding initiatives and practice through various media through the creation of a communications strategy
- Participating in the planning and commissioning of local children's services
- Reviewing and drafting the annual MSCB Business Plan
- Establishing the strategic and operation priorities of the MSCB

11.1.3 It comprises tier 2 and 3 managers of partner agencies, with a strategic role and responsibility in relation to safeguarding and promoting welfare of children in their agency service. The Independent LSCB Chair chairs the Management Group.

11.1.4 The Management Group is made up of Senior Representatives of:

Medway Council Community Services

Housing Services, Leisure Services, Adult services

Medway Council's Children's Services Directorate

Safeguarding Services, Medway Youth Offending Team, Medway Youth Service

PCT and Trusts

Designated Nurse/Health Visitor, Designated Doctor

Child and Adolescent Mental Health Services

Faith Community Representative

Head teacher representatives:

Pupil Referral Unit, Primary, Secondary phase, Special schools

The Domestic Violence Forum

FE College/training providers

Kent Police

Local Prison Services

Kent Fire and Rescue Service

Kent Ambulance Service

Voluntary Sector Representative

MAPPA

Ethnic Minority Forum

Kent And Medway NHS and Social Care Partnership Trust

NSPCC

11.2 Timescales

11.2.1 The Management Group will meet every 6 weeks and minutes of its meetings will be agreed and signed off at the meetings of the Full Board.

11.3 Terms of Reference for the Policy and Procedures Sub group

11.3.1 The Policy and Procedures Sub group will lead on the development of the following Key functions:

- Review and develop policies and procedures to bring them into line with Working Together 2006 (in relation to safeguarding, recruitment and supervision, investigation of allegations concerning persons working with children, private fostering, co-operation with neighbouring

children's services authorities) in conjunction with Kent Safeguarding Children Board

- Consult with partner agencies in respect to their input and contribution to relevant section which are reviewed and developed
- Identifying key statistical and trend information collate and report to Board as appropriate.

11.3.2 This sub group will comprise representatives from senior strategic and operational staff from:

Medway Council Children's Care Department

Children's Safeguarding Officer, Head of Service's, Team Manager from CP Services, School Attendance Officer. Youth Offending Service

Kent Police

Officer from SIU.

Adult Social and Health Services

Child and Adolescent Mental Health Services

PCT/ Trusts

Designated/Named Nurse, Health Visitor, Strategic Officers Designated Doctor

DV Co-ordinator

NSPCC

Kent Probation

11.4 Terms of reference for the Quality Assurance And Case Review Group

11.4.1 The **MSCB Serious Case Review Panel** is responsible under regulation five of the Local Safeguarding Children Board Regulations 2005 for undertaking reviews of serious cases. The purpose of the Serious Case Review is to:

- Establish whether there are lessons to be learned from the case about the way in which local professionals and organisations work together to safeguard and promote the welfare of children;
- Identify clearly what those lessons are, how they will be acted upon, and what is expected to change as a result; and
- as a consequence, to improve interagency working and better safeguard and promote the welfare of children.

(Working Together 2006 para 8.3)

11.4.2 The **MSCB Quality Assurance and Case Review Subgroup** is the forum which will ascertain whether a case which has been referred for review by a professional (according to guidelines in Chapter 8 of Working Together 2006) meets the threshold for review by the Serious Case Review Panel. Members of the Quality Assurance and Case Review Subgroup (QACR) may join to form the Serious Case Review Panel involving a core membership of:

- LA Children's Social care
- Health
- Education
- Police

11.4.3 Separate guidance relating to procedures for Serious Case Reviews may be found on the MSCB website.

11.4.4 The QACR Subgroup will also lead on the development of key functions such as:

- Commissioning of small work groups/SCR Panel to undertake serious case reviews as and when required and as stipulated in Chapter 8 of Working Together 2006.
- To undertake reviews of cases that do not meet the criteria for a SCR but where a child has suffered significant harm and the case gives rise to concerns about inter-agency working to safeguard children. These will follow the same procedures as a SCR, except in relation to informing the DfES
- Disseminating lessons to be learned from SCRs in conjunction with the Training subgroup
- Disseminating lessons to be learned from other case reviews that are undertaken by the Subgroup in conjunction with the Training subgroup
- Ensuring action plans are implemented by all member agencies and reviewed by the LSCB 6 monthly
- Co-ordinating the audit of actions undertaken by the MSCB constituent agencies individually and collectively, with respect to the recommendations and action plans of Serious Case reviews
- Functions relating to child deaths (as of April 2008)
- Drafting an audit calendar in relation to priorities identified by the MSCB
- Co-ordinating audits, as determined by the MSCB, of inter-agency processes and actions to safeguard children and promote their welfare.
- Monitoring audits of agencies to ensure compliance with MSCB Policies and procedures
- Making recommendations for multi-agency training based on the outcomes of audits and directing the Policy and Procedure subgroup accordingly if a need for new policies and procedures is identified
- Overseeing the processes which ensure the safety and welfare of children who are privately fostered
- Considering complaints and representations in respect of Child Protection processes in accordance with MSCB Child Protection procedures.

11.4.5 This sub group will comprise representatives from senior strategic and operational staff from:

Medway Council Children's Care Department

Safeguarding Manager, Principal EWO, Quality Assurance Manager

Kent Police

Officers from SIU and SCR team.

Adult Social and Health Services

PCT/ Trusts

Designated/Named Nurse, Health Visitor, Designated Doctor

Child and Adolescent Mental Health Services

Medway STC

DV Co-ordinator

HMP Cookham Wood

Kent Probation

NSPCC

Schools

**Connexions Partnership Kent & Medway Council Housing Strategy
Medway Ltd**

11.5 Terms of Reference for the Training Sub Group

11.5.1 The training sub group's responsibility includes such things as:

- Management of training needs identification
- Development and oversight of the provision of an inter-agency training strategy and programme based on national requirements and local evidence of need
- Deliver or commission inter-agency safeguarding training to ensure that that staff from member agencies are competent and confident to carry out their responsibilities to safeguarding and promote the welfare of children
- Develop a set of training standards
- Support a pool of inter-agency trainers
- Work with single agency trainers to raise awareness of the need to include safeguarding issues in training
- Collaborate and co-operate with Kent Safeguarding Children Board in the commissioning and delivery of training events
- Monitor and evaluate the quality of training provision locally
- Feedback to the LSCB on key training issues, developments and opportunities.
- Consider key research papers, studies or examples of good practice to share with wider LSCB members, including the outcomes and findings of serious case reviews and Management reviews undertaken by the LSCB

11.5.2 This sub group will comprise representatives from senior strategic and operational staff from:

**Medway Council Children’s Care
Directorate,**
Schools CP Co-ordinator

Kent & Medway Connexions

Cookham Wood Prison

PCT/ Trusts
Named/Designated Personnel

Medway Secure Training Unit

NSPCC

Kent Police
Officer from SIU

**Training Officers of other agencies
as identified.**

**Child and Adolescent Mental
Health Services**

**College of FE/Adult education
providers**

11.6 The Role of the Subgroup Chair

11.6.1 The Chairs of subgroups will set the agenda and make recommendations on required actions and further work needed. The Chair will ensure that the appropriate representatives from partner agencies attend the Group. The Chair and groups of the board will be supported by the MSCB Manager and Administrator.

12 An Evaluation of Safeguarding – Performance Management

12.1 Section 11 of the Children Act 2004 places a statutory responsibility on key agencies and organisations to make arrangements to safeguard and promote the welfare of children. Working Together in Chapter 2 (para 2.8) identifies “common features” needed by organisations to fulfil their commitment to safeguarding. These are:

- Clear priorities for safeguarding and promoting the welfare of children explicitly stated in strategic policy documents;
- A clear commitment by senior management to the importance of safeguarding and promoting children’s welfare;
- A clear line of accountability within the organisation for work on safeguarding and promoting the welfare of children;
- Recruitment and human resources management procedures that take account of the need to safeguard and promote the welfare of children and young people including arrangements for appropriate checks on new staff and volunteers;
- Procedures for dealing with allegations of abuse against members of staff and volunteers
- Arrangements to ensure that all staff undertake appropriate training to equip them to carry out their responsibilities effectively, and keep this up to date by refresher training at regular intervals; and that all staff, including temporary staff and volunteers who work with children, are made aware of the establishment’s arrangements for safeguarding and promoting the welfare of children and their responsibilities for that;

- Have policies in place for safeguarding and promoting the welfare of children (for example, pupils/students), including a child protection policy, and procedures that are in accordance with guidance from the local authority and locally agreed inter-agency procedures;
- Have arrangements in place to work effectively with other organisations to safeguard and promote the welfare of children, including arrangements for sharing information;
- A culture of listening to and engaging in dialogue with children - seeking their views in ways appropriate to their age and understanding, and taking account of those both in individual decisions and the establishment or development of services; and
- Appropriate whistle blowing procedures and a culture that enables issues about safeguarding and promoting the welfare of children to be addressed.

12.2. Local agencies are accountable for their work on safeguarding through the governance and performance management arrangements of their own organisations. Through its performance management programme, MSCB will monitor and evaluate how effective agencies are in delivering safeguarding arrangements for children and young people living in or visiting the Borough.

12.3 In order to introduce a monitoring and evaluation model that effectively reviews the work of agencies it is proposed that information is brought together from four main areas:

- Agency self evaluation;
- Case tracking/Audit;
- Surveys;
- Performance Management data and collection/analysis of existing reporting on safeguarding

i) Self Evaluation

12.3.1 A self-evaluation audit tool has already been developed and is being piloted in the first quarter of 2007 by the Acute Trust, prior to being rolled out to all statutory agencies from April 2007. This process will be co-ordinated by the Quality Assurance and Serious Case Review subgroup.

ii) Casework/Audit

12.3.2 The MSCB will undertake:

- Casework audits on a quarterly basis;
- 5 cases be selected for self-evaluation (equals 20 cases per year);
- Each case will be subject to detailed inter-agency audit and tracking by all agencies involved with the child/family;
- Audit will take the same format as that used in the recent Joint Area Review process;
- The cases selected will include a broad spectrum of case type.

12.3.2 The management of the process is to be overseen by the Quality Assurance and Serious Case Review Subgroup

iii) Survey

12.3.4 It would be intended that a selection of parents, children and young people within service areas/types selected for self-evaluation, be sent a survey questionnaire via the services they use to focus on:

- Establishing their confidence on local services in relation to safeguarding;
- Establishing their knowledge about what to do if they are concerned about a child;
- Establish their experience of preventative services.

12.3.5 A selection of professionals will also be invited to complete a questionnaire to evaluate:

- Their understanding of safeguarding;
- Their own training;
- Their understanding of reporting mechanisms for safeguarding;
- Their experience of multi-agency working

12.3.6 This will then be subject to evaluation by the Quality Assurance and Serious Case Review Subgroup and reported to the Board on an annual basis

iv) Performance Data

12.3.7 All agencies working in Medway responsible for children and young people are regularly involved in collecting and reporting upon performance data for their parent organisation. This provides a wealth of information which can be effectively utilised by the Board to ascertain performance regarding safeguarding. It is important given the capacity of organisations that work in this area is kept to a manageable level. It is therefore proposed at this stage that no requests for information beyond that which currently collected are made of individual agencies. Rather, the information that is available will be collated by the Board and utilised to make judgements regarding safeguarding performance. If adopted, this proposal will be subject to future review.

12.3.8 The following indicators along with the relevant agency and the intended indicator outcome against:

- **Staying safe;**
- **Engagement with prevention;**
- **Engagement with child protection;**
- **Quality and improvement evidence;**

are shown in the tables below.

12.3.9 The Board recognises the importance of accurate, timely performance data in improving the quality of service provided to children, young people and families living in or visiting Medway. Consequently the Board will receive, on a quarterly basis, key information regarding the performance of constituent agencies. This information will be subject to detailed analysis prior to submission to the Board. In particular performance data will scrutinise the preferred outcomes of the Board and level of success/compliance achieved.

12.3.10 The level of acceptable performance will be determined by the Board on advice from constituent agencies and the Management Group/performance subgroup

Stay safe

The aim of this cluster is to establish the holistic overview on safeguarding for children and young people in the general population

Key Indicator	Responsible Agency	Intended indicator outcome
Number of children recorded as being victims of crime*	Kent Police	Indicator of children's safety in the community.
Number of children under 5 per health visitor (alternative health indicator).	Medway PCT	Indicator of primary support to children in the community – national outcome for staying safe.
Annual bullying and racial incident reports*.	Children's Service Directorate-Medway Council	Indicator of children's well being and social relationships – national outcome for staying safe.
Serious road traffic accidents*	Medway Council, Highways Department	Indicator of safety from accidental injury and death – national outcome for staying safe.
Number of children under 5 with accidental injuries presented to A&E.	Acute Trust	
Resolution of LADO referrals.	Children's Service Directorate-Medway Council	Indicator of children being safe from harm and issues with professionals being resolved.
Number out of total Ofsted inspections of schools and nurseries with Keeping Safe assessment of 'good' or 'outstanding' during the year.	Children's Service Directorate-Medway Council	Indicator of the level of need being identified in the community.
Referrals to Children's Care services per 10,000 children	Children's Service Directorate-Medway Council	Indicator of whom in the community is identifying need.
Referrals to Children's Care by profession/public	Children's Service Directorate-Medway Council	Indicator of whom in the community is identifying need.
Number of private fostering arrangements known to children's services	Children's Service Directorate-Medway Council	National requirement to identify children who are seen as particularly vulnerable.

Engagement with prevention

The aim of this cluster is to demonstrate that professionals/volunteers are taking appropriate action to provide early support to children and young people. The housing and emergency protection order is an indicator that would demonstrate a failure to offer support to avoid family breakdown/crisis.

Key Indicator	Responsible Agency	Intended indicator outcome
Number of CAF's completed within the quarter* - Per integrated team area - By referred professional group	Children's Service Directorate- Medway Council	Level of engagement and recognition by professionals in early assessments with children and families.
Homeless teenagers (16+) accepted by housing.	Community Services Directorate- Medway Council	Homeless teenagers indicate family dysfunction and lack of support for young people in transition.
Number of children who are subject to Emergency Protection Order or Police Protection who are not on Child Protection Register.	Children's Service Directorate- Medway Council	Indicator of failure of community to recognise risk to children living in the community.
Missing Children indicator	Kent Police	Professional's identification of potentially vulnerable children.
Number of children excluded/suspended from school.	Children's Service Directorate- Medway Council	Indicator identifies potential social exclusion
Numbers of children subject to final warning	Medway YOT	Indicator identifies potential social exclusion

Engagement with child protection

The aim of this cluster is to demonstrate that professionals/volunteers are taking appropriate action to protect children and are engaging in the child protection process.

Key Indicator	Responsible Agency	Intended indicator outcome
Professional attendance at initial child protection case conferences and attendance at 6 Month Review Conference *.	Children’s Service Directorate-Medway Council	Indicator of professionals engagement with child protection processes
Number of advice calls resulting in advice to intervene with child protection measures.	Children’s Service Directorate-Medway Council	Level of professionals understanding of child protection issues
Children on the child protection register who do not have an allocated social worker for longer than 25 days.	Children’s Service Directorate-Medway Council	Indication of social care’s ability to provide services to children in need of protection.
Participation of children and young people with case conferences.	Children’s Service Directorate-Medway Council	Indication of children and young people’s views on their needs being recognised.

Quality and improvement evidence

The aim of this cluster is to demonstrate that professionals/volunteers are taking necessary steps to improve their knowledge and practice in safeguarding and that the outcomes for children subject to safeguarding processes improve.

Key Indicator	Responsible Agency	Intended indicator outcome
Agencies providing annual Child Protection/Safeguarding training for their staff	<u>All member agencies</u>	Indicator of agency commitment and engagement with ensuring staff are competent and confident in carrying out their safeguarding responsibilities
Numbers of staff attending multi-agency training safeguarding training provided by safeguarding board by agency/organisation by quarter	MSCB Training subgroup	Indicator of agency engagement with training and safeguarding
% of staff working within safeguarding process receiving bi-monthly supervision	All agencies	Indicator of agency commitment and engagement with ensuring staff are competent and confident in carrying out their safeguarding responsibilities
Expected achievement/actual achievement and school attendance of children on the child protection register/subject to a Child Protection plan*	Children’s Service Directorate-Medway Council	Indicator of how well children’s needs on the Child Protection Register can be promoted.
Re-registration rates on child protection register/subject to a Child Protection plan within 12 months*.	Children’s Service Directorate-Medway Council	Indicator of intervention not sustaining change within family for children – national staying safe outcome.
Numbers of SCR recommendations and action plans implemented and reviewed within 6 months	MSCB QACR subgroup	

12. It is proposed that this performance data is reported to the Board on a quarterly basis commencing in April 2007. At this stage it is premature to attempt to set performance targets, although the Board will, over the next 12 months, develop targets for all agencies to meet once there is a more informed understanding and dialogue about the information that is collated.

13 Business Plan 2007-2010

- 13.1 The Business Plan for Medway Safeguarding Children Board outlines the key areas of activity during 2007/08, the actions to be delivered, who is accountable for delivery and a timetable for implementation. The objectives of the Business Plan for 2007/08 reflect the Board's Strategic priorities, which can be found above.
- 13.2 In addition to implementing these priorities, the Board will ensure that the recommendations relating to its work by the recent Joint Area Review inspection report are implemented and that progress on the other safeguarding recommendations are regularly monitored as part of a service improvement programme.
- 13.3 The Business Plan is tied into the Children Young Person's Plan and consequently the work of the Board will be reported upon to the Children and Young People Strategic Partnership so as to ensure that there is close partnership working. Whilst the Medway Safeguarding Children Board is independent, it is important that the Strategic Partnership is seen as the principal policy making and strategic body responsible for the care and well-being of children and young people living in or visiting Medway.

OBJECTIVE 1: Provide sufficient resources to ensure that the agreed strategic direction and work of the Board is effective in safeguarding the welfare of children and young people living in or visiting Medwav

	Key Actions	Target Completion Date	Responsible Lead	Evidence
1.	Agree work plan of the MSCB	April 2007	MSCB Management Group	
2.	Complete costing of work plan and reach agreement on the delivery of Board priorities	April 2007	MSCB Manager	
3.	Agree agency contributions to the revenue costs of the Board and its work	April 2007	MSCB	
4.	Invoices to be sent out to agencies	April 2007	MSCB Administrator	

Risk Assessment:

Potential Risks

- 1 No agreement can be reached by agencies about MSCB business priorities
- 2 Board members are unable to commit financially to MSCB pooled budget and there is a shortfall in funding
- 3 The Board is unable to resource its business plan and maintain staffing levels, run a multi-agency training plan and implement its programme of audit and monitoring

Potential Impact

It is a legal requirement for the MSCB to be established in Local Authorities. It is therefore important that the Board is adequately resourced and funded, in order that it is able to fulfil its business plan objectives and statutory functions.

OBJECTIVE 2: Ensure that child protection procedures and guidelines aimed at protecting and promoting the welfare of children and young people are published, implemented, regularly reviewed and updated and compatible with neighbouring Authorities

	Key Actions	Target Completion Date	Responsible Lead	Evidence
1.	Enter into discussions with Kent Safeguarding Children Board (KSCB) so as to reach agreement on the development of a joint set of safeguarding procedures	April 2007	MSCB Manager in consultation with Policies and Procedure Subgroup	
2.	Identify with KSCB a preferred approach to the production of procedures	April 2007	MSCB Manager in consultation with Policies and Procedure Subgroup	
3.	1 st Draft of procedures to be produced for consultation purposes	June 2007	Policy and Procedures Subgroup	
4.	Final copy of procedures produced.	August 2007	Policy and Procedures Subgroup	
5.	Training programme for new procedures produced	August 2007	Training Subgroup	
6.	All key operational staff in organisations working with or having contact with children identified and provided with a programme of training on new procedures	Initially December 2007 and then ongoing	Training Subgroup	
7.	Review of new procedures and process adopted with recommendations for change where appropriate completed	January 2008	Training Subgroup	

Risk Assessment:**Potential Risks**

1. Current Medway Child Protection Policies and Procedures are out of date and not congruent with current legislation and Government Guidance.
2. Children and Young People will be placed at risk if staff in all agencies do not have clear and consistent policies, procedures and guidance in place

Potential Impact

If the MSCB is unable to reach agreement and implement a series of new Policies and procedures relating to the safeguarding of children and the promotion of their welfare, then the Board will be failing in its statutory function to “develop policies and procedures for safeguarding and promoting the welfare of children”. The Board also has a responsibility to ensure that there is “co-operation with neighbouring children’s services and their Board partners” (Working Together 2006 para 3.18-3.29)

Joint policies, procedures and processes underlie successful multi-agency working and encourage consistency of practice by providing professionals with guidance on how to respond to children in a range of different circumstances.

OBJECTIVE 3: Implement findings from all case reviews undertaken within MSCB (ie SCRs and reviews of cases where lessons might be learned)

	Key Actions	Target Completion Date	Responsible Lead	Evidence
1.	Review and amend current procedures in the light of current guidance and best practice from elsewhere	April-May 2007	QACR Subgroup	
2.	Audit tool to be developed and piloted to monitor the progress of recommendations from SCR and action plans	April – June 2007	QACR Subgroup	
3.	Six months from the date that the Overview report is endorsed by the MSCB, the relevant MSCB representatives whose agencies have contributed to the review will complete an audit of single agency recommendations, in particular, highlighting progress, difficulties and delays.	Ongoing	QACR Subgroup	
4.	The outcomes of the audit and monitoring of the above will be fed back to the MSCB through the MSCB manager and Quality Assurance and Case Review Subgroup	Six monthly	QACR Subgroup	
5.	Practitioners will be made aware of outcomes, recommendations and lessons to be learned through quarterly, multi-agency practitioner forums. Topics for these will be suggested by the QACR sub-group and arranged by the Training Sub-group	October 2007	QACR Subgroup Training Subgroup	

	Key Actions	Target Completion Date	Responsible Lead	Evidence
6	The need for and organisation of such forums will be reflected by the MSCB training strategy	April 2007	Training Subgroup	
7.	Practitioners will be consulted on what they feel are the blocks in practice via such fora	October 2007	QACR Subgroup Training Subgroup	

Risk Assessment

Potential Risks

- 1 Audits of SCR recommendations and action plans are not prioritised
- 2 That there will be a lack of Inter-Agency ownership of situations where children have died and abuse or neglect is known or suspected to be a factor in that death
- 3 That inter-agency practice will not be highlighted and steps taken to improve
- 4 That agencies in Medway will not learn from such situations and circumstances and will not implement policies, procedures and protocols to avoid future incidents from occurring
- 5 That outcomes for children will not be improved

Potential Impact

If the MSCB does not implement the findings of Serious Case Reviews that are undertaken it will fail to meet its statutory responsibility to conduct reviews when the relevant situations arise and advise the authority and their Board partners about lessons to be learned (Working Together 2006 para 3.40-3.41).

Poor practice and inter-agency communication may lead to avoidable gaps in safeguarding and a failure to protect children

Multi-agency working can be improved, leading to better safeguarding of children, if lessons from past cases can be identified and responded to.

OBJECTIVE 4: Identify an appropriate auditing and monitoring plan for safeguarding and ensure that this is implemented.

OBJECTIVE 5: Arrange that all relevant audits and reviews (whether by constituent agencies or conducted on behalf of the Board) are known, understood and acted upon so as to promote the best interests of children, young people and their families

	Key Actions	Target Completion Date	Responsible Lead	Evidence
1.	The audit of S11 responsibilities to form a standing item on the QACR sub-group agenda for the next 2 years. This arrangement will then be reviewed	Evaluation of pilot project June 2007 Ongoing	QACR Subgroup	
2.	Safeguarding Audit tool which can be used by a broad range of relevant organisations and agencies in the voluntary, independent and statutory sectors will be piloted by Medway Acute Trust	Completed by April 2007	QACR Subgroup	
3.	Responsibility for the collation and analysis of responses will be held by the QACR subgroup	September 2007	QACR Subgroup	
4.	Programme of audit agreed Programme reviewed Database or agencies developed	July 2007 By end October 2008 April 2007	QACR Subgroup	
5.	A clear process for individual concerns to be reported and addressed will be developed	By end Nov 2007	QACR Subgroup MSCB Management Group	

	Key Actions	Target Completion Date	Responsible Lead	Evidence
6.	Ensure that partners are clear about what safeguarding entails and the responsibilities that they have in the MSCB by providing literature and verbal presentations	April 2007	MSCB Manager	
7.	Develop a process for feeding back any areas of difficulty or weakness through the MSCB and to the partner agency	Dec 2007	QACR Subgroup	
8.	Directory of Named Senior Officers (NSO) and Senior Managers (SM) as described in DfES Allegations Management Advisers Network guidelines developed for multi-agency reference	30 th April 2007	QACR Subgroup	
9.	Training needs of NSOs and SMs identified and fed through to Training subgroup for action	Mid May 2007	QACR Subgroup Training subgroup	
10.	Plan a half day seminar for NSO and SMs	June 2007	Training subgroup	
11.	Audit of multi-agency policy and procedures undertaken for scrutiny by MSCB	June – July 2007	MSCB Management Group	
12.	Statistical information reported by LADO on quarterly basis regarding management of Allegations	Quarterly June-Sept- Dec- March	LADO to report to MSCB Management Group	

Risk Assessment

Potential Risk

- 1 Agencies are unaware of safeguarding responsibilities
- 2 Relevant information is not shared between agencies
- 3 Agencies are not reporting allegations made against staff appropriately
- 4 Practice is not improved

Potential Impact

If the MSCB is unable to implement an appropriate auditing and monitoring plan and ensure that that all relevant audits and reviews are known, understood and acted upon so as to promote the best interests of children, young people and their families, then it will fail to deliver its statutory responsibility to ensure the effectiveness of what is done by each partner represented on the Board to safeguard and promote the welfare of children in Medway. (Working Together 2006 para 3.7) Furthermore, the Board will fail its statutory function to monitor and evaluate the effectiveness of what is done by the authority and Board partners individually and collectively to safeguard and promote the welfare of children and advise them of ways to improve (Working Together 2006 para 3.31-3.35). This will promote better outcomes for children

Better monitoring of effectiveness will improve outcomes by highlighting areas for remedial action.

OBJECTIVE 7: Establish a performance management framework and identify key performance indicators, which are regularly reported on, reviewed and acted upon by Board member agencies so as to improve the safety and welfare of children and young people

	Key Actions	Target Completion Date	Lead Responsibility		Evidence
1.	Input performance information from all agencies each quarter to the MSCB and develop relevant performance indicators	April 2007	MSCB Group	Management	
2.	Establish a business planning framework to ensure consistent production, publication and monitoring of the business plan through the MSCB and sub-group structures	April 2007	MSCB Group	Management	
3.	Linking the business and finance planning cycles of the MSCB	On-going	MSCB Group	Management	
4.	Establishing an on-going cycle of file audit focusing on the recommendations made in serious case reviews to ensure recommended actions are followed (please refer to Objective 2 above)	Quarterly June-Sept- Dec-March	MSCB Group	Management	
5.	Setting up regular publication of performance monitoring information	Quarterly	MSCB Group	Management	
6.	Ensuring the performance management framework links appropriately with the developing performance framework of the Children and Young People Strategic Partnership based around the five outcomes of the Every Child Matters agenda	On-going	MSCB Group MSCB Chair	Management	

	Key Actions	Target Completion Date	Lead responsibility	Evidence
7	On completion of Child health Equity Audit in Medway, consider recommendations with a view to incorporating key information into the performance management framework	Annually	MSCB Management Group QACR subgroup	

Risk Assessment

Potential Risks

- 1 Business plan priorities are skewed and ill-informed
- 2 Resources are not directed to business areas of need
- 3 Agencies do not provide required data and information
- 4 Unless a performance management framework is agreed across partner agencies, overall good performance might mask failings within individual agencies

Potential Impact

Performance improvement is gained through co-operation with partner agencies, rather than individuals. A performance management framework will help co-ordinate collaborative solutions to performance obstacles. If such a framework is not in place to feed into business planning and prioritisation or resources, then the planning and commissioning of children's services will be ad hoc and unco-ordinated.

OBJECTIVE 8: Develop a multi-agency training strategy for those working to safeguard and promote the welfare of children and young people

	Key Actions	Target Completion date	Responsible Lead	Evidence
1.	Review the previous MSCB training strategy and ensure that the revised strategy is reflected in those of organisations subject to s11 responsibilities	April 2007	Training Subgroup	
2.	Develop an MSCB Competency framework, and facilitate its adoption by agencies	June 2007	Training Subgroup	
3.	Establish a standard foundation level training module to be delivered across Medway	September 2007	Training Subgroup	
4.	Ensure that Practitioner Fora are organised regularly and well attended for the dissemination of learning and action points for Serious case Reviews, Child Death Reviews and other reviews undertaken by the MSCB	July 2007 Quarterly thereafter	Training Subgroup	
5.	Review training provision to ensure this covers the right subjects in appropriate depth and that it is accessible for front-line staff as well as individuals who do not provide a front-line service.	April 2007	Training Subgroup	
6.	Produce an annual Programme of multi-agency training events organised by the MSCB	To be in place by April 2007	Training Subgroup	
7.	Develop and maintain a pool of dedicated multi-agency trainers	On-going	Training Subgroup	
8.	Run a training for trainers course	July 2007	Training Subgroup	

Risk Assessment

Potential Risks

- 1 No commitment from agencies to the provision of multi-agency training
- 2 Training strategy does not reflect stakeholder agency training requirements
- 3 Safeguarding and Child Protection Training is not made available to inter-agency staff and is unsupported by partner agencies
- 4 Children's Workforce is ill-equipped to meet the requirements and responsibilities to safeguard and promote the welfare of children
- 5 Training that is provided is of poor quality and does not reflect recent legislation and government guidance
- 6 Training is provided by poor quality and unqualified trainers

Potential Impact

If the MSCB is unable to develop and implement a high quality multi-agency training strategy then it will be failing in its statutory function to "develop policies and procedures for safeguarding and promoting the welfare of children covering the training of persons working with children or in services affecting the safety and welfare of children (Working Together 2006 para 3.22-3.24)

Effective Child Protection and safeguarding relies on practitioners developing through training and understanding these concepts and the appropriate action to take in a variety of situations.

Effective multi-agency working is assisted by training being undertaken on a multi-agency basis.