



Merton Safeguarding Children Board

Business Plan 2014 – 16

Agreed 16 September 2014

Progress of this Plan will be monitored at each MSCB Meeting

Introduction

Merton Safeguarding Children Board aims to ensure that local services work knowledgeably, effectively and together to safeguard children and young people and to support their parents.

The Board is seeking to improve its Quality Assurance and Learning and Improvement System to ensure that there is clear understanding of the complexity of work to protect children at the frontline. The Board is seeking to improve its links to practitioners and their managers.

The Board recognises that Partner agencies have been undergoing their own changes and that the revised governance and implementation of these changes take time but that safeguarding children must remain a priority.

In reviewing its own effectiveness the Board is seeking to streamline its business processes to ensure SMART working and to prioritise and de-bureaucratise its work streams.*

Priorities for this business year are:

- *quality assurance and challenge to improve direct safeguarding with children, young people and their parents in all local agencies,*
- *engaging with and listening to children and young people,*
- *continuous learning and feedback,*
- *better understanding of our local needs, including children with particular vulnerabilities**,*
- *greater involvement of schools and early years services as places where children and young people are best safeguarded,*
- *increasing understanding about chronic neglect and working to safeguard children who are particularly vulnerable**;*
- *and better communication to the local community and to practitioners about safeguarding.*



Keith Makin
Independent Chair, Merton Safeguarding Children Board

*SMART Specific, Measurable, Achievable, Realistic/Resourced & Timely - also Proportionate

**e.g. domestic violence, sexual exploitation, parental mental ill-health, neglect, alcohol and substance misuse, abusive cultural practices, etc.

Objectives		Actions	Outcomes	Resources		Progress Green/Amber/Red
				Who? (Work plans etc.)	When?	Comments
1. Embed the revised Learning and Improvement System agreed in July 2014 Implement the revised Performance Management Framework						
1.1	Continue to embed and strengthen multi-agency case auditing	Identify and train auditors to include wider group of agencies	Clarity about the learning and QA process, including the multi-agency workforce	QA SubGroup	Sept 2014	
1.2	Ensure Initial CP Conferences are audited within each audit and as a specific focus at least once annually	Revise themed audit schedule and ensure at least one ICPC is audited in each	LSCB will be informed about the quality of ICPCs	QA SubGroup	From Sept 2014 – 5 or 6 audits a year subsequently	Audit for Sept/Oct 2014 – focus of a range of ICPCs already agreed
	Extend auditing to include the views of practitioners and service users	Agree process for involving practitioners	Better systemic understanding of the complexity of delivering safeguarding at the frontline	QA SubGroup	Sept 2014	

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1.3	Deliver Learning & Improvement Feedback Briefings to multi-agency practitioners and first line managers	MSCB to deliver summary feedback workshops on lessons from audits, case reviews locally and wider	Front line staff aware of issue and how to improve practice	LSCB Manager & Training Officer	October - 2 sessions planned	In-planning – trialling different times of day to suit different sectors
	Use briefings to seek feedback from practitioners	Cascade materials to be provided for use within agencies	Better staff awareness of local and key lessons	Agencies to release staff and use cascade materials	Termly thereafter	
		Feedback 'system' issues and practitioner feedback to LSCB	LSCB better informed of frontline issues	Reports to QA & Training SubGroups	Termly	
	Introduce revised School Safeguarding Audit process (section 11) and establish reporting back to MSCB	School HTs to be consulted on and receive the school self-audits	QA that schools meet the revised guidance	AD Education – with School LSCB reps?	Autumn Term. QA report to LSCB in Jan 2015	
1.5	Develop a multi-agency Performance Framework – to inform MSCB and partners of macro need to aid strategic planning and monitoring	Confirm draft governance processes and ensure multi-agency contribution to quarterly data monitoring	Quality data on incidence, need and service delivery	QA SubGroup	Sept 2014 and quarterly thereafter	

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Page 61	1.6 Ensure multi-agency safe recruitment and staff management	LADO review – including resources <i>Agree local guidance & Audit?</i> Annual HR SubGroup and LADO reports to MSCB	Staff are aware of expectations about behaviour Safe recruitment guidance and practice is in place Agencies self-audit against agreed standards and report to LSCB LSCB and Partner agencies learn from cases of concern	AD Social Care HR SubGroup HR SubGroup LADO	Sept 2014 HR Nov 2014 LADO July 2015	
	Continue to improve practice and multi-agency responses to families where there is concern about domestic violence, mental health and/or alcohol or substance mis-use	Ensure priority multi-agency training Undertake multi-agency audits Increase awareness and understanding of complexity	Improved understanding Earlier recognition Effective planning Fewer children affected by	QA SubGroup & Training SubGroup Promote and Protect YP Strategic Group	Reports to LSCB in quarterly meetings	

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1.8	Ensure agency and multi-agency compliance with safeguarding standards	Continue the monitoring of agency section 11 compliance and actions through biennial section 11 audits and annual Agency QA and Performance Management Challenge Meetings (Peer review) Safeguarding Audits of schools as equivalent to section 11 see 1.4 above to be fed back into the Performance Challenge Meetings in April 2015	An annual overview of Partner Agency safeguarding standards	LSCB Chair Board Manager All Partner agencies	April 2015	
2. Participation and partnership with children and young people in safeguarding						
2.1	Develop a LSCB Participation Strategy for Children and Young People	Review and map current agency systems for consulting children and young people and how safeguarding is and can be woven into that.	A clear mechanism to consult children and young people Understanding of young people's concerns and how to respond to them	<i>Policy and Communication SubGroup?</i>	Nov 2014	
2.2	Develop a strand for children and young people into the revised Communication Strategy	Review how young people seek to communicate LSCB articles in Young Merton and other publications	Integrated communications strategy	<i>Policy and Communication SubGroup?</i>		

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2.3	To seek young people's views on safeguarding and on services to increase the LSCB's awareness – particularly in the area of increased vulnerabilities	To explore working with school councils, children in care and young people's groups to facilitate dialogue about the LSCB role and young people's views on	A network of fora where safeguarding can be explored from a young person's perspective and the LSCB can test its relevance to young people	Commission Action Research Project / BASPCAN / South Bank University Children's Social Care	Autumn Term 2014	
2.4	To invite young people to be actively involved in the LSCB Annual Conference	Invite school councils and youth groups to devise a presentation to the Conference / LSCB	Increased understanding of children and young people's concerns and perspectives on safeguarding	Training SubGroup & CSF Community Sector?	March 2015	
2.5	Feedback from young service users on the work undertaken	Involve young people in case auditing See 1.3 above	Increased awareness of young people's views about the services and their quality.	QA SubGroup	Nov 2014	
3. Ensure awareness and implementation of the London Child Protection Procedures and locally agreed Procedures						
3.1	Implement revised guidance for schools: 'Keeping children safe in education', April 2014	LSCB Chair to write to schools & set out LSCB expectations & seek stronger partnership	A strong link between the LSCB and schools	Chair	Sept 2014	
3.2	Strengthen school membership of the LSCB and the LSCB involvement in schools' designated persons meetings and HT's meetings	Increase school representation on MSCB LSCB Chair to write to schools & establish a clear relationship with Heads For	Increased involvement of Head Teachers in the LSCB, increased understanding of young people's needs	AD Education Chair	Sept 2014	

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3.3	Review and improve the multi-agency response to Domestic Violence including peer relationships	Agree revised Domestic Violence Strategy	Improved understanding across Partnerships of leadership in DV and protection of children and young people	MSCB	Sept 2014	
3.4	Review and agree the multi-agency response to Self-Harm	Agree and implement Self-Harm Protocol	Increased awareness of signs and multi-agency responses	Policy and Communications SubGroup	Nov 2014	
3.5	To agree clear multi-agency approach to parental mental-ill health	Agree and implement Mental Health Protocol	Increased awareness and understanding of the impact of mental ill-health on parenting and the inherent risks and interventions	Policy and Communications SubGroup	Nov 2014	
3.6	To introduce a multi-agency strategy to prevent Female Genital Mutilation	Agree and implement Female Genital Mutilation Strategy	Increased awareness of Female Genital Mutilation, how to recognise risk and respond sensitively and to prevent it	Policy and Communications SubGroup	March 2015	
3.7	Ensure multi-agency safe recruitment and staff management	LADO review – including resources <i>Agree local guidance & Audit?</i> Annual HR SubGroup and LADO reports to MSCB	Safe recruitment is embedded into job design, selection, induction and every day staff management and agencies have clear processes to investigate allegations of concern.	AD Social Care HR SubGroup HR SubGroup LADO	Sept 2014 Nov 2014 HR SubGroup Nov 2014 LADO July 2015	

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3.8	Continue to improve practice and multi-agency responses to families where there is concern about domestic violence, mental health and/or alcohol or substance mis-use	Ensure priority multi-agency training Undertake multi-agency audits Increase awareness and understanding of complexity	Improved understanding Earlier recognition Effective planning Fewer children affected by	QA SubGroup & Training SubGroup Promote and Protect YP Strategic Group	Reports to LSCB in quarterly meetings	
3.9	Review understanding of chronic neglect, its impact and intervention	Review recent research into neglect and its impact Review local incidence Include in multi-agency briefings Include as a theme in Annual Conference	Better recognition of neglect	Training SubGroup QA SubGroup	Nov 2014 Nov 2014 Mar 2015	
3.10	Ensure that there is an agreed and operating escalation process	Draft Escalation Protocol	Greater awareness of how to challenge in case work and escalate when needed	Policy and Communication SubGroup	Nov 2014	
4. Complete and implement the revision of the MSCB Governance, Structure and Board Business Processes						
4.1	To have a revised MSCB Constitution, Performance Framework, Learning and Improvement System and Training Strategy and to seek Partner commitment to the work of the MSCB.	Confirm Constitution Review, MSCB Membership and structure and processes To review Annual Business Planning and reporting cycle reducing the frequency of reports to meetings	Clarity about roles and responsibility Possible separation of strategy and practice monitoring	MSCB Chair Board Manager All Members	Sept 2014	

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4.2	Information Sharing Protocol	To review the Information Sharing Protocol	Clarity about the governance of information sharing at strategic and case levels	Merton Council Board Manager Partner Agencies	Nov 2014	
4.3	To hold an Annual Stakeholders' Conference for practitioners and supervisors to increase awareness of the MSCB role and work programme and to increase the LSCB's awareness of the complexity of work at the frontline, in order to enhance the MSCB's role and inform its future business planning and priorities: Theme – Learning from and enhancing engagement and practice at the frontline	Agree themes and structure of the Conference Seek involvement of children and young people Seek involvement of practitioners and supervisors	Greater awareness of principles of engagement in frontline practice Consultation between the LSCB, practitioners and service users	MSCB Business Support team Board Manager	Sept 2014 Conference March 2015	

This Business Plan contains the MSCB priority actions. The on-going work of the MSCB and its SubGroups and Task Groups continues alongside it and will be incorporated into the SubGroups' annual work plans and reporting cycle to the MSCB.

New priorities may be added during the year, including any identified risks which will be monitored in the confidential risk log below.

The Plan will be updated and presented to each MSCB meeting by the Board Manager for monitoring and exception reporting.

The plan will have two appendices:

A **rolling action plan** which will list all the agreed actions from MSCB meetings monitoring them until they are completed.

A **risk and challenge log** listing identified risks and particular challenges which may impact on the whole safeguarding system or single agencies.

CONFIDENTIAL to MSCB Members Only**Risk & Challenge Log**

At each meeting MSCB will consider any specific risks to the local safeguarding system, either across the system or within a single agency – these may be as a result of increased or new need or demand; problems with pressures, resources or staffing, including change or identification of concerns from performance management or quality assurance reviews.

The MSCB Chair may also add to this risk log executively and/or in consultation with a Member or Members where there is a particular challenge.

SubGroup Chairs may also add to the Challenge Log where there are concerns about progress of the SubGroup WorkPlan or delivery.

The Board will consider what actions need to be taken to mitigate the risks, their priority and these actions will form an Appendix to the Business Plan for continual monitoring until the risk has been reduced to an acceptable level and can be removed

	Concern	Risk/s if not resolved	Action required	By whom?	By when	Red Amber
1	<i>No permanent LSCB Manager</i>	Board actions will not progress in a timely way Risk to formal monitoring of agency & inter-agency effectiveness	Advertising/Recruitment Manager in place	DCS	Oct 2014 Dec 2014/ Jan 2015	A
2	<i>No Designated Nurse</i>	Risks to audits, case reviews, specialist advice and guidance within health economy	Adequate interim cover arrangements Recruitment	Director of Quality CCG	Sept 2014	G
3	<i>No Communication Strategy</i>	MSCB will not meet one of its statutory responsibilities Children and the public may not be aware of key safeguarding issues Independent, private and voluntary sector may not be aware of local requirements and expectations	Agree strategy, resources required and commence implementation	Chair of Policy and Communications SubGroup	Nov 2014	R

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