



Medway Safeguarding Children Partnership

Annual Report of 2021-22

OCTOBER 2022



**Kent
Police**



	Page
Foreword	3
Key achievements	4
Section One – About Medway Children and Families	6
Section Two – The Partnership	7
Section Three – Independent Scrutineer’s Evaluation	10
Section Four – Evidence of Impact on priorities	13
Section Five – Learning and Improvement	23
Section Six – MSCP Budget	31
Appendices	32

Foreword

We are pleased to present the third annual report of the Medway Safeguarding Children Partnership (MSCP) which covers the period April 2021 to March 2022.

The MSCP is committed to safeguarding and promoting the welfare of all children in Medway. We want Medway to be a place where children are safe from harm in their homes, families and communities and we want to ensure the right service is delivered the first time.

This report recognises the progress that the MSCP has made throughout the year and sets out our commitment to continue to address the challenges that remain in 2022/23. A summary of the key achievements of the MSCP is on page 4. As we move into 2022-23, the annual report provides an opportunity to reflect on where we need to focus our efforts in the year ahead and to reflect on the achievements in 2021-22.

As an Executive we aim to continue to strengthen our leadership of the Partnership over the coming year and to build on the commitment of our partner safeguarding agencies. to ensure that agencies work together to keep children and young people safe in Medway.

Dr Lee-Anne Farach
Director of People
Medway Council

Dame Eileen Sills
Chief Nursing Officer
NHS Kent and Medway

ACC Tracey Harman
Kent Police

Key achievements

During 2021-22, key achievements of the MSCP include:

- Publishing the Medway Neglect Strategy setting out Medway's approach to reducing the level of child neglect.
- Setting up a Neglect champions network with champions meeting every two months to share learning, develop resources and provide support to frontline staff to identify and address child neglect.
- Training 307 professionals across the partnership to use the Graded Care Profile (GCP2) tool. This includes 140 staff trained within Medway Council Children's Services and 107 professionals trained from partner agencies by the MSCP.
- Hosting a Neglect Conference for professionals which was attended by over 100 professionals and included key updates from partner agencies, the voice of the child, learning lessons from reviews and the Graded Care Profile (GCP2).
- Completing an annual review of safeguarding and the use of restraint within HMYOI Cookham Wood and engaging the new secure school which is due to open in Medway in 2023, in the work of the Secure Estate Safeguarding Assurance Group.
- The MSCP Executive has scrutinised the child protection figures and was assured that the drop in number of children subject to a child protection plan at the beginning of the year from 463 in April 2022 to 134 in March 2021 was appropriate and safe.
- Making improvements to the multi-agency audits to strengthen the process including developing presentations detailing the learning from each audit for dissemination. Four multi-agency audits were completed during the year.
- Between April 2021 and April 2022, the MSCP ran virtual training courses which were attended by 500 delegates. An additional 368 delegates attended MSCP conferences and learning events during the year. The e-Learning has continued to see an increase in professionals accessing it across a range of sectors and during the year 45,239 e-learning courses were completed by delegates.
- The Early Help Partnership Board published the Early Help Strategy in July 2021 which has created a fresh focus on providing help to families when needed.
- Following a recommendation from the MSCP Independent Scrutineer, the MSCP Executive has agreed to develop a Risk Register to highlight any risks across the partnership and how they are being mitigated.
- Working with partners to introduce and launch a new multi-agency Child Protection Conference Report Template. The template was launched in November 2021 and has been used in all Child Protection Conference since January 2022. The form improves information sharing between professionals and parents and more effectively identifies risk factors, protective factors and the child's needs.
- In response to the national disclosures of sexual harassment, sexual assault and rape on the Everyone's Invited website, the MSCP met with partners and circulated a reminder of the local procedures for

reporting concerns. Schools were also provided with guidance around ensuring their safeguarding and reporting processes are clear.

- Setting up a twice yearly accountable officer summit meeting for the accountable officers to consider strategic issues relating to safeguarding children in Medway and to help shape the future direction of the partnership.
- Launching the Medway Contextual Safeguarding Strategy 2021-23 setting out the partnership approach to improving the multi agency response to contextual safeguarding and exploitation. This is supported by a network of exploitation champions who promote awareness and support the professional development of others in relation to exploitation.
- The PMQA sub group has developed a new dataset for 2022-23 using Power Bi making it more visual and easier for partners to interpret and interrogate the data. This enables partners to assess system performance and provide challenge.
- The MSCP completed two Rapid Reviews during 2021-22 and disseminated the learning across the partnership. The National Panel were in agreement and that the reports were comprehensive, well structure and well written and identified all relevant learning.

Section One – About Medway Children and Families

Medway is set around the river Medway within the Thames Gateway Growth Area. There are 5 main towns in the area: Chatham, Gillingham, Rochester, Strood and Rainham, as well as significant rural areas.

In June 2020 the Office for National Statistics released the mid-2019 population estimates which indicated that the population of Medway was 278,556. The majority of the population (89.6%) in Medway are classified as White, with the next largest ethnic group being Asian or Asian British (5.2%). This is similar to the England and Kent populations.

Overall, comparing local indicators with England averages, the health and wellbeing of children in Medway is similar to England. Public health interventions can improve child health at a local level. In Medway:

- The infant mortality rate is similar to England with an average of 13 infants dying before age 1 each year.
- The teenage pregnancy rate is similar to England, with 110 girls becoming pregnant in a year. This is an improving picture as historically Medway had a higher than England rate.
- 15.2% of women smoke while pregnant which is worse than England but represents a significant drop from 19% in 2017.
- The MMR immunisation level does not meet recommended coverage (95%). By age 2, 90.9% of children have had one dose.
- Dental health is similar to England. 25.5% of 5 year olds have experience of dental decay.
- The rate of child inpatient admissions for mental health conditions at 69.3 per 100,000 is similar to England. The rate of self-harm (10-24 years) at 365.4 per 100,000 is lower than England.

There were 219 children subject to a child protection plan at the end of March 2022, compared with 134 in April 2021. This equates to 34 children subject to a child protection plan per 10,000 of the child population and is lower than the national average of 42.8 children subject to a child protection plan per 10,000 of the child population. This is lower than Medway's statistical neighbours¹ which is 45.2 children subject to a child protection plan per 10,000 of the child population.

There were 443 Children in Care at the end of March 2022 compared with 439 in March 2021. This equates to 68.3 Children in Care per 10,000 of the under 18 population, and remains below Medway's statistical neighbours at 74 per 10,000.

¹ Statistical neighbour models provide one method of benchmarking progress. Each local authority is grouped with a number of other local authorities that are deemed to have similar characteristics – known as statistical neighbours. Medway's statistical neighbours are: North Lincolnshire; Telford and Wrekin; Dudley; Thurrock; Havering; Northamptonshire; Rotherham; Southend-on-sea; Kent; and Swindon.

Section Two – The Partnership

Medway Council, Kent Police and Kent and Medway Clinical Commissioning Group (CCG) are the three safeguarding partners that make up the MSCP. From July 2022, the Kent and Medway CCG will be replaced by the NHS Kent and Medway Integrated Care Board (ICB).

The purpose of the MSCP is to support and enable local organisations and agencies to work together in a system where:

- Children are safeguarded and their welfare promoted
- Partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
- Organisations and agencies challenge and hold one another to account
- There is early identification and analysis of new safeguarding issues and emerging threats
- Learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice
- Information is shared to support accurate and timely decision making for children and families.

Relevant Agencies

Relevant agencies are those organisations whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of children in Medway. The MSCP works with relevant agencies through its sub-groups and Leadership events. The MSCP acknowledges the support from relevant agencies in relation to their engagement and continuation to the sub-groups, delivery of training and engagement with multi-agency audits and case reviews. A full list of relevant agencies can be found in Appendix Two.

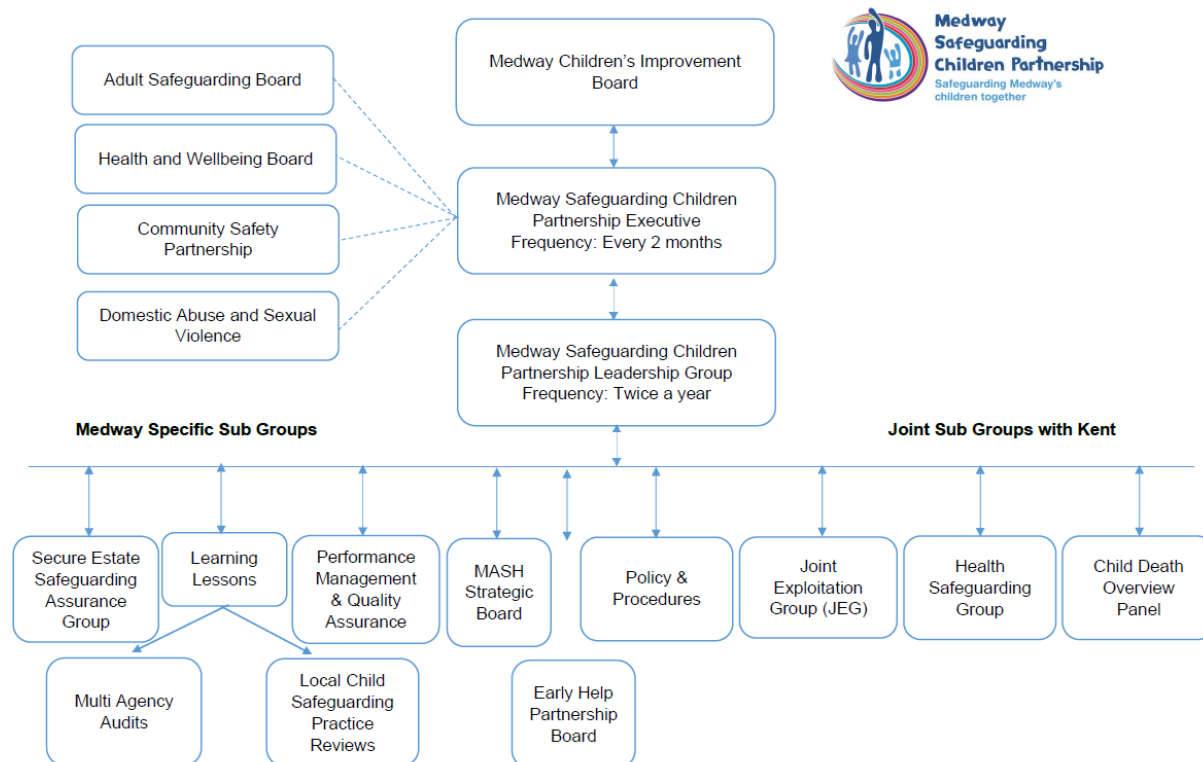
MSCP Structure

The MSCP Executive is jointly chaired by the three partners on a rotational basis. Paula Wilkins, Executive Chief Nurse, Kent and Medway CCG took over as Chair in September 2021 from Detective Chief Superintendent Andy Pritchard, Kent Police.

The main objective of the MSCP Executive is to ensure that the functions of the safeguarding partners and relevant agencies are effectively discharged in accordance with the requirements set out in Working Together 2018.

The MSCP has nine sub groups in place, four of which are joint Kent and Medway sub groups. All sub-groups have representation from the safeguarding partners and relevant agencies.

Figure 1 – MSCP Structure Chart (April 2022)



Key Relationships

The MSCP has a joint working protocol for joint working with the Medway Health and Wellbeing Board, Kent and Medway Safeguarding Adult Board and the Medway Community Safety Partnership. The protocol sets out the expectation that each Board will have the opportunity to see, comment on and challenge the priorities of other strategic bodies and be updated on progress on their work. The protocol sets out the commitment that all key strategic plans whether they are formulated by individual agencies or by partnership forums should include safeguarding as a cross-cutting theme. This has helped ensure there is synergy between the priorities of the partnerships and boards and enabled joint work around domestic abuse and exploitation.

Independent Scrutiny

The role of independent scrutiny is to provide assurance, through monitoring and challenge, in judging the effectiveness and quality of multi-agency arrangements to safeguard and promote the welfare of all children in a local area. This is undertaken through objective scrutiny, acting as a constructive critical friend, promoting reflection to drive improvements, and reporting how well the safeguarding partners are providing strong leadership to fulfil their safeguarding children role.

Rory Patterson is the Independent Scrutineer for the MSCP. See Section three for the Independent Scrutineer's evaluation.

The independent scrutiny arrangements for the MSCP also include a specific function for the secure estates. John Drew is the Independent Scrutineer for the Secure Estate. The work of the Independent Scrutineer for the secure estate includes:

- Chairing quarterly Secure Estate Quality Assurance meetings
- Maintaining regular contact with key individuals involved in safeguarding (e.g. Local Authority Designated Officer, Head of Safeguarding in the establishments, other parties)
- Undertaking periodic visits to Cookham Wood
- Overseeing the production of the annual 'Review of Safeguarding and Restraint'.

DRAFT

Section Three – Independent Scrutineer’s Evaluation

Since the last annual report, I have continued to meet with partners and practitioners across the partnership. These meetings have been online as covid recovery continues. I have attended Executive meetings and reviewed sub-group meetings agenda items and minutes as part of my assessment of effectiveness. I have also undertaken more detailed reviews of partnership with schools and the MASH Strategic Board.

Three core partners are actively involved in strategic planning and implementation

The three core partners in Medway are fully engaged in development of the local strategy and its implementation, both at a senior and operational level. Unfortunately, there has been a significant turnover of representatives from the statutory partners on the Executive and the last year has seen the replacement of the Assistant Chief Constable from the Kent Police and more recently the Chief Nurse from the Kent and Medway Clinical Commissioning Group.

This has undoubtedly had an impact on continuity and driving progress towards the goals the partnership has set itself. This is reflected in the challenge of evidencing progress against these objectives. The Executive is supported by a knowledgeable and experienced business manager who has ensured that it has remained focussed on its priorities. Given the time to establish strong working relationships there is no reason why the Executive cannot form a strong and effective leadership group.

The Medway Chief Executive has established an Accountable Officers Meeting to ensure the statutory partners remain well informed on the issues facing the partnership and can address strategic issues in relation to staffing resources and overall direction. The business manager also provides regular statutory partner briefings to ensure senior officers remain well informed. This is a positive development and is evidence of a strong commitment to safeguarding children at the highest levels in the statutory partners.

The Executive has a risk register and identifies that recruitment and retention of front-line staff remains a challenge for all partners. This is a national issue and there are no easy solutions. However, partners are working together to share strategies for mitigation.

Involvement of wider safeguarding partners (including relevant agencies)

Partners attend the sub-groups and chairing is shared among agencies. It has not been possible to hold any leadership events in the past year because of organisational challenges arising from Covid recovery. However, an online event has been organised for late 2022 with a view to moving to in-person meetings in 2023. These events are particularly important for engaging the wider partnership and ensuring that relevant agencies remain well informed about local priorities.

The partnership has quality assurance and data monitoring systems in place through the following sub-groups: Performance Management and Quality Assurance; Learning Lessons; and Case File Audit Group. These groups are well attended and provided an effective check and challenge to the system.

The Executive has recognised the value of engaging school leaders in strategic decision making and representatives from primary and secondary settings attend the Executive meeting. The relationship between schools and children's social care has improved significantly over the past two years, although more could be done to enable head teachers to influence the strategic direction of the partnership.

I have met with Head Teachers and Designated Safeguarding Leads (DSLs) from 4 schools seeking their perspective on what is working well and what work could be developed further in relation to the effectiveness of partnership working. Schools described the additional services they had developed to meet the needs of their children. There was a significant commitment to meeting the pastoral needs of children and supporting parents and carers. Some schools had developed specialist safeguarding teams because of what was seen as a growing demand. All were confident they could escalate to children's social care although they felt that smaller primary schools where there was less resource or confidence might not be able to advocate so effectively for their children. Most described a positive relationship with early help services but had some concern that thresholds had risen, and that it was more difficult to refer through to children's social care.

The Medway Virtual School is highly regarded and had achieved positive outcomes for children looked after. The Medway Safeguarding Officer was mentioned positively and had a key role to play in communicating and informing DSLs. Another positive development was the role of police officers in schools which resulted in more effective information sharing and support when addressing some challenging issues in the school.

The partnership has responded positively to feedback from schools and further communication has taken place about how use and understanding of the thresholds can be improved. Work needs to be undertaken with schools to improve information sharing so that there is reduced duplication of effort when working with vulnerable families. This is particularly important when there are increasing pressures on services and resources are limited.

The Executive ensures that there are clear links with other partnerships and strategies where this impacts on safeguarding children, and there is a regular programme of reporting to the MSCP Executive on priority areas including domestic abuse and contextual safeguarding. The partnership has a strong inclusive process for notifying the National Child Safeguarding Practice Review Panel where there have been serious incidents and has received praise for the clarity of its reporting and decision making.

Medway has an effective partnership with a strong commitment to multi-agency working and continuous learning. I have set out below some further areas for development by the partnership for the coming year.

1. Consider how information sharing can be improved to ensure more effective use of early help resources;
2. Following the National Panel's report, *The Myth of Invisible Men*, the partnership should develop a strategy for identifying, assessing, and working with male parents; and
3. Develop stronger links with the 3rd sector to ensure they are fully engaged with the safeguarding priorities.

DRAFT

Section Four – Evidence of Impact on priorities

In 2020 the MSCP set out its strategic plan for 2020 to 2022. The plan sets out five strategic priorities. The MSCP has a Business Plan which sets out detailed actions under each of the five priority areas. A summary of the key activity against each of the priorities is below.

Priority One: Effective Partnerships

What did we say we wanted to achieve?

- Partners hold each other to account, support and challenge each other and use the challenge and escalation process effectively
- A partnership that learns from case reviews and audits
- Professionals recognise and reflect the child's lived experience and utilise a range of communication methods to engage with children
- Children and young people have the opportunity to be involved in the work of the MSCP

What did we do and what was the impact?

The MSCP Executive held a Business Planning session in October 2021 and agreed that the five current priorities of the MSCP will remain the priority areas through 2022-23. In April 2022, the MSCP Executive approved the MSCP Strategic Plan 2022-23. There will be a particular focus on neglect during 2022 with a conference for professionals being held in early 2022-23. In addition, other key areas of focus of 2022-23 will include developing a communication and engagement strategy and focusing on evidencing the impact of the work of the partnership. In September 2022, the MSCP will be adding a new priority around violence against women and girls and sexually harmful behaviour. This follows the publication of the Kent Police 'Tackling Violence Against Women and Girls Strategy 2021-2024'.

During the year the MSCP has embedded the Quality Assurance Framework, this has included undertaking four multi-agency themed audits, two rapid reviews and publishing on learning review. Further information is available in Section 5 but we know that the processes we have in place for rapid reviews are working and positive feedback has been received from the National Child Safeguarding Practice Review Panel.

The MSCP worked with partners to introduce a new multi-agency Child Protection Conference Report Template. A multi-agency working group was set up to develop the report template to be reflective of Signs of Safety practice model. The updated template was launched with partners in November 2021 and has been used in all Child Protection Conferences since January 2022. The form supports effective information sharing between professionals and parents which will help to more effectively identify risk factors, protective factors and the child's needs.

In previous years, findings from case review have found that the escalation process is not always followed. During 2021-22 the MSCP reviewed the Escalation Policy and updated it following learning from the Eve Learning Review. The Escalation Policy now specifically includes reference to how it can be used within the secure estate. The policy has also been updated to ensure that escalations at the correct levels are made to the right level of seniority. Data on the number of escalations is included in the multi-agency data set.

During the year, the MSCP has sought to strengthen its links with schools. We have seen an increase in engagement of schools in the MSCP Leadership events and an increase in the number of schools completing the safeguarding audit which is positive. The MSCP Executive now has formal representation from both the primary headteacher forum and secondary headteacher forum which will help to ensure that schools have a prominent role in shaping the work of the partnership.

In response to the national disclosures of sexual harassment, sexual assault and rape on the Everyone's Invited website, the MSCP met with partners and circulated a reminder of the local procedures for reporting concerns. Schools were also provided with guidance around ensuring their safeguarding and reporting processes are clear.

In order that senior officers are kept up to date on key developments within the partnership, the MSCP has set up a quarterly report for the accountable officers for Kent Police, Kent and Medway CCG and Medway Council. The three accountable officers will now meet twice a year to consider strategic issues relating to safeguarding children in Medway and to help shape the future direction of the partnership.

At each MSCP Executive meeting, the MSCP Business Manager presents an overview report covering key national developments. This has led to the following:

- The MSCP Executive have considered the findings from the National Child Safeguarding Practice Review Annual Report, published May 2021, and has agreed to use the reflective questions in the report at its Business Planning session in October 2021.
- The MSCP Executive has considered the National Panel Analysis of Safeguarding Partners Annual Reports and as a result has changed the format of the MSCP Annual Report for 2020-21 onwards .
- The MSCP has considered Sir Alan Wood's report on the Implementation of new multi-agency arrangements to safeguard children. The report makes 21 recommendations including one specific one for Local Safeguarding Partnerships.

The MSCP has a website which it uses to promote safeguarding messages and raise awareness with professionals and members of the public. During 2021-22, the MSCP has published regular bulletins to ensure professionals are kept up to date with relevant policy, news and training events alongside

MSCP fact sheets. The MSCP has also made use of social media through its twitter account with 757 followers. During the year we have used twitter to promote training and events and to announce the publication of new resources.

Priority Two: Contextual Safeguarding and trauma informed practice

What did we say we wanted 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
- An engaged workforce that understands contextual safeguarding and thresholds for tiered child protection interventions and services
- Partners act to prevent safeguarding issues arising and minimise the harm and impacts arising from those that do occur

What did we do and what was the impact?

The Joint Exploitation Group (JEG) is a joint sub-group between the MSCP and the Kent and Medway Safeguarding Adults Board (KMSAB). The JEG also has links with the Kent Safeguarding Children Multi agency Partnership (KSCMP), Kent Community Safety Partnership and the Medway Community Safety Partnership. The group oversees multi-agency activity around: Contextual Safeguarding; Sexual Exploitation; Criminal exploitation and gangs; Modern Slavery/ Human Trafficking; Online Safeguarding; Radicalisation and Extremism; and Unaccompanied Asylum Seeking Children.

During 2021-22, the MSCP worked with partners through the JEG to develop and launch the Medway Contextual Safeguarding Strategy 2021-23. This strategy represents a partnership approach to improving the multiagency response to contextual safeguarding and exploitation in Medway. It seeks to unite agencies and organisations to prevent child exploitation, to protect children and young people who are at risk or are being exploited, to pursue the perpetrators of exploitation and to provide support for victims, survivors, and their families.

Alongside the Contextual Safeguarding Strategy, the JEG have been reviewing the Kent and Medway Gangs Strategy. The review involved partners from a range of organisations who were able to comment either through facilitated workshops or an online survey. The Kent and Medway Gangs strategy 2021-24 has been approved and work has begun on the action plan and how action plan owners will deliver against agreed actions.

The MSCP has a multi-agency network of exploitation champions who support the development of a safe, responsive and effective service for children and young people who experience or are at risk of exploitation within their agency and make links with multi-agency partners. The exploitation champions support the implementation of the Contextual Safeguarding strategy, enhance

professionals and public awareness of child exploitation in Medway; implement good practice on the issue of exploitation in Medway agencies and support the professional development of others in relation to exploitation.

The JEG has started to review a quarterly contextual safeguarding report covering both Kent and Medway which informs partners of any patterns and trends covering issues such as emotional well-being, domestic abuse, missing children, county lines and serious youth violence. The data for the year showed that as lockdown restrictions relaxed, agencies reported an increase in work in relation to missing children, exploitation concerns and prevent. There have also been increasing levels of violence however, levels remain lower than pre-lockdown in 2019. The Summer saw a fall in serious violence from July onwards. In August 2021 Kent Police began to identify hotspots of serious violence and are using the Home Office Grip funding to focus additional resources on the locations. It is important that this information is shared within agencies. A range of Prevent training is provided through the Kent and Medway Prevent Team including Prevent Awareness; Prevent & Radicalisation Workshop; Extreme Identities Online; Extremism in Covid and Prevent Graffiti and Sticker. In June 2021, a detailed peer review of Prevent delivery took place. The final report noted a positive reference to the JEG and a recommendation that the briefing on the JEG is shared as national best practice.

Within the period January – March 2022, the terrorist threat level changed to Substantial meaning an attack is 'likely' (having been at Severe from November 2021 – February 2022). 2022-23 will see the start of a new project for the Kent and Medway Prevent Team. Following a high number of Channel referrals with links to domestic abuse as a perpetrator/ victim/ witness, funding has been secured for a research project which will explore this further.

During the year, the MSCP published a Fact Sheet to support professionals on the National Referral Mechanism. The NRM is a framework for identifying potential victims of human trafficking and modern slavery, ensuring that they receive appropriate multi-agency support. Webinars will be held later in 2022-23.

The Kent and Medway Online Safeguarding Group covers both adults and children and reports into the JEG. The group has set up two task and finish groups to review the Sexting Guidance and Safer Practice with Technology Guidance.

Priority Three: Domestic Abuse

What did we say we wanted 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

- To have a competent and confident workforce who are able to recognise and appropriately respond to the needs of children affected by domestic abuse

What did we do and what was the impact?

The Kent and Medway Domestic Abuse and Sexual Abuse Executive Group (KMDASAEG) has continued to meet through the year to deliver on the Kent and Medway Domestic Abuse Strategy 2020-2022. Its overarching purpose is to reduce domestic abuse and change attitudes, acting as a coordinating body between partners.

In April 2021 the Domestic Abuse Bill was passed and signed into law becoming the Domestic Abuse Act 2021. The Act saw the introduction of new offences, children being recognised as victims and new statutory requirements for local authorities around Part 4 of the Act, which states that victims/survivors must have access to safe and relevant accommodation. The Act also required all local authorities to form a DA Partnership Board to oversee the implementation of Part 4, with attendance from key partnership agencies, and provide updates to the necessary Executive Groups. The Medway DALPB is now well established, with wide attendance from partners, with its work feeding into the DA Tactical Group and KMDASAEG.

The Medway One Stop Shop (OSS) has been reopened at the Sunlight Centre in Gillingham since March 2021. Visitor numbers continue to grow but are not yet back to pre-pandemic levels. Professional support for the OSS continues to come from a range of agencies in Medway who are supported by the OSS coordinator.

In 2020 the Medway Domestic Abuse Forum (MDAF) became a Community Interest Company to allow them to make bids for funding for identified projects. Continuous funding has been secured for the Community Domestic Abuse Programme (CDAP) and the OSS coordinator.

The MSCP has continued to offer Domestic Abuse training throughout the year using both teams and face to face training, this training included the changes introduced as part of the DA Act 2021. The MSCP has supported the training of professionals from Medway Children's services with the specialist commissioned Domestic Abuse service in Medway (Oasis) and the Health Improvement Programme Manager (Domestic Abuse) within Medway Council Public Health. The training has included Advanced Level Domestic Abuse sessions, DA Checklist tool, and MARAC.

Priority Four: Neglect

What did we say we wanted to achieve?

- Children in households where neglect is a feature are helped and when necessary protected
- To ensure that professionals have an enhanced understanding of neglect including adolescent neglect

What did we do and what was the impact?

Neglect can have a huge impact on children and young people. It often increases over time gradually and can be hard to detect so there's a risk that agencies do not intervene early enough to prevent harm. Neglect is a key priority for the Medway Safeguarding Children Partnership (MSCP) for 2021-23 because we know that both nationally and locally, neglect is a key feature in a number of cases. We also know from audits that it is an issue that is not always consistently identified and assessed. Serious Case Review (SCR) Baby Harris identified a collective poor understanding of the cumulative effects of neglect.

As part of its multi-agency response to neglect, the MSCP published the Medway Neglect Strategy in July 2021. The strategy was developed with multi-agency partners to set out Medway's approach to child neglect. It identifies the key principles under which work around neglect should be undertaken and recognises key priority areas of work in order to ensure continual collective improvement within Medway's response to neglect.

Alongside the publication of the strategy, the MSCP have set up a Neglect Strategy Implementation Group to support the development and delivery of the MSCP Neglect Strategy. The group meets quarterly and has been working on ensuring that staff within agencies are aware of the strategy and the training, developing a Neglect Conference for professionals and developing the Neglect Strategy Action Plan for 2022-24.

The MSCP has set up a Neglect Champions network with partners identifying a champion to represent their organisation. The champions meet every two months to share learning, develop resources and to provide support around neglect. The Champions have developed Understanding Neglect training which provides practitioners a broader understanding of what neglect is. The training explores what 'neglect' means and its impact on children as well as intervention and assessment in practice using Signs of Safety. 120 professionals have been trained by the MSCP across 4 training sessions and a further 120 staff in Medway Council have been trained across 4 training sessions by the Principal Social Worker Service. The Champions have also developed a newsletter which is circulated to all partner agencies. The first newsletter was published in February 2022 and focused on emotional neglect.

The MSCP has adopted the Graded Care Profile 2 (GCP2) as the assessment tool for neglect for all partner agencies. The GCP2 is a practical tool which helps practitioners measure the quality of care delivered to a child from an individual carer or carers over a short period of time. It is designed to give a representative overview of the current level of care. The use of this tool is a vital component to the successful implementation of the Neglect Strategy.

What we know from the professionals that are already using it is it helps them be clear about what the basic needs of a child are and to what degree they are being met which allows them to make reassured judgments in relation to neglect. The rollout of the GCP2 across all partners will help ensure that there

is consistency across and within agencies around assessing and intervening where neglect is an issue.

In early 2021, three professionals attended the NSPCC Graded Care Profile (GCP2) train the trainer sessions to enable the rollout of the training which has meant there are five GCP2 trainers across the partnership who are currently delivering training. There are five additional professionals who are trained but not actively delivering the training due to role changes. During the period, 307 professionals were trained across the partnership to use the tool. This includes 140 staff trained within Medway Council Children's Services and 107 professionals trained from partner agencies by the MSCP. There is evidence from recent audits that shows the GCP2 is being used more but not yet consistently.

The MSCP Executive has agreed that there will be a specific focus on Neglect in 2022 and a Neglect Conference was held for professionals on 25 March 2022. The online conference was well attended by over 100 professionals and included key updates from partner agencies, the voice of the child, learning lessons from reviews and the Graded Care Profile (GCP2). The MSCP Executive acknowledges that whilst a lot of work has been undertaken since the publication of the Neglect Strategy, there is still more work to be done by all partners to achieve the strategic priorities in the strategy. Further work is needed to embed the GCP2 and to ensure that the partnership is able to monitor this to ensure that it has a positive impact on children and families in Medway.

Priority Five: Effective Early Help

What did we say we wanted to achieve?

- Children and young people receive effective early help and appropriate interventions when needs are identified and/or problems arise

What did we do and what was the impact?

Effective Early Help relies upon local organisations and agencies working together. In November 2020, the MSCP set up the Early Help Partnership Board to drive a multi-agency approach that would strengthen our offer to families and ensure that children receive early support as soon as a need emerges. The purpose of the board is to ensure that children, young people, and their families receive timely, well-co-ordinated and high-quality early help services. To achieve this the board will promote a partnership approach, which is focused on families receiving the right support at the right time and in the right place, to improve outcomes for children, young people, families, and the wider community.

The initial priority for the board was to develop Medway's Vision and Early Help Strategy (it was important this progressed in parallel with the review of Medway's MSCP Threshold guidance, which following consultation was launched in April 2021, and to be linked to the Parenting Support Strategy). To create the vision and strategy, a virtual multi-agency workshop was held in

December 2020 which was attended by over 80 partners, and members, who together worked to create the vision below;

“Our vision of Early Help is to empower whole families as equal partners to safely make and sustain positive change. We do this by increasing their confidence, resilience, and aspirations. Each family’s individuality is celebrated, and support is tailored and unique, enabling families to own their responsibilities with clear direction and focus. We aim to ensure easy access to support from agencies where appropriate. Our approach is strengths based, taking away labels and judgements, increasing understanding and supporting good communication and challenge to help families to reach their potential. In doing this we are open, honest, realistic, inclusive, and always work in partnership’.

The Early Help strategy was signed off by the board in June and was successfully launched via a virtual event on 16th July 2021.

To progress the priorities there is a need for early help performance data for the partnership, as this will lead to accountability by all agencies and enable challenge, and escalation when needed. Children’s services are recruiting an early help data analyst to support the gathering of the data from across the partnership. This will enable the development of the early help partnership dashboard (focussing on access, intervention, outcomes) and reports to be produced that provide analysis of themes and trends.

Work has been undertaken to ensure partners, family solutions and statutory services can record on one electronic recording system. This is set to ‘go live’ in September 2022. A shared information system will also support information sharing as well as supporting Medway Council to report on targets set within the supporting families programme (2022-2025).

Since its establishment, the Early Help Partnership Board has driven the development and launch of the Early Help strategy, has supported the creation of 2 new posts, and has had oversight in the development of the partner’s early help workflow on MOSAIC. The development of the partnership service manager role has supported and built on relationships across Family Solutions and Schools. Supporting the schools, who had not previously delivered early help, to feel confident to lead intervention plans and early help assessments, to seek guidance when needed and to build on existing relationships. The early help data analyst role is critical to ensure reporting is in place and the impact of all early help interventions is evidenced.

During 2022-23, the EHPB will develop an Early Help leaflet/brochure (hard & virtual copy) which will provide an overview of the early help offer for families in Medway. This will be reviewed quarterly by the board to ensure it remains up to date with services.

Ensuring children in secure units are safe

During the year, the MSCP Executive changed the name of the sub-group to the Secure Estate Safeguarding Assurance Group and the group met four

times in the reporting year. The Secure Estate Independent Scrutineer, John Drew, chairs the meeting. The primary focus of each meeting has been to review the work of the various safeguarding protective mechanisms for HM Young Offenders Institution (YOI) Cookham Wood (Including those operated by the custodial institutions themselves) that operate in the secure estate.

For the period 2021-22, Medway Safeguarding Children Partnership was responsible for producing an annual review of the use of restraint and safeguarding in HMYOI Cookham Wood. The MSCP, through the Secure Estate Safeguarding Assurance Sub-group and in conjunction with the Independent Scrutineer for the Secure Estate, has developed a process to seek annually the views of a wide range of professionals and organisations with first hand, expert, experience of this on both safeguarding and the use of restraint.

The Secure Estate for children has continued to be an extremely problematic setting for children throughout the past year, both nationally and locally. This is only in part a consequence of the Covid infection, and the crisis has been marked by the forced for closure three months of a further Secure Training Centre, this time Rainsbrook in Northamptonshire, because of prolonged and continued concerns about safety (and other issues) there. An area of concern is that the YOI has struggled to get near to an acceptable level of 'time out of cells' for children in custody and short of the Governments own target of 14 hours. However, violence levels, while still very high, have not yet returned to pre-Covid levels and the 'secure stairs' system has continued to be implemented which improves collective consideration of children's well-being.

A primary focus for the Secure Estate Safeguarding Assurance Group remains to ensure that the different 'protective measures' at the prison are working well and there is good evidence that this is the case. Both the work of the Medway Safeguarding Designated Officer and the local Independent Monitoring Board stand out as strong features.

The innovative Medway Secure School is on track to open in August 2023. The first of its kind in the UK. The Secure School will be located on the site where the Medway Secure Training Centre (STC) was located. The new site will be run by Oasis Restore, working in conjunction with the Ministry of Justice. Oasis Restore, the working name for the arm of Oasis Trust delivering the secure school, aims to become a registered secure children's home (SCH) with Ofsted. The Principal Director of the project has joined the MSCP Secure Estate Safeguarding Assurance Group and a working relationship is being established with partners. Once open, the Secure School will form part of the MSCP annual review of restraint and safeguarding in future years.

Responses to Covid-19

2021-22 continued to be dominated by the pandemic which impacted local communities however, partners in Medway responded to the challenges to ensure that safeguarding children and young people remained a key priority. As we came out of lockdown restrictions, the MSCP sought assurances about how the partnership was working.

The pandemic has had an impact on the delivery of multi-agency face to face training and during 2021-22 all MSCP training was virtual. The MSCP has been promoting the use of the MSCP E-learning packages as an alternative to face to face training.

Voice of Children and Young People

The MSCP is committed to listening to the voice of the child and improving engagement with children and young people in all aspects of our work.

The MSCP shares the ambition for Medway to become a child friendly city, where all children and young people have a meaningful say in, and benefit from, the local decisions, services and spaces that shape their lives. During 2021-22, the MSCP will support this work and ensure children and young people can contribute to shaping of safeguarding policies and procedure.

DRAFT

Section Five – Learning and Improvement

The MSCP is a learning organisation where ‘Learning is a habit not a goal’ and supports the development of Medway professionals. The MSCP has in place a Quality Assurance Framework which sets out how the MSCP monitors and evaluates the effectiveness of multi agency work to safeguard children.

The model includes:

- Use of performance data
- Multi agency audits
- Single agency audit reporting
- Section 11 audits
- Learning from case reviews
- Independent scrutiny

Section 11 Audits

Section 11 of the Children Act 2004 places a statutory responsibility on key agencies and organisations to make arrangements to ensure that in discharging their functions, they have regard to the need to safeguard and promote the welfare of children. The Section 11 audit is a self-audit and repeated by the MSCP in full every two years. The MSCP uses the Section 11 audit to provide assurance around how agencies are working to safeguard children.

The MSCP Executive has approved proposals developed by the Performance Management and Quality Assurance (PMQA) sub-group for the 2022-24 cycle of section 11 audits working alongside the Kent Safeguarding Children Multi agency Partnership (KSCMP). A joint Kent and Medway launch event will be held in early 2022 to support section 11 champions who have been identified to complete the audit for their department/organisation. Three section 11 staff surveys will be launched to help inform the findings of the audit aimed at managers, frontline workers and the wider workforce. Following agencies submission of their section 11 audits in September 2022, the next stage will be a series of multi-agency review panels which will be held in October 2022 and provide a further element of challenge and scrutiny.

Multi agency dataset

Partner agencies submit on a quarterly basis their agency data to the PMQA sub-group. Analysis of the dataset has identified the following issues:

- In quarter 1 2021-22 there were 3453 contacts made to children’s social care compared with 2067 in the previous quarter. Sub-group members questioned the reason for the difference in the number of contacts between the two quarters which was 1,386, however, further analysis identified that this was likely to be the impact of schools closing due to covid-19 in December 2020;
- The number of children subject to a child protection plan decreased from 218 in quarter 4 2020-21 to 167 in quarter 3 2021-22;

- In quarter 4 2021-22 there were 285 contacts to children's social care in relation to neglect compared with 185 in quarter 4 2020-21;
- Data showed that 73% of the YOT caseload are open to children's services however the two teams use separate recording systems and cannot record on the other system. As a result of this scrutiny, the YOT and adolescent service have worked together to develop and launch a practice standard to improve joint working;
- Partner agencies are still not able to consistently report on the number of completed Graded Care Profile 2 (GCP2) assessments. There was discussion around the GCP2 and referrals for neglect to children's services are still not consistently showing that a GCP2 assessment has been completed. This area of data reporting needs to be improved;
- In quarter 4 2021-22, 233 of the 383 referrals from health to children's services were classified as being made by 'other primary health services'. Given that this is over 60% of the health referrals, the PMQA sub group recommended that there needs to be an analysis of what agencies are recorded under this category. This is being reviewed by the MASH Operational Group.

The PMQA subgroup has developed a new dataset for 2022-23 with the support of Medway Councils Performance Team, using Power BI to display the data. This makes it more visual and easier for partners to interpret. Workshop sessions with partners are planned for early 2022-23 to support a review of the data and to consider whether the correct data is being collected and whether it is being presented in the most meaningful way.

Rapid Reviews and Local Child Safeguarding Practice Reviews

Child Safeguarding Practice Reviews (formerly Serious Case Reviews (SCRs) are undertaken when children die or are seriously injured, and abuse and/or neglect are suspected or known to be a factor, and/or there are concerns about how local agencies worked together. Local Safeguarding Children Partnerships may decide to conduct a Local Child Safeguarding Practice Review (LCSPR) if a child has been seriously harmed and in accordance with the guidance in Working Together to Safeguarding Children (2018). The purpose of reviews of serious child safeguarding cases, at both local and national level, is to identify improvements to be made to safeguard and promote the welfare of children.

Rapid Reviews are undertaken following the notification of a serious incident and must be completed within 15 working days. The MSCP completed two Rapid Reviews during 2021-22. One was completed in July 2021 following a Serious Incident notification that was made to the National Child Safeguarding Practice Review Panel in relation to the death of a child. The MSCP Rapid Review panel concluded that the case did not meet the criteria for a Local Child Safeguarding Practice Review and that potential learning had already been identified through the rapid review process. The outcome of the review was sent to the National Child Safeguarding Practice Review Panel and the Panel confirmed that they were in agreement with the MSCP decision making.

The National Panel also commented that the rapid review report was comprehensive and identified all relevant learning. A summary of the learning from the Rapid Review was circulated to partners.

The second Rapid Review was completed in March 2022 following a Serious Incident notification that was made to the National Child Safeguarding Practice Review Panel in relation to the death of a three month old baby. The MSCP Rapid Review panel, chaired by Kent Police, concluded that the case met the criteria for a Local Child Safeguarding Practice Review and a review has been commissioned. The outcome of the review was sent to the National Child Safeguarding Practice Review Panel and the Panel have confirmed that they were in agreement with the MSCP decision making. The National Panel provided positive feedback on the Rapid Review report and commented that the report was well structured and well written.

During the year, the MSCP has not published any LCSPRs but in March 2022, the MSCP published a briefing sheet on the Learning Review Eve in relation to the treatment of a child at Medway Secure Training Centre (STC). The review focused on Eve's experience at Medway Secure Training Centre (STC) and what we can learn to help organisations create safe working cultures covering issues like safer recruitment; policies; training and supervision of staff and creating transparent and effective arrangements for staff and children to raise concerns and whistleblow. The learning also covered the placement finding process, the voice of the child and how girls in the secure estate are supported and cared for. An online learning event has been planned for June 2022. The review also included a review of progress against the Medway STC SCR. The report makes 19 recommendations both local and national in total which are being monitored by the Secure Estate Safeguarding Assurance Sub-group.

Multi Agency Audits

The MSCP has in place a Multi-Agency Audit Group, the Case File Audit Group (CFAG) whose role it is to undertake audits to identify good practice and multi-agency learning. Each quarter the CFAG focuses on a theme and spends the day reviewing cases. The theme of the audits is agreed by the MSCP Executive and works on a rotation.

After each audit is completed an overview report giving brief summaries of the cases with grading and themed learning is produced. This forms the basis of the MSCP action plan for that audit to address challenges identified. Most actions focus on improving practice which can be difficult to monitor and evaluate for impact as it is part of day to day working with families.

Once the learning has been agreed in the MSCP subgroups a power point presentation detailing the learning point is produced for dissemination.

During 2021-22, the MSCP completed four multi agency audits.

The MSCP Independent Scrutineer has identified the work of the Case File Audit Group (CFAG) as one of the strengths of the system which has continued to maintain the multi-agency audit programme even though it has had to move this work online. The programme is based on the partnership's priorities and is able to highlight areas for learning and improvement.

Themed audit: Physical Abuse (April 2021)

In this audit four cases were identified as inadequate and two as requiring improvement. These rankings are despite there being evidence of good multi agency working and communication amongst those services who have engaged with the families. This audit recognised the positive relationships and support schools are offering families. A dominant theme within the inadequate reviews was the lack of holistic assessments that in turn made decision making and plans unsafe and ineffective.

Themed audit: Child Sexual Exploitation (September 2021)

In this audit three cases were graded as inadequate; one as requires improvement and one as good. In the cases graded as good family history had been considered and the school had mapped the child's network and identified other young people at risk. However, there was a lack of effective mapping of children's peers and networks. This missing information meant that risks to the child in the audit or their peers were not identified.

Themed audit: Children with Disabilities (December 2021)

In this audit three cases were graded as inadequate and two as requires improvement. An improvement since the last children with disabilities audit is that it is evident that 0-25 social workers and safeguarding social workers are working well together to support families and each other. In 4 out the 5 cases within this audit parental mental health issues were identified. There was a lack of exploration as to how parental mental health impacted on a parents caring ability/capacity and the impact on the child.

Themed audit: Parental Mental Health (March 2022)

In this audit two cases were graded as inadequate, one case as requires improvement and two cases as good. In the good cases direct work with children was evidenced, assessments reflected the family circumstances well and engagement with services was verified, intervention was timely and proportionate and professionals tried various methods of contact and engagement with families. A reoccurring challenge identified was the lack of uptake in child in need plans or early help services. In some cases families indicated they would work with early help following an assessment and then did not. In other cases families were offered the child in need pathway and refused to give permission.

MSCP Training

One of the most immediate ways in which the MSCP influences the effectiveness of safeguarding in Medway is through running a range of multi agency safeguarding training sessions for professionals including courses on basic and intermediate child protection, child sexual exploitation, domestic abuse and Prevent. These have included half and full day training courses as well as shorter specialist workshops, usually 2 hours and online training.

Between April 2021 and April 2022, the MSCP ran a number of virtual training courses which were attended by 500 delegates. This was slightly lower than the number of delegates during 2020-21 where 550 delegates attended courses. There are two viable explanations to account for this, Covid 19 absence and illness and delegates increasingly using Me Learning and other online learning for Safeguarding training

An additional 368 delegates attended MSCP conferences and learning events during the year. Following the publication of Serious Case Review (SCR) Baby Harris in March 2021, the MSCP held two learning events on the key learning from the review, hosted by the Independent Reviewer on 27 April 2021 and 18 May 2021. The learning events focused on an overview of the family history and background to the review as well as providing an opportunity to discuss the key findings including identified good practice and lessons learnt. The sessions were attended by 58 professionals and feedback from the two sessions was positive.

The MSCP continues to work in conjunction with Kent Safeguarding Children Multi-Agency Partnership (KSCMP) to commission a suite of e-learning programmes and during the year the number of courses was extended. Currently there are 63 e-learning training programmes available. The e-Learning has continued to see an increase in professionals accessing this type of training in the absence of face-to-face sessions. This has attracted a high number of professionals across a range of sectors. During the year 45,239 e-learning courses were completed by delegates.

Consistently delegates self assess that there has been an increase in at least 2 learning points during the training session, in some cases more. The MSCP training officer now also attends Learning Lessons sub group meetings to ensure the learning from audits is immediately embedded in training.

From May 2022, the MSCP will be reintroducing face to face training and virtual training will remain on offer for some of the shorter taster sessions. A new online booking platform will offer a range of E-learning, face to face and virtual courses. In this one platform you can look through the catalogue of courses, view and enrol.

Child Deaths

The objective of the child death review process is to learn lessons and apply the learning to help prevent future deaths. Medway's Child Death Overview

Panel was established in April 2008 and the new Kent and Medway child death arrangements were published in June 2019. In line with statutory guidance, it reviews every child death in Medway. The purpose is to identify trends and any matters of concern, where remedial action could be taken in similar situations to positively influence outcomes for children and young people.

Across Medway there were 20 deaths reported to the ECDOP system in 2021-2022. Of these, eight of the children usually resident in Medway died in hospitals or hospice settings outside of Medway. Eight of these deaths presented as sudden or unexpected. Six of the children had prematurity² or preterm labour cited as the/one of the causes of death.

Reporting of Medway deaths through the ECDOP system continues to be effective. Information is disseminated quickly to partners and the Child Death Review process in place in Medway is in line with national guidance. However, due to legacy impact of the Covid-19 pandemic the final stage of the process has not been routinely achieved. Multi agency Kent and Medway Child Death Overview Panel (CDOP) meetings that complete the review of a case did not start taking place until June 2022. Where possible reviews have been undertaken remotely and some cases of premature or neonatal deaths have been reviewed. Meetings are chaired between Kent and Medway. There are monthly CDOP meetings chaired by Kent and meetings chaired by Medway Public health every other month. Both meetings consider a mixture of Kent and Medway Cases.

At the end of March 2022 there were 43 outstanding Medway cases due for review. 12 from 2019-2020, 13 from 2020-2021 and 18 from 2021-2022.

Some cases may not be reviewed in the year of death where not all the relevant information is available to CDOP. The CDOP aims to review cases as soon as possible, however other processes for example post mortems, inquests and Local Children Safeguarding Practice Reviews, or other reviews delay cases being heard at CDOP. Since 2020 there is a direct correlation between the impact of the Covid-19 pandemic and the time taken for cases to be reviewed at CDOP. Action has been taken to address the backlog and progress will be monitored by the MSCP Executive.

² Prematurity occurs when a baby is born before 37 weeks. Normal gestation is 40 weeks.

Section Six – MSCP Budget

6.1 A summary of the accounts for MSCP for 2021-21:

MSCP Budget 2021-22

MSCP Income from Partner Agency Contributions 2021/22 (Outturn)

Kent & Medway NHS & Social Care Partnership	2.75%	(6,764)
NELFT	2.75%	(6,764)
Medway Community Healthcare	2.75%	(6,764)
NHS Medway CCG	2.75%	(6,764)
Kent Police and Crime Commissioner	6.30%	(15,434)
National Probation Service	0.46%	(1,094)
KSS Community Rehabilitation Company	0.33%	(785)
HMYOI Cookham Wood	2.85%	(6,996)
Medway Secure Training Centre	N/A	0
Kent Fire & Rescue	1.15%	(2,833)
Medway NHS Foundation Trust	2.75%	(6,764)
Medway Council	75.16%	(184,355)
Other Income – Training	N/A	(90)
Contribution/Drawdown of Reserve	N/A	0
Total Income		(245,407)

MSCP Expenditure 2021/22 (Outturn)

Expenditure	Amount (£s)
Staff (including Independent Scrutineers fee)	174,224
LCSPR and LLR costs (incl Reviewers)	19,899
Other Staffing Costs (including Training)	991
E-learning Package	6,800
Kent & Medway Safeguarding Children Procedures (Tri.x)	2,267
Printing, Stationery, general office costs (including computer equipment)	3,276
Meeting and training event costs (including refreshments for all training events and SCR Panel meetings)	0
Travel costs	0
Contribution to Reserves	37,950
Total expenditure	245,407

Appendix One – Glossary

CAMHS	Child and Adolescent Mental Health Service
CAN	Children’s Action Network
CCG	Clinical Commissioning Group
CDOP	Child Death Overview Panel
CFAG	Case File Audit Group
CIN	Child in Need
CRC	Community Rehabilitation Company
CSC	Children’s Social Care
CSE	Child Sexual Exploitation
DANS	Domestic Abuse Notifications
DfE	Department for Education
DHR	Domestic Homicide Review
EHA	Early Help Assessment
FGM	Female Genital Mutilation
HMYOI	Her Majesty’s Young Offender Institution
KMDASG	Kent and Medway Domestic Abuse Strategy Group
KSCMP	Kent Safeguarding Children Multi Agency Partnership
IRO	Independent Reviewing Officer
JTAI	Joint Targeted Area Inspection
LAC	Looked After Child
LADO	Local Authority Designated Officer
LGA	Local Government Association
LLR	Learning Lessons Review
LSCP	Local Safeguarding Children Partnership
LCSPR	Local Child Safeguarding Practice Review
MARAC	Multi Agency Risk Assessment Conference
MASH	Multi Agency Safeguarding Hub
MCH	Medway Community Healthcare
MFT	Medway Foundation Trust
MSCP	Medway Safeguarding Children Partnership
MVA	Medway Voluntary Action
ONS	Office for National Statistics
PMQA	Performance Management and Quality Assurance
SAB	Safeguarding Adults Board
SCR	Serious Case Review
STC	Secure Training Centre
UASC	Unaccompanied Asylum Seeking Children
YOT	Youth Offending Team

Appendix Two – Relevant Agencies

Relevant agencies are those organisations and agencies whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of local children. The relevant agencies for Medway have been chosen as organisations and agencies that can work in a collaborative way to provide targeted support to children and families as appropriate. The Safeguarding Partners will regularly review the list of relevant agencies. The list of relevant agencies and how they will be engaged in the MSCP is set out below:

Agency	How they will be involved?
Probation	
Kent Sussex and Surrey Community Rehabilitation Company (CRC) (replaced by the Probation Service from June 2021)	Leadership Group; Sub Groups
National Probation Service (became the Probation Service from June 2021)	Leadership Group; Sub Groups
Health	
Kent and Medway Partnership Trust (KMPT)	Leadership Group; Sub Groups
NHS England	Leadership Group; Sub Groups
Medway NHS Foundation Trust	Leadership Group; Sub Groups
NELFT	Leadership Group; Sub Groups
Kent Community Health NHS Foundation Trust (KCHT)	Leadership Group; Sub Groups
Medway Community Healthcare (MCH)	Leadership Group; Sub Groups
Open Road	Leadership Group; Sub Groups
Turning Point	Leadership Group; Sub Groups
Education	
Medway Primary Schools	Executive; Leadership Group; Engagement through Medway Educational Leaders Association (MELA)
Medway Secondary Schools	Executive; Leadership Group; Engagement through Medway Secondary Heads Association (MSHA)
Mid Kent College	Leadership Group
Medway Independent Schools	Leadership Group
Early Years Providers	Leadership Group
Secure Estate	
HMYOI Cookham Wood	Leadership Group; Sub Groups; Secure Estate Sub Group
Voluntary Sector	
Medway Voluntary Action (MVA)	Leadership Group; Sub Groups
MY Trust	Leadership Group; Sub Groups
NSPCC	Leadership Group; Sub Groups
Other Agencies	
Medway Youth Offending Team (YOT)	Leadership Group; Sub Groups
Medway Council - Public Health	Leadership Group; Sub Groups
Kent Fire and Rescue Service	Leadership Group; Sub Groups
CAFCASS	Leadership Group; Sub Groups
British Transport Police	Leadership Group

Housing Providers	Leadership Group
Children's Homes	Leadership Group
Sports Groups/ Associations	Leadership Group
Faith Groups	Leadership Group

DRAFT