



Medway Safeguarding Children Partnership

Annual Report of 2024-25



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Foreword

We are pleased to present the annual report of the Medway Safeguarding Children Partnership (MSCP) that provides an overview of the multi-agency safeguarding activity from April 2024 to March 2025.

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 in the most effective way and to the highest standard.

The annual report provides an assessment of our work on our local priorities and its impact. We will review our priorities and set a new strategic plan in 2025-2026, informed by our progress in this year.

The work of the MSCP is underpinned by a commitment to promoting a culture of continuous learning and improvement across agencies and the annual report provides an overview of our shared learning and improvement activities including multi-agency audits and learning reviews, their impact and priorities for the coming year. Medway has the first secure school in its area and the annual report includes an overview of our work with the provider Oasis Restore in 2024-2025.

Independent scrutiny in Medway is not just about ticking boxes; it's about ensuring we do the best we can to safeguard and promote the welfare of children across Medway. Scrutiny offers a fresh, objective perspective, helping us stay accountable and constantly improve how we work together to keep children safe.

This past year, the MSCP has taken stock of progress in delivering the expectations set out in Working Together 2023 and made the most of scrutiny as a tool for reflection and growth.

Leaders in Medway have created a culture where learning and transparency are at the forefront. The commitment to multi-agency working across agencies continues to make a real difference in addressing challenges and delivering high-quality services to children and families.

One of the big priorities we've set for next year is to have a Child-Centred Approach. We are looking forward to reflecting on how this will be taken forward in next year's annual report.



Richard Hicks
Chief Executive
Medway Council



Paul Bentley
Chief Executive
Kent and Medway ICB



Tim Smith
Chief Constable
Kent Police



Dr Lee-Anne Farach
Director of People
Medway Council



Paul Lumsdom
Chief Nursing Officer
NHS Kent and Medway



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ACC
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Section One – About Medway Children and Families

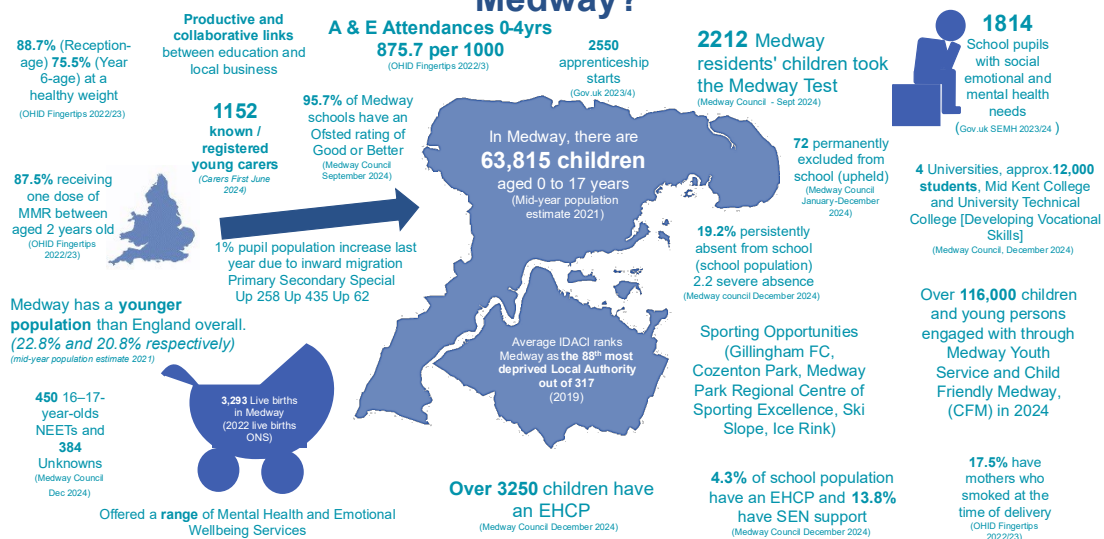


Medway is set around the river Medway within the Thames Gateway Growth Area. There are 5 main towns in the area: Chatham, Gillingham, Rochester, Strood and Rainham, as well as significant rural areas.

Between the last two censuses (held in 2011 and 2021), the population of Medway increased by 6.0%, from around 263,900 in 2011 to around 279,800 in 2021. The population increased by a smaller percentage than the overall population of the Southeast (7.5%), and by a smaller percentage than the overall population of England (up 6.6% since the 2011 Census) (ONS, 2023)

In 2021, 5.6% of Medway residents identified their ethnic group within the "Black, Black British, Black Welsh, Caribbean or African" category, up from 2.5% in 2011. In 2021, 84.3% of people in Medway identified their ethnic group within the "White" category (compared with 89.6% in 2011), while 5.9% identified their ethnic group within the "Asian, Asian British or Asian Welsh" category (compared with 5.2% the previous decade).

What is it like to be a child or young person growing up in Medway?





Section Two – The Partnership

Medway Council, Kent Police and NHS Kent and Medway (ICB) are the three safeguarding partners that make up the MSCP. The MSCP acknowledges the support from relevant agencies with their participation in 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 One.

Strategic Leadership and Accountability

The MSCP Accountable Officer group is made up of the Lead Safeguarding Partners (LSP), as defined in Working Together to Safeguard Children 2023, from each of the statutory safeguarding partner agencies. Accountable Officers have continued to meet twice yearly to review the MSCP performance and impact and shape the future direction of the partnership. Accountable Officers chair the meetings on an annual rotational basis.

In line with the Working Together to Safeguard Children (2023) each Accountable Officer has appointed a Delegated Safeguarding Partner (DSP) to work together to ensure oversight of the quality and compliance of the delivery of agreed MSCP priorities. The DSPs form the Executive.

Delivering Multi-Agency Safeguarding Arrangements

The MSCP Executive is made up of the three DSP's and have joint responsibility to ensure effective multi-agency safeguarding arrangements. DSPs chair the partnership on a rotational basis.

There has been continued formal representation from primary and secondary head teacher forums at the Executive group in 2024 – 2025 enabling schools to shape the safeguarding agenda and engage the wider school leadership in the partnership. From June 2025 post-16 education has been represented at the Executive group and from April 2025 the Assistant Director of Education from Medway Children's Services will join to further strengthen links with education partners. The Executive acknowledges the important role that early years' settings play in safeguarding and promoting the welfare of Medway's youngest children and will consider strengthening their representation in 2025-2026.

Working Together to Safeguard Children (2023) requires the DSPs to have processes in place to provide assurance that multi-agency practice is reviewed and operating well. The MSCP has a structure of sub-groups leading on the statutory requirements and shared priorities, reporting to and seeking feedback from the Executive group on their work and impact. Sub-groups are chaired by and made up of representatives from across the children's workforce in Medway.

Two of the statutory safeguarding partners work across Medway and Kent along with several other agencies and Kent and Medway Safeguarding Partnerships have several joint sub-groups to ensure continuity and consistency. The MSCP [multi-agency safeguarding arrangements](#) and structure have been reviewed and published in 2024-2025.

Key Relationships

The MSCP has a joint working protocol for working with the Medway Health and Wellbeing Board, Kent and Medway Safeguarding Adult Board and the Medway Community Safety Partnership. This will be reviewed in 2025-2026 following the revision of the MSCP strategic plan and priorities. DSPs and Executive group representatives are also members of key partnerships including Kent and Medway Domestic Abuse Partnership, and the Kent and Medway Prevent Board.



Section Three – Scrutiny and Assurance

The MSCP is committed to ensuring that independent scrutiny provides assurance, through monitoring and challenge, in judging the effectiveness and quality of multi-agency arrangements to safeguard and promote the welfare of children in Medway.

The MSCP has continued to engage two independent scrutineers, acting as constructive critical friends, promoting reflection to drive improvements, and reporting on how well the safeguarding partners are providing strong leadership to fulfil their safeguarding children role.

One of the scrutineers focuses on the secure estate including chairing the Secure Estate and Safeguarding sub-group. The second the functions as set out in Working Together to Safeguard Children 2023.

Independent Scrutiny: Ensuring children in residential custodial secure units are safe. John Drew CBE

The independent scrutiny arrangements for the MSCP include a specific function for the secure custodial estate for children in Medway. Over the years the size of the custodial estate in Medway, always a national resource, has changed considerably. As recently as five years ago, for historical reasons, 1 in 4 of all children in custody in England and Wales were accommodated in the Medway area. The numbers and proportions of such children have declined over the past two years and at the time of preparing this report were down to single figures (so barely 2% of the total) due to building problems at the sole custodial site.

While children in custody live in Medway the Medway Safeguarding Children's Partnership has specific responsibilities towards these children, shared obviously with the home areas of each child.

John Drew, CBE, is the Independent Scrutineer for the Secure Estate, a role he has held since 2019. In July 2025 John will stand down from this role, having worked in Medway since 2014. The Safeguarding Partnership's other scrutineer, Rachel Egan, will take on this role at that time.

The work of the Independent Scrutineer for the secure estate includes:

- Chairing quarterly Secure Estate Safeguarding 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 Oasis Restore, the Secure School which finally opened in the summer of 2024

- Overseeing the production of the annual 'Review of Safeguarding and Restraint'.

The MSCP Executive has reviewed these arrangements in April 2025, and concluded this meeting served an important role in the continuing scrutiny of the operation of the custodial estate in Medway.

At the beginning of this year the Secretary of State had just announced that it would close HMP Young Offender Institution (YOI) Cookham Wood in Rochester and repurpose the prison as an adult prison. When the Chief Inspector of Prisons visited Cookham Wood he found a prison in "limbo" and commented that staff, from the Governing Governor down "had not been aware of the decision until shortly before it was made". Despite this, inspectors were "impressed by staff's ... evident care of the children in residence". The last children left during May 2024.

Steady but not rapid progress has been made towards the opening of Oasis Restore Secure School, a long-delayed pilot for an alternative to the use of YOIs and Secure Training Centres. The first children finally arrived in August 2024, and the plan was that there would be a gradual build-up in numbers of children placed there through the rest of the year, towards an eventual capacity of up to 49 children. However, this build-up has not taken place and numbers of children in residence at any one time had only rarely risen above 10. Numbers had reached 11 by October 2024 but had only reached 15 by March 2025, at which stage when technical problems with the door security system meant that further placements were suspended, and numbers were reported in April to below 10. Behind these numbers, and in common with all other custodial establishments, there has however been considerable movement in and out of the school, so a total of 31 children had lived at some stage in the school by March 2025.

The Safeguarding Partnership and others spent considerable time during the year in detailed discussions with the leadership of Oasis Restore and has put a series of arrangements in place, drawing on experience elsewhere including the old Medway Secure Training Centre, to secure safe care for the children at the Secure School. Due to the very low numbers of children in placement. These arrangements have not been fully tested but the initial response of the school to those children who have found their way there have been positive. Children have spent an average of 14 hours per day out of their rooms, the use of 'single separation' has been limited (the longest single such period being 4.5 hours on a single day, and incidents of concern (self-harm, restraint, assault or separation) have been well below the average in YOIs. There is some evidence that these statistics have improved as the regime has become 'bedded-in' in although these remain very early days.

Annual Review of Safeguarding and Restraint

The Independent Scrutineer and Secure Estate Quality Assurance sub-group oversee the production of the annual report of safeguarding and restraint. Production of the 2024-2025 annual report is in progress and will be submitted

to the Youth Justice Board, the Youth Custody Service, and His Majesty's Inspectorate of Prisons as per Working Together to Safeguard Children 2023.

Independent Scrutiny: Multi-Agency Safeguarding Arrangements. Rachel Egan.

Rachel Egan commenced her role as the Independent Scrutineer in 2024. Her first task was to complete a comprehensive evaluation of the partnership's effectiveness and its compliance with the guidelines in Working Together 2023. The findings from this evaluation were pivotal in formulating the MSCP Development Plan.

2024-25 saw significant changes in the MSCP Business Unit and Rachel provided coaching and support to the new Partnership Manager, ensuring a smooth leadership transition and fostering a strong leadership structure within the MSCP.

The findings of the evaluation of partnership effectiveness are summarised below.

Strengths of the Partnership

- **Self-Aware Partners:** The partners are highly self-aware and capable of critically assessing their progress and the impact of their arrangements on multi-agency practices and outcomes for children.
- **Experienced and Knowledgeable Executive Group:** The Executive Group is characterised by its passion and commitment to collaborative work, ensuring oversight of quality and compliance in delivering agreed priorities.
- **Ambitious Lead Partners:** The lead partners display strong ambition for the partnership's success and the welfare of children and families. The partnership culture is both collegiate and ambitious for children's well-being.
- **Good Inspection Outcomes:** The partnership has achieved commendable improvements in inspection outcomes, including an ILACS Good rating in July 2023 and significant advancements noted in the SEND inspection in February 2024.
- **Strategic Planning and Budgeting:** The MSCP operates under a 3-year strategic plan and a shared annual budget, supported by strategies for Early Help, Neglect, and Contextual Safeguarding.
- **Culture of Learning from Independent Scrutiny:** There is a robust independent scrutiny function in place, particularly in relation to the secure custodial estate for children in Medway, with clear arrangements for broader scrutiny.
- **Effective PMQA Sub-group:** The Performance Management and Quality Assurance (PMQA) sub-group is led by a skilled new chair and undertakes multi-agency audits on a quarterly basis, demonstrating a strong commitment to data-driven practices.

- Inclusive Governance Arrangements: The executive leadership is inclusive of education partners, reflecting the partnership's comprehensive and collaborative approach to improving multi-agency practice and outcomes for children.

Aspirations of the Partnership

- Workstream Approach: Adopting a focused and solution-oriented workstream approach to address specific areas effectively.
- Agile Structure: Implementing an agile structure to adapt swiftly to changing needs and emerging challenges.
- Child-Centred Measures of Success: Ensuring that all measures of success prioritise the well-being and outcomes of children.
- Data Confidence: Building confidence in the accuracy and reliability of data used for informed decision-making.

MSCP Development Plan

The MSCP Development Plan, illustrates how the partnership has used independent scrutiny to support and drive improvement. The Development Plan encompasses:

- strategic direction
- partnership activity
- operational change
- assurance
- accountability

Strategic Direction

The Executive engaged with sub-group chairs and key partnerships to rearticulate priorities using the Logical Framework Approach. They established the principle of delegation and flow of objectives across key partnerships with a clear 'line of sight' into the MCSP.

In 2025-26 the focus for partnership development will include:

Partnership Activity

April - May 2025: Executive agreement on renewed strategic priorities and partnership structure, and sign-off by Accountable Officers.

Operational Change

May - July 2025: Executive communication to sub-group chairs and key partnerships on strategic priorities and revised structure. Initiation of new structure and establishment of an overarching partnership working agreement. Sub-groups agreement of 'Terms of Reference On A Page'.

Assurance

June - July 2025: Communication of local priorities and partnership structure to relevant agencies. Executive Assurance Framework development to provide oversight and challenge on the strategic priorities, risk mitigation, and executive assurance. Multi-agency safeguarding arrangements revised, submitted, and published.

Accountability

July 2025: The MSCP Quality Assurance Framework review, including expectations to act and assurance on learning from multi-agency audits, rapid reviews, LSCPRs, and CDOP (Child Death Overview Panel).

Independent scrutiny of rapid reviews has enhanced our analysis of and learning from critical safeguarding incidents. Assurance that learning from rapid reviews and LCSPRs is effectively incorporated into our safeguarding practices will be a crucial area of focus in 2025-26.

The challenge process for Section 11 has also benefited from input from independent scrutiny, ensuring that all partners are taking a continuous improvement approach to meeting their statutory obligations and maintaining high standards in safeguarding practices.

Additionally, the partnership commissioned an independent review of Domestic Abuse, benchmarking Medway against the JTAI criteria.



Section Four – Voice of Children and Families

In 2024-2025 the DSPs and Executive group initiated a review of the partnerships strategic plan establishing a priority for a child-centred approach where children are clear about what they want from an effective safeguarding system and the MSCP demonstrating how they have responded to this so that children's influence can be seen in all aspects of the safeguarding system.

The Section 11 (S11) safeguarding audit was conducted this year with the voice of the child included in the service development section.



Ways in which agencies have sought feedback from children and families.

The voice of the child affected by crime is sought and utilised across multiple forums by Kent Police to ensure this approach is embedded and impacts on practice. As a result, seeking and recording a child's views and lived experience is driven in every relevant investigation and shapes actions taken by police.

Kent Police community forums have included young people; they have been invited to comment on the police Public Protection Strategy which prioritises police activity in the identified areas for improvement including Child Sexual Abuse and Exploitation and Violence Against Women and Girls (VAWG).

To embed a youth participation approach to all aspects of their work the Medway Public Child Health Team have this year recruited an Engagement Officer. The role works with children and colleagues to gather views and opinions of children related to their support services and involve them in decision making processes for those services.

The Family Hubs and Start for Life programme has a dedicated Parent Carer Panel, set up by the Medway Parent Carer Forum, an organisation independent of public services. Regular meetings and community events have taken place to seek family feedback.

Towards the end of this year an independent parent and carer evaluation of the Family Hubs and Start for Life programme was completed. In addition, the Perinatal Mental Health Action Plan carried out by Barnardo's makes recommendations for local services based on feedback from families.

Commissioned domestic abuse services gather and share feedback from those children using their dedicated young people service. Agencies who attend the Medway Domestic Abuse Local Partnership Board represent the voice of adults and children with lived experience of domestic abuse.

Through Integrated Health Commissioning feedback has been sought from children and in relation to mental health and emotional wellbeing services in several ways:

- Children's Mental Health Event (annual event by MC)
- Self-Harm Project (MC)
- 'Have your say' platform (KMICB)
- 'The Big Conversation' (ICB/MC)
- Young People's Conference (ICB)
- Services also provide family and friends feedback (in different formats)

The S11 audit evidenced increased use of the Three Houses Tool, a participatory framework used to engage children in discussion about their lives. Agencies described how the tool was used to information assessments and plans for children.

Demonstrating the 'voice of the child' in service development can be more challenging for agencies who do not provide front line services to children or provide services to adults only. Agencies have though been creative in this area, with a notable example of Southeastern Railway collaborating with Medway Youth Service to engage children using trains for school in an online survey.



How agencies utilise feedback from children and families and how it influences service provision.

Feedback from children and families has directly shaped Kent Police strategy and led to the creation of campaigns and processes to raise awareness and improve the joint response, e.g. Don't Disrespect. In response to feedback from families impacted by child sex offences Family Packs have been introduced to provide support and guidance on the offence and restrictions that are often placed on those family members.

Leading several engagement projects seeking the views of children the Child Health Team have consulted with children on Relationships and Sex Education (RSE), resulting in the development of new resources for schools.

The school health survey was conducted this year consulting with 713 secondary school aged children. Insights gathered provide a vital anonymised data set contributing to further local needs analysis and will be used to identify risk factors, providing opportunity for early intervention.

Children's feedback has been used by the Medway Domestic Abuse Local Partnership Board to inform decision making and strategy development and used to inform training and awareness raising sessions.

NHS Kent and Medway have undertaken engagement and consultation with children and families for the procurement of the 'Medway Therapeutic Alliance'. This included dedicated sessions with Medway Parent Carer Forum and children through Medway Youth Council, Care Leavers Team and SEND communities.

The MSCP launched a new approach to sharing learning from case reviews and an imagined perspective of baby Isabel (LCSPR Isabel) was presented at the annual Neglect conference. This was well received and features on our YouTube channel.

Delegates commenting on Isabel's story

"It was an impactful way to provide insight into Isabel's situation. I think this could be a powerful tool for safeguarding training."

"It made you picture the child's lived experience."

"This was very powerful. You cannot miss Isabel with her voice being so creatively and imaginatively projected."



Section Five – Achievements and Impact on Priorities

Priority One – Effective Partnerships

Key decisions

The Accountable Officer group has provided shared oversight of the annual report and multi-agency safeguarding arrangements, 2024-2025 partnership resources and forward planning for equitable contributions.

The DSPs and Executive group agreed the process for reviewing and setting the MSCP strategic plan and priorities. This included an in-person development session with Executive group members, sub-group chairs and representatives from key partnerships, using the Logical Framework Approach facilitated and by Medway Public Health.

The Executive group have reviewed and approved the publication of 2 Local Child Safeguarding Practice Reviews and the MSCP Communication Strategy 2024-2027.

The Executive group have also considered and agreed actions emanating from the National Child Safeguarding Practice Review on Child Sexual Abuse within the Family and the Joint Targeted Area Inspection for Children Impacted by Domestic Abuse.

National reforms

The Executive group have reviewed policy briefings from the governments Children's Wellbeing and Schools Bill (2024). Medway Children's Services have established a multi-agency task and finish group, and the national reforms are a standing agenda item for the Executive group.

Threshold guidance

The MSCP threshold guidance was reviewed and approved by the Executive group. Changes include updated information on the Early Help Practitioner role, new sections relating to trauma informed practice and neglect due to learning from local multi-agency audits and learning reviews.

Communication

In line with the MSCP Communication Strategy 2024-2027 communication via social media with the Medway workforce and community has significantly increased in 2024-2025 as set out below.

Platform	Followers			Posts		
	23-24	24-25	Trend	23-24	24-25	Trend
Twitter/X	246	745	200% increase	398	655	65% Increase
LinkedIn	54	195	261% increase	26	330	1169% increase
YouTube	7	14	100% increase	4	13	225% increase

The MSCP has supported several local and national campaigns including Kent and Medway Domestic Abuse Partnership 16 Days of Action Against Gender Based Violence and the Eyes Open campaign to stop child criminal exploitation.

Supporting the work of the Partnership

Following a restructure Kent Police reviewed attendance at all partnership meetings to ensure the right person at the right rank is attending to improve governance and accountability for police. This means there are designated attendees for each partnership meeting / subgroup.

There are strong links established through the Medway MASH to enable an effective initial assessment and response to safeguarding concerns. Joint audits have been undertaken to ensure that practice is informed by agreed policies. The Partnership have been provided with contact guide for key teams and personnel across the force via the Public Protection Command.

2025-2026: Establish the MSCP strategic plan and revised priorities.

Priority Two - Contextual safeguarding and trauma informed practice

Contextual Safeguarding

The Performance Management and Quality Assurance (PMQA) group have monitored use of the child exploitation intelligence portal during 2024-2025 which has been slow to be established in practice. Kent Police provide data on the use of the portal showing a slight increase in use and appropriate reporting from Q3 of 2024-2025. Partners have provided assurance that intelligence is shared via other mechanisms such as Strategy meetings.

The Joint Exploitation Group (JEG), a shared group with Kent and Medway Safeguarding Adults Board, oversees the Kent and Medway Contextual Safeguarding Analytics Report which highlighted the following trends in serious violence for the under 25yrs in 2024-2025:

- Decrease in knife enabled serious violence
- Decrease in all serious violence

- Reduction in children identified as the victim or suspect involved in serious youth violence.

The JEG also has oversight of the MSCP Contextual Safeguarding Strategy and established a multi-agency task and finish group to review. A draft was submitted to the Executive group with further work on performance measures requested and in progress.

The Kent and Medway Policy and Procedure group formed a multi-agency task and finish group to review the child exploitation identification tool and guidance which is in progress.

Kent Police have undertaken audits to ensure that contextual risks are identified and responded to. This was tested during inspections conducted by His Majesty's Inspectorate of Constabulary, evidencing positive identification and intervention in most cases.

The Kent Police Divisional Policing Review in 2024-2025 saw changes to the policing model to bring all child specialists under the Public Protection Command which has allowed for greater consistency in applied practice across Medway.

Ensuring practitioners have the knowledge to identify signs of exploitation and confidence to report concerns form part of the current strategy with several professional development opportunities in 2024-2025.

The Kent and Medway Prevent Team and Kent Police Hateful Extremism conference took place in 2024.



302 attendees online and in person

Over 90% of all attendees felt confident using what they learned at the conference to help safeguard children and adult's radicalisation and extremism.

Following the success in 2024 the Child Exploitation Awareness conference took place again on the STOPCE awareness day 18 March 2025. Pre and post conference survey indicated that the conference content increased delegates confidence in identifying, exploring and reporting exploitation. The area of most increasing confidence was the ability to explore exploitation with children. Kent Police held a Child Sexual Abuse and Exploitation masterclass which was opened to and attended by multiple agencies.

Trauma Informed Practice

Medway Public Health continue to have strategic oversight of embedding Trauma Informed Practice (TIP) across Medway, and work with partners to develop systems of change that promote recovery and prevent re-traumatisation within the children and young people's workforce. They have recruited a new training coordinator and are in the process of reviewing and updating the Adverse Childhood Experiences/TIP training offer.

There has been a significant increase (165%) in completion of the MSCP Trauma Awareness e-Learning course this year, from a wider range of agencies including housing associations and early years.

Kent Police have delivered multiple training events in respect of victim blaming language and covering trauma informed practice. They have a dedicated internal information page on these topics and include links to additional training.

NHS Kent and Medway Safeguarding Team have worked with our mental health commissioners and collaboratively with partners to embed Kent Police's 'Right Care Right Person'. The team provided expert safeguarding knowledge at key stakeholder meetings to ensure safeguarding is considered at relevant points to safeguard patients at risk of harm or abuse especially where individuals are known to community provider services.

2025-2026: Approve and implement the MSCP Contextual Safeguarding Strategy and Kent and Medway child exploitation identification tool. Both will inform the MSCP multi-agency dataset to include key performance measures.

Priority Three - Domestic Abuse.

Strategic Development and Leadership

The Medway Domestic Abuse Local Partnership Board (LPB) forms part of the governance structure of the Kent and Medway Domestic Abuse Strategy 2024-2029. The LPB is established and well attended from a wide range of partners including safeguarding partners. The LPB also forms part of Medway's statutory requirement under Part 4 of the Domestic Abuse Act in relation to safe accommodation and has representation of the voice of adults and children with lived experience.

The Executive group worked with Medway Council Public Health who commissioned an independent evaluation of JTAI readiness. The project included literature and document reviews, multi-agency professional surveys and interviews. The project findings and recommendations report will be shared with the Executive in April 2025.

Medway Public Health has worked closely with colleagues in the Strategy and Commissioning teams at Kent County Council for a partnership approach to meeting the aims of the strategy. Collaborative working across Kent and Medway has resulted in communications and awareness raising sessions on domestic abuse to key stakeholders and professionals working with victims, including children.

In addition, Medway Public Health have worked with the Housing Strategy and Partnerships Team, focusing on the delivery of Part 4 of the DA Act, on safe accommodation. They continue to support housing colleagues work to achieve the Domestic Abuse Housing Alliance accreditation (DAHA), which rewards best practice in housing services and their response to domestic abuse.

The development of the Multi-Agency Risk Assessment Conference (MARAC) hub model has progressed this year, enabling timely and effective information sharing between agencies. This includes a bespoke health information sharing function created to support primary care engagement with MARACs, ensuring that safeguarding responsibilities are met, and that safety planning is informed by relevant health data.

Feedback received by partners on the MARAC change programme includes that it is improving the effectiveness of the multi-agency response for high-risk victims of abuse. Schools' participation in MARAC meetings has also been noted as a strength.

Services for children and families.

Through integrated health commissioning a new role has been developed within a local provider (Oasis) in Medway. This new Head of Service for Children and Young People will work closely with Social Care and Early Help partners to consider Domestic Abuse and the impact this has on children, whilst exploring new ways of working to enhance collaborative working between services and agencies.

NHS Kent and Medway has continued to fund and support Hospital Independent Domestic Violence Advocates (HIDVAs) across acute trusts. In 2024/25, 267 referrals were made to HIDVAs, with 86% of perpetrators identified as current or former partners.

[The Medway One Stop Shop](#) continues to provide immediate support and advice from a range of professionals, with good attendance from victims/survivors and is well supported by a multi-agency team. As part of this provision Medway Home-Start established a domestic abuse peer support café, with the Family Hubs and Start for Life programme working with Health Visitors, School Nurses and Start for Life programme services to build robust links between this and Oasis Domestic Abuse Services commissioned by Medway Council.

Contacts to Medway Children's Services where domestic abuse is the primary concern are monitored through the multi-agency dataset overseen by the PMQA group. As of Q3 2024-2025 domestic abuse as the primary concern remained at 14%, comparable with Q3 and Q4 2023-2024. Child and family assessments where domestic abuse is the primary concerns are also monitored and remained at 38% for the same period.

Workforce Development

There has been collaborative working for workforce development including successfully securing funding for bespoke e-learning training package on neurodiversity and domestic abuse. This 3-hour training and has been disseminated to members of the LPB, MSCP and other professionals in Medway.

Working with Medway Children's Services and Medway Council Health Improvement Programme Manager (Domestic Abuse) the MSCP domestic abuse and children course was reviewed and delivered with participants evidencing how they would apply the knowledge to their practice.

A domestic abuse reflection aid has been established this year for practitioners working with children and families. Developed in response to findings from the MSCP local learning review Jones family published in January 2024, multi-agency case file audits and Domestic Homicide Reviews its aim is to counter over reliance on safety factors by promoting professional curiosity on the impact for children when these are no longer in place.

2025-2026: Executive review JTAI readiness report and agree next steps. Asses use and impact of the domestic abuse reflection aid.

Priority Four - Violence against Women and Girls (VAWG)

In February 2025 Kent Police formed a Child Sexual Exploitation Taskforce to deliver insight and improved response in respect of Child Sexual exploitation. This is a known gendered crime, and the taskforce are delivering improved investigation quality and multi-agency collaboration.

The 'Walk Safe' app is commissioned and promoted in force enabling notification of safe spaces and anonymous reporting. Kent Police have an active VAWG scrutiny panel to assess the quality and effectiveness of selected VAWG crime investigations.

The Community Safety Unit in Medway has a dedicated VAWG point of contact who leads the engagement activity which is reported on quarterly. This includes the following:

- Walk and Talk events, during which attendees can highlight to Police the issues they are facing, where and at what particular times. This can then feed into focused activity within the area and ongoing problem solving, such as improvement of street lighting and CCTV coverage.
- Attendance at VAWG community events to provide relevant safeguarding advice to attendees
- Attendance at Great Lines Park Run on International Women's Day to promote safety and discuss ongoing VAWG work. Engaged with over 400 runners, walkers and spectators.
- Beat officer for Rochester High Street held the first Police and Safer Medway's N-TEM (Nighttime Economy Meeting). 27 attendees from different venues and partner agencies, with information around VAWG related offenders and the Ask Angela Scheme shared. These are now held regularly and contribute to better joint working to tackle VAWG.
- Targeting of high harm VAWG offenders, through the established meeting framework.
- Engagement with the Youth Council
- Don't Disrespect Campaign - designed by young people for young people

- The standard operating procedures for Child Protection and Child Sexual Exploitation have been rewritten

Priority Five – Neglect

Graded Care Profile 2 (GCP2)

The NSPCC Grade Care Profile 2 (GCP2) continues to be the agreed partnership tool to support practitioners identify and assess neglect, to improve outcomes for children.

In 2024-2025 there were 5 active trainers across the partnership: 2 from Medway Children's Social Care, Medway Community Healthcare (MCH), Kent and Medway Social Care Partnership Trust (KMPT) and the MSCP Training Officer. This is an increase from 2023-2024. Trained Trainers deliver the MSCP multi-agency training programme and/or deliver within their own agency.



13 licensed courses delivered, an increase from 4 in 2023-2024. 151 delegates completed the course; all passed the assessment allowing them to use the tool.

Following feedback from practitioners, a refresher course was developed, piloted and delivered in 2024-2025. Designed to refresh understanding of the scoring process and regain confidence with the tool, 58% of practitioners reported feeling extremely confident and 44% somewhat confident after completing the refresher.

Given concerns raised by the Executive group in 2023-2024 about the lack of evidence of implementation with families, the PMQA group have maintained a focus on completion data. As of Q3 2024-2025 there was a 15% increase in the number of GCP2s completed with families. Data remains limited to Medway Children's Services and MCH with KMPT citing challenges with internal recording systems capturing and reporting on completion.

LCSPR Laura published in February 2025 made recommendations on the use of GCP2 for children in need and children with child protection plans where neglect is a concern. Medway Children's Services have adapted their recording system 'Mosaic' to capture GCP2 in assessment, child in need and child protection planning, which has seen improvements in recording and reporting.

The PMQA group monitors contacts to Medway Children's Services where neglect is a primary concern which remained between 8% and 11% of all contacts in 2024-2025, comparable with 2023-2024 data.

From January 2025 Medway Children's Services require a GCP2 to accompany contacts to the First Response Single Point of Access where neglect is a concern. This prompted increased interest in the licensed course, particularly by education partners which was responded to as above.

Neglect Strategy

The MSCP have initiated the review of the neglect strategy, including revisions across Health and Police and incorporating recommendations from LCSPR Laura. The strategy includes an update on GCP2 practice expectations and sets out specific progress measures.

2025-2026: Neglect Strategy approval and implementation, including incorporating progress measures into the multi-agency dataset.

Priority Six: Effective Early Help

Early Help Partnership Board

The Early Help Partnership Board (EHPB) has reviewed the early help strategy in 2024-2025. Renamed the Early Help and Prevention Strategy it sets out the early help principles and priorities for 2025-2027. The delivery plan for the strategy has been agreed and implementation started.

Alongside the development of the strategy the EHPB have established a revised early help multi-agency dataset including early help support provided by Medway Children's Services Family Solutions targeted early help service and wider partnership. From September 2024 when the dataset was established to March 2025 between 18% and 42%, month on month of early help support was being provided by the wider partnership, primary by education partners.

Family Hubs and Start for Life programme

Several early help interventions have been commissioned in 2024-2025 across universal parenting programmes, perinatal mental health support, and infant feeding. This has included Small Steps a SEND parenting peer support group for parents of children pre and post ADHA/autism diagnosis and Dads Space a mental health peer support group.

The Medway Family Hub App was launched in February 2024 providing a digital front door, to enable families easy access to local family events and support services. Since its launch there have been over 13,000 users with feedback from the Parent Carer Forum including "I use the app to book groups and it works well for me", "my midwife told me about the app", "the app is useful because it divides groups by age" and "I like using the app, I plan my week on it".

Health and Early Help

Across the last twelve months the NHS Kent and Medway safeguarding team re-established the Primary Care Safeguarding Leads forums, providing a platform for GP safeguarding leads to share learning and receive updates on statutory reviews and safeguarding developments.

The Child Health Commissioning Team provide a 'Comms Tour' to early help partners promoting support, resources and service provision locally. This enables practitioners to have up to date information to support signposting and navigate the children's mental health and emotional wellbeing system as

well as other pathways and programmes such as education & inclusion and acute pathways/children and families.

Kent & Medway Domestic Abuse Partnership

The partnership team we have created a new subgroup in the governance structure focusing on early intervention and prevention of domestic abuse. This group will explore how the partnership can provide effective early help across the system, feeding into the LPB and will be shared with the MSCP.

2025-2026: Delivery of Early Help and Prevention Strategy and dataset to evidence progress made.

Section Six – 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.

Section 11 (S11) Safeguarding Audits

Section 11 of the Children Act 2004 places a statutory responsibility on key agencies 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 partnership with Kent Safeguarding Children Multi-Agency Partnership (KSCMP), in full every two years. The MSCP uses the S11 audit to provide assurance around how agencies are working to safeguard children, reporting to the PMQA group.

As a result of the review in 2023-2024 the following changes and improvements were made for 2024-2025:

- commissioned an online audit tool
- extended the timeline for S11 champions to complete the audit
- increased sections from 8 to 9 sections, separating out training, supervision and whistleblowing
- reduced the standards from 51 to 34 to avoid repetition
- virtual panel meetings reduced from 3 to 2 hours
- continued use of the staff safeguarding surveys for managers, frontline and wider staff.

24 audits were completed in 2024-2025 with summary information set out below.

Chart 1- Overall Outcome

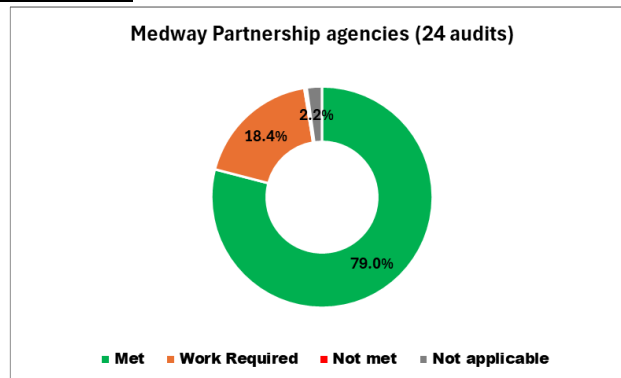


Table 1 - Breakdown of Standards by Sections

	Audit Section								
	1	2	3	4	5	6	7	8	9
Met	18	14	17	16	13	14	9	11	16
Met %	75%	58%	67%	54%	58%	58%	38%	46%	67%

There is assurance that no standards were 'not met'. Section 1, senior management commitment to safeguarding children was the strongest area with 78% met and Section 7, safer recruitment/allegations as the area needing more attention by agencies, due to 38% met.

Whilst year on year comparisons cannot be made due to the changes, escalation procedures were an area highlighted for improvement in the 2022 S11 audit. This year the staff survey highlighted 80% of respondents confirmed their agency had a procedure or policy to escalate safeguarding concerns. Whilst progress has been made in the use of the MSCP escalation procedures – see multi-agency dataset section below - 40% confirmed they were aware of the MSCP policy and procedure and therefore needs further attention in 2025-2026.

Section 175/157 Audits

Section 175 of the Education Act 2002 places a legal duty on schools and educational institutions to make arrangements to safeguard and promote the welfare of students, whilst Section 157 conveys the same responsibilities on independent schools/settings. Governing bodies are required to conduct safeguarding audits to assess the effectiveness of safeguarding measures within schools, educational institutions, and other relevant agencies, providing information to the local authority on how the duties set out in the guidance have been discharged.

Working Together to Safeguard Children (2023) multi-agency safeguarding arrangements confirm the requirement for education providers, including multi-agency trusts, to comply with safeguarding audit requests made by the local authority/local safeguarding partners.

As with the S11 audit the Section 175/157 audit provides assurance around how education partners are working to safeguard children, reporting to the PMQA sub-group. To aid ease of audit completion and analyses of the 2024 S175/157 audits the MSCP has funded a new online tool.

The audit briefing sessions were well attended by school leaders and governors. Completion rates were good this year and work to analysis the results in progress. The PMQA group escalated to the Executive where audits have been received and a process for seeking assurance has been agreed and actioned.

Multi-Agency dataset

The PMQA group have responsibility for the multi-agency dataset, supported by Medway Council Performance Team, using Power BI to make the data more accessible and improve analysis.

PMQA have tracked and monitored data on GCP2 completions and use of the exploitation tool as set out in the priorities above. In addition, examples of the groups analysis of the dataset to identify challenges and successes as follows:

Professional Challenge and Escalation: 97% increase in use of MSCP escalation procedures at Stage 1, 2 and 3 recorded in 2024-2025. There were no stage 4 escalations. There was an increase in schools (80%) and health (100%) partners using the procedure. Themes for escalation were lack of action, threshold decision, poor communication and not following procedure.

Contacts to Medway Children's Services: Decisions made within 1 working day remained consistent between 94%-96% in 2024-2025, comparable with 2023-2024. Timeliness of partner responses to information requests is also tracked with improvements in 2024-2025 from education partners and adult social care.

Medway Maternity Safeguarding Hub: Medway Foundation Trust provides data on referrals to and from the Maternity Safeguarding Hub, linked to LCSPR learning. The hub terms of reference were reviewed in 2023-2024, including a new referral criteria of parents known to social care in their childhood. There has been an increase in referrals, tracked back to this criterion providing assurance that it is being adhered to.

2025-2026: Review of the multi-agency dataset in line with revised priorities and strategic plan.

Rapid Reviews and Local Child Safeguarding Practice Reviews.

Rapid Reviews.

Rapid reviews are undertaken following the notification of a serious incident, the following have been completed by the MSCP over the last 4 years:

Year	No. of Rapid Reviews
2024-25	4
2023-24	3
2022-23	0
2021-22	2

In contrast to 2023-24 all rapid reviews took place in Quarter 4 of 2024-25, recognising this places additional pressures on statutory safeguarding partners, relevant agencies and the business unit.

There have been personnel changes in some statutory partners and the Learning Lessons group have reviewed the rapid review notification process to ensure it continues to be effective.

All rapid review reports were submitted to the national panel within 15 working days or by the agreed deadline.

Local Children Safeguarding Practice Reviews (LCSPR).

The MSCP published 2 LCSPR towards end of this year; LCSPR Julia and LCSPR Laura. Reports give an overview of the family background, identify good practice, lessons arising and recommendations for individual agencies and the MSCP.

Dissemination of learning.

LCSPR reports are shared with the NSPCC national library and published on the MSCP [website](#) accompanied by a briefing sheet. Members of the Learning Lessons sub-group have responsibility for dissemination within their agencies and professional networks.

Reviews, when published, are disseminated through the MSCP bi-monthly bulletin, integrated in MSCP training and video explainers published on the MSCP [YouTube](#), with a significant increase in 'views' this year.

MSCP YouTube Video's	Published	Views (as of May 2025)
LCSPR: Isabel	September 2023	310
Learning lessons review: Jones family	March 2024	100
LCSPR Laura	February 2025	28

Findings: Strengths and Improvements.

The following practice themes were reoccurring across reviews.

Practice Theme	Strengths
Partnership working	Thorough commissioning and quality assurance processes relating to foster care placements.
Voice of the child	Detailed records, reflecting children's needs.
Relationship-based practice	Evidence of relationship building and good joint working with family
	Persistence in ensuring visits to children and family took place when needing to be rearranged
Health promotion, prevention and safeguarding *	Safer sleeping and associated risks were discussed with Mother by the midwifery service and the health visitors
	Changes to the referral and criteria for the Maternity Safeguarding Hub
	Changes to the maternity services Did Not Attend policy implemented.
	All checklists associated with the Did Not Attend policy are reviewed by senior managers, and these

	are subject to audit arrangements to ensure compliance and address issues arising from them
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* Denotes the areas for improvement identified in other reviews, including LCSPR Isabel, demonstrating progress made.

Practice Theme	Improvements
Partnership working	Strengthen multi-agency early help involvement
	Use of MSCP pre-birth procedures
Direct work tools	Continue to progress use of GCP2 across early help, child in need and child protection**
Think Family	Robust systems in place to ensure that fathers and other significant males are actively considered in assessments and ongoing work with families. **

** Denotes areas for improvement identified in other LCSPRs.

The NHS Kent and Medway Designate Nurses as the strategic lead for health on Rapid Reviews and Child Safeguarding Practice reviews have embedded the Safeguarding Case Review Tracker (S-CRT) this year. This has significantly improved multi-agency accountability, governance, and learning from statutory reviews across the Medway health system.

In respect of LCSPR Julia NHS Kent and Medway Looked after Children's team have reviewed their quality assurance pathway and written a standard operating procedure (SOP) to ensure there is no delay in the time taken to quality assure initial health assessments undertaken by a provider outside of the commissioned service.

The Associate Director has met with the Designated Nurse for Southeast London ICB who is working with Oxleas NHS Trust to review their health assessment pathway and timeframes, the associated action plan is now under development and is anticipated that this will be ready in draft form towards the end of June 2025.

In respect of LCSPR Laura the Designated Nurse met with the Named GP and Medway Foundation Trust's Named Nurse to review the case and strengthen pathways between Maternity Safeguarding and Primary Care. Actions have included a renewed focus on non-attendance (did not attend/was not brought) follow-up procedures, use of the Graded Care Profile to assess neglect, and improved escalation of safeguarding concerns in the antenatal period including the use of CP-IS (the NHS Child Protection Information Sharing System).

This LCSPR also reinforced system-wide learning around safe sleeping, the role of fathers, and professional curiosity, particularly in the context of cumulative risk such as domestic abuse, parental alcohol misuse, and housing instability. NHS Kent and Medway have shared learning with existing safeguarding forums and provider assurance processes, supporting a more proactive and trauma-informed approach to safeguarding vulnerable infants, with the team reviewing the agreed actions and supporting commissioned services to fully embed the required recommendations into practice.

2025-2026: The functions of the Learning Lessons group will be reviewed in line with the revised strategic plan and priorities.

The Learning Lessons group are trialling a new way to track agency actions and evidence of improvements in practice.

Multi Agency Audits

The MSCP has 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; it is not designed to be a case management tool. The CFAG focuses on a theme, agreed by the Executive, and works on a rotational basis in order that learning overtime can be considered.

The 2024-2025 themes and outcomes as compared to the last themed audit:

Theme	Outcome
Physical abuse	Improvement in gradings
Pre-birth	Slight improvement in gradings
Child exploitation	First theme

After each audit feedback is given to the Learning Lessons group on the grading and themed learning. These form the basis of any associated action plans which the Learning Lessons sub-group has responsibility for implementation, monitoring and evidencing impact.

Across multi-agency audits completed in 2024-2025 the following strengths and areas for improvement were identified:

Practice Theme	Strengths
Partnership working	Good interagency communication and information sharing**
	Timely responses
	Joint visits
Voice of the child	Response of professionals to disclosures; children believed, and concerns acted on.
	Clear recording of child's views
	Purposeful direct work**
Relationship-based Practice	Consistent practitioner involvement
	Evidence of professionals knowing children well
Think Family	Whole family approach evidenced

Practice Theme	Improvements
Partnership working	Multi-agency risk management, including at Strategy discussions and child protection conferences
	Multi-agency understanding of children's services pre-birth assessment
Voice of the child	Seeking children's views when intervention comes to an end.
Think Family	Exploring and recording parent's experiences of being parented**
	Exploring culture

** Denote strengths or improvements identified in previous multi-agency audits and/or learning reviews.

Examples of how safeguarding partners and agencies have acted on recommendations and integrated the findings and outcomes of multi-agency audits include:

Working with health providers to improve information sharing with maternity and primary care, raising awareness of pre-birth procedures. This includes raising awareness of the use of the CP-IS health IT system for babies and mothers by health care professionals. As a result, work is currently underway to survey and audit how colleagues in maternity services understand and use CP-IS with the aim of establishing a consistent and coherent approach.

A case study utilised to demonstrate the learning points from the audit of considering father involvement and family network planning.

Revisions to standard operating procedure and reenforced within CPD sessions

Protected characteristic work and use of the national panel's 7 report of racism and bias in safeguarding has been publicised through internal communications.

A review of the Kent Police AWARE risk assessment process to ensure everything is recorded. Kent Police have updated their N26 policy (investigations) which reenforces the importance of recording detail appropriately and applying a suspect focus, victim centred, context led approach.

Developing Harmful Sexual Behaviour workforce training in partnership with MSCP.

NHS Kent and Medway Safeguarding team have followed up on attendance at strategy meetings and use of Child Protection medicals and are currently undertaking a survey with providers on CP medicals to identify areas for improvement. This will be reviewed and presented at a future PMQA.

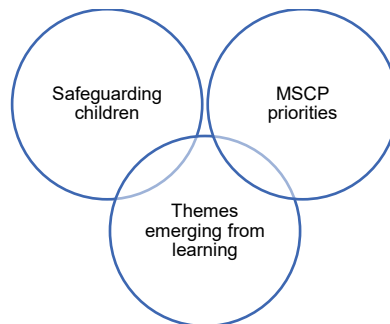
Child Death Overview Panel (CDOP)

Kent and Medway have a joint CDOP chaired by Kent and Medway Public Health. An independent review of CDOP arrangements was commissioned in 2024-2025 with findings to be shared with the Executive group in 2025.

The 2024-2025 CDOP annual report is in progress and will be published on the MSCP website once approved.

MSCP Training Programme





The MSCP Training Offer: 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 programmes for professionals. The programme is planned and delivered around three key areas of training and learning:



Partners note how the MSCP multiagency training programme compliments internal training resources. Others exclusively use the MSCP programme for staff safeguarding training, due in part to the accreditation of the basic and intermediate safeguarding training.

Participation and Evaluation.

Whilst we continue to deliver a hybrid training programme in-person courses have increased in 2024-2025 and suggest this is the reason for a slight reduction in e-learning completion this year.

 <p>445 completed in-person training (45% increase)</p>	 <p>330+ attended a conference</p>
 <p>786 completed virtual training (111% increase)</p>	 <p>5,767 e-Learning courses completed (22% decrease)</p>

We continue to achieve 100% post course evaluation completion rate for in-person training.

Impact on Knowledge and Practice.

For some safeguarding partners attendance at training, including the MSCP programme forms part of the staff revalidation process, in which a reflective piece of work outlining learning is submitted, connecting attendance at training events with informed practice.

Agencies encourage staff to share learning within supervision, as part of the appraisal process, team meetings and within agency safeguarding lead meetings.

Through course evaluation and the annual training survey the following impact on knowledge and practice was reported:



Confidence in recognising safeguarding concerns
Confidence in evidencing concerns
No barriers to taking safeguarding action
Improved the way practitioners worked
Shared learning with teams

Impact on practice

“Very good training on assessing neglect and it helps parents to know/learn what makes good parenting in meeting their children’s needs”

“To slow down and think about how I will respond to a case more accurately”

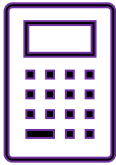
“Professional curiosity”

“How to report a safeguarding concern and steps that the LADO take”

“Signs and symptoms of abuse and the steps to take”

“How to evidence neglect and what to look out for”

Section Seven – Resources



Partners agree funding contributions at the beginning of the year with 2024-2025 percentage contributions based on previous years. The funding is used to directly support the work of the partnership including the business unit, independent scrutiny, conducting learning reviews and training programme.

Partners also give resources 'in kind' to support the functioning of the partnership including chairing and participating in sub-groups, task and finish groups, conducting reviews, audits and analysing and submitting data.

Work to review the budget and establish equitable contributions was agreed by the LSPs and is in progress.

MSCP Partner Contributions 2024-2025

Medway Council	70.9%	£146,799
NHS Kent and Medway ICB	3.27%	£6,764
Medway NHS Foundation Trust	3.27%	£6,764
Kent & Medway NHS & Social Care Partnership	3.27%	£6,764
NELFT	3.27%	£6,764
Medway Community Healthcare	3.27%	£6,764
Kent Police and Crime Commissioner	7.45%	£15,434
Oasis Restore	3.38%	£6,996
HMYOI Cookham Wood	0.56%	£1,166
Kent Fire & Rescue	1.37%	£2,833
Other Income (Training)		£3,570
Total partner contributions at current levels and other income		£210,618
SHORTFALL/ FUNDING FROM MSCP RESERVE		£49,408

Appendix One – 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.

Agency	How where they involved?
Probation	
Probation Service	Sub Groups
Health	
Kent and Medway Partnership Trust (KMPT)	Sub Groups
NHS England	Sub Groups
Medway NHS Foundation Trust	Sub Groups
NELFT	Sub Groups
Kent Community Health NHS Foundation Trust (KCHT)	Sub Groups
Medway Community Healthcare (MCH)	Sub Groups
Open Road	Sub Groups
Turning Point	Sub Groups
Education	
Medway Primary Schools	Executive; Engagement through Medway Educational Leaders Association (MELA)
Medway Secondary Schools	Executive; Engagement through Medway Secondary Heads Association (MSHA)
Mid Kent College	Executive; Subgroups
Medway Independent Schools	Training & Learning Events
Early Years Providers	Training & Learning Events
Secure Estate	
Oasis Restore Secure School	Sub Groups; Secure Estate Sub Group
Voluntary Sector	
Medway Voluntary Action (MVA)	Training and Learning events
MY Trust	Sub Groups
Other Agencies	
Medway Youth Offending Service (YOS)	Sub Groups
Medway Council - Public Health	Executive; Sub Groups
Kent Fire and Rescue Service	Sub Groups
British Transport Police	Training and Learning Events
Housing Providers	Sub-Groups
Children's Homes	Training & Learning Events
Sports Groups/ Associations	Training & Learning Events
Faith Groups	Training & Learning Events