

**Relates to Decision No
2012/05**



Appendix A

THE POLICE AND CRIME COMMISSIONER FOR LANCASHIRE

TITLE: Multi Agency Safeguarding Hub accommodation.

1. Background and Advice

This report seeks approval from the Police and Crime Commissioner for Lancashire to approve Constabulary occupation of leased accommodation to support a Multi- Agency Safeguarding Hub (MASH) in partnership with other safeguarding agencies. Further to this approval, note the financial implications of an additional £24.5k cost over and above those already agreed by the Constabulary strategic business group in February 2012 and agreed by the former police authority in February 2012 as part of the 2012/13 and subsequent years revenue budgets

What is a MASH and what does it do?

The MASH is a single co-located group whose aim is to bring together all safeguarding partners to share information relating to vulnerable people. The intention of the information sharing is to allow timely, fully informed decisions for provision of services by the most appropriate agency.

Where is the MASH to be located and what are the timescales?

The identified location for the MASH is on the Lancashire Business Park at Leyland with the target date for occupation in phase 1 of this project of 1st April 2013. Phase 2 (further development of systems, processes and procedures along with inclusion of other partners) will follow in the next 12 to 18 months.

What will the MASH deliver?

The implementation of MASH will represent part of a strategic process that shifts the focus of the work towards early support through the early identification of family problems and issues. In this respect the MASH's ability to effectively step down into a variety of early support options is critical. A long-term MASH vision will therefore focus on its value as a preventative mechanism, facilitating early intervention, diverting individuals away from acute, statutory responses, ultimately reducing demand on service.

The implementation has been broken down into 2 phases for planning and development purposes.

Phase 1. Initial building occupation. (By April 2013)

The initial aim of the MASH is for all partners to be co-located with agreed enhanced and streamlined information sharing and assessment processes.

Therefore, Phase 1 deliverables will be as follows;

- A secure and safe working environment for up to 50 staff at any one time.
- Dedicated workstations to accommodate individual partner access.
- Flexible installation to facilitate future partner participation.
- A streamlined information process with accompanying process maps.
- An agreed multi-agency manual of guidance.
- Information agreements and guidance between all participating partners.
- An agreed performance framework.
- Business continuity planning to ensure resilience.

Phase 2. Procedural developments and efficiencies with increased partner participation. (April 2013 onwards)

During phase 2 the MASH will mature and develop, working towards greater efficiencies including developing the focus towards early support (step down). The development group (process workshops) structure would be retained to support this aim.

Additionally, broader partner engagement will be sought including an expanded health role, the voluntary sector, charitable groups and other agencies (e.g. NWAS, LFRS)

Phase 2 deliverables will therefore be;

- Constant review and evaluation processes.
- Continued multi-agency process development workshops
- Regular reviewing of future partner participation and involvement.
- Further development of the Early Intervention pathways.

2. Consultations

Consultation for the project is facilitated through a Steering Group (project board) which is chaired by Det Supt Ian Critchley. Members of the board include representatives from LCC Children's and Young Persons directorate, LCC Adult and Community services, One Connect Ltd (Lancashire County Council service providers), Lancashire Probation Trust as well as health providers and commissioners. Board decisions relate to strategy, funding, premises, policy and provision of resources both for the initial delivery of the project and the future "live" working of the hub.

Further consultation is facilitated by two implementation groups. The first, chaired by Det Insp Paul Burnside, is a development/process group which designs procedures, pathways and working practices. This group, which has representation from all partners and local authorities, will produce a manual of operating procedures and guidance for the day to day operating of the Hub. This will include information sharing agreements, a performance framework, process maps and internal administrative procedures.

The second group, chaired by the project manager, Mark Tottman, will ensure a bespoke operating centre is delivered. This will be occupied by all partners, with full access to their own services and information and designed in close liaison with the development group to support operating procedures.

The MASH at Leyland has been visited by all partners and agreed as fit for purpose and there is on-going liaison between estates, facilities and ICT from all partners to ensure a "value for money" delivery.

3. Implications:

The 2011 Munro Review of Child Protection commented that "A theme in Serious Case Reviews is that a lack of information sharing between the many agencies involved in supporting some children and families often contributes to inaccurate risk assessments." In response to this, safeguarding agencies across the country have reviewed and remodelled structures to improve the information sharing process. As a consequence, MASH's have now been established in Devon, Haringey and Staffordshire with other areas, including Nottingham and pan-London also currently implementing or considering implementation. In June 2011 an unannounced OFSTED inspection of contact, referral and assessment arrangements within Devon County Council Children's Services commented: "The Multi-Agency Safeguarding Hub continues to provide a high quality and comprehensive referral service for use by the local authority assessment teams." The Devon MASH was also referenced as a good practice case study in the Munro Review.

A MASH model has been piloted for Lancashire County Council since January 2011, processing police safeguarding referrals for the Preston area. Lancashire Constabulary has worked in partnership with Lancashire County Council Children's Services with multi-agency information being added to police vulnerable child records and domestic abuse cases (where a child is present) prior to making a decision regarding referral to Children's Services (for statutory

assessment). All cases are considered against the Continuum of Need and stepped down to the appropriate local service delivery as applicable if the referral threshold is not reached.

The pilot has illustrated the value of placing children into the appropriate service pathway at the earliest opportunity, allowing the Safeguarding resources to focus on those at risk, but also ensuring those who fall below this threshold are supported properly according to their needs and ability to cope.

3.1 Risk management

Given that operational policy has been set by the CID/ PPU review and previous business group decisions approved the creation of the MASH, there are 2 dominant risks to the organisation in this report.

1. The responsibility for the lease of private accommodation, which is mitigated by the addition of annual breaks in the agreement.
2. The expense incurred in holding the lease. This is mitigated by partner organisations contributions, particularly LCC who will adopt equal financial liability.

The costs and individual responsibility

The multi-agency element of the costs incurred to deliver Phase 1 of the MASH are not fully established as options for delivery of network in particular are currently being examined. However, some of the larger revenue amounts relating to lease and building costs are fixed and form the bulk of the expense.

Capital costs are based on estimates following discussions with ICT, property services and facilities departments at both Lancashire Police and LCC.

Whilst Lancashire Police are to be primary tenants, it would be disproportionate to impose additional risk upon any one partner, particularly relating to financial shortfalls. The calculations below are therefore proposed as an initial equal share with Lancashire Police and Lancashire County taking 25 seats each. These will then be appropriately relinquished as partners commit to their own individual requirements.

The table below indicates outlay by individual partners based upon proposed occupational commitment levels known at this time.

Agency	Predicted occupants	Revenue commitment annum	per	Capital contribution implementation costs	Cost of further seats
Police	22	£43.5K		£34.5K	N/A
LCC	22	£43.5K		£34.5K	N/A
BUA	3*	£6K		£9K	£2k rev and £3K capital
Probation	1*	£2K		£3K	£2k rev and £3K capital
Health	2*	£4K		£6K	£2k rev and £3K capital
Total	50	£100K		£87K	N/A

- The revenue figure is per annum, the implementation costs are capital.
- * exact numbers are to be confirmed

It can be clearly seen that on initial occupation levels, Lancashire Constabulary and Lancashire County will be providing funding to fully occupy the premises and will do. Should current partners require further seats, or new partners request to be included, both have provision to relinquish seats to accommodate partnership working.

This proposal equates to a fair and even distribution of expense against occupancy. Additionally, it spreads the risk of exposure to additional cost in a difficult financial environment.

However, the following caveats must be noted.

1. Whilst every effort has been made to ensure the accuracy of the figures, they are based on the best possible information available at this time and whilst many are fixed, a 10% variation (up or down) could be possible. Exact costs would be calculated upon completion.
2. The core network costs provide for police and LCC. There may be some additional network costs for other agencies dependent on ultimate delivery solution. However, the primary ICT agencies will accommodate and support delivery to provide "best value".
3. The costs would not include the desktop computer solution required for each agency work station and individual solutions will be required. Discussions between partners will take place in an attempt to achieve continuity of equipment to preserve the professional appearance of the building
4. No specific agency requirements have been requested but extra individual needs would be at the cost of the appropriate agency.
5. Should numbers outgrow accommodation, a review of procedures and practices would be carried out with a view to possible expansion of the facility.

A large proportion of the implementation costs were identified and approved within the CID/PPU review plan in February 2012. However, the external accommodation decision has now meant that not only will Lancashire Police become lease holders for the property, a £24.5K shortfall in revenue costs has resulted.

4. Background Papers

All information relevant to this issue is contained within the report and there are no further papers.

5. Public access to information

Information in this form is subject to the Freedom of Information Act 2000 and other legislation.

Any fact or advice that should not be made automatically available on request will not be included in Part I but instead as a Part II form.

Decisions will be available on the Police and Crime Commissioner's website within 2 working days of being approved.

Deferment of publication is only applicable where release before the decision date would compromise the implementation of the decision being approved.

Is the publication of this decision be deferred? **No**

If yes, for what reason: **N/A**

Until what date: **N/A**

Is there a part II form: **No**

Officer declaration	Date
The legal services team have been consulted on this proposal.	
LEGAL IMPLICATIONS	
The Chief Finance Officer has been consulted on this proposal.	
FINANCIAL IMPLICATIONS	
The initial ongoing revenue cost of the proposals is £43k per annum of which £19k is currently available within the constabulary's budget. Additional funding of £24k will be reflected in the budget proposals for 2013/14. The introduction of the MASH will assist the constabulary to drive out further savings in the future and the contribution required may reduce as and when partners occupy some of the building. A one off capital contribution of £34k is also required which can be funded from current resources.	
EQUALITIES IMPLICATIONS	
CONSULTATION	

Chief Executive Officer (Monitoring Officer)

I have been informed about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner for Lancashire.

Signature.....Date.....