



Vulnerability Knowledge
& Practice Programme

 **NPCC**
National Police Chiefs' Council

MASH

guiding principles document

April 2025

Foreword

by Deputy Chief Constable Rachel Jones



The MASH function within the safeguarding system, is both essential and significant. The MASH ensures a collaborative approach to safeguarding, to keep children safe in their homes, community and online. The complexities of sharing and assessing information concerning children are well documented, and the stark evidence from Child Safeguarding Practice Reviews brings into sharp focus the requirement for leaders across all agencies to ensure the aims of the MASH are achieved.

The idea of these guiding principles is to enable strategic leaders, senior and middle managers, from across partnerships who have responsibility for MASH functions, to be able to have a common understanding around 'what does good look like'. The name for these arrangements may vary, however for the purpose of this document the term MASH will be used.

The guiding principles have been drawn from a combination of academic research and professionals with practice experience. They are predominantly focused on child safeguarding MASH arrangements, although some of the principles would strengthen multi-agency working more broadly as they can extend to adults as well as children.

The associated principles are based around the following themes.

- Governance and accountability
- Culture and characteristics
- Process and systems.
- Communication and collaboration.
- Impact and effectiveness

These themes have drawn upon research and been cross-referenced with an evidence base from University of Central Lancashire (UCLan), Vulnerability Knowledge Practice Programme (VKPP) and [The Collective Safeguarding Responsibility Model: 12C's](#). The principles are supported by good practice examples in Appendix A, which seeks to signpost leaders to resources and references to develop MASH principles bespoke to local needs.

MASH

Multi Agency Safeguarding Hub

Plan on a Page

Purpose

The MASH promotes a collaborative approach to safeguarding, to keep children safe in their homes, community and on line.

It is a formalised framework for agencies to share information at the earliest opportunity, enabling effective triage, assessment and service provision. These arrangements can extend to adults as well as children.

What we do

- Share information with partner agencies, to better understand the context that children and adults are living in, the risk of harm, and their lived experience
- Safeguard and promote the welfare of children
- Prevent and reduce harm
- Identify, record and notify reports of crime and non-crime incidents that concern the welfare of children
- Identify perpetrators of abuse
- Build public trust and confidence

Governance

- A workforce plan that considers capacity and capability of staff within the MASH
- Statutory partners have an internal governance and performance framework, as well as contributing to a multi-agency performance framework. This is to ensure strategic leaders have assurance from a single and multi-agency perspective that MASH arrangements are safe and effective.

Culture & characteristics

- Promote a learning culture through reflective practice, regular supervision, and embedding learning from Child Safeguarding Reviews
- Encourage professional curiosity and challenge
- Seek opportunities to understand children's lived experience
- Be child and family centred adopting trauma informed practice

Process and systems

- Framework for Thresholds and sharing of information
- Screening and prioritising based on need and harm
- Set timeliness for decisions and actions
- Clear well-established referral and crime recording processes
- Defined internal pathways to investigative teams and internal safeguarding functions
- An analytical function to identify emerging issues
- Established performance framework

Communication and collaboration

- Regular professional meetings between partner members within the MASH
- Reflective practice and multi agency continuous professional development
- MASH staff have a shared understanding of the wider system and are available to provide advice and support ,whenever external parties contact them with concerns about a child

Impact and effectiveness

- Risks are appropriately prioritized, decisions are proportionate and timely, and children are signposted to the right services
- Strategy discussions are timely and effective
- Agencies share concerns and record safeguarding plans
- Professional challenge across agencies is encouraged
- Supervisory oversight of escalated cases

Landscape

The child and adult safeguarding landscape in relation to policy, strategy and research is complex with many moving parts. Readers should be cognisant of the following areas of guidance, research, and legislation:

Policy and Research development:

- Cross Government and stakeholder MASH evaluation.
- Department for Health and Social Care (DHSC) sponsored Multi-Agency Child Safeguarding (MACS) evaluation.
- Families First Partnership Programme which will include Multi-Agency Child Protection Teams (MACPT).
Information sharing - unique single identifier [The Children's Wellbeing and Schools Bill.]
This Bill is likely to be enacted by spring 2025 alongside regulations to mandate MACPTs by 2027. There will be some key similarities between MASH and MACPTs not least the importance of changing culture, information sharing and professional challenge and scrutiny. It is envisaged MACPTs will be involved at the child protection element of safeguarding from strategy discussions/meetings, up to and including reviewing CP plan. They will provide advice and consultancy where the threshold is not clear. As learning evolves from the Pathfinder areas for the Families First Partnership Programme these guiding principles will be updated.

Guidance and legislation that underpin this document:

- The Children Act 1989 (S17 & S47).
- The Children Act 2004.
- Children and Social Work Act 2017.
- Equality Act 2010.
- Domestic Abuse Act 2021.
- The Data Protection Act 2018 and UK General Data Protection Regulation (UK GDPR).
- Working Together to Safeguard Children 2023.
- Information Commissioner's Office- 10 Step guide to sharing information and safeguarding children.
- Non-Statutory information sharing guidance- Department for Education.
- Care Act 2014
- Wales safeguarding procedures
- Social services and wellbeing (Wales) Act 2014

Note on language:

It is recognised that language is important when referring to the safeguarding system. Preferred terms can develop and change quickly, and the impact on children and their families can at times be contested. The National Police Chiefs' Council (NPCC) MASH sub-group have developed a Multi-Agency Working Glossary of Shared Language [see Appendix B] to support the development of local conversations, and a shared consistency of interpretation.

We acknowledge that some areas have moved away from the term 'risk'. This document will refer to harm throughout and relate to children whose needs are identified across the full continuum, including universal services, early help, children in need and children where there is reasonable cause to suspect they are suffering or likely to suffer significant harm be it from inside or outside the home, including online.

Guiding Principles:

To ensure this document is useful for partnerships and strengthens the strategic and operational responses within MASH functions, there are some key conditions of success for leads to consider:

- For the purposes of this document, anyone aged under 18 years of age is referred to as a child
- Safeguarding Partners to be aware of this document and agree how they would like the document to be utilised.
- Local Governance to support both operational delivery and strategic oversights of the MASH with defined reporting mechanisms into the Safeguarding Partners.
- Statutory partners should have oversight and direction and not be led by one agency.

Principle 1: Governance and accountability

- Governance and accountability are key to enable effective partnership working and assure leaders that operations have the right capacity, capability, to deliver the quality service expected.
- A clear commitment from strategic leaders in striving to listen, learn and develop the MASH system to improve outcomes for children and their families and vulnerable adults is imperative.

Governance structures

- Strategic governance arrangements are in place for the MASH, which is accountable to the Safeguarding Partners.
- Strategic leaders develop a shared vision for how services work together and shared goals.
- A MASH operational group allows senior and middle managers time to discuss issues and differing professional approaches, to build mutual understanding.
- Strategic leaders, senior and middle managers are transparent about what processes, procedures, or policies are in place to govern partnership working.

Consistency and transparency in evaluation of data

- A data strategy to inform strategic and operational decision making.
- Multi-agency data should be coordinated, collated, analysed, and disseminated to understand the needs of local children, as well as safeguarding activity undertaken, to determine the effectiveness and impact of any activity.
- Data should inform the strategic partnerships understanding of the system. This should be utilised to shape future workforce plans and development.
- Data should enable effective audit and scrutiny. (See impact and effectiveness)



Principle 2:

Culture and characteristics

- Effective partnership working is often underpinned by a supportive and collaborative culture. Stability in workforce allows for professional relationships to form with colleagues, partners, children, and families.
- Understanding and proactively responding to staff wellbeing, alongside effective supervision. Commitment to ongoing workforce training and development, can also support workforce stability and capability.
- See Inclusion, Transparency and Challenge, Co-location (virtual/physical) and Cooperation, cohesion between Services sections in [The Collective Safeguarding Responsibility Model: 12C's](#).
- Ensuring adequate time, space, and resource for people to fulfil their safeguarding duties and work in partnership is critical too.
See Collaboration Forums and Pathways section in [The Collective Safeguarding Responsibility Model: 12C's](#).
- Creating an environment that is inclusive and seeks to understand local demographics, intersectionality, context, and trauma, will support better assessments and interactions with children and families.
- Developing a shared equality, diversity and inclusion (EDI) continuous professional delivery plan will inform practitioners about the communities they serve, and help enhance their practice.

Recruitment processes

- Organisations consider how the recruitment process attracts, assesses, and sets shared expectations through the recruitment and induction process.
- Agencies should define MASH job descriptions, and professionalise the service, by identifying the core skills, values and behaviours required to work effectively within a multi-agency environment. Whilst each agency will have specific tasks, the core skills values and behaviours should be a shared theme, for inclusion by all agencies.

A focus on continuous improvement and professional development

- A “culture of learning and development” is regarded as important and focuses on improving the functioning of the MASH and outcomes for children and adults. Emphasis should be on encouraging practitioners to consider what works.
- Leaders should demonstrate how they are embedding learning from Child Safeguarding Practice Reviews, Domestic Abuse Related Death Reviews (formally DHRs), Safeguarding Adult Reviews and audits into practice.
- Inspection findings and learning from serious incidents are utilised to inform continuous practice improvement.
- Feedback from children and families is collected and fed back into the system.
- A multi-agency performance framework for the MASH, should utilise feedback, data and insights from children and families and referring agencies to improve impact and effectiveness.
- Staff are provided with mentoring, peer review and shadowing opportunities.
- Staff and supervisors are provided with regular training on role relevant topics and supported to pursue further education and qualifications.

Staff have adequate training.

- MASH members understand each other's roles and responsibilities.
- MASH members undertake a MASH specific induction training package including the legislative framework and statutory guidance which sets out agency responsibilities.
- Multi-agency training supports understanding of roles and fosters productive working relationships.
- Agencies are competent in applying agreed risk assessments and decision-making models.
- A nationally agreed training package is being piloted and will undergo evaluation [see Appendix A]
- Training is brought to life through live family scenarios and case studies.
- Time is allocated for ongoing continued professional development.

Supervision / oversight

- Middle managers provide “end-to-end management oversight” to ensure that risks are appropriately prioritised, decisions are proportionate and timely, and children are signposted to the right services.
- Middle managers act as a “strong and supportive presence, readily available for staff to discuss concerns” and consistently take an active role in case management by giving direction, making decisions, and recording rationales.
- Middle managers are committed to developing a culture that embeds professional curiosity. See [National Vulnerability Action Plan impact logic model](#) that give suggestions around embedding professional curiosity and wellbeing.
- Supervision sessions with staff happen frequently with written records to ensure accountability.

Wellbeing and opportunities to reflect/debrief to avoid normalisation and compassion fatigue.

- Wellbeing and access to support are proactively sought for staff.
- Reflective practice and opportunities to debrief are normalised in culture and practice.
- Middle managers are committed to proactive wellbeing. See [National Vulnerability Action Plan impact logic model](#) that gives suggestions around embedding professional curiosity and wellbeing. (Although the impact logic model is police related, it provides insight relevant for partnership working and other agencies may benefit from this shared tool)



Principle 3: Processes & systems: Principle 4: Communication & collaboration

[These principles are integral to each other, effective MASH leaders will be good communicators, collaborators and have robust processes and systems in place.)

- To establish, develop and sustain partner relationships, there should be protocols and working arrangements which guide, facilitate, and support this process. See Inclusion, Transparency and Challenge, Co-location (virtual/physical) and Cooperation, cohesion between Services sections in The Collective Safeguarding Responsibility Model: 12C's.
- Professional challenge should be enabled and encouraged. Staff should be able to advocate for appropriate and holistic safeguarding support. See Inclusion, Transparency and Challenge, Co-location (virtual/physical) and Cooperation, cohesion between Services sections in The Collective Safeguarding Responsibility Model: 12C's.
- Initial multi-agency safeguarding hubs were based on co-location, however with advances in technology the MASH collaborative relationships can be formed as effectively on a virtual bases with regular direct engagement between partners.
- Consideration should be given as to how all relevant agencies and practitioners can be meaningfully included in safeguarding processes.
- Promotion of ongoing, open dialogue between all relevant partners is required and must be maintained.

Supporting partners to make appropriate and high-quality referrals/contacts.

- Referrals / contacts should focus on the child's lived experience and what life is like for them.
- Referrals/contacts are timely and of a high-quality, detailing what concerns the referrer has for the child.
- Referrals/contacts should capture the voice of the child and ideally as a minimum, detail information about a child's needs, likely and/or significant harms, ethnicity, place of birth (child and parent), religion and first or preferred language.
- (all three points above will be applicable and should also be considered for vulnerable adult referrals)
- The Partnership should develop and agree a threshold document that details a common application for thresholds of need. Threshold documents should include good examples of practice for practitioners to draw on.
- The document should be agreed and signed by the statutory safeguarding partners and published in line with local multi agency safeguarding arrangements.
- Partner agencies can seek advice during the referral process by contacting MASHs on consultation phonelines/ online and referring to guidance documentation.
- There should be a feedback loop to referring agencies, to assess the effectiveness of the threshold document, the commissioning of services and the continuous improvement of the quality of referrals /contacts. This should include those referrals/contacts that do not meet the threshold of s17 and s47 but are appropriate for early help to drive improved practice and confidence.

Swift information gathering during referrals/contacts.

- Processes and systems are in place to support swift information gathering and encourage professional curiosity.
- There is a good understanding of the statutory framework to share information across the partnerships. Please see Appendix B for policy and guidance documents.
- All partner agency staff understand that consent is not required to share information for the purposes of safeguarding and promoting the welfare of a child if there is a lawful basis to process any personal information required.
- The legal bases that may be appropriate for sharing data in these circumstances could be 'legal obligation', or 'public task' which includes the performance of a task in the public interest or the exercise of official authority (Each of the lawful bases under UK GDPR has different requirements. See Appendix B
- It is good practice to be transparent and inform parents/carers that you are sharing information for these purposes and seek to work cooperatively with them, where it is safe to do so.
- When parental consent is overruled, the rationale for this is clearly recorded in children's records.

Applying thresholds and making decisions about whether to progress or file cases.

- Decisions are guided by the appropriate consistent application of the local criteria for early help assessment and the level of need as published in the Local Safeguarding Partners threshold document.
- Decisions relating to thresholds are enhanced by guidance documentation and multi-agency triage meetings as opposed to single agency triage where the full picture cannot be seen or understood.
- Multi-agency triage is most effective at identifying and preventing harm when it is done early in the decision-making process.
- When a referred child's need or level of harm are escalated, the risk assessment is updated, and relevant agencies within the MASH are informed to take appropriate action.

Communicating and liaising with Emergency Duty and Out-Of-Hours Teams

- Clear and documented arrangements are in place for out of hours strategies and discussions between police and Emergency Duty Teams (EDT).
- Police contact for out of hours services should be recorded and local arrangements should be in place to ensure information is shared with the MASH the following day. This is to ensure there is no delay for children and families where there is an identified harm and need.

Working collaboratively to gain a holistic view of individuals' circumstances, harm and establish factors that may support mitigating concerns.

- MASH members collect, collate, consider, and share information to gain a clear understanding of children and families' non recent and current circumstances.
- Information is incorporated from multiple sources into triage/assessment processes to ensure a holistic picture of the child's lived experience, helping to articulate the voice of the child and the impact on the child of known and unknown concerns.
- Attention is drawn to the interaction of co-occurring and accumulative risk factors. These risks must relate to the child, their family, and their environment to ensure a holistic picture of the day-to-day experience of the child is understood.
- Professional discussion is focused on the needs of the children and outcomes and interventions for children and families and are trauma- informed.

Reaching joint decisions about appropriate actions

- Partners work together to make joint decisions about the steps needed to prioritise and mitigate likely/significant harms and protect children.
- Decisions are appropriate, child-centred, clear, concise, prompt, proportionate, robust, well-informed, and well-supported by a clear rationale. Professional decision making is focused on the needs of the child as opposed to available agency resources.
- MASH members are confident in challenging safeguarding decisions and responding to challenges from other agencies.
- Partners feel confident in decisions and proposed plans for children and families.
- Clearly understood and timely escalation and resolution processes are in place when agencies disagree around decisions re children and families.

Passing or signposting children and families to internal teams or external service providers

- Children and families whose cases require further assessment, investigation, or action are passed from the MASH to the appropriate team or signposted to the relevant service.
- When children do not meet the threshold for S.17 or S.47 but would still benefit from early help to prevent concerns from escalating, referral/contacts should be passed from the MASH to the appropriate team/agency. This should be recorded and tracked to ensure they are captured in any future referrals/contact and decision making. This ensures that cumulative harm is identified and prevents escalation of harm at the earliest opportunity.

Provided advice and support to external parties.

- MASH staff are available to provide prompt advice and support whenever external parties contact them with concerns about a child.
- Information about referrals/contacts and decision making is clearly recorded on all agency systems, ensuring that key partners can also have access or view as appropriate.



Principle 5: Impact and effectiveness

- Understanding the experiences of those who have accessed safeguarding services, is paramount in determining the effectiveness of any safeguarding intervention.
- Understanding the demand for service, and feedback from service users, should be understood at management and operational levels. It will inform priority setting and future service delivery. (Structures and Processes: Coordination of Data Collection section in The Collective Safeguarding Responsibility Model:12C's)

Performance, audit, and scrutiny

- Agreed performance measures/frameworks are in place to assess both outcomes for children and families and workforce capacity and capability.
- Regular audit and independent scrutiny of MASH arrangements should be carried out. This should include incorporating the learning from LCSPRS, DHRs/SARs and relevant inspection activity to assess effectiveness of MASH and find opportunities to strengthen practice.

Feedback processes

- Feedback processes for children and families such as surveys, user voice forums and independent evaluations are utilised to gain understanding of impact and effectiveness and to help shape design of future approaches.
- Feedback processes for the workforce are used to assess culture and capability.



References:

Ball, E.J. & McManus, M.A. (2023) The collective safeguarding responsibility model: 12 C's. Collective Safeguarding Responsibility Model: 12 C's. Manchester: Manchester Metropolitan University. Accessible at: [The Collective Safeguarding Responsibility Model: 12C's.](#)

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Kingston, S., Ennis, C., Scollay, C., Bahri, G., Williams, L. & Barlow, C. (2023). What Supports Effective Multi Agency Referrals and Assessments for Children and Young People? An Analysis of Child Services Reports to Identify Best Practice. Lancashire, UCLAN.

Research in Practice (2023) Multi-agency practice principles for responding to child sexual exploitation and extrafamilial harm. London: HM Government. Accessible at: [FINAL-Multi-agency-Practice-Principles-for-responding-to-child-exploitation-and-extrafamilial-harm-Designed-.pdf](#)

VKPP (n.d.). National Vulnerability Action Plan: Action Impact Toolkit. Multi-agency hubs. Norfolk, VKPP. Accessible at: [NVAP-MASH-Action-Impact-Toolkit-v4.3-FINAL.pdf](#).

APPENDICES

Appendices will be regularly updated aligned to insights and direction from the National MASH steering group. The purpose is to provide practitioners with access to policy and research and practice updates, in one accessible location under the following categories.

Appendix A

- Emerging Practice [new and innovative practice]
- Promising Practice [practice that is drawing upon evidence and can demonstrate improvements to the MASH service and /or children.
- Sharing Ideas [practitioner insight / experience]

Appendix B

- Signposting [relevant documents and research]
- Policy and policy development

APPENDIX A

Emerging Practice

Hampshire and Isle of Wight Police introduced a “Continuous Improvement and Partnership Development Officer” role in 2021 to ensure the training of those involved in safeguarding the most vulnerable in society is comprehensive and current. This officer has designed and delivered training to all MASH staff, both those in post and any new members of the team, around several essential subjects to ensure that all MASH staff have the appropriate role-specific training to enable them to do their jobs. The officer has also drawn up an initial training document to highlight the essential training required for safeguarding staff both via e-learning available from the College of Policing College Learn site and face to face tuition.

The College of Policing and National Police Chiefs' Council are sponsoring a pilot with six other constabularies to introduce structured training for all safeguarding staff in those forces. The packages considered essential and produced and delivered within Hampshire and the Isle of Wight are:

- Crime Data Integrity and HOCA (with a MASH focus)
- Risk Assessment (incorporating the 10 APP Risk Principles and the National Decision Model)
- An introduction into the role of the MASH/safeguarding and partner agencies
- The signs and indicators of neglect

This incorporates a full day's training for staff. The package “an introduction to MASH/safeguarding” has also been delivered by Hampshire and Isle of Wight to all frontline officers who complete information sharing forms. The focus is on ensuring that all incidents involving children, adults at risk and victims of domestic abuse result in clear, prompt and comprehensive information sharing with all relevant partners. The results have been very promising with a clear improvement around the both the quantity and the quality of information shared.

For more information contact PS 24210 Jim Dineen jim.dineen@hampshire.police.uk

Jason.Devonport@northwales.police.uk and Sharon.Brookes@met.police.uk (the chair and vice-chair of the pilot)

Promising Practice

Humberside

Humberside Police introduced PiTstop (Partnership Integrated Triage) and Vulnerability Tracker to map and track vulnerability. A daily partnership meeting is held in each of the 4 x Local Authority areas to conduct a secondary triage (from the initial police assessment to ascertain if there are any safeguarding concerns) to identify the appropriate level of need and the offer of help aligned to the correct safeguarding pathways more effectively that do not meet the statutory threshold. The focus being promoting the welfare of children and adults as a multi-agency and targeted approach, driving prevention, diversion and intervention.

- Vulnerability Hub - HMICFRS Outstanding and Innovative practice
- PiTstop - HMICFRS Outstanding and Innovative practice
- Vulnerability Tracker - HMICFRS Outstanding and Innovative practice

For more information contact D/Supt Phil Booker or DCI April Cook

phillip.booker@humberside.police.uk

april.cook@humberside.police.uk

Thames Valley Police and Hampshire and Isle of Wight.

Robotic Process Automation [RPA] MASH

TVP and Hampshire have collaborated to test a digital automation programme, aimed at improving effectiveness and efficiency within the MASH function. Key processes are now delivered by robots “digital workers” who access force systems in the same way as employees. The MASH function makes a good process for automation because its high in volume, repetitive, logic driven, and predictable. The programme has focused on key areas of activity, grouped into the following:

FILING & DATA ENTRY

TRIAGE & RESEARCH

DATA QUALITY

PUBLIC CONTACT

PROCESS ASSURANCE

The programme has been co designed, by working with practitioners within the MASH, and building and testing, through a cycle of continuous improvement. Robotic process automation is now effectively embedded into;

Case Conference / strategy meetings

MASH Domestic Abuse / CP/AP Triage

Op Encompass

Developing Claires Law

The programme is continually developing, with scope to focus on additional processes within public protection and vulnerability.

For more information please contact Sam.Davies@thamesvalley.police.uk and charlotte.donohoe@thamesvalley.police.uk

Gloucestershire MASH daily Vulnerability meeting

Strategic Intent

To ensure that police incidents without a clear pathway are assessed within a multi-agency setting to ensure early intervention opportunities are maximised 'and children are kept safe from harm'. This approach means that children and families receive the right response, at the right time at the earliest opportunity, with the aim of preventing an escalation of concerns.

Overview

The Police MASH Team assesses all Intelligence Reports, Domestic Abuse, Adult at Risk and Child Protection VISTs daily [within past 24 to 48 hours] to identify safeguarding concerns. It is designed to be a timely efficient and effective review of relevant information, not a detailed review of each case. Within this forum, relevant and proportionate information is shared, to obtain a holistic picture, and then to reassess the threshold of need to identify the correct pathway.

If the holistic picture does not increase the threshold of need, the most appropriate agency is identified to work with the child, adult, or family at the right level of intervention, reducing the escalation of need or risk. This also includes a range of contacts, and domestic abuse.

Information and safeguarding concerns are assessed against the threshold of need windscreen. ([gloucestershire-revised-loi-guidance-v7-dec2021.pdf](#))

For more information contact Andy.Christopher@gloucestershire.police.uk

Sharing Ideas

Extracts from UCLAN / VKPP and 12Cs research have formed the evidence base for the MASH principles. [research documents are provided within Appendix B].

For ease of use practice examples and sharing ideas, have been aligned to the corresponding MASH principles, see table below.

UCLAN /12 Cs

Governance and Accountability

- **Operational Practitioner Experience** - when leaders had frontline practitioner experience, it was seen as advantageous to understanding the operational issues, challenges, and pressures. This supported a broader understanding and holistic approach when resolving any potential disconnect between strategic vision and operational viability.
- **Strategic and Operational Joint Decision-Making** - examples of having two senior practitioners screening safeguarding referrals that are submitted to a MASH, in addition to a Principal Social Worker, allowed for greater discussion, trust and accountability within a team. Moreover, it contributed to self-reported decreases in pressure and anxiety in making decisions in silo.
- **Proactive Managers and Leaders** - having managers and leaders who were prepared to 'roll their sleeves up' and get involved with frontline activities to ensure that they had up to date knowledge in responding to current safeguarding challenges were viewed as valuable. As was having managers present, who were visible and engaged in conversational discussions with team members, either over video calls, or face to face.
- **Multi-sector Experience Managers and Leaders** - who had significant experience of safeguarding, such as within a certain profession and then moved to manage another team, were found to broaden understandings of safeguarding, and influence the way that team applies safeguarding knowledge. This contributed to an aligned vision and enhanced overall collective safeguarding responsibility.
- **Creating Opportunities for Practitioners to Network** - it was noted that having the opportunity for practitioners across agencies to come together through training and networking was fundamental in forming relationships, creating shared understanding, and stimulating rich discussions and debates. It also offers a space to reflect and discuss current safeguarding challenges across sectors. Opportunities to celebrate practitioners for their commitment and achievements was also suggested to recognise good practice.
- **Shared Database Access** - One area highlighted that Domestic Abuse Practitioners having access to the system which allowed them to understand immediately if there was Social Service involvement, which was key in multi-agency working. There were case examples where safeguarding practitioners were able to access different organisations databases, such as Police Officers who were seconded to organisations such as Youth Justice and those working closely with Education who were able to access school databases.
- **Data Reports** - a good example of bringing different aspects of data together was seen in a reporting format called AAA: Alerts, Assurance and Achievements. Within the report was the inclusion of areas of concern and escalation, but also an understanding what had gone well and the impact of their work. This was shared with the whole organisation and used to inform future service delivery.
- **Documenting Incremental Progress** - there were examples within local authorities whereby there was a focus on the safeguarding journey of families and individuals and a recording of incremental steps of progress towards goals.
- **Analysis of Data Trends and Deep Dives** - there were examples of analysis being conducted including quantitative data and audits, to explore cohorts of service users, levels of engagement and patterns and thematic trends in data. This was used to influence future decision-making, processes, and pathways. For example, a triage system to ascertain which families and individuals who had been referred needed immediate contact from an agency during a crisis and those who could be placed on the standard waiting list, to increase engagement of support. Other examples allowed for more specific and tailored responses to safeguarding issues and designated pathways to respond to a particular type of vulnerability, such as child criminal exploitation and county lines.

Culture & Characteristics

- **Recognition, Development and Progression** - there were instances of rewarding staff and recognising their hard work, such as giving practitioners a day's leave to thank them. There were further examples of investments in current staff and working to develop skills with clear opportunities for career progression.
- **Staff Wellbeing** - examples of investment in wellbeing included opportunities to participate in therapeutic support, offering courses and access to specialist practitioners when required, such as support for trauma. A culture of approachability was evidenced in some areas whereby practitioners felt they could comfortably approach managers and leaders to discuss concerns or worries. There were also notable opportunities to facilitate casual, non-work-related conversations which occurred both face-to-face and online.
- **Consistency in Use of Terminology** - this is important across all practitioners. Refer to MASH specifically in inspection reports.
- **A Regional Threshold Document** - this was noted to be beneficial for agencies from different sectors to clarify safeguarding referral expectations. Alongside this document was the consistent review of safeguarding demand on services, shared within multi-agency panels and meetings. This enabled practitioners to have continued clarity on the changing nature of vulnerability, whilst being cognisant of their agency thresholds and processes, to respond appropriately according to their own agency remit.
- **Joint-agency Scrutiny of Cases** - scrutiny of reviews such as Child and Adult Practice Reviews were completed as part of regular multi-agency forums. This provided a platform to scrutinise decisions across the agencies and identify ownership of roles and thresholds and ratify current arrangements. This included asking questions such as how different agencies would have responded in this situation and questioning whether the same outcome have occurred. This process allowed each agency and practitioner's role to be understood, in addition to clarifying and reviewing the safeguarding processes and structures in place.
- **Sector Specific Multi-Agency Representation within Safeguarding Team/ Hub or MASH** - this was felt to increase clarity in sector specific processes, which in turn increased confidence and competence in referring agencies responding to safeguarding concerns. For example, having the Police based within the Safeguarding Hub alongside Social Workers, was noted to speed up decision-making, subsequent action and follow up, as there was a sector specific knowledge of agency remit. In addition to the Police, having Educational Link Workers based within the Safeguarding Team also enhanced clarity of submitting referrals, managing likely or significant harm, and ascertaining the most appropriate and up to date information. This clarity allowed for a development of confidence and competence as link workers also facilitated training for practitioners.
- **Referral Audits Referral Audits** - these were being undertaken to examine safeguarding referrals and reports which had been submitted from a specific sector such as Education. The aim was to ascertain what more could have been done, and by whom at various stages, to prevent a young person being involved within the child protection system. For instance, this could identify and assess whether having the 'what matters' conversation earlier, if appropriate, would have changed the outcome. Identifying key points within the safeguarding process where there are issues and providing feedback and additional training, when required, was seen to increase the confidence of practitioners in gathering information from the person of concern. This could result in higher quality and more appropriate referrals.
- **Informal Consultations with Multi-agency Safeguarding Hub (MASH)/Safeguarding Hub Teams** - this consultation allowed for clarification on safeguarding concerns by offering advice at the point at which it is required. It also facilitated discussions regarding which information was necessary from referring agencies to ensure that a referral had the appropriate level of detail to direct action. These conversations helped to build relationships and enabled feedback discussions to take place to understand updates and progression of referrals.
- **Multi-Agency Training** - this was noted to be key in ascertaining clarity for the multi-agency safeguarding process. Allowing practitioners from different sectors to come together to learn and discuss specific safeguarding issues in a collaborative environment allowed for shared learning, holistic understanding, and a collective responsibility to be developed. This enhanced practitioner confidence and competence in responding to safeguarding concerns. This training was felt to be required regularly, to reflect current trends, challenges, and emerging practice.

Processes & systems

Communication & collaboration

- **Inclusion and Representation Meetings** - having an inclusive approach involving both Statutory and Voluntary and Charity Sector agencies, at both operational level and strategic level, was considered key. These multi-agency meetings ensured that unique perspectives and knowledge are shared, facilitating a holistic safeguarding response.
- **Clear Guidance Documents** - clear processes, protocols and procedures that were documented, accessible and promoted to practitioners were fundamental in ensuring consistency in understanding. For example, the Protocol for the Resolution of Professional Differences, was highlighted as allowing appropriate levels of challenge and escalation to be facilitated formally, should it be required.
- **Investment in Culture of Professional Challenge** - in addition to formal guidance and protocols, an active commitment and investment to developing a culture of professional challenge was reported by some areas, facilitated by leadership. All agencies and practitioners were recognised and valued as having key knowledge, skills and expertise and therefore were encouraged to contribute and express their opinions, experiences, and perspectives. A clear escalation process for disagreements is needed that aligns with governance structures - key to establishing confidence and trust.
- **Online platform** - accessible to all members, encouraging shared accountability for and understanding of individual cases.
- **Hybrid Multi-Agency Front Door** - having the Police co-located within the Safeguarding Hub/MASH was noted to have multiple benefits in facilitating joint work, such as initiating timely discussions and faster decision-making. It shaped future action and allowed for clarity regarding roles, sectors, and remit at various stages of the safeguarding process, as opposed to a one-off interaction. Having the opportunity for other agencies such as Early Intervention and Prevention Teams, Youth Justice, and Health Professionals to base themselves out of the Hub on certain days of the week, was beneficial in establishing relationships and acted as a central point in communicating updates. This enabled an organic process for practitioner relationships to develop, creating a collective safeguarding responsibility.
- **Inclusion of Domestic Abuse Practitioners within Safeguarding Hubs** - Including Domestic Abuse Practitioners within the MASH/Safeguarding Hubs was seen as advantageous in ensuring that appropriate, timely advice and expertise were utilised in decision-making. It also generated shared knowledge and understanding and facilitated relationship development for those cases requiring ongoing safeguarding support. Having IDVAs (Independent Congruence between senior leadership teams, the frontline workforce, and all levels in between, is imperative. Domestic Violence Advocates) based within hospitals was felt to be beneficial for providing a point of further support and linking agencies.
- **Early Intervention and Prevention Co-located Teams** - the co-located teams of Health and Social Care including Social Workers, Family Support Workers, Health Visitors and Midwives, all based within one building was felt to have benefits in allowing a joint approach between practitioners. This provided a more streamlined and accessible service for families in one central base. Some areas had a wider remit of agencies collaborating on a flexible basis from one base, such as Housing Advisors and Psychological Wellbeing Practitioners.
- **Inclusion of Children's and Adult's Services** - the inclusion of Children's and Adult's Services being located together within the same office or building was noted to be beneficial for developing practitioner relationships and ascertaining a crucial insight into the processes and structures of key partner organisations. This was particularly valuable when responding to whole family issues.
- **Cooperative Working Base Arrangements** - in rural locations where co-location was logistically more challenging, some areas stated that they would utilise partner agencies buildings to base themselves on certain days. This strengthened the relationships between practitioners and enhanced cooperation in joint working and understanding different remits, without the requirement of having to work from a central location. It also had the advantage of working from an area which may be local to families and individuals for home visits and direct work.

- **Combined Children's and Adult's Safeguarding Team** - in some areas there was restructuring to formulate one combined safeguarding team for Children's and Adult's safeguarding. This was noted to increase understanding of the whole family, create a shared understanding of vulnerability, and reduce silo practice. It was also felt to increase resilience within the Social Service workforce and develop competence and confidence for individual practitioners.
- **Integrated Duty Desks Within Adult's Services** - it was highlighted that practitioners from different agencies were involved in a rota for receiving and responding to referrals which came in from the duty desk. This allowed for a shared learning and perspective to be developed as well as encouraging collective responsibility.
- **Joint Case Management** - there were examples of joint case management systems which allowed for the most appropriate service to lead but enabled ongoing reviews to facilitate a more seamless service transition. For example, Occupational Health and Adult Safeguarding were identified in one area as having a system whereby the lead professional could be flexibly changed accordingly, dependent on the circumstances. This is based on regular discussions and reviewing shared information between the two teams, to ascertain appropriate response to families and individual's needs.
- **Transitional Support** - for families who may no longer require statutory intervention, it was found that having Early Intervention/Prevention Practitioners invited to their final meeting provided a comprehensive introduction. This facilitated greater engagement between families and Early Intervention and Prevention Services, ensuring families had a continuation of support to prevent crisis, where appropriate. This joint working between Statutory and Early Intervention and Prevention was also highlighted as being beneficial when there were concerns a family required an escalation in support from Early Intervention to Statutory. In this scenario, joint meetings with the family between services were considered most effective.
- **Aligned Forms and Protocols** - on many occasions, agencies working alongside each other within Safeguarding Hubs combined forms to save on duplication such as Social Services and Police. In addition, one area aligned referral processes within the Hub to ensure that any referrals requiring Youth Justice support were taken off the system and transferred to the Youth Justice system within a short timeframe. This ensured that they were actioned efficiently by the appropriate agency, regardless of point of entry.

Impact and effectiveness

- **Valued Contributions from Team Members** - having the opportunities for practitioner teams to be consulted to contribute to key decision-making for services was recognised as motivating, inclusive and beneficial to stimulating creativity and sharing positive ways of working.
- **Innovative Working** - it was highlighted that some leaders and managers are proactive in encouraging, embracing, and facilitating new ways of working, which require a change from the working norm. This drive to be brave and initiate change through different ways of working was noted to be helpful from top-down management, but also operationalising ideas from the ground up.
- **Independent Advocacy** - advocacy was something which was promoted by local authorities but was facilitated by outside organisations. The use of an advocate provides an important mechanism in which services can work in partnership to support an individual. It was also noted that in instances where an individual is deemed not to have full capacity, there are communication aids and close working with the family and friends. However, having an independent named advocate can be additionally beneficial.
- **'Distance Travelled' Tool in Early Intervention and Prevention Teams** - consultation was sought with families at the beginning of the partnership working to understand where they felt they needed support and what goals to work towards. A 'Distanced Travelled' Tool was completed when support and interventions were coming to an end, to understand what progress had been made, in the form of a scoring system and accompanying narrative.
- **Satisfaction Survey** - Early Intervention and Prevention Teams offered a Satisfaction Survey to adults and children at the end of the partnership working to understand if their support had benefitted families and if so, in what way, capturing what could have been done better. It also explored further details around if they felt practitioners were clear, whether families felt respected, understood, supported and if their progress had been acknowledged.
- **Interactive Feedback Apps** - within Youth Justice there were examples of interactive apps being utilised to understand the experiences that young people had working with Youth Justice practitioners, how they had helped, in what way and how this could be improved. Similarly, with a focus on whether they felt they were listened to, respected, understood, and supported. Encouragingly, there were plans to offer further opportunities for feedback at a review point during the middle of the partnership working, in addition to the beginning and end. This would allow any changes to be acted upon whilst working together and seek to influence this journey.
- **Consultation Projects on Service Delivery Design** - examples were discussed whereby young people were invited to feedback on their experiences. This included groups of young people who were cared for by the local authority to have an input into future service design and delivery. This offered a creative approach, inviting young people to create poems, songs, and raps to express their opinions.
- **Conversations with Former Service Users** - conversations with individuals and families who have previously accessed local authority support were being conducted by one local authority, to understand their experience of receiving safeguarding interventions and to learn what could be done better to provide the most effective service possible.
- **Resident and Carer Forums** - within adult's care provision, there were examples of residents and carers forums, whereby families and individuals had a platform to be consulted and opportunity to raise concerns and suggestions.
- **Peer-led Service User Groups** - peer-led service user groups were identified in a local authority, whereby a service user group was initiated between practitioners and individuals and families. In this forum, individuals and families be consulted on their views and experiences to feedback into future service delivery. It also provided individuals with an opportunity for peer-led support and chance to form connections and friendships.
- **Independent Evaluation** - in some organisations, particularly the third sector, there were examples of independent evaluations being commissioned to understand effectiveness and impact of service delivery. Examples included consultations and interviews with individuals who had accessed services, to understand their perspectives and experiences. This helped to inform future practice and service delivery.

APPENDIX B

Signposting to research and relevant documents

UCLan (University of Central Lancashire) and VKPP (Vulnerability Knowledge Practice Programme) research: What Supports Effective Multi Agency Referrals and Assessments for Children and Young People? An Analysis of Child Services Reports to Identify Best Practice.

The project analysed information from statutory inspection reports between 2018 and 2023 to identify effective MASH practices, as well as knowledge gaps and missed opportunities for information sharing and collaboration. In total, 128 inspection reports were analysed. The OFSTED reports selected related to inspections conducted between 2018 and 2022 that resulted in an outcome of either 'good' or 'outstanding'. The JTAI and NCPI reports selected were limited to those published between January 2019 and February 2023. The report doesn't describe areas that have a good MASH. It does however seek to identify common principles, applied in areas that have good child safeguarding arrangements. The principles have been used to inform the NPCC Mash principles plan on page. [attach link]

The Collective Safeguarding Responsibility Model: 12 C's

The 12C Model is derived from a robust research evidence base and developed in partnership with key stakeholders. This research has explored multi-agency safeguarding in relation to children, adults, and families, through a variety of thematic areas.

The Collective Safeguarding Responsibility Model: 12 Cs, illustrates the enactment of 'Safeguarding is Everyone's Responsibility'. The model offers a guidance tool for Regional Safeguarding Boards, Safeguarding Partnerships and Local Authorities to demonstrate measures which are being adopted locally to facilitate, coordinate, and evidence the implementation of multi-agency safeguarding.

AUTHORS Emma Ball, Research Associate in Safeguarding and Violence Prevention at Manchester Metropolitan University. Professor Michelle McManus, Professor of Safeguarding and Violence Prevention at Manchester Metropolitan University's and families, through a variety of thematic areas.

To read The Collective Safeguarding Responsibility Model: 12 Cs visit <https://safeguardingboard.wales/wp-content/uploads/sites/8/2023/10/12Cs-Collective-Safeguarding-Responsibility-MMU.pdf>

NVAP - National Vulnerability Action Plan

The NVAP provides a framework; an overarching action plan designed to be used by policing to support their improvement and response plans across vulnerability. Underpinned by a strong evidence base, the NVAP continues to be developed by the VKPP/College of Policing using key engagement and feedback with forces, NPCC leads, and partners.

[NVAP-with-Interim-Measures-v3.4-External-FINAL1.pdf](#)

The NVAP research has identified perennial safeguarding issues across policing, and adopted an action impact model, to ensure that MASH/Multi-agency unit officers/staff (where implemented) fully understand the characteristics relating to vulnerability and principles of professional curiosity and that it is embedded within MASH/multi-agency processes

Multi-Agency Hubs NVAP Toolkit: <https://www.vkpp.org.uk/assets/Files/NVAP-MASH-Action-Impact-Toolkit-v4.3-FINAL.pdf>

Processes & systems/Communication & collaboration

The Metropolitan Police, with partners, have developed a threshold document that has been agreed across London and gives clarity to professionals: [Threshold Document: Continuum of Help and Support](#)

For further information contact lain.keating@mps.police.uk

Policy Development

Multi-Agency Working Glossary of Shared Language

The use of language within agencies involved in child protection is often raised as a barrier to effective collaborative working, with each agency having developed its own phrases and acronyms that are unfamiliar or are interpreted differently by agencies when used in a multi-agency setting.

It is essential that agencies fully understand each other's terminology when making decisions, so that these decisions are well informed with a good understanding of the role each agency will play in that case. For example, a referral, a contact and notification, may mean different things to different agencies

In order to assist in increasing this understanding of language across different disciplines, National Facilitator Safeguarding Children Reform, Lorraine Parker and DCI Des Lambert from West Midlands Police have developed a glossary of terms. Following consultation, the content has been finalised by the NPCC MASH working group, with an aspiration to develop a truly multi-agency glossary of terms. In the interim police strategic and operational leads for the MASH, are advised to work in partnership to clarify local terminology and ensure this aligns with agreed threshold documents.

For more information please contact Sarah.bennett@westmercia.police.uk

National Vulnerability Strategy

The purpose of developing a national vulnerability strategy

The landscape of recognising and responding to vulnerability and public protection related risks is complex. The police service has in many areas responded positively to meeting this challenge, but we know and accept there is more to do.

Policing must be able to recognise and understand vulnerability risk, across its various forms. Identification of why a person is vulnerable means we can intervene earlier to prevent escalation and be more focused in directing the correct support. It must also focus on those who seek to cause harm, to understand the motivators of that crime and how we can best disrupt that behaviour.

Despite all that policing has learned in this journey and the evidence we have in responding to vulnerability there remains no clear single approach. Too often the service has created specific, but separate plans that focus on single thematic areas without recognising the commonality that exists across them.

Aim

The strategy builds on the National Vulnerability Action Plan and the significant developments in areas such as Rape and Serious Sexual Offences (RASSO), Violence Against Women and Girls (VAWG), and Child Abuse and Exploitation. It provides a framework for the direction of Central Policing Services, Chief Officers and Public Protection leads and wider policing to help policing focus on;

- Learning and Development
- Evidence and Evaluation
- Workforce and Culture

By establishing a common understanding of the requirements in the response to vulnerability, central support through organisations such as the National Police Chiefs Council or College of Policing can identify future development of training and continual personal development (CPD) or the strategic links to partner agencies.

For more information contact jeff.moore@college.police.uk or Caroline.adams@college.police.uk

Public Protection definition

“What does a national definition of Public Protection look like?”, and why do we need this?

Public protection is a term widely used across policing and partners. There is currently no definition of what this includes / excludes and variance in its interpretation and application locally and nationally. It also on occasions used interchangeably and has interdependencies with other cross cutting terms used such as vulnerability, VAWG and safeguarding.

There is a range of thematic work in current national policing programmes which are either seeking to address individual threat types or responses typically associated with public protection or looking across threats with a VAWG or Vulnerability lens. The College of Policing working with NPCC is seeking to bring together elements of the current offer and further enhance this to strengthen efforts to professionalise public protection via a new centre for public protection. This includes an ambition to:

1. Build consistency of practice and support excellence in forces
2. Professionalise public protection, including accreditation.
3. Tackle violence against women and girls (VAWG)

Early proposals for the centre include work to create an annual public protection STRA and enhance the training, guidance, standards, and peer review/ support offer across to policing. The VKPP have also been developing a cross-cutting national policing strategy which seeks to consolidate the key cross cutting elements which underpin effective responses and draw upon work and evidence being generated across the national policing system into a series of key practice principles.

To enable this activity to develop and flourish the absence of a working definition and some clearer operating parameters is an identified key gap. Developing effective solutions starts with good diagnosis of the issue and establishing appropriate operating parameters. Recognising the wide prospective variation in interpretation and related application currently in place it is recognised that the ability to create a definition that will be universally agreed and adopted is aspirational at this point. However, through this work it is our ambition to create a working definition that can help frame the parameters for the proposed national centre for public protection, naming of the developing strategy and enable focussed consideration / strategic decision making by chiefs on areas of divergence. We expect this to enable and target future work enabling the definition to be enhanced and refined over time and build towards the ambition of enabling greater consistency across local, regional, and national policing.

For more information please contact becky.smith@college.police.uk and caroline.adams@college.police.uk

Governance review

The governance project was developed alongside the review the National Vulnerability Action Plan (NVAP) and was supported by the VPP & respective NPCC Leads.

The governance project conducted research examining governance principles and processes within policing that relate to vulnerability. The Vulnerability and Knowledge Practice Programme (VKPP) were tasked with undertaking a review of current governance in relation to vulnerability practices within Forces across England and Wales. The objective of the review was to understand current practice and to identify opportunities for the development of local governance, as well as a governance framework. This work supports the newly developed vulnerability strategy and aligns to the professionalising public protection project being undertaken by the College of Policing. The insight review consisted of conducting surveys, document reviews, and interviews across strategic, operational, and tactical areas of governance related to vulnerability. The review sought to combine research, scanning, and analysis of information gained from the insight review activity conducted within participating Forces, to inform its findings.

The overall aim of the project is to create a product that enables Forces to understand and identify:

- Governance definition.
- Principles of effective governance including leadership and culture.
- Functions/responsibilities of governance structures.
- Interconnections from local to national governance arrangements.

For more information contact Diane.malkin@college.policing.uk

Information sharing and Consent

The stubborn issue of information sharing coupled with analysis and decision making is a live multi-agency and government consideration that is known to impact upon many areas in England. This can be conceptualised as “blockages in MASH/integrated Front Doors” related to the volume and quality of information about children who have had contact with an agency and that agency has to then consider what to do with that information, routing the information to the wrong organisation/part of a system leads to negative consequences, failing to meet the needs of those children, workforces not being the right people to respond, organisations not being able to see the priority cases hidden in the volume as well as information in itself of insufficient quality to really understand what the need of a child might be.

Currently the VKPP and NPCC on behalf of Policing are using influence and insights with government, and partners at local and national level to prioritise work to tackle this perennial issue. Policing believes that should include a number of strands, joint executive leadership training across England, reference resources for leaders to support them agree together the local thresholds across the four spectrums of needs (universal service, early help, section 17 and section 47) to achieve alignment in narrative, understanding and application by local Police Forces and partners in why, when, how and with who information is shared with a case level. This depends on local police leaders having a well-developed understanding of their responsibilities as a multi-agency senior leadership team to design this part of the system together with partners which must be guided by the individual operating frameworks of all the agencies involved and demonstrate mutual respect for each other’s professional expertise, operating framework, and knowledge.

Through the NPCC MASH Working Group and Government’s Safeguarding Partner Engagement Group (SPEG) Policing are working with Police Forces, Partners Government Departments, to prioritise information sharing. Please contact National Police child reform facilitator Lorraine Parker, Lorraine.parker@college.police.uk

Consent - Legal basis

The Information Commissioner's Office notes: "While it is always good to work with the knowledge and understanding of those involved, or even their agreement, it is important to remember that the lawful basis of consent is not required for sharing information in a safeguarding context. And the withholding of consent will not affect your ability to share for a legitimate safeguarding purpose.

For a number of reasons, including the fact that there is often an imbalance of power between people and organisations, there is likely to be different, more appropriate lawful basis for the information sharing.

The most common lawful bases suitable for safeguarding purposes are public task, legitimate interests and legal obligations"

The legal basis that may be appropriate for sharing data within the context of MASH arrangements, could be 'legal obligation', or 'public task' which includes the performance of a task in the public interest or the exercise of official authority, (each of the lawful bases under UK GDPR has different requirements).

Restricted access to partner agency systems to advise of records of interest can facilitate more efficient practices. (Accessing systems may only advise that there is a record of interest and therefore would still require follow up discussion with appropriate agency).

The following links reference key legislative, statutory, and non-statutory guidance.

Working Together 2023

Chapter 1: Shared Responsibility. Information Sharing page 18

[Working together to safeguard children 2023: statutory guidance](#)

NPCC MASH :Advice to Police Forces on Information Sharing for Child Safeguarding 2023

[npcc-mash-advice-to-police-forces-on-information-sharing-for-child-safeguarding.pdf](#)

NPCC Data Sharing - Share with Confidence Guidance

Access available for police via ChiefsNet: Data Sharing for Safeguarding Guidance.

Dfe Non statutory guidance Information Sharing

Advice for practitioners providing safeguarding services for children, young people, parents and carers May 2024
[DfE non statutory information sharing advice for practitioners providing safeguarding services for children, young people, parents and carers](#)

ICO - Information Commissioners Officer

[Information Commissioner's Office \(ICO\)](#)

ICO - Information Commissioners Officer - sections of note

- 10 step guide to sharing information to safeguard children
- “It will never breach UK data protection law to share all the information you need to with an appropriate person or authority in order to safeguard a child.”
- “Consent is one lawful basis, but it is not required for sharing information in a safeguarding context. In fact, in most safeguarding scenarios you will be able to find a more appropriate lawful basis.”

[A 10 step guide to sharing information to safeguard children | ICO](#)

Using children’s information: a guide

[Using children’s information: a guide | ICO](#)

A guide to the data protection exemptions and GDPR

[A guide to the data protection exemptions | ICO](#)

Department of Health: Care and Support Statutory Guidance .

The Care and Support Statutory Guidance is the legal framework for Adult Social Care and underpinned by the Care Act 2014. It places a duty on councils to support and promote the wellbeing and independence of working age disabled adults and older people, and their unpaid carers and gives them more control of their care and support.

Chapter 14 relates to Adult Safeguarding, and outlines principles for effective multi agency working

[40573_2902364_DH Care Guidance accessible pdf](#)

Department for Education: Information Sharing - Advice for practitioners providing safeguarding services for children, young people, parents and carers May 2024 (non-statutory)

pg8 “Understanding Information Sharing”. [DfE non statutory information sharing advice for practitioners providing safeguarding services for children, young people, parents and carers](#)



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