

# Multi-Agency Risk Assessment Conference

## Hub model

### 3-month review

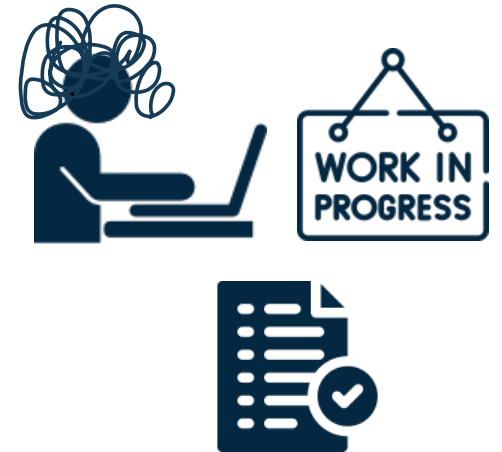
LARIA Summer Webinars  
14<sup>th</sup> July 2026

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# DA Research Programme

- Started post in June 2022
  - DA Act 2021 – Statutory Duty for Tier 1 Authorities to complete local Needs Assessments and ensure the voice of victims/survivors represented at Local Partnership Boards
  - Paid for through New Burdens Funding from the central Government (support in safe accommodation)
  - Work for the multi-agency Partnership – closely with DA Projects & Partnership team and Integrated DA Commissioning team (PH)
- 
- ✓ Kent & Medway DA Strategy Activity Indicator Power BI dashboard
  - ✓ Survivor Voice Ambassadors – recruitment and interviewing DA survivors to capture their stories for use in future work (media campaigns / informing policy/training/research)
  - ✓ Housing DA victims/survivors – perspectives of professionals
  - ✓ Recommissioning – Facilitation/analysis specification working groups x4 / Contract Lot development analysis / Partner funding formula
  - ✓ Ad-hoc work – DASH vs DARA / PLT learning events / OSS Annual Report / Under-16 abusive relationships / Stalking and Perpetrators bid
- 
- 2026 Full DA Needs Assessment
  - 12-month MARAC review



# What is MARAC?

A Multi-Agency Risk Assessment Conference (MARAC) is a non-statutory safeguarding forum where professionals from statutory and voluntary agencies work together to protect high-risk domestic abuse victims/survivors (around 2.5k a year). Information is shared, and a coordinated safety plan is developed to reduce risk and support the victim/survivor, who is represented by an advocate and does not attend the meeting.

- Established in 2009 in Kent & Medway
- 2020 Kent Police review identified key issues
- 2021 Kent Analytics research highlighted challenges and priority improvements
- 2016 to 2022 11 Domestic Homicide Reviews (DHRs) highlighted weaknesses
- MARAC Steering Group formed in 2022 to design new model



# Old vs new MARAC

## Pre-new model

- Fortnightly (Kent\*) and weekly (Medway) district meetings
- Small MARAC team within Kent Police
- Shared agency chairing of meetings
- Research shared and action planning in meetings
- No CMS
- Limited follow-up

## New model

- Monthly (Kent) and fortnightly (Medway)
- Districts combined into areas (i.e. West Kent)
- Increased capacity in MARAC team
- Shared CMS across agencies
- MARAC Manager chairing meetings
- Research shared and action planning/completion in CMS prior to meeting
- Accountability for action completion

Hybrid model - February and March 2025

New process fully implemented - April 2025

# MARAC Hub Process – Facilitated via Case Management System (CMS)

## Referral

- All agencies can make a referral via the online referral form. This is sent to the MARAC team to review and approve. Once approved it will be assigned to an Area MARAC, an alert will be sent to members, and available to all members to view.

## Research

- All participating agencies will gather and submit relevant, proportionate and necessary information regarding the victims, including children, and the perpetrator(s). All research will be visible to all members of the MARAC via the CMS.
- Research must be submitted weekly.

## Action Planning

- Action planning conversations happen via the CMS. Actions are identified and taken by all members of the Area MARAC. SMART actions are logged against the child, adult, or perpetrator, and progress/completion is updated on the CMS weekly.

## Meeting

- MARAC meetings (on Teams) are for the discussion of incomplete actions and to identify any necessary further action. There will be 6 meetings held Monthly (Kent) & Fortnightly (Medway)

# Intended benefits

- Proactive
- Reduced time lag
- Fewer meetings
- Shorter meetings
- Practitioner time used more flexibly
- Action accountability
- Consistent chairing
- Better reporting and data



# Preparation

Started prep May 2025

- Familiarisation with previous research/learning, new Operating Protocol, Process Maps and Steering Group meeting minutes
- Developed project proposal
  - Research questions
  - Evidence sources
  - Resources required
- Presented / discussed at MARAC Tactical Delivery Group 18<sup>th</sup> June



# Project scope and methodology



What has enabled or hindered successful implementation?

What are the blockers or enablers at each stage of the new process?

Commenced project 9<sup>th</sup> July

- Interviews and focus groups – topic guide and invites
- Survey – Development, testing and dissemination
- Meeting observations – Attendance agreed. Developed observation framework
- Referral and case reviews – Selected sample(s). Developed review framework
- Data analysis – CMS access granted. System familiarisation. Data extracts. Comparator data.
- Additional feedback sources – Collation from various sources

# Project scope and methodology

Field work 25<sup>th</sup> July – 18<sup>th</sup> August

- Interviews and focus groups – 5 in-depth interviews / 8 agency specific focus groups with 38 participants
- Survey – Distributed to 1,042 MARAC involved colleagues. 92 responses received
- Meeting observations – 2 MARAC meetings observed and cases discussed reviewed on CMS
- Referral and case reviews – 14 declined referrals and 6 cases reviewed
- Data analysis – CMS Analytics outputs reviewed and compared with pre-CMS data
- Additional feedback sources – other meeting minutes, feedback forms, ad-hoc feedback



# Analysis approach – stage 1

- 6 days to report back to MARAC Steering Group 28<sup>th</sup> August
- Rapid review of all data sources. Matrix developed to quantify themes to inform recommendations made at first Steering Group.

|    | A                 | B                             | C                                                                                                                                         | D          | E | F | G | H | I            | J | K | L | M  | N     | O  | P                 | Q  | R   | S  | T              | U  | V  | W  | X  | Y     | Z        | AA                          | AB             | AC | AD | AE           |
|----|-------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------|---|---|---|---|--------------|---|---|---|----|-------|----|-------------------|----|-----|----|----------------|----|----|----|----|-------|----------|-----------------------------|----------------|----|----|--------------|
| 1  | Category          | Success / challenge / und/exp | Themelfinding                                                                                                                             | Interviews |   |   |   |   | Focus groups |   |   |   |    | Surve |    | Meeting observati |    | CMS |    | Other feedback |    |    |    |    | Count | Priority | Included 28/08 presentation | Report section |    |    |              |
| 2  |                   |                               |                                                                                                                                           | 1          | 2 | 3 | 4 | 5 | 6            | 7 | 8 | 9 | 10 | 11    | 12 | 13                | 14 | 15  | 16 | 17             | 18 | 19 | 20 | 21 | 22    | 23       | 24                          | 25             | 26 | 27 | 28           |
| 54 | 01 Implementation | Understanding / expectations  | Improve agency attendance                                                                                                                 | 1          |   |   |   |   |              | 1 |   |   |    |       |    |                   |    |     |    |                |    |    |    |    |       |          |                             | 2              |    |    |              |
| 55 | 01 Implementation | Understanding / expectations  | Misunderstanding that the number of referrals/cases needed to reduce                                                                      | 1          |   |   | 1 |   |              |   |   |   |    |       |    | 1                 |    |     |    |                |    |    |    |    |       |          |                             | 3              | M  |    | Implementati |
| 56 | 01 Implementation | Understanding / expectations  | Need for updated tools including referral form. Modernise MARAC                                                                           |            |   |   |   |   |              | 1 |   |   |    |       | 1  |                   |    |     |    |                |    |    |    |    |       |          |                             | 2              |    |    | Implementati |
| 57 | 01 Implementation | Understanding / expectations  | More of a multi agency. Increase other agency accountability (not                                                                         |            |   |   |   |   |              | 1 |   |   |    |       |    | 1                 |    |     |    |                |    |    |    |    |       |          |                             | 2              |    |    | Implementati |
| 58 | 01 Implementation | Understanding / expectations  | Only "very" high risk/complex cases to be taken to meetings                                                                               |            | 1 |   |   |   |              |   | 1 | 1 |    |       |    | 1                 |    |     |    |                |    |    |    |    |       |          |                             | 4              | H  | Y  | Implementati |
| 59 | 01 Implementation | Understanding / expectations  | Live system with regular updates                                                                                                          |            | 1 |   |   |   |              | 1 |   |   |    |       |    |                   |    |     |    |                |    |    |    |    |       |          |                             | 2              |    |    |              |
| 60 | 01 Implementation | Understanding / expectations  | Notifications of outstanding actions                                                                                                      |            | 1 |   |   |   |              |   |   |   |    |       |    | 1                 |    |     |    |                |    |    |    |    |       |          |                             | 2              |    |    |              |
| 61 | 01 Implementation | Understanding / expectations  | Responsive to the needs of victims                                                                                                        |            |   |   | 1 |   |              |   |   |   |    |       |    |                   |    |     |    |                |    |    |    |    |       |          |                             | 1              |    |    |              |
| 62 | 01 Implementation | Understanding / expectations  | Consistent response for victims                                                                                                           |            |   |   | 1 |   |              |   |   |   |    |       |    |                   |    |     |    |                |    |    |    |    |       |          |                             | 1              |    |    |              |
| 63 | 01 Implementation | Understanding / expectations  | Proactive perp management                                                                                                                 |            |   |   | 1 |   |              |   |   |   |    |       |    |                   |    |     |    |                |    |    |    |    |       |          |                             | 1              |    |    |              |
| 64 | 01 Implementation | Understanding / expectations  | Reduce duplication of admin tasks                                                                                                         |            |   |   |   |   |              |   |   |   |    |       |    | 1                 |    |     |    |                |    |    |    |    |       |          |                             | 1              |    |    |              |
| 65 | 02 CMS            | Challenge                     | Lack of licences/need                                                                                                                     | 1          |   | 1 | 1 | 1 | 1            | 1 |   | 1 | 1  |       |    | 7                 |    |     |    |                |    |    |    |    |       |          |                             | 16             | H  | Y  | Implementa   |
|    | 02 CMS            | Challenge                     | Lack of licences - some agencies do not have them and feel they cannot contribute to safety planning for victims (education/care leavers) |            |   |   |   |   |              |   |   |   |    |       |    | 1                 |    |     |    |                |    |    |    |    |       |          |                             | 1              |    |    |              |
| 66 |                   |                               | Lack of licences - agencies without access that have referred cannot access research/actions/minutes                                      |            |   |   |   |   |              | 1 |   |   |    |       |    | 1                 |    |     |    |                |    |    |    |    |       |          |                             | 2              | M  |    | Implementati |
| 67 | 02 CMS            | Challenge                     | Burden on licence holders. Gatekeeper of research, updates, meeting attendance.                                                           |            |   |   |   |   |              | 1 |   | 1 | 1  | 1     | 1  | 2                 | 1  | 1   |    |                |    |    |    |    |       |          |                             | 9              | H  | Y  | Implementati |
| 68 | 02 CMS            | Challenge                     | CMS confusing to navigate. Not intuitive. Lacks functions                                                                                 |            | 1 |   |   | 1 |              |   |   |   |    |       |    | 1                 |    |     |    |                |    |    |    |    |       |          |                             | 3              | M  |    | CMS other    |
| 69 | 02 CMS            | Challenge                     | Doesn't allow bulk actions (not known to agency)                                                                                          |            |   |   |   |   |              | 1 |   |   | 1  |       |    | 1                 |    |     |    |                |    |    |    |    |       |          |                             | 3              | M  |    | Research     |
| 70 | 02 CMS            | Challenge                     | Additional admin/IT tasks within the Hub means their capacity is stretched                                                                |            | 1 |   |   |   |              | 1 |   |   |    |       |    | 1                 |    |     |    |                |    |    |    |    |       |          |                             | 4              | H  | Y  | Hub          |
| 71 |                   |                               |                                                                                                                                           |            |   |   |   |   |              |   |   |   |    |       |    |                   |    |     |    |                |    |    |    |    |       |          |                             |                |    |    |              |

# Analysis outcome – stage 1

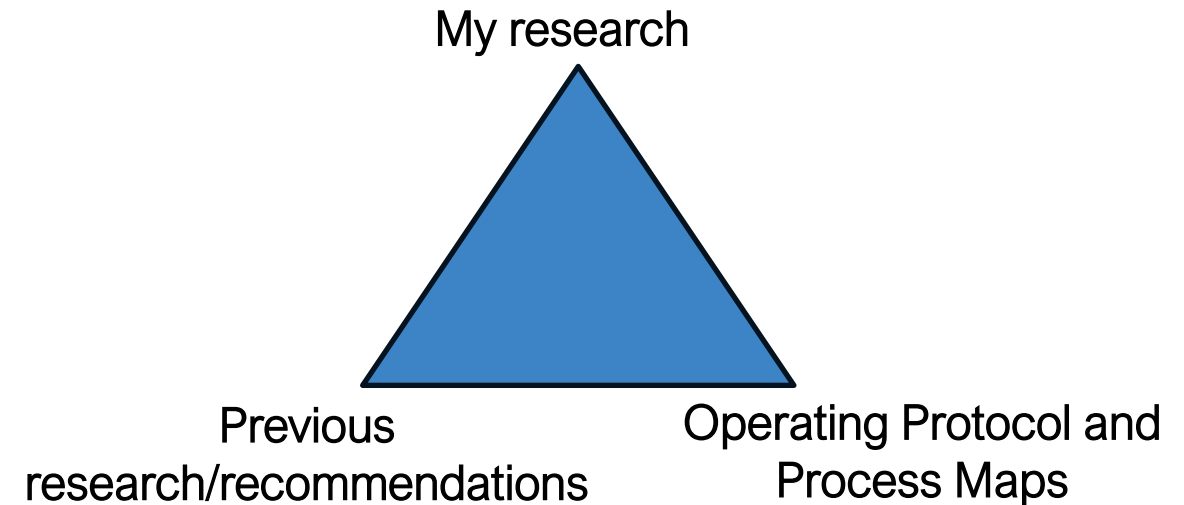
- 34 high priority challenges taken to Steering Group with potential changes/solutions
  - 11 top priorities – to be reviewed immediately
1. More licences
  2. Guidelines / expectations for licence holder role / responsibilities
  3. Review CMS functionality (searching / notifications / Safe Lives report)
  4. MARAC Hub roles / responsibilities / administration / training
  5. Procedures around accepting / declining referrals to be reviewed. Consistent practice needed
  6. Review timeframes for submitting research
  7. Incomplete actions to be reviewed
  8. Effective use of CMS Analytics to monitor action planning / completion
  9. Meetings (district-based cases / more frequent?)
  10. Clarify the purpose of the meeting and role of agencies attending
  11. Set up electronic centralised resource and communications hub

# Analysis approach and outcome – stage 2

- 1 month to do full report
- Further in-depth analysis of transcripts and qualitative survey responses conducted via MAXQDA Tailwind for full report.
- Triangulation of sources



63-page report  
51 potential changes/solutions



# Successes

# Successes

- Strong partnership working and broad participation in Steering Groups
- Online referral form – accessible and clear
- Faster and more proactive sharing of research
- Some agencies confident setting and completing actions



# Challenges

# Challenges



## Implementation

- Volume of licences
- Process adoption and communication
- Project management

## MARAC Hub

- Roles and responsibilities
- Referral reviews
- Coordinator workload
- Transferring licences

## Referrals

- Volume of referrals
- Referral quality and consistency
- Administration and access
- Form design and useability

## Research

- Timeliness
- Consistency and quality
- Requirements and functionality
- Primary care

# Challenges



## Action planning

- Engagement and understanding
- Approval and allocation
- Accountability
- Post meeting action setting
- Professionals' meetings
- Social care actions/cases

## Meetings

- Meeting structure and format
- Attendance and representation
- Preparation and engagement
- Case management
- Housing support letters

## After the meeting

- Victim updates

## Additional CMS considerations

- Suitability and adaption
- Search functions
- Notification emails

# Outcomes

# Progress to date

- More licences
- Disaggregation of areas / CMS and meetings reflect this
- Smaller team groups in the CMS
- Review of MARAC Hub job grades
- DA training for MARAC Hub team
- MARAC co-ordinators allocated districts/areas
- Each agency defining/agreeing licence holder roles and responsibilities
- Functionality changes CMS (action owners / support worker field / referrals sent to managers)
- Plus more....



- Planning key
- AI tools essential (analysis and report writing stage)
- Danger of data overload – filter out the noise
- Navigating sensitive colleague interactions
- High-risk implications – review reliance



Thank you for listening

Any questions?

