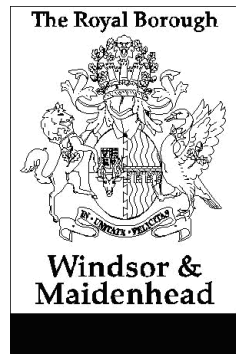


Report for: Information



Contains Confidential or Exempt Information	NO - Part 1
Title	Update on the Delivery of the Multi-Agency Safeguarding Hub
Responsible officer(s)	Alison Alexander, Managing Director/Strategic Director of Children's Services
Contact officer, job title and phone number	Theresa Leavy, Deputy Director Early Help and Safeguarding, 01628 683152
Member reporting	Councillor Natasha Airey, Lead Member for Youth Services and Safeguarding
For consideration by	Cabinet
Date to be considered	17 December 2015
Implementation date if not called in	Immediately
Affected wards	All
Keywords/index	Safeguarding, child protection, early help

REPORT SUMMARY

1. This report provides an update on the progress made to ensure delivery of the Multi-Agency Safeguarding Hub (MASH) in the Royal Borough, effective from January 2016. The MASH will provide a single point of access to early help and safeguarding services so that children, young people and their families receive the right services at the right time to meet their needs.
2. Implementation of the MASH has required a financial investment of up to £60k for the structural changes to the Town Hall to meet Thames Valley Police's security specifications.
3. It recommends that Cabinet notes the progress made to date, including agreement around the workforce, accommodation and information technology.

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Residents in the Borough will be better protected because of improved partnership working across the statutory and voluntary services.	From January 2016

1 DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- 1.1 Notes the progress made to ensure delivery of the Multi-Agency Safeguarding Hub for January 2016 and request a performance report in July 2016.**
- 1.2 Endorses exploration of the potential to expand the remit of the MASH to include Adult Safeguarding.**

2 REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 At its meeting in March, Cabinet noted and endorsed the development of a fully operational co-located Multi-Agency Safeguarding Hub (MASH) for the Royal Borough. Significant progress has been made in developing the MASH, specifically around workforce, accommodation and information technology, with implementation scheduled for January 2016. The partners who will be part of the MASH are:
 - Royal Borough of Windsor and Maidenhead Children's Services.
 - Thames Valley Police.
 - Windsor and Maidenhead Clinical Commissioning Group.
 - Berkshire Healthcare Foundation Trust.
 - DASH (Domestic Abuse Stops Here) Charity.
- 2.2 The introduction of a MASH will provide a multi-agency approach in which the partners within the MASH will:
 - Be co-located.
 - Gather and interpret all the relevant information to identify risks to children, young people and their families, and the level of priority.
 - Instigate immediate initial screening and securing intervention, where appropriate.
- 2.3 Evidence from other local authorities shows that through implementing a MASH the quality of multi-agency information sharing, dialogue and decision making has been improved especially in cases where there is a lack of clarity. As a result, risk assessment is improved, as is the quality of the agreed intervention with the family, resulting in children, young people and their families receiving the right services, at the right time, to meet their needs and reduce escalation of need. Whilst RBWM have been developing the MASH arrangements the referral and assessment team have operated, providing virtual MASH type arrangements and responding to need. Children have therefore continued to be protected during this time of development.

Workforce

- 2.4 RBWM together with partners have identified the level of resource required to implement the RBWM MASH. The level of representation from all organisations is suitable and in line with what RBWM believe is appropriate. Workforce levels will be reviewed post implementation. Details of the core workforce complement of the MASH has now been agreed, see table 1.

Table 1: MASH workforce

Partner	Role	FTE
RBWM (existing workforce)	Duty Safeguarding Manager/ MASH Decision Maker	1
	Duty social workers	1.5
	Access Officer	1
	Education professional	1
	Referral and Assessment Team	Up to 6
Thames Valley Police	MASH supervisor	1
	MASH support (child)	1
	Risk assessor	1
	Referral support (Adult)	1
Health	Health Visitor	1
	Health co-ordinator	0.6
Dash	Voluntary Sector worker	1
Total FTE		17.1

- 2.5 Some MASH's include additional personnel, for instance from Probation, Housing and Youth Offending. The current plan is not to co-locate these additional officers, but in the short term enable them to contribute virtually to the MASH discussions. Co-location options will be considered once the MASH is fully established. In addition, it is proposed to explore the potential to expand the remit of the MASH to cover adult safeguarding, which TVP support.
- 2.6 Children's Services workforce in the MASH will be staffed from the existing workforce, with staff being reskilled to meet the requirements of MASH.
- ### Accommodation and IT
- 2.7 Agreement has been reached, with all partners, that the MASH will be based in Maidenhead Town Hall, on the second floor in Zone E, see appendix 1 for the agreed design option.
- 2.8 The information that will flow across the organisations involved in the MASH is sensitive and requires high levels of security to prevent potential data breaches. Thames Valley Police requires a higher level of security than the Royal Borough and other partners. Without compliance to these security measures TVP could not operate in the MASH. The security requirements include having:
- A self-contained and secure space, only accessible to MASH staff.
 - An external entry control to reception, street and external building.
 - External lighting.
 - CCTV system with coverage of relevant entry to MASH areas.
 - Window security.
- 2.9 To comply with the requirements alterations to the space in Zone E are being carried out. Building work will start on 10 December 2015 to secure an implementation date of January 2016.
- 2.10 All partners have successfully tested the wireless connection at the Town Hall. They will use this to access their system.

Table 2: Options

Option	Comments
Implementation of the MASH is stopped or postponed Not Recommended	Postponing or stopping the implementation of the MASH will negatively impact on the local authority's ability to meet its statutory requirements to keep children and young people safe.
Implement the MASH from January 2016 and explore the potential to expand the remit to cover adult safeguarding. Recommended	Implementation of the MASH will enable the local authority to strengthen its response to safeguarding concerns and meet its statutory requirements to keep children and young people safe. Exploring the potential to integrate adult safeguarding within a single MASH could strengthen safeguarding practice further within the Royal Borough.

Operational arrangements

2.11 Partners have developed the MASH and Early Help workflow processes (appendix 2) and are working complete the arrangements for all partners' roles and responsibilities including:

- A general generic description for each role to ensure a shared understanding of areas of responsibility and a consistent approach.
- Record keeping within individual systems and development of a shared record within Paris for recording summary information, this will be developed within the legal context.
- Data set requirements.

3 KEY IMPLICATIONS

3.1 A Management Information Dataset and Outcomes Framework for MASH and Early Help are being developed in time for implementation date of January. This will be used to monitor performance and included in the next report to cabinet, following implementation – July 2016.

Table 3: Defined outcomes

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Reduction in re-referrals to Children's safeguarding services.	<4%	4-6%	6-8%	> 8%	1 April 2017
Increase the pace at which families receive a service.	70% or more	80%	90%	100%	1 April 2016
Cost saving to Children's Social Care social care	<2%	2-5%	6-10%	>10%	1 April 2017

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Increase in the number of families receiving Early Help provision	<5%	5-10%	11-15%	>15%	1 October 2016

4 FINANCIAL DETAILS

Financial impact on the budget

- 4.1 The RBWM workforce will be provided from existing Children's Services staffing. The approved capital budget, £60,000 in 2015/16, will fund alterations to the accommodation in Zone E of the Town Hall, see table 5.

Table 4: Revenue implications

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

Table 5: Capital implications

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	£60,000	£0	£0
Reduction	£0	£0	£0

5. LEGAL IMPLICATIONS

- 5.1 Section 10 of the Children Act 2004 states a requirement for Local Authority Children's Services to make suitable arrangements for co-operation between the relevant partners in order to improve the wellbeing of children/young people in the authority's area. This was amended in the Apprenticeship, Skills, Children and Learning Act 2009 to increase responsibility for education providers to co-operate.
- 5.2 Statutory guidance, from the Department for Education, in relation to Section 10 of the Children Act 2004, states good information sharing is necessary for successful collaborative working. It stipulates the need for agencies to share information for strategic planning purposes; to support effective service delivery; and to protect and safeguard children and young people. All agencies involved in the MASH can use the Children's Act 2004, Section 10, to legitimise their collaborative working and information sharing.
- 5.3 Section 13 of the Children Act stipulates that Local Safeguarding Children Boards must be created to co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority. The Board, therefore, has a role to play in ensuring the effectiveness of safeguarding practice in the Borough, including the MASH.

6. VALUE FOR MONEY

- 6.1 A MASH has the potential to offer better value for money. By ensuring the right people receive initial interventions and more intensive targeted services, at the right time, by the right agency; the high level of resource invested in a small number of families will reduce. These costs could include children going into care, homelessness, nuisance behaviour, juvenile criminality, truancy, alternative education placements, vandalism and evictions due to anti-social behaviour.

7 SUSTAINABILITY IMPACT APPRAISAL

- 7.1 None

8. RISK MANAGEMENT

Table 6: Risk management

Risks	Uncontrolled Risk	Controls	Controlled Risk
Potential data breaches due to lack of appropriate security	High	<ul style="list-style-type: none">Accommodation built to Home Office principles and Thames Valley Police specifications.	Low
Lack of engagement of partners in the MASH	High	<ul style="list-style-type: none">MASH Strategic Board meets on a regular basis to secure strategic engagement of partners.LSCB role to hold agencies to account for their safeguarding responsibilities.Training to ensure appropriate reskilling of staff to meet the requirements and aims of the MASH	Low

9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 The delivery of the MASH predominantly links to the Strategic Objectives around Residents First, Delivering Together and Equipping Ourselves for the Future. Specifically, it will:
- Support Children and Young People.
 - Work for safer and stronger communities.
 - Enhance customer services.
 - Strengthen partnerships.
 - Develop our systems and structures.
 - Change our culture.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

- 10.1 None.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 The workforce implications of the MASH are set out in points 2.5 – 2.7 of this report.

11.2 The accommodation implications of the MASH are set out in points 2.8 – 2.11 of this report.

12 PROPERTY AND ASSETS

12.1 None.

13 ANY OTHER IMPLICATIONS

13.1 None.

14 CONSULTATION

14.1 Consultation has taken place with the partners who will be part of the MASH:

- Thames Valley Police.
- Windsor and Maidenhead Clinical Commissioning Group.
- Berkshire Healthcare Foundation Trust.
- The DASH Charity.

14.2 Consultation has also taken place with the Children's Services workforce as part of the 2015 restructure proposals.

14.3 This report will also be considered by the Children's Services Overview and Scrutiny Panel in line with the usual Cabinet report process.

15 TIMETABLE FOR IMPLEMENTATION

Table 7: Timetable

Activity	Timescale	Responsibility
Building works to Zone E	10 December 2015 to 21 January 2016	Project Manager
MASH staff training on procedures	December 2015 – January 2016	Deputy Director Early Help and Safeguarding
MASH fully operational	28 January 2016	Deputy Director Early Help and Safeguarding

16 APPENDICES

16.1 This report has two appendices:

- Appendix 1: MASH accommodation design.
- Appendix 2: Royal Borough of Windsor and Maidenhead MASH and Early Help Hub Workflow January 2016.

17 BACKGROUND INFORMATION

17.1 Royal Borough of Windsor and MASH flow process.

17.2 Royal Borough of Windsor and Maidenhead MASH and Early Help Hub - Frequently asked questions.

18 CONSULTATION (MANDATORY)

Table 8: Consultation schedule

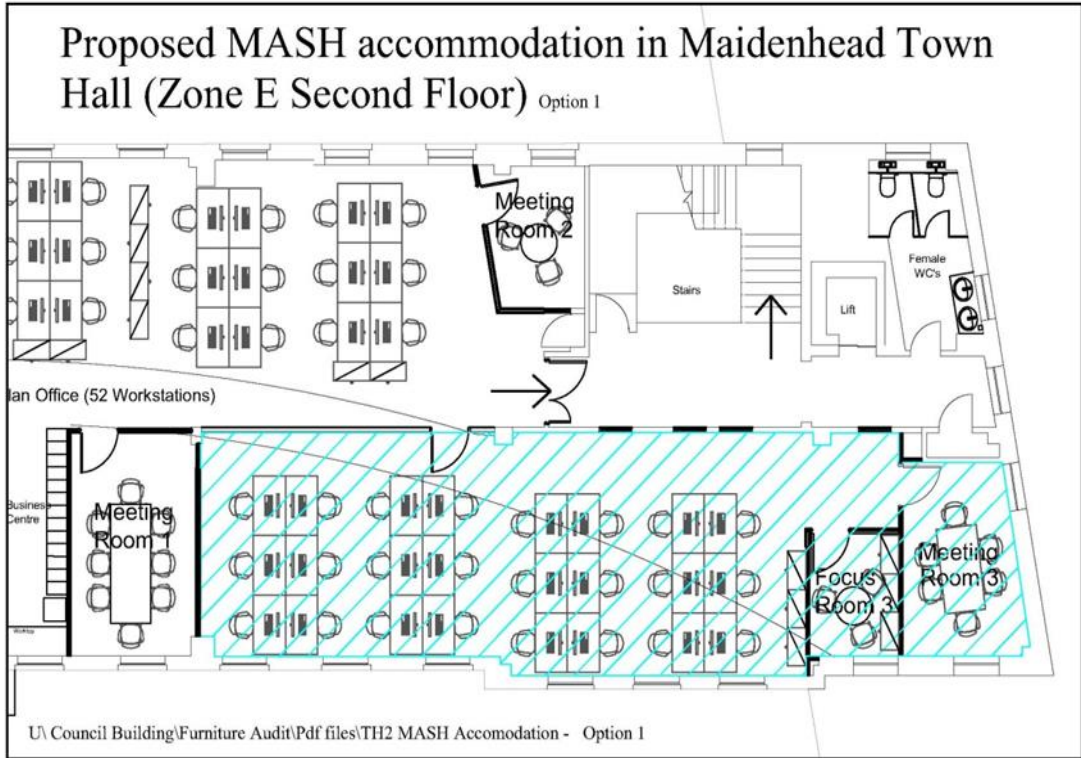
Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Cllr D Burbage	Leader of the Council	20/11/15		
Cllr N Airey	Lead Member for Youth Services and Safeguarding	19/11/15	19/11/15	Comments included
Alison Alexander	Managing Director/ Strategic Director of Children's Services	19/11/15	20/11/15	Comments included
Andrew Brooker	Interim Strategic Director of Corporate Services	19/11/15		
Christabel Shawcross	Deputy Managing Director and Strategic Director of Adults, Culture and Health	19/11/15	20/11/15	Comments included
Simon Fletcher	Strategic Director of Operations	19/11/15		
Shared Legal Solutions		19/11/15		
Edmund Bradley	Finance Partner	19/11/15		
Michaela Rizou	Cabinet Policy Officer	20/11/15	20/11/15	Comments included

REPORT HISTORY

Decision type:	Urgency item?
Key decision	No

Full name of report author	Job title	Full contact no:
Theresa Leavy	Deputy Director Early Help and Safeguarding	01628 683152
Fiona Watton	Project Manager	01628 685814

Appendix 1: MASH Accommodation design



Appendix 2 - MASH and Early Help Hub Workflow – January 2016

