

Report for: INFORMATION



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|--|---|
| Contains Confidential or Exempt Information | NO |
| Title | MASH |
| Responsible Officer(s) | Alison Alexander, Managing Director and Strategic Director for Adult, Children and Health Directorate |
| Contact officer, job title and phone number | Theresa Leavy, Deputy Director Health, Early Help and Safeguarding |
| Member reporting | Officer report |
| For Consideration By | Children's Services Overview and Scrutiny |
| Date to be Considered | 27 January 2016 |
| Implementation Date if Not Called In | Immediately |
| Affected Wards | All |

REPORT SUMMARY

1. This report deals with The Multi-Agency Safeguarding Hub (MASH) and Early Help Hub (EHH).
2. It recommends Overview and Scrutiny Panel notes progress.

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. An increasingly secure multiagency response to safeguarding issues within the Borough. | 25/1/16 |

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That members note progress in developing and launching the MASH and EHH.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The Multi-Agency Safeguarding Hub (MASH) and Early Help Hub is the single point of contact for all safeguarding and well being concerns regarding children

and young people in the Royal Borough of Windsor and Maidenhead. It does this by:

- Acting as a ‘front door’ to manage all safeguarding referrals including the undertaking of Child Protection investigations where required.
- Acting as a ‘front door’ to Early Help Hub.

2.2 The MASH and Early Help Hub are designed to meet the two key principles of effective safeguarding as defined by Working Together 2015. (Working Together 2015 Department of Education.)

- Safeguarding is everyone’s responsibility: for services to be effective each professional and organisation should play their full part.
- A child-centred approach: for services to be effective they should be based on a clear understanding of the needs and views of children.

WAMLSCB Threshold Document

2.3 The WAMLSCB Threshold Guidance, see appendix 1, has been reviewed and revised by members of Windsor and Maidenhead LSCB to consolidate and develop the broad cross agency ownership of responsibilities for safeguarding children and promoting their well being. The Threshold Guidance has been revised as a three band windscreen spectrum to describe how local services provide support for children along a continuum. Services providing support become increasingly targeted and specialist as the child’s level of need increases and that consultation is available across all levels of need.

2.4 The LSCB Threshold Guidance is based on the principles of improving multi-agency working to provide appropriate support to children and their families, by putting the child’s needs at the centre and by overcoming individual service boundaries.

Workforce development

2.5 Simply having a MASH model does not guarantee a good safeguarding response. The label of a MASH will not deliver any benefits unless each agency effectively discharges its own safeguarding duties. In this way a MASH is not a panacea for poor inter agency working, but will instead enhance good inter agency working if effective cultures and processes are developed. Throughout January 2016, workshops have been delivered to the MASH team and partners on team effectiveness, information sharing and risk assessment

2.6 MASH and Early Help Hub workshops have been delivered to the wider children’s workforce. Sessions have been held in Altwood School, Holyport College and Maidenhead Town Hall. Nearly 400 participants have attended the eight workshops. Workshops will continue to be delivered in February and March at venues such as Windsor School for Girls. An evening workshop is also being offered to voluntary sector organisations, child minders and foster carers.

Table 1: Agency representations in the MASH are set out in Table 1

| Post | FTE | No. staff | In post | MASH/Virtual |
|-------------------------------|------------|------------------|----------------|---------------------|
| MASH Manager | 1 FTE | 1 | Yes | MASH |
| MASH & First Response ATM | 2 FTE | 2 | Yes | MASH |
| Social Work Navigators | 3 FTE | 3 | Yes | MASH |
| First Response Social Workers | 3 FTE | 3 | Yes | MASH |
| Health Navigator | 1 FTE | 4 | Yes | MASH |

| Post | FTE | No. staff | In post | MASH/Virtual |
|-------------------------------|---------|-----------|---------|--------------|
| Health Support Navigator | 0.6 FTE | 1 | No | Virtual |
| Police DS | 1 FTE | 1 | Yes | MASH |
| Police researcher | 1 FTE | 1 | Yes | MASH |
| Police staff | 1 FTE | 1 | Yes | MASH |
| DASH | 1 FTE | | | |
| Education Navigator | 1 FTE | 2 | Yes | MASH |
| Early Years | 1 FTE | 1 | Yes | MASH |
| Early Help Navigator | 1 FTE | 2 | Yes | MASH |
| CSE Coordinator | 1FTE | 1 | Yes | MASH |
| MASH Housing Navigator | 1FTE | 3 | Yes | Virtual |
| Probation Navigator | 1 FTE | | Yes | Virtual |
| Adult Safeguarding Navigator | 1 FTE | 2 | Mar-16 | |
| Adult Mental Health Navigator | 1FTE | 2 | Mar-16 | |

- 2.7 All navigators are co-located in MASH, other than Probation and Housing, although discussions are taking place to explore how this can be achieved in the near future. Arrangements are in place with Probation and Housing which ensures the MASH requests are prioritised and information is shared accordingly and within expected timeframes. Similar arrangements are being established by BHFT within the health economy so that the Health Navigator is responded to effectively e.g. by GP's, Hospital, Ambulance Service etc.

MASH and Early Help documentation and electronic records

- 2.8 A single form, see appendix 2, has been designed for all requests for MASH and Early Help Hub. This form replaces the MARF and CAF and forms part 1 of the suite of Early Help Assessment, Plan, Review documentation. Having a single form that is able to fulfill all these functions means that we have a simple process that ensures our children access the right service at the right time. The form has been built into the child's record system, Paris, and contains key performance and data fields which are mandatory fields and will be reported on as part of the MASH Data Set.
- 2.9 A MASH risk assessment record has been built on the child's record, PARIS which is locked down to the MASH. This provides a confidential record in which proportionate and relevant disclosable multi-agency information is recorded to inform the best outcome for the child. At any point one is able to track where a child is in the MASH process which ensures that children remain visible throughout and allows for re-prioritising where appropriate.
- 2.10 The new MASH Paris process has been tested by members of the MASH Team and training has been undertaken to embed with all MASH members which includes the safe transfer of children from MASH to receiving services.

Work Flow process

- 2.11 MASH and Early Help Hub work flow process is described in Appendix 3

Communication

- 2.12 MASH and Early Help Hub web pages have been built on the RBWM website. The Request for MASH and Early Help Hub form will be available on the website via hyperlink.
- 2.13 Multiagency MASH and Early Help Hub workshops are being delivered in

January, February and March 2016. An article has been written for the schools forum newsletter and the Borough Newsletter

Information Sharing Agreement

- 2.14 the information sharing agreement, see appendix 4, has been signed by all agencies and will be uploaded on to WAM LSCB and RBWM website as a published document.

Accommodation

- 2.15 MASH is located on the 2nd Floor of Maidenhead Town Hall. It is a secure environment with a PIN and swipe being required in order to gain access. The room holds 24 desks for all partners and is future proofed to accommodate Adults and Children's MASH.

MASH Data Set

- 2.16 The MASH and Early Help Hub dataset, see appendix 5, has been developed to take account of activity data, performance data and data qualitative data that is gained from feedback from children and their families and staff working in the MASH and Early help Hub. Work is underway to engage with our young people to be our secret shoppers and our young inspectors.

3 KEY IMPLICATIONS

| 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 | <2% | 2-5% | 6-10% | >10% | 1 April 2017 |
| Increase in the number of families receiving Early Help provision | <5% | 5-10% | 11-15% | >15% | 1 October 2016 |

4. FINANCIAL DETAILS

- 4.1 The RBWM workforce will be provided from existing Children's Services staffing.

- 4.2 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

| Risks | Uncontrolled Risk | Controls | Controlled Risk |
|--|-------------------|---|-----------------|
| Potential data breaches due to lack of appropriate | 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 The decision maker must have due regard to the equality duties before making a decision. You should therefore indicate whether an Equality Impact Assessment (EQIA) was completed, and if, following the initial screening, a full EQIA was required. If an EQIA has been carried out it should be available as a background paper, alternatively the equalities implications can be explained in this paragraph. If an EIA requires completion it should be (1) added to the appendices list (2) put on the corporate area in the Hyperwave for publication as part of transparency. **If an EQIA is required it must be submitted with the report to DMT.**

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 If none, say so. Please keep to one paragraph.

12. PROPERTY AND ASSETS

12.1 If none, say so. Please keep to one paragraph.

13. ANY OTHER IMPLICATIONS

13.1 Anything else that seems appropriate, including impact on front line services. Please keep to one paragraph.

14. CONSULTATION

14.1 The report will be considered by Adult, Children and Health Services Overview and Scrutiny Panel on 27 January 2016.

15. TIMETABLE FOR IMPLEMENTATION

15.1 To show the stages and deadlines for implementing the recommendations

| 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 Appendix 1: WAMLSCB Threshold Document
Appendix 2: MASH and Early Help documentation and electronic records
Appendix 3: Work Flow process
Appendix 4: Information Sharing Agreement
Appendix 5: MASH Data Set

17. BACKGROUND INFORMATION

17.1 This is a statutory requirement - please include details of public documents referred to in writing the report, an EQIA if relevant, any officer research and advice documents which Members or Members of the Public may request from the report author. Do not list any Part II documents here, otherwise they become publically accessible.

18. CONSULTATION (MANDATORY)

18.1 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.

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

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

| Name of consultee | Post held and Department | Date sent | Date received | See comments in paragraph: |
|--------------------------|--|------------------|----------------------|-----------------------------------|
| Internal | | | | |
| Cllr Burbage | Leader of the Council | | | Throughout |
| Councillor Airey | Lead Member | | | Throughout |
| Alison Alexander | MD | | | Throughout |
| | Head of Legal Services | | | |
| Alison Alexander | Director | | | Throughout |
| Edmund Bradley | Finance partner | | | Throughout |
| Cabinet Policy Office | | | | |
| External | | | | |
| | Police, voluntary Organisation, AN Other etc | | | Throughout |

| | | |
|----------------------------|---|------------------|
| Full name of report author | Job title | Full contact no: |
| Theresa Leavy | Deputy Director Health, Early Help and Safeguarding | 01628 683177 |