



Social Care Services Board

26 October 2016

SURREY MULTI-AGENCY SAFEGUARDING HUB (MASH)

Purpose of report: To provide background information and progress on implementation of the MASH

Introduction:

1. Surrey County Council's ambition is that children and young people are happy, healthy, safe and confident in their future¹. As a partnership, we want to prevent events which stop children² from achieving this ambition. Central to achieving this ambition has been the establishment of the MASH and the Early Help System.
2. The MASH went live on 5 October 2016, located in Guildford Police Station. It provides the county with a single point of access to the social care and early help system in Surrey. The benefits of the MASH include:
 - Enhanced multi-agency coordination of safeguarding activity
 - Speedier decisions and responses to identified risks
 - Improved multi-agency information sharing
 - Greater consistency of decision making
3. The MASH serves both children and adults and comprises four key partners: Children's Social Care, Adults' Social Care, Police and Health, with other agencies linked virtually to the MASH.

Principles:

4. The MASH upholds a ***presumption for early help*** in relation to all contacts. MASH social workers presume that the needs of children can be met through an offer of early help before a referral for a children and family assessment (CFA) is made. Only when the level of need meets the threshold agreed by the Local Safeguarding Children's Board (LSCB) is a referral made.
5. 'No' is no longer an acceptable response to requests for help, whether at the 'front door', after a CFA, or when a social care intervention comes to an end. The MASH will always give referrers appropriate feedback in relation to their referral and ensure that the right help is offered based on assessed levels of

¹ A joint vision for children and outcomes framework is currently being developed with our partner agencies.

² From this point we use the term children to mean 'children and young people'.

need, risk and harm. By intervening earlier we aim to prevent problems getting worse, while lessening the need for specialist services.

Background

6. Since 1948 there have been approximately 70 public inquiries into major cases of child abuse, with the need for effective multi-agency working and information sharing clearly stated in several high-profile cases. Whilst the particular circumstances of each case may have been different, there were areas of considerable similarity. In particular, the following features frequently arose:
 - Failure of communication between staff and agencies
 - Inadequate resources to meet demand
7. There are numerous MASH models, the most common of which is the co-location of professionals from key agencies to determine relevant safeguarding information to share. The key aim of the MASH model is to facilitate partnership working and provide clearer accountability for a faster, more co-ordinated and consistent response to safeguarding concerns.
8. Although some safeguarding services have been co-located within Surrey to date, a true MASH model has not yet existed. The background behind co-located services within Surrey is as follows; since 2005 Surrey residents received support and intervention from an integrated Adult of Working Age Mental Health and Social Care Service, which included substance misuse services. At the beginning of 2011, it was agreed that Surrey and Borders Partnership NHS Foundation Trust (SABP) would transfer two Mental Health Practitioners on a secondment arrangement to the Central Referral Unit based in Guildford Police Station. The role of the Mental Health staff was to provide a service of filtering the police notification forms, 39/24s, where they indicated a possible mental health difficulty, drug & alcohol misuse or learning disabilities. They provided a key liaison service between Surrey Police, Surrey County Council Contact Centre and Surrey & Borders NHS Trust services.
9. In July 2013 a joint Central Referral Unit (CRU) started which co-located Children's Services social workers and managers in the existing Police CRU (Guildford Police Station). This already included SABP (Adult Mental health). The Police CRU had existed since April 2011 with the purpose of having a joint unit to manage and make decisions regarding police notifications (39/24) which were sent into Children's Services.
10. In April 2014, following the completion of the Children's Services reorganisation, with the introduction of the area Referral Assessment & Intervention Services (RAIS), a Multi-Agency Safeguarding Hub MASH Governance Board was developed to include Surrey Children's Services, Surrey Police, Adult Services, Health and Probation with the aim of developing the Safeguarding Hub into a Surrey MASH. Victim Support joined in May 2014 and Adult Social Care in June 2014.

Staffing the MASH

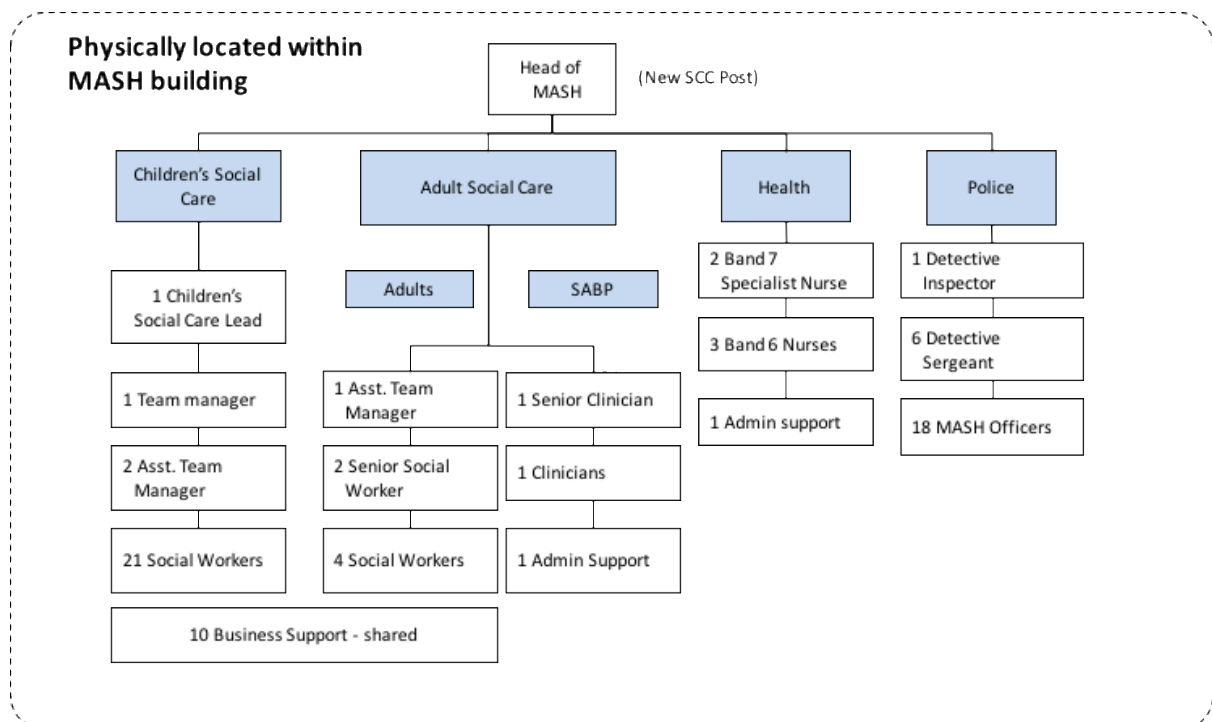
11. The MASH comprises staff from the four key partners. Full-time equivalent (FTE) representation is given below:

• Head of MASH	1
• Children's Social Care	25
• Adults' Social Care	7
• Business Support	10
• Surrey and Borders Partnership	3
• Police	25
• Health	6
Total FTE	77

In addition there are seven specialist roles within the MASH:

- Missing people Return Interviewers (2) (SCC managed/funded)
- WISE Workers (2) (YMCA managed, OPCC funded)
- CSE Analyst (1) (Surrey Police managed, OPCC funded)
- CSE Coordinator (1) (Surrey Police managed, OPCC funded)
- Missing Person Coordinator (1) (Surrey Police managed/funded)

12. The structure of the MASH



Implementation of the Change

13. To bring about the changes described above we established in July 2015 a MASH and Early Help Coordination Programme that operated four workstreams:
 - People, project managing the staff consultation, selection and induction necessary to move from one system to another
 - Processes, project managing the design of end-to-end processes for the operation of the MASH
 - Property, project managing the refit of the 6th floor of Guildford Police Station and the movement of staff to the facility
 - Technology, project managing the design and delivery of the Early Help Module, the software used within the MASH to securely assess and communicate.
14. The programme has now delivered the MASH on the planned date which was successfully launched on 5 October.
15. This programme will now support the development of the MASH through to 31 January 2017.
16. There is one outstanding issue to be resolved, regarding the lack of free parking facilities at the MASH. A proposal has been made that free use of park-and-ride could be offered to MASH staff. A Pay Exception business case was submitted to the Pay and Reward team on 28 September 2016. The case for this provision is made solely for MASH staff and not for all staff affected by reorganisations. There is however, a conflict between Council policy and the provision of parking for MASH staff because the MASH staff are dwellers and therefore are not required car users. The outcome of the submission of the Business Case is awaited.

Performance Reporting

17. At Go-Live the key performance indicators available were:
 - No. of contacts by referring agency
 - No. and proportion of contacts which are repeat/re-contact
 - No. and %age of contacts that became MASH enquiries by RAG rating by agency
 - Timeliness of decision making in the 'front door team'
 - Capture when MARF is received and when decision making time starts
 - Comparison of Social Worker Recommended Contact Outcome with Manager's Chosen Contact Outcome
 - Total no. of MASH Enquiries and the breakdown by outcome and Initial RAG Rating
 - Change in RAG rating between start and end of the MASH Enquiry Process

- Total no. of contacts and the breakdown by outcomes

Recommendations:

18. That the Board notes the progress made in developing the MASH.
19. That an annual report on MASH activity be presented to the Social Care Services Board in October 2017.

Next steps:

20. 31 January 2017: Formal closure of the MASH and Early Help Coordination Programme. Transition of the MASH to new governance arrangements.

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Sources/background papers: MASH and Early Help Coordination Programme Partnership Business Case (July 2016)

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