

# **Resources and Fire and Rescue Overview and Scrutiny Committee**

**17 March, 2016**

## **Update on the development of the Multi-Agency Safeguarding Hub (MASH) in Warwickshire.**

### **Recommendations**

The Resources and Fire and Rescue Overview and Scrutiny Committee:

- i. notes the progress of the Multi-Agency Safeguarding Hub (MASH) in Warwickshire,
- ii. requests a further report in 6 months' time following the implementation of the MASH.

### **1. Introduction**

- 1.1 Reports regarding the development of the Warwickshire Multi-agency Safeguarding Hub (MASH) have been provided to a variety of forums and Boards within the county council including Overview & Scrutiny Committees and the Cabinet. This is the first update to the Resources and Fire and Rescue Overview and Scrutiny Committee and is the result of a request from the meeting of the 21<sup>st</sup> January.
- 1.2 The report seeks to provide a brief background to the development of a MASH in Warwickshire and progress against the project plan to date.

### **2. Background to the MASH Project**

- 2.1 There were currently a number of drivers behind the development of a MASH from the council's perspective, including the priorities of early intervention and prevention, requirements to reduce demand and dependency on traditional models of support that may not be beneficial to service users, financial sustainability and a desire to build on the strong performance of services to date.
- 2.2 Other agencies are similarly experiencing the need to manage demand and improve service in light of reducing service budgets, increasing demand from the community and changes in legislation.
- 2.3 Clearly a MASH offers the opportunity to deliver benefits on a number of fronts, not only in terms of more efficient resource management but also in terms of delivering services more effectively, meeting the needs of service users better and avoiding re-referrals where their needs have not been effectively met first time.

- 2.4 The development of a Warwickshire MASH originated from a range of partners looking individually and collectively at how responses to safeguarding concerns and thresholds for services could be more consistently applied across the county. During 2013 and 2014 a number of multi-agency meetings were held looking at MASH models implemented in other local authorities, resulting in Warwickshire's Children's Social Care and Safeguarding taking the lead in 2014 to develop a MASH project for the county which could be put for consideration by the safeguarding strategic partners.
- 2.5 Children and Young People's Overview & Scrutiny Committee further supported the development as did the Police and Crime Commissioner. A Select Committee reviewing progress on Warwickshire's response to the Jay Report into child sexual exploitation (CSE) in Rotherham gave further impetus to the development.
- 2.6 Development of the MASH is being managed by a multi-agency MASH Strategic Group consisting of chief officers and heads of service (or their equivalent) of each of the participating agencies.
- 2.7 Following the publication of the Project Initiation Document, and its' later review which aimed to broaden the scope to include adult's safeguarding, the need for the county council to strengthen the project management was identified. This resulted in the abstraction of Lesley Tregear from her substantive role as Warwickshire Youth Justice & Family Intervention Service Manager to act as Project Implementation Lead and Jonathan Roberts and Rita Chohan appointed as Project Managers from the police and local authority respectively. This project team has now been functioning since the end of June. A business analyst, Michael Sumyk, has more latterly been employed to support the development of the MASH procedures and support the IT development, working alongside colleagues in WCC IT&C. This project team is responsible for the development of the project and all planning activity associated with delivering against that plan; progress of that plan is detailed below.
- 2.8 An Operational Delivery Group led by the project team is actively engaged with the delivery of the tasks required for the effective delivery of the project plan. A MASH Stakeholder Group provides further oversight of the development and supports communications with a wider audience of agencies and staff not directly involved in the delivery of the MASH.

### **3. Progress of the Project**

- 3.1 Milestones to the project are detailed below demonstrating the significant elements of the plan that evidence progress for the project. The MASH project plan includes the following milestones:
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| 1. The identification of the partners to the MASH          | (30.07.15) |
| 2. The provision of a MASH model for function and practice | (06.08.15) |
| 3. Identification of premises for the MASH                 | (31.10.15) |
| 4. Identification of the MASH IT case tracking system      | (28.02.16) |
| 5. The recruitment of a MASH manager                       | (31.03.16) |
| 6. The commencement of the Children's' MASH                | (03.05.16) |
| 7. The commencement of the Adults' MASH.                   | (31.08.16) |

3.2 Progress has been made against all the above milestones with milestones 1 – 5 completed:-

1. All required partners to the MASH were identified within the timescales and have been party to the Operational Delivery Group and Stakeholder Group. In addition to those initially identified others are also now involved in the MASH either placing staff in the unit or providing single point of contact (SPoC) for the MASH to liaise with for information sharing purposes. These include the West Midlands Ambulance Service, the National Probation Service and the Warwickshire and West Mercia Probation Community Rehabilitation Company. WCC legal services have been developing the governance arrangements for the MASH which includes a memorandum of understanding, information sharing agreements and terms of reference for the future MASH Strategic Management Group.
2. The MASH model was signed off by the MASH Strategic Group within timescales and this has now been developed into a standard operating procedure for use within the MASH. WCC Legal services have been involved in the development of this to ensure compliance of the procedure with the statutory requirements for the county council.
3. An area within Saltisford Building 3 was identified as the location of the MASH. Previous users of the area assigned for the MASH have mostly been vacated and work to alter the building has commenced.
4. A software provider has been chosen to provide the MASH IT system and work on developing a prototype system has commenced with members of the newly formed MASH leadership team meeting with the suppliers to support this. The IT&C lead is confident that this system will deliver as required but creating a prototype will mean the system can be developed and tested against the requirements for Warwickshire prior to full commitment to purchase. The chosen system has been selected with the best possible integration available from those reviewed.
5. The MASH manager, John Coleman, has been appointed and commenced his role on 8<sup>th</sup> February following his early release from his previous role as operations manager for Rugby Children's Safeguarding Team. As a result of this appointment Lesley Tregear will be returning to her substantive post from the 7<sup>th</sup> March enabling the MASH manager to continue with the project together with the project managers.
6. Commencement of the Children's element of the MASH is on target and agencies have identified the staff that are to be based there.
- 6/7 Transition workshops have commenced, firstly with the identified multi-agency leadership team, more latterly with the MASH staff (children and adult). The staff workshops have been facilitated by a member of the county council's WCC Organisational Development Team, assisted by the MASH leadership team. More of these are planned to assist in the development of this team.

3.3 In addition to the milestones identified above work on the project includes:

- The completion of an equality impact assessment, demonstrating positive impact to priority groups in Warwickshire as a result of the implementation of the MASH,
- The development of a performance framework which will provide assurance to partners and safeguarding boards that the MASH is managing effectively and delivering against identified benefits; this will include monitoring of diversity data,
- The financial arrangements for the MASH, which will also be aligned to the governance arrangements.

## 4. Conclusion

4.1 The MASH project is successfully working with partners to establish the all age MASH as detailed in the project initiation document, and against the agreed timescales. This is delivering on a key recommendation of many serious case reviews both nationally and in Warwickshire.

4.2 The work being undertaken to deliver the MASH aims to ensure that it delivers an excellent standard and meets the needs of all partners in terms of driving efficiencies and improvements. The 'Vision' of the MASH agreed by the Strategic Group demonstrates this desire to achieve better outcomes for Warwickshire citizens:

*People in Warwickshire are safeguarded from harm, receiving the services they need, at the right time, effectively and efficiently.*

4.3 The transition workshops are designed to ensure that staff are able to contribute effectively to deliver safeguarding services in a more coherent manner. As the agreed MASH ethos identifies:

*The MASH is a small part of a number of safeguarding processes, however at the heart of a MASH is a multi-disciplinary team working together as one, putting the needs of the community first to ensure our community, where possible, is safeguarded from future and potential harm and where they have suffered harm they receive the service that best meets their need.*

4.4 Reports on progress of the MASH are being reported to a number of forums due to the multi-agency nature of the MASH and the cross cutting nature of its work. Reports to the Safeguarding Boards for Adults and Children are also provided to ensure that all agencies are assured that the MASH will deliver against their safeguarding responsibilities.

4.5 Future updates to the Overview and Scrutiny Committee is recommended to ensure that members are assured that progress with this significant development serves to improve safeguarding provision in Warwickshire.

**Background Papers:** None

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**The report was circulated to the following members prior to publication:**

Councillor Dirveiks  
Councillor N. Davies  
Councillor Fowler  
Councillor Horner  
Councillor Kaur  
Councillor Western

**Local Members:**

Not applicable