Project: Multi-Agency Safeguarding Hub
Children’s Improvement Plan

Date updated: 26/02/15
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1. Why we are doing this project

On 8 September 2015 the Surrey Safeguarding partnership endorsed the establishment and development of the current Multi-Agency Safeguarding Hub (MASH) with Early Help coordination as a new operating model county wide. The aim of the MASH is to significantly improve the sharing of information between agencies, improve decision-making by taking a more holistic view, therefore helping to protect the most vulnerable children and adults from harm, neglect and abuse.


The Vision for the MASH is to provide one ‘front door’ for both professionals and the public to report any child or adult safeguarding concerns.
### 2. The plan

<table>
<thead>
<tr>
<th>NOVEMBER</th>
<th>DECEMBER</th>
<th>JANUARY</th>
<th>FEBRUARY</th>
<th>MARCH</th>
<th>APRIL</th>
<th>MAY</th>
<th>JUNE</th>
<th>JULY</th>
<th>AUGUST</th>
<th>SEPTEMBER</th>
<th>OCTOBER</th>
<th>NOVEMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Levels of need engagement commences</td>
<td>Pilot new RAIS model</td>
<td>Processes Pathways Forms</td>
<td>SSCB sign off levels of need</td>
<td>JD evaluation</td>
<td>EH Local Offer</td>
<td>RAIS Pilot complete - BAU</td>
<td>EH Networks in place</td>
<td>Staff options consultation</td>
<td>EH M tested and live</td>
<td>Commence step up/step down</td>
<td>MASH move to premises</td>
<td>MASH LIVE</td>
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<tr>
<td>- EH Practice manual</td>
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<tr>
<td>Volume analysis complet</td>
<td>Whole system agreement at CYPP Board</td>
<td>Partnership plan</td>
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3. What we have done so far

- Best practice research has been completed, highlighting lessons learnt, useful documents and contacts from existing and emerging MASHs across the country.

- A detailed volume analysis has estimated the likely demand upon the MASH from both children and vulnerable adult referrals. This has been used and considered to inform the number of posts within the structure and the design of the business processes.

- The structure for the MASH incorporates roles, job descriptions and staff funding arrangements.

- Partnership business processes, describing how the MASH and Early Help coordination will operate in detail are being developed.

- A MASH specific Information Sharing Agreement (ISA) has been developed and is being widely consulted upon in preparation for sign-off by the Board in future. The ISA is a tier 2 to the Surrey MAISP.
What we have done so far (continued)

• We are in the process of gathering technology requirements from partner agencies to inform the design of technical solutions and associated cost estimates.

• Draft performance measures, data sets and a MASH tracker for the MASH and Early Help coordination are in progress.

• The first round of the Surrey Safer Model training has commenced and in particular in relation to a tool called EVOLUTION.

• The Police 39/24 form itself is under review; the MASH team have been working closely with the project manager to make sure that the refreshed 39/24 will be ready to launch in February 2021 once there has been a full round of training for all officers and staff who currently complete 39/24s.

• An on-going more detailed communication plan has been developed for the run-up to go live to ensure that key parties and the public are aware of the existence of the MASH and Early help coordination functions and how to access it.
4. What we are doing next

- Health, Fire and Rescue, Youth Support Services, Education, Early Help to Social Care interface and vice versa specialist processes to be defined (Process Workstream)
- Early Help model to be defined in order to receive Step Down cases classified as Green, from the MASH.
- Training across Surrey to Partners in relation to the Safer Surrey Model (Supervision, Evolution and Conference model)
- Eleven Adult professional briefings set up from February to May
- Four workshops by SSCB in relation to the Levels of Need Document
- Schools Road shows planned to raise awareness about MASH and Early Help with DSL’s
- EHM database design based on Core Business Processes Agreed
- Key meetings with Workstream leads in relation to all Business capabilities, coordinated by MASH Delivery Board.
- Project Sponsors meeting to confirm location for building and agree costing for this.
- Monthly Project Board meetings to report progress to Sponsors
- Regular communications to partners based on Comms Plan
5. How we will know if this benefits children and families

The project seeks to deliver the following benefits which will be evidenced through on-going evaluation and inspection:

- a reduction in the number of children and adults inappropriately receiving costly services from social care, health, the police and others
- closer partnership working, clearer accountability, less duplication of effort, agencies providing faster, more co-ordinated, consistent responses to safeguarding concerns, ensuring that vulnerable children and adults are kept safe
- improved interfaces in the partnership with greater ability to identify potential vulnerability, enabling more prevention action to be taken and dealing with cases before they escalate
- an improved ‘journey’ for the child, adult and family with more preventative support and better informed services provided at the right time
- greater communication with families, more children remain safely at home
How we will know if this benefits children and families (continued)

- more adults are safe and attended to appropriately, service user increased satisfaction (less complaints, and recognised benefits)
- a reduction in the number of inappropriate referrals and repeat referrals
- a more straightforward and responsive process for the professional or citizen raising a safeguarding concern, with clear guidance and support
- improved compliance by the Safeguarding partnership
- provision of an audit trail and outcomes to agencies involved with the child during and following MASH/ EH engagement in a contact received
- joint, relevant key performance indicators, evidence that risks are identified sooner
- good to outstanding Ofsted, CQC and HMIC assessment
- Collation of a body of knowledge, enabling more intelligent commissioning and provisioning of services
6. Where to find out more

For more information or to get involved, please contact

**Clive Mitten**, Programme Manager
at clive.mitten@surreycc.gov.uk

**Ian Vinall**, Project Lead
at ian.vinall@surreycc.gov.uk

**Rupinder Raikmo** – Project Manager SCC (Internal)
at rupinder.raikmo@surreycc.gov.uk

**Marisa de Jager** - Project Manager and consultant (External)
at marisa@nibconsulting.co.uk
7. Project Overview Document
## PROJECT OVERVIEW DOCUMENT

<table>
<thead>
<tr>
<th>Programme</th>
<th>MASH</th>
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</thead>
<tbody>
<tr>
<td>Programme manager</td>
<td>Clive Mitten</td>
</tr>
<tr>
<td>Programme authority</td>
<td>MASH Project Board</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project name</th>
<th>Multi Agency Safeguarding Hub</th>
<th>ID</th>
<th>CIP10</th>
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</thead>
<tbody>
<tr>
<td><strong>Project purpose</strong></td>
<td>An enhancement of the existing Multi Agency Safeguarding Hub (MASH) is underway, to become operational in November 2016. The Hub is a co-location of several agencies, including Police, Probation, Education and Health, alongside representatives of Council services. The Hub will consists out of approximately 150 staff members who will need to be co-located with their own databases and then have access to the EHM module (Liquid Logic database).</td>
<td></td>
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<tr>
<td>Project sponsor</td>
<td>Garath Symonds, Assistant Director, Commissioning and Prevention (SCC), Vicky Stobbart, (Health), Stuart Cundy (Police)</td>
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<tr>
<td>Project manager</td>
<td>Rupinder Raikmo, Project Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project authority</td>
<td>Project Board with key partners (Garath Symonds chairs)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Timeframe</strong></td>
<td><strong>Start date:</strong> July 2015</td>
<td><strong>End date:</strong> November 2016</td>
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</table>
1. **Scope**

The Surrey MASH and Early offer of Help (EOH) will deliver three outcomes:

- **Early identification and understanding of risk** - earlier and better decisions based on full partnership information picture.
- **Victim identification and intervention** - the identification of unseen victims, the recognition of multiple notifications of concern falling below threshold, and the earliest identification of harm and risk driving earliest interventions and support.
- **Strategic harm identification and reduction** - analysis and research across the rich partnership data within a MASH to identify the harm of today and tomorrow. Enables targeted intervention and support for best outcomes and the business case for commissioning of services against a true picture of harm.

The MASH will receive all new safeguarding concerns from professionals such as frontline police, teachers and doctors as well as members of the public and family members. The MASH will also receive notifications from the Home Office, prison services and for example the NSPCC. Cases meeting the threshold for Adult or Children’s Social Care involvement will be signposted to the appropriate teams without delay. For those cases where need, risk and harm is unclear, representatives from the different agencies in the MASH will collate information from their respective sources to build up a holistic picture of the circumstances of the case and the associated risks to the child or adult. As a result, better decisions will be made about what action to take and support and intervention will be targeted at the earliest opportunity for the most urgent cases. Better co-ordination between agencies will lead to an improved service for children, adults and families.

The MASH will also provide advice and guidance for professionals with safeguarding concerns about a child or adult. This will help to enforce the application of the levels of need thresholds, improve the quality of information provided and ensure that the appropriate level of support and intervention is offered. For those concerns that do not meet the statutory threshold for Adult or Children’s Social Care involvement, the MASH will ensure that cases are appropriately coordinated to early intervention or other services as and when this is appropriate. Children and Adult Social Care and Education as safeguarding partners in the MASH will therefore have a greater understanding of best practice in multi-agency arrangements for identifying need, risk and harm so that analysis can be informed at an earlier stage for better signposting to service provision and to reduce vulnerability and escalation of harm.
### 2. Products description(s)

1. Investment Board to sign off business case by March 2016.
2. The timescales are for work to commence urgently and to link to the MASH project Estate timescales and project plan – implementation and live date is November 2016.

### 3. Acceptance criteria

The Vision for the MASH is to provide one ‘front door’ for both professionals and the public to report any child or adult safeguarding concerns.

### 4. Work breakdown structure

The project has been broken down into the following 8 work streams, with a stream lead to Chair the meetings and attendees that represent key partners.

1. MASH design/Process – Ian Vinall (SCC)
2. Communications – Samantha Turpin (SCC)
3. Information Governance – Dan Lorusso (Health) and Esther Spiro (Police)
4. Workforce Development – Joy Chant (Police)
5. IT – Lorraine Juniper/Simon Willis (SCC)
6. ICT – Lorraine Juniper/Simon Willis (SCC)
7. Property – Mark Irons (SCC)
8. People (HR) – Gurbax Kaur (SCC)

### 5. Team and roles

- **Clive Mitten**, SCC Programme Manager
- **Rupinder Raikmo** SCC Project Manager for Children, Schools and Families
- **Marisa de Jager**, Consultant from Nib consulting (Partnership Project Manager)
- **Bobbi Severova-Millard**, SCC Project Manager for Adult Social Care

### 6. Budget

Business Case has been submitted for funding request for staff and Estate costs for all Key partners, Health, Police and SCC Children’s and Adult’s.
### 7. Benefits / impact

The benefits of the MASH will be experienced by the residents of Surrey, both Children and Adults will have their cases reviewed more efficiently due to the co-location of partners, along with cases being triaged quicker to the rightful area. There will also be a greater level of information sharing that will take place between partners within a firewalled environment, thereby providing a more complete picture of each case and facilitating better decision making.

The more comprehensive risk assessment process in the MASH will improve the reliability of assessments and this will allow us to make onward referrals to the most appropriate agency, including services for lower levels of risk. Since all referrals will be directed to services, we will eliminate the outcome “no further action” which is a source of dissatisfaction with people who use our services.

In addition, referring people to the most appropriate agency will reduce the possibility that cases might escalate to higher levels of risk over time. This will improve safety for children and adults, and improve the quality of life for families.

Data sets which will be required have been mapped out for the MASH, these will pull key stats once the MASH is up and running. This data should show us how many cases are being worked on by partners and whether they are adhering to timescales based on the level of risk for each case.

### 8. Risks and assumptions

A key assumption is that the resources can be put in place to ensure the MASH operates as envisaged. Key risks include securing an appropriate building within budget, effective information sharing, and establishing consistent approaches to risk. The full range of strategic and operational risks will be managed through the Project Board.

### 9. Dependencies

Summary of key links to other projects or activities

This project has a key interdependency to EH and RAIS, all these functions will be integrated under the new MASH.

### 10. Stakeholders

Project Sponsors and partnership work stream leads are being engaged. We are working closely with Adult’s and Children’s Social Care, Health, Police, Schools etc.
11. Key decisions  
Key date we are waiting for is gaining approval for the Business Case through the Investment Panel in March 2016

12. Project documentation  
Update for the MASH project is provided in Exec View and key documents are circulated to the partners.

The MASH Project Board has access to key documents such as the risk register and the work stream updates in the form of flashcards produced by the Project Delivery Group.

Each work stream is led by a representative from the partnership; these representatives feed information up to the Project Delivery Group who then feed information up to the Project Board.
## Actions (summary)

<table>
<thead>
<tr>
<th></th>
<th>What</th>
<th>Who</th>
<th>Start</th>
<th>End</th>
<th>Progress Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Business Case to Investment Panel</td>
<td>CB</td>
<td>March 2016</td>
<td>March 2016</td>
<td>In Progress</td>
<td>Draft Business Case needs some amendments.</td>
</tr>
<tr>
<td>2</td>
<td>Estates discussions to take place to secure a location</td>
<td>MdJ/RR/Mark Irons</td>
<td>Feb 2016</td>
<td>March 2016</td>
<td>In Progress</td>
<td>A possible location has been found, this needs approval from sponsors, meeting planned for Feb to review venue with Health, Police and SCC.</td>
</tr>
<tr>
<td>3</td>
<td>Writing JD’s with HR</td>
<td>RR</td>
<td>Feb 2016</td>
<td>Feb 2016</td>
<td>In Progress</td>
<td>Meeting planned in Feb between HR and Rupinder to write new JD’s.</td>
</tr>
<tr>
<td>4</td>
<td>Training planned for RAIS teams</td>
<td>MdJ/RR</td>
<td>Feb 2016</td>
<td>April 2016</td>
<td>In progress</td>
<td>Dates in dairy for presentations to take place across the County to RAIS Teams</td>
</tr>
<tr>
<td>5</td>
<td>Training planned for Health</td>
<td>MdJ/RR</td>
<td>Feb 2016</td>
<td>April 2016</td>
<td>In progress</td>
<td>Awareness meeting on MASH presented to key Health leads, workshop will be planned over the next few months.</td>
</tr>
<tr>
<td>6</td>
<td>DSL Meetings for Schools to raise MASH awareness</td>
<td>MdJ/RR/Clive Mitten</td>
<td>March 2016</td>
<td>March 2016</td>
<td>In Progress</td>
<td>Roadshow across County to raise awareness of MASH to Schools</td>
</tr>
<tr>
<td>7</td>
<td>Adults Training planned across the County</td>
<td>MdJ/RR/Bobby Millard</td>
<td>March 2016</td>
<td>April 2016</td>
<td>In Progress</td>
<td>Meeting with key Adults partners have taken place, training planned for April</td>
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