

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

31 OCTOBER 2017

REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING

MULTI-AGENCY SAFEGUARDING HUB (MASH)

1.0 Purpose of Report

- 1.1 To provide Cabinet with an update of the work undertaken since project start and to seek approval to arrange execution of the MASH Agreement on behalf of the Council and enter into a lease agreement for the specific MASH accommodation, Red Dragon Court, Bridgend Industrial Estate, Bridgend.

2.0 Connection to Corporate Plan

- 2.1 The aim of this project is to improve outcomes for children, young people, adults and their families, by making sure that our systems and processes enable needs to be identified as early as possible and responded to proportionately and by the right person/service.

- 2.2 This project is fundamental to driving the transformation of both children's and adult's social care and the whole system approach. The key improvement objectives identified in the corporate plan and in the directorate's business plan have been taken into consideration, especially:

- Helping people to be more self-reliant; and
- Smarter use of resources.

- 2.2 The MASH approach also aligns to the Social Services and Wellbeing (Wales) Act 2014 and supports the Well-being of Future Generations (Wales) Act 2015.

3.0 Background

- 3.1 In 2015, a paper was produced by the Effective Services for Vulnerable Groups (ESVG) project on the establishment of the MASH in Wales, which shared early learning from three areas across Wales where MASH arrangements were in place. It was concluded that the MASH approach leads to:

- Streamlined decision making through enhanced intelligence;
- Risk being collectively addressed;
- Opportunity for early intervention and prevention of repeat referrals;
- Demand being created but repeat referrals being effectively reduced.

The MASH in Bridgend will be the third MASH in the South Wales Police area.

- 3.2 Safeguarding and promoting the welfare of vulnerable groups is everyone's responsibility and the evidence nationally and locally indicates that information sharing is vital to achieving this. Despite professionals' best efforts, information

sharing is always a theme within any review process where improvements have to be made. The MASH will provide the opportunity for agencies to do this better through co-locating professionals (either physically or through virtual means) to improve the quality of information on which decisions are based and making the sharing of this information quicker and easier.

- 3.3 The MASH will bring key professionals together to facilitate early, better quality information sharing, analysis and decision-making, to safeguard vulnerable children, young people and adults more effectively. In Bridgend, the development of the MASH coincided with the implementation of the Social Services and Wellbeing (Wales) Act 2014. Within this legislation, there is a requirement for each Local Authority to provide an Information, Advice and Assistance (IAA) Service. Partners have agreed that this function should be delivered within the MASH as the sharing of information and decision making is a prerequisite of the IAA service also.
- 3.4 In 2016, a report in relation to a Children's Social Care Overview was presented to the Children and Young People's Overview and Scrutiny Committee. There was reference to the MASH in this paper in the context that it was one of the projects that underpin the programme of Remodelling in Childrens Social Care.
- 3.5 It has been agreed by partners that the project will be implemented in three stages:
- The project has currently been focusing on Phase 1 which is the Co-location of children's social care staff and key partners (including health, education, police, probation, Community drug and alcohol services and housing; delivery of the IAA Service. There is currently no confirmed date for the co-location of the MASH, and this has implications for the timescales of phases 2 and 3. In the build up to phase 1 key work streams have been established and are reviewed in 4.3 of this report
 - Phase 2 should be able to take place 6 weeks after phase 1 has been completed. In phase 2 there will be the co-location of Safeguarding Vulnerable Adults Team; monitoring of Missing Children and those children/young people subject to Child Sexual Exploitation (CSE) concerns.
 - Phase 3 – Multi Agency Risk Assessment Conferencing/Multi Agency Public Protection Arrangements and Professional Abuse Strategy Meetings will be facilitated within the MASH.

4.0 Current Situation

- 4.1 The MASH Strategic and Operational Boards have been meeting regularly to ensure that the project has maintained momentum in relation to all partners. These are chaired by the Corporate Director, Social Services and Wellbeing and Head of Childrens Social Care respectively.
- 4.2 In readiness for the 'go live' of the MASH, the majority of agencies who are in scope for co-location are now based together in civic offices. They are already working together within the Information, Advice and Assistance Service (IAA).
- 4.3 Workstreams have also been established and work is well advanced with the key areas of focus being:
- Policies and Procedures

- ICT
- Information Sharing
- Accommodation

- 4.4 **Policies and Procedures** – business/operating processes have been developed and agreed by partners. Similarly, the operational structure has been agreed with the Job Description for a Co-ordinator post being finalised (the Police and Crime Commissioner’s Office will make a financial contribution to this post for 12 months) and vetting for all staff within the scope of the project having now been completed. A Performance Management Framework will be finalised by the Co-ordinator. An agreement for the Bridgend MASH is in draft and will be signed before the team becomes fully operational.
- 4.5 **ICT** – there is agreement between partners that the MASH will use the ‘M Hub’ to record all agency information with regards to safeguarding concerns. This is consistent with the other MASH projects within the South Wales Police area; however there is a commitment to exploring another ICT solution in the longer term which will connect to other databases. A joint site visit with South Wales Police has been undertaken and the full costs for the ICT infrastructure specification for Red Dragon Court and an agreed method (with costs) for BCBC staff to access their internal systems is awaited. The worst case scenario in terms of an estimate of costs is set out in 7.2.
- 4.6 **Information Sharing** – an Information Sharing Protocol has been developed and agreed by partners via their respective Information Governance Boards.
- 4.7 **Accommodation** – following a number of option appraisals on potential accommodation for the MASH, the Strategic Board has agreed that the service should be based at Red Dragon Court, Bridgend Industrial Estate, Bridgend. Work has been undertaken to scope out the costs in relation to the set up and running of the service. Design plans have been drawn up with partners in respect of the furnishing of the accommodation. Once the lease is finalised/signed off the ICT work and furnishing of the accommodation should be completed within a 12 week period.
- 4.8 **Leasing** - BCBC has agreed to be the lead organisation and therefore, will take full responsibility for the lease and manage the landlord function on behalf of the MASH. The initial length of the lease will be for a 5 year period with a tenant break clause at 3 years.
- 4.9 **Partnership Agreement** –The Partnership Agreement will set out the terms of the MASH collaboration and the basis upon which the Project will be set up, managed and governed. The Parties acknowledge that the Project is dynamic and will be subject to review and amendment by the Parties (as appropriate) during the Agreement Period to improve delivery of the Project. The Parties to the agreement are:
- South Wales Police
 - Bridgend County Borough Council
 - National Probation Service
 - The Wales Community Rehabilitation Company
 - Abertawe Bro Morgannwg University Health Board
 - The Police and Crime Commissioner for South Wales

4.9.1 The Partnership Agreement will mirror the length of the lease but will be subject to an annual review.

5.0 Effect upon Policy Framework and Procedure Rules

5.1 There is no impact on the policy framework and procedure rules.

6.0 Equality Impact Assessment

6.1 An EIA screening has been completed in consultation with the Equalities Officer, the conclusion being that a Full EIA will need to be undertaken within 3 years of this initial EIA Screening. This will give officers an opportunity to implement and embed the new model of care, before a full assessment is completed; identifying how effective it has been, who has been affected, and if there are any EIA implications as a result of implementing the new models of care.

7.0 Financial Implications

7.1 Work has progressed on scoping out all costs (both capital and revenue) associated with the setup and running of the MASH. The costs will be shared between all partners and the formula for doing this will be agreed and set out in the Agreement for the Bridgend MASH. Identifying a revenue budget for the BCBC contribution will need to be considered as part of 2018/19 budget setting process.

7.2 In order to establish the MASH the following Capital investment will be required. This includes £155,000 for the procurement of furniture. It is proposed that BCBC will be liable for 40% of the total cost but as lead organisation will undertake the procurement exercise and recharge MASH partners. It has been estimated that it could cost up to £50,000 to install the required ICT infrastructure to support collaborative working whilst ensuring data security. It is anticipated that this figure will be a "worst case scenario" position and the actual cost will be considerably less. BCBC will be liable for 40% of the total cost but as lead organisation will undertake the procurement exercise and recharge MASH partners. Therefore the total capital investment required will be £205,000 of which BCBC will be liable for £82,000. Council approved the total cost and BCBC's contribution within the capital programme at its meeting on 4 October 2017. As stated above this figure would reduce slightly if the ICT costs are reduced.

7.3 The main revenue costs will be rent and running costs for the accommodation plus the costs of employing the MASH co-ordinator (although there will be a contribution towards the MASH co-ordinator's post from the Police and Crime Commissioner for year 1 of the MASH). These costs will be circa £111,350 per annum. BCBC will be liable for 40% of this cost which is £44,540 but as lead organisation will be responsible for paying the total cost and recharging partners.

7.4 An amount of £1,000 has been agreed for the marketing costs of the MASH. BCBC will pay the initial costs but will ultimately be liable for £400 and will recharge its partners.

8.0 Recommendation

8.1 Cabinet is recommended to:

- Note the information contained in this report;
- Delegate authority to the Corporate Director, Social Services and Wellbeing to approve the final terms of the MASH Agreement on behalf of the Council and to arrange execution of the Agreement on behalf of the Council, subject to such delegated authority being exercised in consultation with the Corporate Director Operational and Partnership Services;
- Delegate authority to the Corporate Director, Communities in consultation with the Corporate Director Operational and Partnership Services to approve the heads of terms and for the Council to enter into a lease for the accommodation at Red Dragon Court, South Road, Bridgend Industrial Estate; and for the Council to take on the property management responsibilities on behalf of the MASH.

Susan Cooper

Corporate Director – Social Services and Wellbeing
October 2017

9.0 Contact Officers

Laura Kinsey – Head of Children’s Social Care
(01656) 642314
Laura.kinsey@bridgend.gov.uk

10.0 Background documents

None