

DELEGATED POWERS REPORT NO.

2063

SUBJECT: Establishment of the Multi-Agency Safeguarding Hub (MASH) Team

Control sheet

**All of the following actions MUST be completed at each stage of the process and the signed and dated report MUST be passed to the Governance Service for publishing**

All reports		
1. Governance Service receive draft report	Name of GSO Date	Paul Frost 15/5/13
2. Governance Service cleared draft report as being constitutionally appropriate	Name of GSO Date	Paul Frost 22/5/13
3. Finance clearance obtained ( <i>report author to complete</i> )	Name of Fin. officer Date	Farhana Begum 21/5/13
4. Staff and other resources issues clearance obtained ( <i>report author to complete</i> )	Name of Res. officer Date	Rena Abraham 21/5/13
5. Strategic Procurement clearance obtained ( <i>report author to complete</i> )	Name of SPO Date	NA
6. Legal clearance obtained from ( <i>report author to complete</i> )	Name of Legal officer Date	John O'Hara 22/5/13
7. Policy & Partnerships clearance obtained ( <i>report author to complete</i> )	Name of P&P officer Date	Andrew Nathan 17/5/13
8. Equalities & Diversity clearance obtained ( <i>report author to complete</i> )	Name of officer Date	Andrew Nathan 17/5/13
9. The above process has been checked and verified by Director, Head of Service or Deputy	Name Date	Ann Graham 22/5/13
10. Signed & dated report, scanned or hard copy received by Governance Service for publishing	Name of GSO Date	Andrew Charlwood 30/5/13
11. Report published by Governance Service to website	Name of GSO Date	Andrew Charlwood 3/6/13
12. Head of Service informed report is published	Name of GSO Date	Andrew Charlwood 3/6/13
13. Expiry of call-in period	Date	N/A
14. Report circulated for call-in purposes to Business Management OSC members & copied to Cabinet Members & Head of Service	Name of GSO Date	

**ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER (COUNCIL FUNCTION)**

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<b>Subject</b>	<b>Establishment of the Multi-Agency Safeguarding Hub (MASH) Team</b>
<b>Officer taking decision</b>	Children's Social Care Assistant Director
<b>Date of decision</b>	30 May 2013

Summary	Creation of Multi-Agency Safeguarding Hub (MASH) team, associated staffing resource and apportioned budget within Children's Services
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Officer Contributors	Andrew Cox, Erica Ferrari
Status (public or exempt)	Public
Wards affected	Not applicable
Enclosures	None
Contact for further information:	Andrew Cox, <a href="mailto:andrew.cox@barnet.gov.uk">andrew.cox@barnet.gov.uk</a> , 020 8359 4889

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## 1. RELEVANT PREVIOUS DECISIONS

1.1 None

## 2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

2.1 This decision supports priority outcome in the Corporate Plan 2013-16 “to create better life chances for children and young people across the borough”. The implementation of the MASH will bring a range of partners together into a single, multi-agency hub to share information quickly and efficiently as soon as notification of concerns about the welfare of a young person is received.

## 3. RISK MANAGEMENT ISSUES

3.1 Careful consideration has been given to whether the establishment of the MASH structure is likely to raise significant levels of public concern or give rise to policy considerations. It is not anticipated that any concern or comment will be raised or that the establishment gives rise to policy consideration.

3.2 Risks associated with the delivery of this project are managed and reported in accordance with corporate risk and project management processes and will also be reported through existing democratic processes.

## 4. EQUALITIES AND DIVERSITY ISSUES

4.1 In accordance with the Council’s statutory duties under the Equality Act 2010 and as committed to in the Corporate Plan the effects of the proposals upon all groups, protected by equalities legislation will be evaluated and taken into account in arriving at any decisions about the provision.

4.2 The establishment of the MASH, including all recruitment activity will follow the relevant Council HR policies.

## 5. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

5.1 The proposals set out in this report are in order to establish the MASH Team, reporting to the Service Manager, Assessments, Social Care Division, Children’s Service with the following roles:

<b>Job Title</b>	<b>FTE (Full time equivalent)</b>
MASH Manager (1 of these FTE is already established)	2
MASH Social Worker	2

<b>Job Title</b>	<b>FTE (Full time equivalent)</b>
MASH Social Work Assistant	4.6
Duty Support Officer	4.6

5.2 These proposals have the following HR implications:

5.2.1 Deletion of the following vacant post within the Children's Service establishment:

<b>Post No.</b>	<b>Job Title</b>	<b>FTE</b>
50025078	Principal Practitioner	1

5.2.2 The creation of the following posts within the Children's Social Care establishment:

<b>Job Title</b>	<b>Role Profile</b>	<b>FTE</b>
MASH Manager	Social Work Team Manager	1
MASH Social Worker	Principal/Senior Practitioner	1
MASH Social Work Assistant	Social Work Assistant	4.6
Duty Support Officer	Duty Support Officer	1.6

5.2.3 Transfer of the line management of the following post into the MASH Team from its current position in the Children's Service establishment:

<b>Post No.</b>	<b>Job Title</b>	<b>FTE</b>
500100118	Senior Practitioner	1

5.2.4 Transfer of the budget for the following posts into the MASH Team from their current position although line management responsibility will remain with the Central Resource Team Manager, including the new 1.6 Duty Support Officer post being created as detailed above.

<b>Post No.</b>	<b>Job Title</b>	<b>FTE</b>
50090553	Duty Support Officer	1
50025300	Duty Support Officer	1
50025302	Duty Support Officer	1

5.3 The proposals set out in this report have the following financial implications:

5.3.1 The MASH Team as described above in 2013/14 requires funding of £382,068 for 9 months from 1 July 2013 to 31 March 2014 (full year effect £579,338).

5.3.2 A review will be undertaken once the MASH is live to determine if the expected benefits are to be delivered and therefore where resource can be released from within other Children's Service teams to fund the ongoing operations of the MASH. Funding for the team beyond March 2014 is therefore expected to be found from within existing Children's Service budgets.

5.3.3 The funding for 2013/14 will be provided from the following Children's Service budgets:

<b>Cost Centre</b>	<b>Team</b>	<b>How funded</b>	<b>Amount / £</b>
10579	Adolescent Resources Team	Transferred to MASH	41,214
10616	Central Resources	Transferred to MASH	80,919
11302	Family Support and Early Intervention	Transferred to MASH	37,066
11323	Family Support and Early Intervention	2 x Family Support Practitioner posts	57,141
10218	Troubled Families	Transferred to MASH	117,440
Adoption Grant	NA	Transferred to MASH	48,288
<b>Total</b>			<b>382,068</b>

5.4 There are no procurement, IT, property or sustainability implications.

## **6. LEGAL ISSUES**

6.1 None

## **7. CONSTITUTIONAL POWERS**

7.1 The Council's Constitution in Part 3, Responsibility for Functions states in paragraph 7.1 that specific Chief Officers have powers to deal with operational matters within the Chief Officer's sphere of managerial or professional responsibility and is not significant in terms of budget or policy.

- 7.1.1 These changes only have implications for the staffing and management under the control of the Chief Officer exercising the delegated powers.
- 7.1.2 All new posts created within the organisational structure are within budget.
- 7.2 The Council's Constitution in Part 3, Responsibility for Functions states in paragraph 7.3 that Chief Officers may use whatever means they consider appropriate to discharge the functions allocated to them including engaging and deploying staff.
- 7.3 This is a minor decision that does not fall within the criteria requiring an additional decision by the General Functions Committee. In particular it is not considered that this represents "major changes in working practices" (Council Constitution, Part 3 – Responsibility for Functions, p.13).

## **8. BACKGROUND INFORMATION**

- 8.1 The London MASH Project is an ambitious pan-London programme to improve the way that local safeguarding partnerships deal with referrals where there are concerns about the welfare of a child. The aim is to bring a range of partners together into a single, multi-agency hub to share information quickly and efficiently as soon as notification of about the welfare to a young person is received.
- 8.2 The hub is the route through which all concerns, of whatever level, must be taken to ensure that low level repeat concerns from a variety of partners can be identified and prevented from being lost or masked through volume. This will enable effective interventions at the earliest opportunity and will ensure a standard approach to risk assessment and decision-making about eligibility and thresholds that can be clearly baselined and audited.
- 8.3 The proposed processes for the M.A.S.H. has been developed in a series of workshops facilitated by the project team and attended by key professionals from involved and affected teams. One of the fundamental requirements for this process is that it will be owned by and work for all of the involved agencies. As such this was discussed at the project Implementation Group on 28 February 2013 with any comments from that group being incorporated into the final process.
- 8.4 A key consideration in the establishment and operational procedures within the MASH will be to ensure compliance with the Data Protection Act 1998 considerations in relation to Information sharing when liaising and working with partner organisations.
- 8.5 To determine the required establishment structure analysis has been conducted on the available data to predict the volume of work at each stage in the process and then by estimating the duration of each stage of the process (using experience from Social Care Duty and M.A.S.H. Phase 1) and applying a utilisation factor (a common approach in modelling resource requirements in for example call centres) the total resourcing model has been developed.

- 8.6 Additionally the expected work has been profiled across the week to identify peaks and troughs so that the correct balance can be available to ensure that the required response rates can be achieved.
- 8.7 The requirement for the team to function during times when staff are either on leave or off sick has been built in to the model.

## 9. LIST OF BACKGROUND PAPERS

- 9.1 None

## 10. OFFICER'S DECISION

**I authorise the following action:**

- 10.1 Deletion of the following vacant post within the Children's Service establishment:

Post No.	Job Title	FTE
50025078	Principal Practitioner	1

- 10.2 The creation of the following posts within the Children's Social Care establishment:

Job Title	Role Profile	FTE
MASH Manager	Social Work Team Manager	1
MASH Social Worker	Principal/Senior Practitioner	1
MASH Social Work Assistant	Social Work Assistant	4.6
Duty Support Officer	Duty Support Officer	1.6

- 10.3 Transfer of the line management of the following post into the MASH Team from its current position in the Children's Service establishment:

Post No.	Job Title	FTE
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- 10.4 Transfer of the budget for the following posts into the MASH Team from their current position although line management responsibility will remain with the Central Resource Team Manager, including the new 1.6 Duty Support Officer post being created as detailed above.

<b>Post No.</b>	<b>Job Title</b>	<b>FTE</b>
50090553	Duty Support Officer	1
50025300	Duty Support Officer	1
50025302	Duty Support Officer	1

10.5 Transfer of the following budget from its current cost centres to the MASH budget for 2013/14.

<b>Cost Centre</b>	<b>Team</b>	<b>How funded</b>	<b>Amount / £</b>
10579	Adolescent Resources Team	Transferred to MASH	41,214
10616	Central Resources	Transferred to MASH	80,919
10218	Troubled Families	Transferred to MASH	117,440
11302	Family Support and Early Intervention	Transferred to MASH	37,066
Adoption Grant	NA	Transferred to MASH	48,288
<b>Total</b>			<b>324,927</b>

**Signed**

**Ann Graham**

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**Children's Social Care Assistant Director**

**Date**

**30 May 2013**

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