

Show and Tell: A new needs-led front door model

Nottinghamshire Safeguarding
Children Partnership

12th September 2024

Agenda

- 01** What we are here to do
- 02** What we have done so far
- 03** 'The Big Test'
- 04** What's next

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**What we're here to
do**

The big problem

Children, young people and families who are referred to MASH often need support beyond safeguarding or social care.

Currently, these needs aren't always being met because the MASH is optimised to identify safeguarding and social care service needs.

If we can identify these needs and provide support earlier, we will prevent children, young people and families from further deterioration and from needing social care in the future.

*We want children and families to receive
the right support at the right time*

Our approach

- Co-design with those that are in it
- Focussing on meeting the needs of people who use the service
- We are building a shared understanding
- We are working in the open
- Testing something and learning - doing not just talking

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**What we have
done so far**

What we have achieved

- We have created a vision and operating principles
- We have produced our best guess service map
- We have produced a visual roadmap
- We have implemented an amended Mosaic form
- We are updating the *Pathway to Provision*
- We have completed and evaluated several tests
- We have planned and begun the big test!

'The Big Test'

What is the big test?

- Combining and building on elements from previous tests, alongside our stakeholders
- Incorporates lessons learned from the previous tests
- Running for a longer period of time to allow us to gather data, review & refine

What is the big test?

For all referrals about children who live in **Bassetlaw and Newark & Sherwood ONLY**

Early Help Advisor role working with practitioners in Bassetlaw

Multi-agency conversations with key partners in the Bassetlaw Family Hub Network.

Asking most referrers to refer to the MASH via phone rather than email or online forms

Social Workers and MASH officers answering MASH calls

Multi-disciplinary triage for some MASH referrals

Informed by a working draft updated *Pathway to Provision* language and taking a strength-based approach

Shared Early Help Request for Service Form

- A shared early help request for service form is in the final stages of being developed.
- It will be launched on 18th September in Bassetlaw and Newark and Sherwood initially.
- The aim of the form is to simplify and streamline how professionals request services from NCC's core early help teams e.g. Family Hubs and Family Service.
- We have taken onboard feedback about some of our other referral forms and will ensure the form does not time out.
- The focus will be on identifying need not on thresholds so we can get families to the right support at the right time.
- The form will be hosted online, and we will share the link with you once it is live.



Social worker self-sign off

- A new Quality Assurance process has been developed to allow social workers to sign off some of their own decisions in the Police Protection Notice pod
- This should reduce the number of touchpoints in the PPN pod
- Demonstrate that it can be safe not to require Advanced Practitioner or Team Manager oversight for all decisions, where an appropriate quality framework is in place
- Improve communication and transfer of knowledge between team members as they seek peer support in decision making

**You said, we
listened...**

Feedback

- We have held 2 mid-point reviews with referrers and staff in our test teams
- We have been sending out surveys to gather feedback from referrers and our test teams
- If you've been part of the test and have not provided feedback please do get in touch!

Early Help Redesign

You said	We listened
<p>You told us that it was too difficult to make a referral to an early help service in the council, there were different forms, and most forms were too long deterring people from making a referral; you also told us that the form times out midway through so a referrer needs to start again.</p>	<p>We have created 1 online Early Help Request for Service form where professionals can refer a family for early help services. This form does not time out. This will be tested in Bassetlaw and Newark and Sherwood from the 18th September. Services in these 2 districts will be informed when this is live and how to access it.</p>
<p>You told us that you were waiting too long for a response once a referral had been made to an early help service in the council.</p>	<p>In Bassetlaw and Newark and Sherwood, online early help requests will be triaged by the Early Help Advisor for the district to help the family access the right help at the right time. Referrers will be notified of the outcome after triage.</p>
<p>You told us that you found it hard to navigate the number of services and interventions across Nottinghamshire, and families felt the same.</p>	<p>Introduced Early Help Advisor posts in both districts to help families and professionals navigate their way around local services and teams.</p>
<p>You told us that the lack of information sharing across early help and prevention services and teams led to silo working and families falling through the net or not having their needs met.</p>	<p>Introduced the Multi-Agency Conversation to reduce silo working and improve information sharing to ensure needs are identified and met at the right time.</p>

Early Help Advisors (EHA)

You said	We listened
<ul style="list-style-type: none">▪ Provide the Early Help Advisors (EHAs) with a mobile phone to allow them to be more responsive when they are out on visits.	<ul style="list-style-type: none">▪ We are trialling giving the EHAs a mobile phone to allow them to view emails and pick up messages when they are away from their desks. We will monitor what impact this has and roll it out further if it proves to be successful.▪ Please note we are still working to the process of EHAs responding to calls and emails within 3 working days.
<ul style="list-style-type: none">▪ Advise referrers that, where there isn't an immediate safeguarding concern, they can still use the general Early Help Unit number and the MASH consultation line if their query is time sensitive and they are not able to get through to an Early Help Advisor.	<ul style="list-style-type: none">▪ We will ensure this is included in all our briefings about the Big Test going forward. Families and professionals also have the option of contacting their local Family Hub for support - they can do so via phone, email or by walking into one of our Family Hub buildings.
<ul style="list-style-type: none">▪ Elective Home Education children – are we missing the opportunity to engage them in early help when needed because we don't have a school providing that oversight?	<ul style="list-style-type: none">▪ Our Early Help Advisors are reaching out to professionals across their districts to help us reach those groups that we have historically not had as much engagement with.

Multi-Agency Conversation

You said	We listened
<ul style="list-style-type: none"><li data-bbox="85 310 761 372">▪ Not all schools are aware that they can be a part of a MAC.	<ul style="list-style-type: none"><li data-bbox="799 310 1450 445">▪ We will ensure this is made clear in all our briefings going forward particularly for briefing meetings where the audience is predominantly made up of professionals working in schools.

'Routes in' test feedback

You said	We listened
<ul style="list-style-type: none"><li data-bbox="86 311 724 409">▪ A rota system to be introduced for Social Workers answering calls in the MASH to allow for work to be progressed timely.	<ul style="list-style-type: none"><li data-bbox="801 311 1468 616">▪ WC 5th August, Social Workers within the MASH will be supporting this test on a rota basis, this will mean that Social Workers on the test Pod will have the opportunity to triage and progress case work within a timely manner. There will be a team of Social Workers on the test Pod each day allowing everyone to have the opportunity to be part of the development and changes taking place.

MASH Multi-Disciplinary Team

You said	We listened
<ul style="list-style-type: none">▪ What is the relationship between the Multi-Agency Conversation (MAC) and the Multi-Disciplinary Team (MDT), is there an agreed escalation process?	<ul style="list-style-type: none">▪ Children & families discussed during a MAC will not be escalated for an MDT discussion. Both are multi agency and include a Social Worker.
<ul style="list-style-type: none">▪ Colleagues across multiple agencies are making themselves available for a daily meeting only for it to be cancelled at short notice when no cases are available for discussion.	<ul style="list-style-type: none">▪ To support the MDT test discussing further children & families, the MDT test will now be receiving referrals from across the County, rather than just from the Bassetlaw and Newark and Sherwood districts.▪ For a time limited period, the MDT will be held on a Tuesday and Thursday due to demand being lower than expected.



**What we've
learnt...**

Feedback

- We have held midpoint review meetings with our test design groups
- Discussed hypothesis and whether proven, disproven or not enough evidence
- What's worked well, challenges and next steps

Early Help Advisors (EHA)

What has gone well so far?	What has been challenging?	How can we do things differently?
<ul style="list-style-type: none">▪ Useful to be signposted to a wide range of resources▪ Good to build relationships with the Early Help Advisors▪ Named early help contacts for partners.▪ Gives you more options of services to signpost families to▪ Valuable to be signposted to a wide range of resources. We now have more options of services to signpost families to.	<ul style="list-style-type: none">▪ There is a concern that come September, there won't be the capacity to deal with the spike in enquiries.▪ Not always able to get through to an Early Help Advisor as quickly as they would like to particularly where the query was time sensitive.▪ Schools would find it beneficial to have a written record of the outcome following speaking to an EHA.▪ Some of the services that the Early Help Advisor signposted to were not available in the local area for the family.▪ Working with some schools in Bassetlaw that have children from across different areas and across borders.	<ul style="list-style-type: none">▪ Adding an additional EHA to Bassetlaw (and potentially other districts if required).▪ Provide the Early Help Advisors with a mobile to allow them to be more responsive when they are out on visits.▪ Advise referrers that they can also use the Early Help Consultation Line if they are not able to get through to an Early Help Advisor where there isn't an immediate safeguarding concern.▪ Upskill Early Help Advisors to have broader range of knowledge of local services

Multi-Agency Conversation

What has gone well so far?	What has been challenging?	How can we do things differently?
<ul style="list-style-type: none">▪ Networking across partners, increases awareness of what services are available.▪ Families get support more quickly.▪ Having a Social Worker and case manager presence at the meetings means that they can take next steps straight away if needed. Takes a step out of the process.▪ Education and learning - all agencies can learn from each other.▪ Buy-in from partners has been great.	<ul style="list-style-type: none">▪ Not all agencies have attended the MAC▪ Moving from old to new processes.▪ Schools are not aware they can be a part of a MAC.▪ Making sure members of the MAC know which partners to invite	<ul style="list-style-type: none">▪ Elective Home Education children – are we missing the opportunity to engage them in early help when needed because we don't have a school providing that oversight?▪ Improved communications with potential partners to the MAC

'Routes in' test feedback

What has gone well so far?	What has been challenging?	How can we do things differently?
<ul style="list-style-type: none">▪ Productive conversations speaking with the Social Worker.▪ Good to speak with a Social Worker directly, they have access to the history and context of a case and can start to offer advice and support straight away.▪ New process with immediate straight to assessments team is very clear to reduce delay.▪ It's a positive experience providing advice and guidance to referrers in a coaching way which empowers referrers to think creatively.	<ul style="list-style-type: none">▪ Getting a response more quickly creates a slight challenge for schools as they must then take the next steps whereas before there was a sense of referring on and passing the issue on to another agency.▪ The initial positive conversation did not then lead to a faster or better outcome for the family - Got passed on to another agency and then nothing has happened for several days.▪ Still receiving online and email referrals from districts within the routes in test.	<ul style="list-style-type: none">▪ Utilise summer and the first couple of weeks of September when schools are off/ students are settling into the new year to prepare for increase in calls/queries.▪ Having defined roles would help make everyone's roles clearer which would make people more settled.

MASH Multi-Disciplinary Team

What has gone well so far?	What has been challenging?	How can we do things differently?
<ul style="list-style-type: none">▪ The focus is on need which is the right way to be thinking about supporting families.▪ Good information sharing and informed joint decision making was positive and done quickly as MDT triage.▪ Positive impact on information sharing at earlier stages.▪ Decision-making happens earlier.▪ The work done before the meeting is helpful.▪ Felt non-hierarchical space.▪ A chance to highlight the risk factors and get a team around the child.	<ul style="list-style-type: none">▪ Not getting enough cases through for discussion.▪ Colleagues across multiple agencies are making themselves available for a daily meeting only for it to be cancelled at short notice when no cases are available for discussion.▪ Getting the time and commitment from all the teams has been challenging at times and has not been helped by the meetings then being cancelled at short notice.▪ The logistics of the meeting – who is chairing, minuting, noting actions etc. This seems to fall to Social Care as the default – should that always be the case?	<ul style="list-style-type: none">▪ What is the relationship between the Multi-Agency Conversation (MAC) and the Multi-Disciplinary Team (MDT), is there an agreed escalation process?

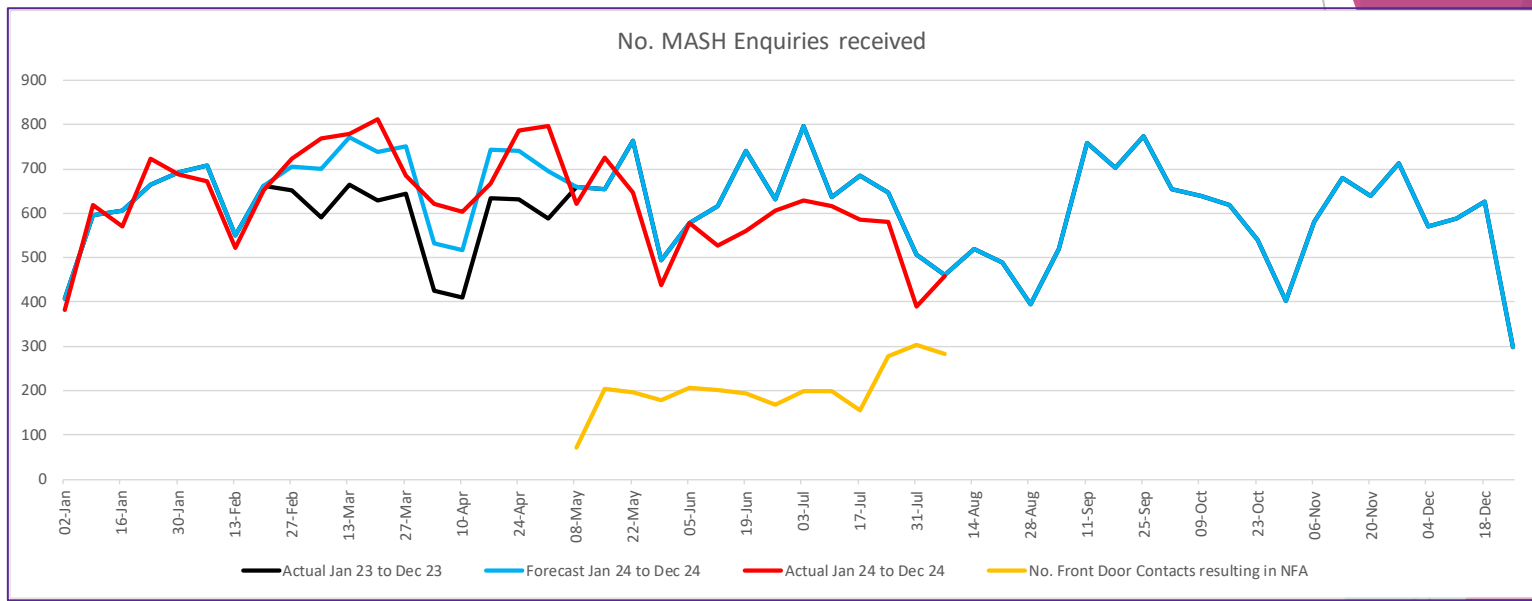
Working with our partners

- Communication is key!
- Been working closely with our partners including our health colleagues and the voluntary sector
- Reviewing our current communication routes
- Exploring future strategies to keep our referrers fully informed
- **How do you prefer to receive information about the big test?**

Data corner

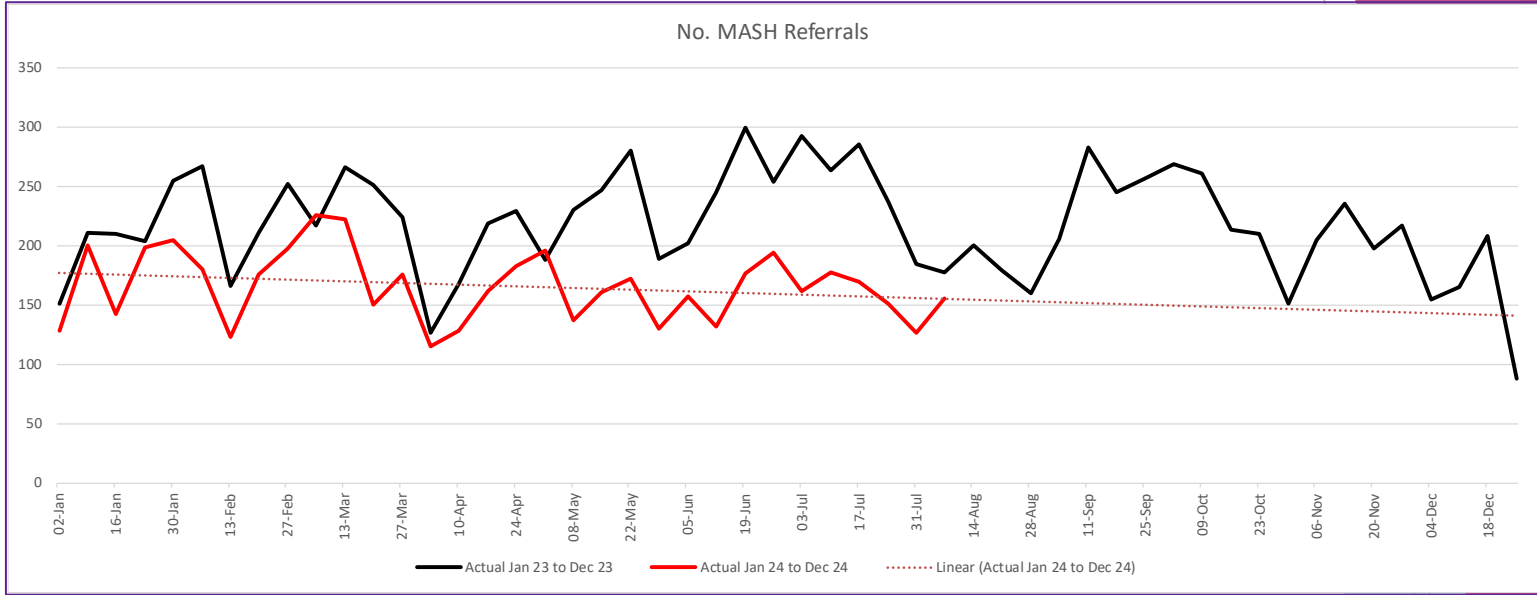
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Number of MASH Enquiries recorded



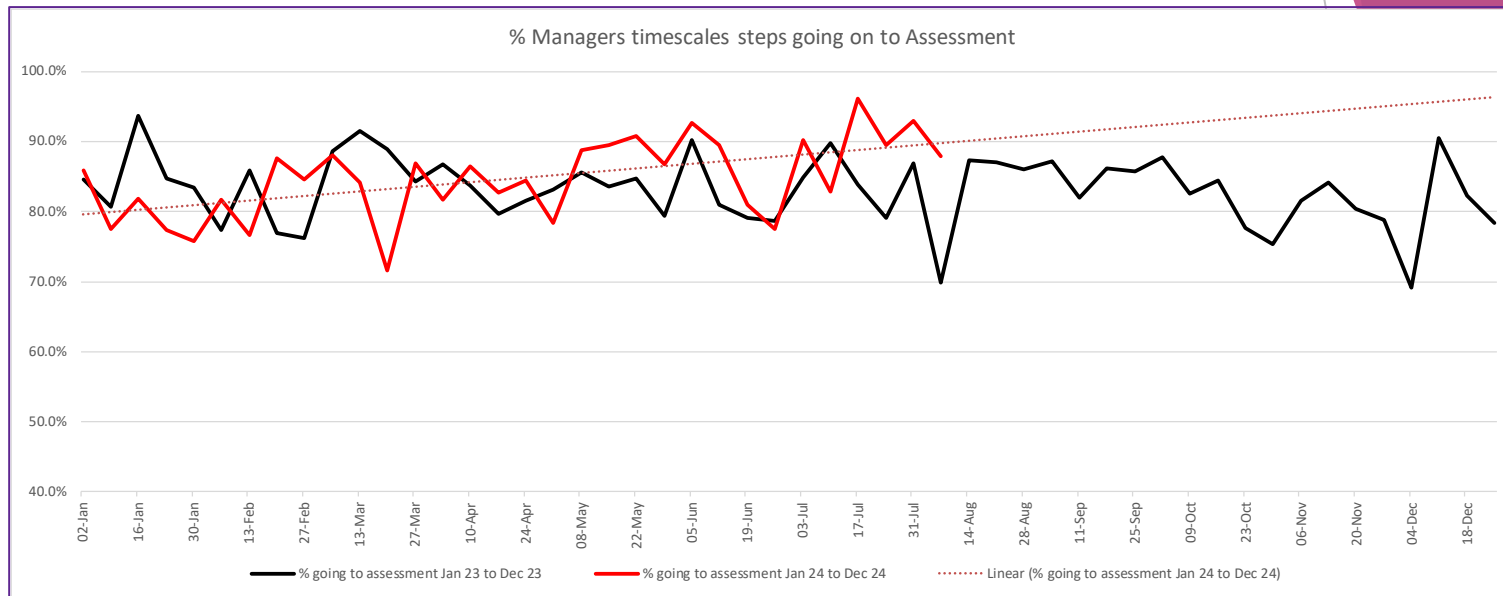
Over the last three years, there has been a consistent level of demand at the MASH. Since the start of the big test, we have seen a 13% reduction in MASH enquiries recorded, a reduction of 770 on previous years. These have been replaced by Front Door Contacts for both Police referrals and for the tests in Newark and Sherwood and Bassetlaw.

No. of MASH referrals to assessment



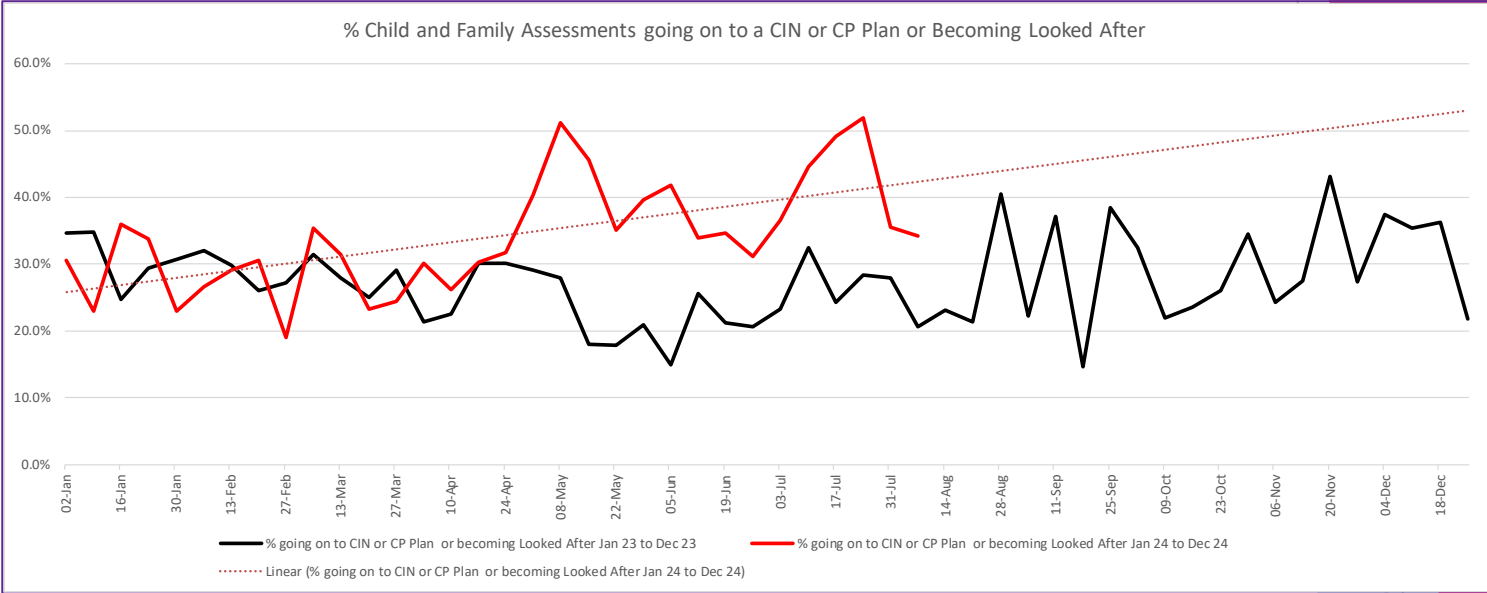
Since the end of October 2023, we have seen referral numbers decreasing as work continues to provide the right level of support at the right time. Since 1st April 2024 there have been 2,988 referrals made compared to 4,321 over the same period last year, a reduction of 31%.

% Managers Timescales steps going on to assessment

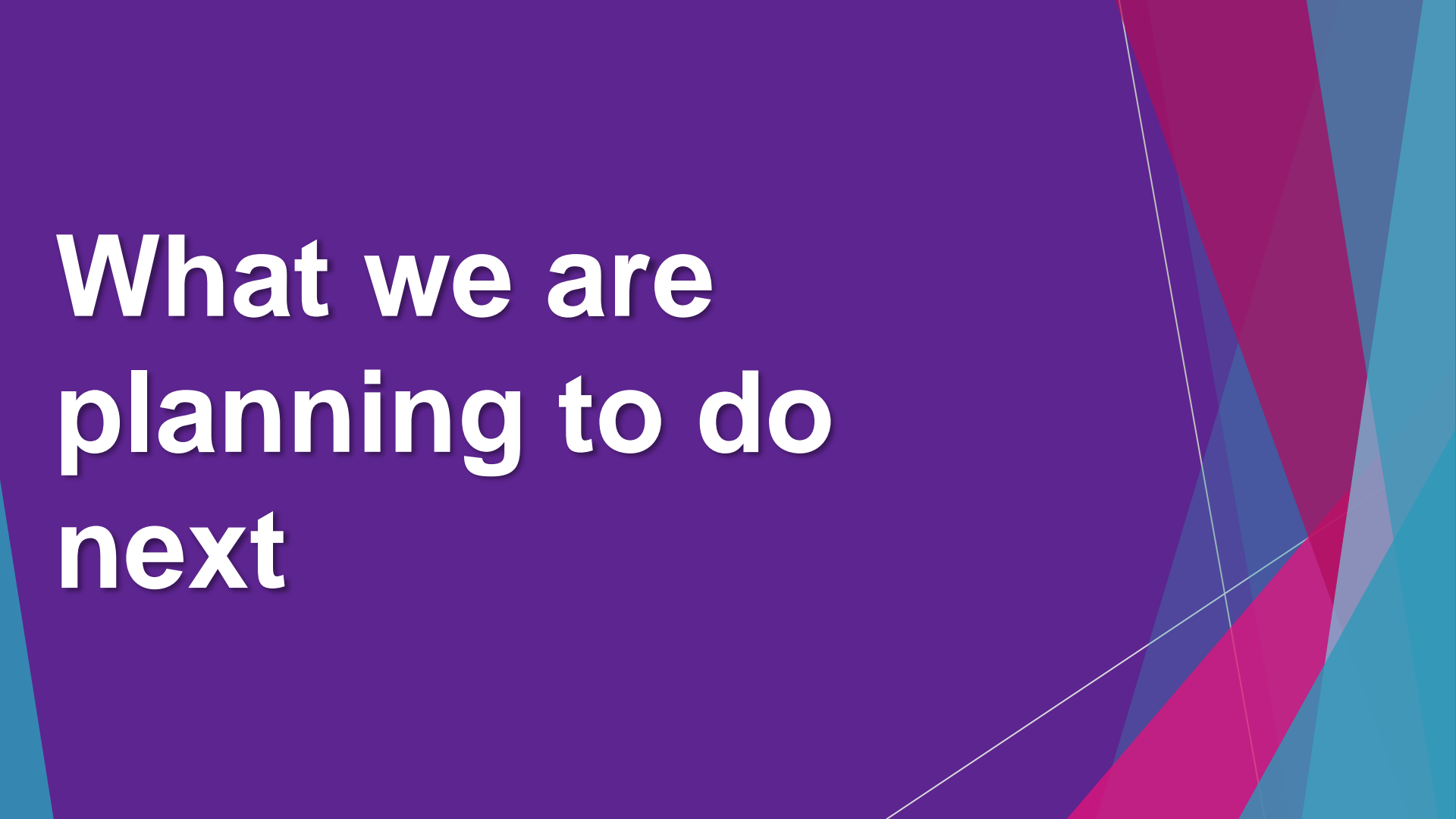


Since the start of the big test, 90% of referrals went on to assessment compared to 83% in 2023. For the routes in test the proportion is even higher at 93%, showing changes in the MASH have reduced the proportion NFA'd in the assessment teams prior to the start of an assessment.

% Assessments going on to a CIN or CP Plan or the child becoming looked after



The reduction in the number of referrals for assessment, with the number of new cases for ongoing social care support remaining the same, means we have seen an increase in the proportion of assessments going on to a CIN or CP Plan or where the child became looked after. At 38.1% this is 14.3 percentage points higher than the same period last year when this stood at 23.8%.



**What we are
planning to do
next**

Next steps

- Review meetings for referrers and test teams in October

You can now book your place on a review meeting by clicking the link next to the review date you would like to attend:

October 2nd at 9am – register for this date by clicking [here](#)

October 9th at 3.30pm – register for this date by clicking [here](#)

- Diamond test review 17th October

Next steps

- Hold workshops for the Mosaic and Reporting
workstream
- Rewriting Pathway to Provision
- Continue the development of Family Hubs

Remember

- This is a test – it won't be perfect and that's okay!
- Things will change and evolve as we go along
- We really need your feedback to help to get this right

Working in the open

- We will keep sharing weeknotes
- We will continue with our Show & Tells

The NSCP core team aka Diamond

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Name	Role
Jayne Hopkinson	Project Manager for the front door project
Christopher Neijs	Project Officer for the front door project
Katie Warner	Group Manager – MASH and Assessment Teams
Merlin Tinker	Operations Manager - MASH
Carolann Cairns McFarlane	MASH Business support manager
Janet Smith	Children's Service Manager - MASH
Andrew Wells	Group Manager – Early help & Youth Justice
Sam Harris	Service Manager - NCSP
Christie Burton	Project Officer for the Early Help Redesign
Debbie Clarke-Colton	Service Manager for Early Help Unit
Rachel Matthews	Project Manager for the Early Help Redesign
Amanda Marsden	Team Manager - Adult MASH
Sandra Morrell	Designated Nurse for Safeguarding
Amy Revill	Detective Inspector – MASH
Moira Loadman	Education adviser - MASH
Irene Kakoullis	Group Manager Early Childhood Services

Get in touch

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