public.digital

A new operating model for a needs-led front door

SLG Update #1: 26 Oct 2023

Public Digital x Nottinghamshire Safeguarding Children Partnership

Agenda

p·d

The NSCP is doing things differently as we speak.

p·d

Meet the team

Who we are

Public Digital is a specialist digital transformation consultancy.

What we do

We help organisations create the right conditions to achieve change at scale.

p·d

Meet the Public Digital team

Connie van Zanten

Director

Chris Fleming

Partner

Jesse Meers

Data strategy specialist

Saw Nwe

Consultant and design specialist

Cate McLaurin

Director

p·d

Meet Diamond

From left to right: DI Stuart Barson, Katie Warner, Emma, Connie (PD), Sam Harris, Jesse Mears (PD), Saw Nwe (PD), Jayne Hopkinson, Merlin Tinker, Moira Loadman, Sandra Morrell, Jess Smith
Not in shot: Janet Smith, Debbie Clarke-Colton, Rachel Miller, Carolann Cairns McFarlane, Tamar Henry (TBC), Chris Neijs

The NSCP core team aka Diamond

Name	Role
Sam Harris	Service Manager - NCSP
Merlin Tinker	Operations Manager - MASH
Jayne Hopkinson	Project Manager for the front door project
Chris Neijs	Project Officer for the front door project
Carolann Cairns McFarlane	MASH Business support manager
Janet Smith	Service Manager - MASH
Katie Warner	Group Manager – MASH and Assessment Teams
Debbie Clarke-Colton	Service Manager for Early Help Unit
Rachel Miller	Group Manager – Youth Justice and Early Help
Emma Wilson	Associate Designated Nurse – Safeguarding Children
Sandra Morrell	Designated Nurse for Safeguarding
Stuart Barson	Detective Inspector – MASH and DASU
Moira Loadman	Education adviser - MASH
TBC Tamar Henry	Senior Probation Officer
Jess Smith	Acting Team Manager - Adult MASH

p·d

What we're here to do

The big problem statement

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.

We believe that 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.

p·d

Aims:

- To make the NSCP's existing operating model visible across the partnership
- To support the NSCP to adopt a new way of working around a needs-led front door incorporating pathways for advice, safeguarding referrals and requests for early help

Phase	Length	Intended dates
Kick off	2 weeks	Mon 4 - Fri 15 September
Discover	2 weeks	Mon 18 - Fri 29 September
Co-design	3 weeks	Mon 2 - Fri 20 October
Test, iterate, implement	5 weeks	Mon 23 October to Fri 24 November

p·d

- 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

p·d

What we've been doing

Forming the core team and setting our goals

- Kick off session to form the core team

- Working with Diamond to align on intended outcomes of the redesign

- Starting to work in the open; sharing our first set of weeknotes

Public Digital + NSCP week 1: Monday 4 - Friday

Connie van Zanten <connie.vanzanten@public.digital>
to me ▾

Hello from Public Digital!

Hello everyone! Connie here from Public Digital. I'm writing this note on behalf of

We officially started our work with the Nottinghamshire Safeguarding Children par
and support so far. Meanwhile, we're due to meet all of the rest of you over the co

We're here to help you co-design a new operating model fo

It's clear that this work is important to lots of people, so we're thinking about how t
note is to let you all know what we've been up to this week, and what we've got pla

What we've been up to this week

Our focus at the moment is on meeting the people and teams that are interested in

This week:

- We have received lots of documents to read. See long list at the bottom

p·d

Provide the right support for the right child at the right time

Give referrers the confidence and information to support the child

Ensure access to the information we need to make informed decisions

No enquiry is a 'wrong' enquiry

p·d

Understanding the end to end service

- Document review

- 121 interviews with over 20 people

- Workshops with different groups of referrers

- Workshop with Children's Social Care team managers downstream of the MASH

- Synthesising and validating findings

p·d

Visualising the end to end service

Current journey of a child or family through MASH front door (last updated 6 Oct 23)

Go to Miro

Aligning on users needs and choosing an area to test

- Articulating and validating user needs

- Aligning Diamond around pain points, problems and users needs

- Aligning Diamond on where opportunities are

- Identifying where we want to try changing things first

p·d

As a referrer

I need to understand the outcome of my referral

p·d

So that

I can build my understanding of what care is available and what is appropriate for different needs

I am informed of what support the child, young person and family are receiving and why, and I can tailor the support I am able to provide accordingly
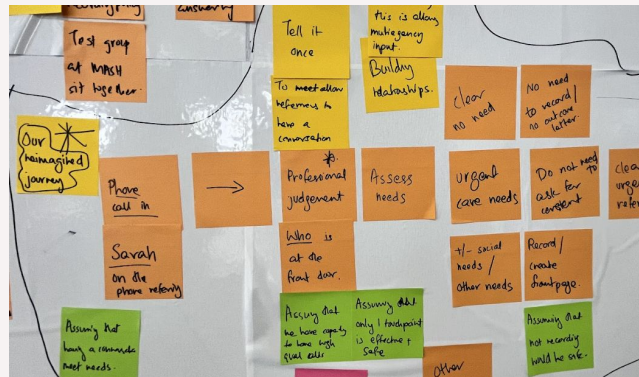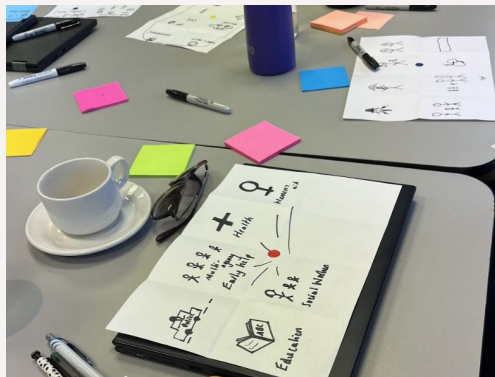
Setting up to test

- Visiting the MASH; following a referral's journey through the MASH

- Co-design workshop with 26 practitioners (Diamond, referrers and front line staff)
  - Outcome: 2 proposed tests

- Diamond's first show and tell
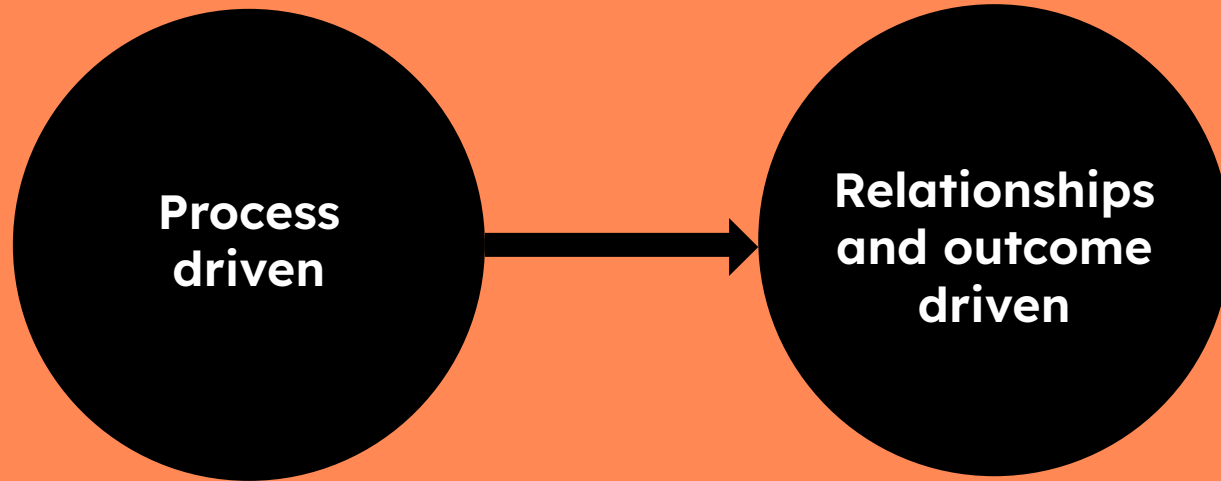
- Diamond's first retrospective

p·d

Changing the approach

The relationship between referrers and receivers needs strengthening.

p·d

The partnership needs to make a deliberate and explicit shift in mindset and language from **thresholds** to **needs**

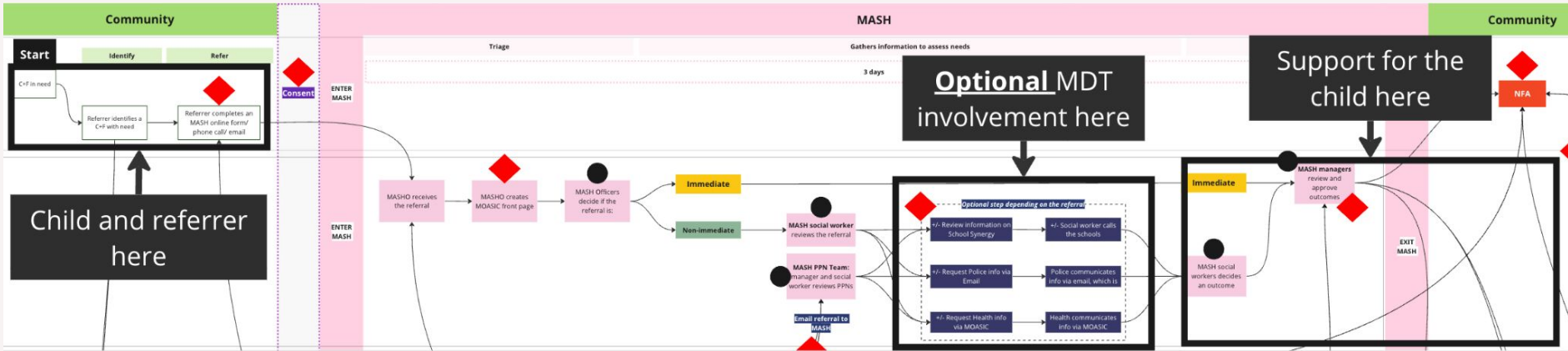**Process driven** → **Relationships and outcome driven**

Any thoughts or questions?
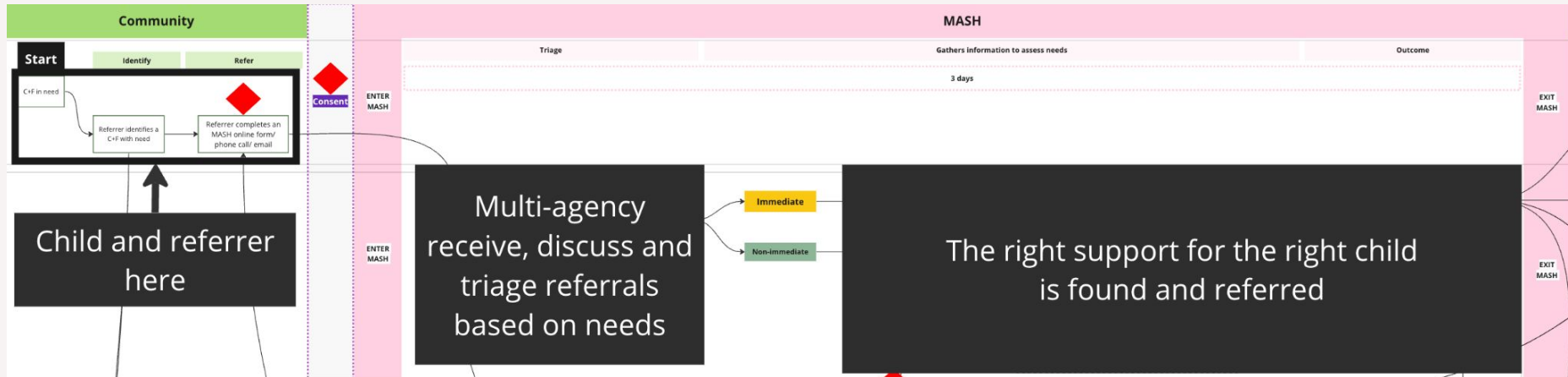
p·d

Where Diamond have started experimenting

Diamond have already started

We are experimenting with changing **who** is at the front door

This is the status quo

The same decision is being made and remade over and over again by different people with different information

This is what Diamond want to try instead

Community

	Identify	Refer

Start

C+F in need

Referrer identifies a C+F with need

Referrer completes an MASH online form/ phone call/ email

Consent

ENTER MASH

ENTER MASH

Child and referrer here

MASH

Triage	Gathers information to assess needs	Outcome

3 days

EXIT MASH

EXIT MASH

Multi-agency receive, discuss and triage referrals based on needs

Immediate

Non-immediate

The right support for the right child is found and referred

p·d

A MASH Officer picks up the phone, has a conversation with the referrer and then goes to a duty team made up of multidisciplinary professionals.

Together, they review and respond to the referral based on the needs of the child.

Duty Team

AP

MASHO

EHO

Health

Police

Education

p·d

32

- **Multi-agency team on hand**

- **Physical, co-located team in the MASH**

- Mindset shift from "Is this for Social Work?" to "Which services will **meet this child's needs?**"

p·d

Testing timelines:

- Week 1: Wednesday 18, Thursday 19 October

- Week 2: Tuesday 24, Wednesday 25, Thursday 26 October (half term)

Key measures:

- Referrer satisfaction

- Experience of duty team

- Number and quality of action plans created

- Time immediate referrals take to get to the Assessment Team

- Decisions made by duty team

p·d

p·d
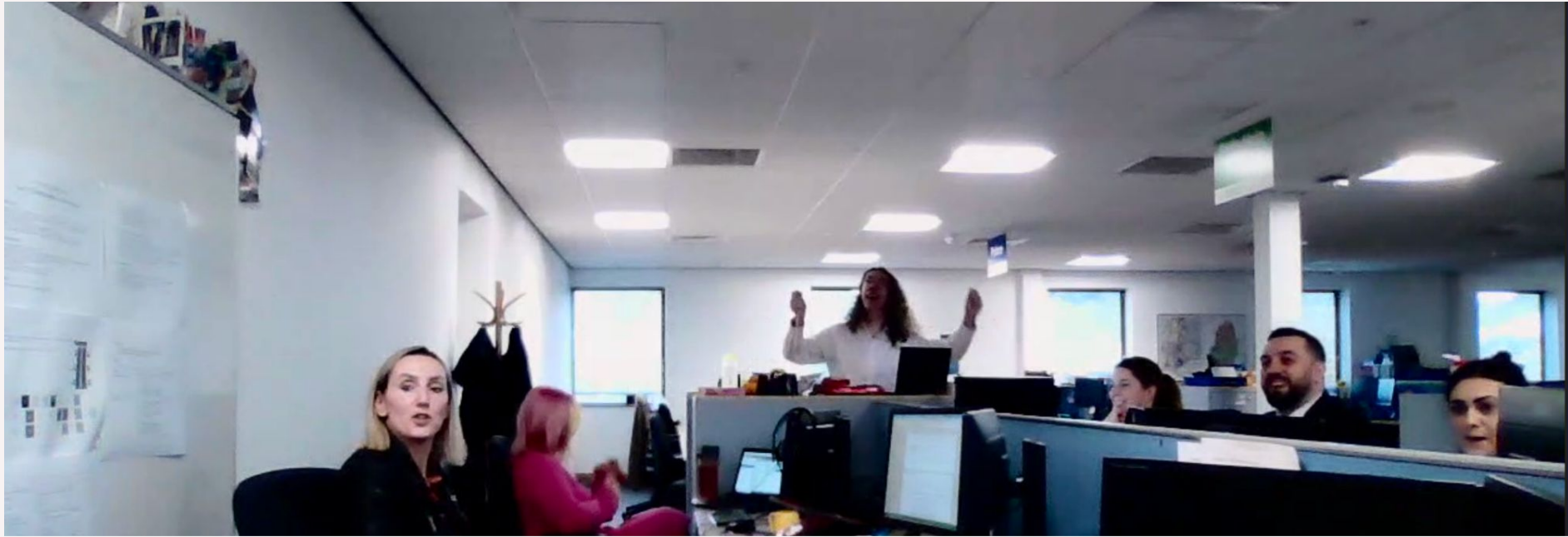
What is working

- Positive impact on partnership ways of working and building relationships

- "We genuinely improved outcomes for children yesterday"

- "We are learning so much about what we all do"

- "There is so much duplication - I can see it all now"

What's working less well? What could we try doing next?

- How might we make this way of working more efficient?

- How might we record more efficiently and effectively?

- How might we ensure the decision doesn't go on to get remade elsewhere unnecessarily?

- How might we ensure the processes mirror our practice, instead of driving them?

p·d

Any thoughts or questions?

What next?

We think we should experiment with recording practices next.

Why do we record? What and how do we record?

- Review current MASH recording policy

- Workshop with referrer(s), MASH officer and MASH social worker to prototype new recording guidelines and safety-netting advice for referrers to test

- Bring in the MOSAIC technical team

p·d

Maintaining momentum

- Analyse test results (changing who is at the front door) and decide next steps. Another test? A change in practice?

- Redesign Pathway to Provision (content and format(s)) to demonstrate explicit change in language and mindset from thresholds to needs

- Launch test around recording practices (tbc)

- Diamond and Platinum members working together to free up Diamond member capacity for the work

p·d

Maintaining momentum

- Bringing everyone with us; a combination of working in the open and targeted engagement

  - Our next show and tell is on Friday 3 November. Can you come?

- Co-create a backlog of work and a roadmap for embedding, sustaining and continuing to iterate towards a needs-led front door

- Establish the project management team around Diamond to enable the work and new ways of working to continue, embed, scale

- Share the work we've been doing around understanding how data is (and isn't used) to inform outcomes for children, young people and families. What next?

p·d

What the NSCP needs from you

p·d

Public Digital have made us into a team

Empowering and enabling Diamond

p·d

Role modelling a shift in mindset and language: From thresholds → needs

p·d

Navigating organisational constraints

p·d

How to contact us

Website
https://public.digital/

Email
connie.vanzanten@public.digital; saw.nwe@public.digital

Twitter
@PublicDigitalHQ

public·digital

Appendix

Introducing unmet needs

The big problem statement

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.

There is a need to identify these needs and provide support to prevent children, young people and families from further deterioration and from needing Social care in the future.

Who are your users?

The MASH and the NSCP have three groups of users who directly interact with the service:

1. Referrers - professionals and members of the public
2. Staff who work for MASH
3. Partners

What unmet needs do your users have?

People who make referrals on behalf of children, young people and families

As a referrer

I need to understand the outcome of my referral

So that

I can build my understanding of what care is available and what is appropriate for different needs

I am informed of what support the child, young person and family are receiving and why, and I can tailor the support I am able to provide accordingly

p·d

As a referrer

I need to be able to provide my professional judgement and know that it will be taken into account

So that

We can be confident in the decisions that are being made around the child, young person or family who are under our care

We can be confident that all of the contextual information and professional expertise is informing the outcomes for children, young people and families

p·d

As a referrer

I need support to help me decide if I should be making a referral

So that

I can make consistently appropriate referrals

I am supported emotionally and objectively to seek the appropriate level of support for the person or people I am worried about

p·d

People who work in the MASH

As a MASH worker

I need access to relevant information about the child, young person and/or family and to feel empowered and equipped to make a decision

So that

I can make an informed decision about the outcome at the point when I review the referral

We can reduce the amount of decision points to ensure fast and appropriate access to support for **all** children, young people and families

p·d

As a MASH worker

I need to know and understand what other services beyond those provided by Social Care are available for the child, young person and family

So that

I can refer or signpost the referrer, or child, young person or family to these services

I feel confident that I am referring them to relevant services which can meet their needs

p·d

People in the NSCP partnership

As an NSCP partner

I need to be able to contribute my professional expertise to how our service works

So that

My staff can usefully contribute to referral outcomes

I feel like a valued and valuable member of the partnership

p·d

As an NSCP partner

I need to contribute to and hold a collective vision for the services that the NSCP provide for the children, young people and families of Nottinghamshire

So that

We can collectively transform the services we deliver in a way that is safe, scalable and sustainable

We can feel confident that we are working in tandem to improve the service, increasing the likelihood of impact and avoiding duplicated efforts

p·d