

CHILDREN AND EDUCATION SCRUTINY COMMITTEE	AGENDA ITEM No. 9
25 SEPTEMBER 2023	PUBLIC REPORT

Report of:	John Gregg, Executive Director for Executive Director Children Services and Young People	
Cabinet Member(s) responsible:	Councillor Lynne Ayres, Cabinet Member for Skills, Education and Children's Services	
Contact Officer(s):	Gary Jones, Service Director, Children's Social Care and Targeted Support	Tel. 01733 863624

EXECUTIVE DIRECTOR CHILDREN SERVICES AND YOUNG PEOPLE'S SERVICE & PORTFOLIO HOLDER REPORT: INTEGRATED FRONT DOOR

RECOMMENDATIONS	
FROM: Service Director, Children's Social Care and Targeted Support	Deadline date: N/A
<p>It is recommended that Children and Education Scrutiny Committee:</p> <ol style="list-style-type: none"> Review and comment on the progress update in respect of the Integrated Front Door against the Ofsted improvement plan. 	

1. ORIGIN OF REPORT

1.1 This report was requested by the Children and Education Scrutiny Committee.

2. PURPOSE AND REASON FOR REPORT

2.1 This report updates the Children and Families Overview and Scrutiny Committee on progress which is being made against the Ofsted improvement plan.

2.2 This report is for the Children and Education Scrutiny Committee to consider under its Terms of Reference Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by Council:

1. Children's Services including
 - a) Social Care of Children;
 - b) Safeguarding;
 - c) Children's Health and;
 - d) Targeted Youth Support (including youth offending).

2.3 The report does not link to the Children in Care Promise as the Integrated Front Door is not aligned with service delivery for Children in Care.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. BACKGROUND AND KEY ISSUES

- 4.1 This report provides an update of progress improvements in the IFD in respect of the safeguarding partnership action plan. For ease of reference, improvements will be reported against the three overarching outcomes of the improvement plan.

Outcome 1: Vulnerable Children are Safe.

The Integrated Front Door was not part of the formal consultation in respect of the decoupling between Peterborough City Council (PCC) and Cambridgeshire County Council (CCC). As such, CCC appointed a Head of Service in July 2023 to lead the IFD, which meant the PCC Service Manager reporting to the CCC Head of Service.

The PCC Service Director for Children's Social Care and Targeted Supported appointed an interim PCC Head of Service who commenced her role on the 3 August 2023. The reason for this interim appointment was to ensure that a PCC officer with strategic responsibility for the service could progress the safeguarding partnership plan and the required service improvements with partner agencies. PCC and CCC wish to have sovereignty over their IFD decision making and as such, separate Heads of Service is the first step to enabling this to happen.

It was agreed in the MASH Implementation Group Meeting on the on the 26 July 2023 that the partnership refer to the IFD as the MASH moving forwards. All partner agencies agreed that the name change is more aligned with other similar services nationally and partner agencies will be advised of the change by representatives who were present during the meeting. Internal comms for Children's Services will be sent out week commencing 4 September 2023.

The review of staffing and resources in the Contact Centre has taken place to ensure they are adequate to meet demand in a timely way. The contract with the Contact Centre concludes in January 2024 and there are not any plans to renew the contract. The Officers briefing submitted to Scrutiny on the 14 August 2023 sets out the rationale for this change. A project board has been set up to commence in September 2023 to oversee the development and implementation of a portal which will receive referrals directly from the public and send them into our ICT system, Liquid Logic. A dedicated email will also be in operation to receive police referrals as they are not compatible with the portal.

PCC are currently reviewing their MASH/FD Staffing structure to meet demand moving forward, including the integration of CSC work and Early Help. Work to create a permanent IFD establishment has been ongoing since mid-July 2023. Prior to this, all PCC IFD posts, except for the Head of Service post, have not been part of a permanent establishment. The permanent establishment has been modelled on the agency establishment.

It is likely that additional decision-making roles (Team Manager) will be required. The IFD receives approximately 13000 to 14000 contacts per annum. Every contact requires management oversight. The risk of having one Team Manager means there is considerable risk of decision-making fatigue and cover arrangements for annual leave and sick leave are not formally established yet. The Service Director and Head of Service for IFD & Targeted Support are currently looking at options for closer integration between the IFD and Early Help. Options arising from this work could positively strengthen capacity at the front door. The proposal to bring Early Help into the MASH has recently been agreed at PCC's Children's Services Leadership Team (CSLT). Permanent posts for the IFD are currently open for recruitment and formal interviews will be progressed in September 2023.

On the 2 August 2023, Health colleagues reviewed their resource contribution to the MASH. The first draft of requirements was written and shared within CPFT/CCS/Public Health and the Integrated Care Board. This will require further discussion at an executive board if there is insufficient health resource to positively respond to MASH safeguarding enquiries going forwards.

PCC have completed a draft mapping document for PCC IFD to assist with improving the timeliness of our rag rating and response to safeguarding referrals. Liquid Logic changes are

required to identify rag rating processes so this can be reported on from both identification of priority and timeliness of partner information sharing. Partner information sharing timeliness needs to be amended to be aligned with national guidance and assist with reducing drift and delay of IFD referrals. PCC & CCC will be sharing their mapping documents with partner agencies on the 15 September at the MASH Partners Implementation Group with the aim of getting these important documents signed off.

The Safeguarding Partnership Board is going to be sending out dates for a MASH workshop for all staff to review current systems and plans. It is likely the workshop will take place week commencing the 25 September 2023. A review of ICT system for online referrals to ensure all referrals are reaching the contact centre has not yet been formally progressed. It is likely that this work will form part of the project board remit for September 2023.

The process for transition of cases from the IFD to the assessment teams has not been formally reviewed to ensure timeliness of transfer of cases and appropriate risk-based response. The IFD mapping had to take priority over this action as it is important for IFD mapping to be finalised first and then for the transition of families to the assessment service to be finalised.

Social work professional curiosity training for MASH social workers is taking place on Tuesday the 19 September at 2pm on MS Teams. A further session will be arranged for the end of September for anyone who is unable to attend the training on the 19 September. Virtual sessions will be included for any new starters across the partnership during their induction.

The draft MASH manual is almost complete, and it will be sent to partner agencies prior to the MASH awayday. The MASH operating manual informs the mapping document which is going to be discussed at the MASH implementation group meeting on the 15 September 2023.

The review and refresh of the Effective Support for Children & Families (threshold) document and relaunch is being led by the Safeguarding Partnership Board which sits across PCC & CCC. A date for completion for a revised document is to be determined.

Reviewing the process for strategy meetings will be taken forward with partner agencies during September and October 2023.

4.2 **Outcome 2: Practice Leadership for children is GOOD**

Recent discussions have taken place between the Service Director for Children's Social Care and the Head of Service for the Safeguarding Board in relation to the objectives on workforce development sessions. The Head of Service is reviewing a training option for staff and the details will be further developed during September 2023.

A conference is booked for the 13 December 2023, to provide the opportunity to re-enforce our shared culture and practice regarding Boards priority areas. These will provide an opportunity to network on a significant scale. These events will be held twice a year and is being led by the Head of Service for the Safeguarding Board.

4.3 **Outcome 3: Leaders and the Safeguarding Partnership are assured by the quality-of-service delivery for children and families**

The Local Authority and partners are keen to develop our MASH performance framework (including dataset and agreed KPI). We have observed other Local Authority MASH arrangements to inform our approach to what a good MASH dataset looks like. Meetings are scheduled with performance analysts to look at how ICT can be best utilised to gather information via Power BI. The Service Director for Children's Social Care and targeted Support is going to contact a London Borough with a GOOD Ofsted outcome, to arrange for our respective Power BI teams to meet to mirror our dashboards so we have an excellent visual overview of MASH performance for managers.

In relation to dip sampling, a monthly review of performance is in place for MASH Health, which was presented to Board Level within CPFT. Further work is to be completed to develop a more

in-depth Dashboard and to include dip sampling, however this is difficult at present with CPFT staffing situation and not wanting to take staff away from high-risk workload.

The Quality Assurance framework and audit tools have been updated to ensure there is a focus on impact and outcomes. Audit standards (practice standards) have been updated and incorporated in the new audit tool.

The new practice standards will be shared with the workforce at the next practice development sessions scheduled for September 2023. Quality Assurance officers will be completing a monthly contact dip sample. The report for July 2023 has been completed and August's report is in progress.

A multi-agency workshop was held on 16 May 2023, this was facilitated by the Head of Service for the Safeguarding Partnership Boards. The workshop was aimed at practitioners who undertake the multi-agency auditing. A total of twenty people attended the meeting, including one person from the QA Team in Children's Social care, two people from Peterborough Targeted Support Service and the Peterborough Education Safeguarding Lead.

The purpose of the workshop was to ensure agencies were fully aware of the importance of multi-agency audits, a reminder of the multi-agency audit standards/ principles and their role in the audits. The workshop also focussed on the necessity to audit in a manner that is not process driven but focuses on both the lived experience of the child (including how this is used to influence practice) and the need for professional scepticism including analysis of the impact of interventions and plans.

Within the workshop, time was allocated to discussing the format of the multi-agency audit tools and agreeing how they could be revised to ensure agencies were not just auditing process but also reflecting on practice and providing a robust analysis that focussed on the lived experience of the child and the impact of intervention. Following the workshop, the multi-agency audit tools were amended to reflect the discussions and decisions made in the workshop. An audit is currently being undertaken utilising the revised tools. Feedback on how agencies completed the tools, particularly the focus on analysis, lived experience and impact, will be included in the finalised audit report.

It is recognised that practitioners learn from good practice examples. A facilitated multi agency front line practitioner workshop was held on 15 June 2023, facilitated by the trainer for the Safeguarding Partnership Boards. The purpose of the workshop was to provide a forum where agencies could share best practice in gaining, recording, and utilising the lived experience of children and young people. The session also considered the barriers agencies faced to gaining lived experience. A total of eighteen practitioners attended the workshop, this included representation from Police, Health, Education, voluntary sector and Children's social Care.

We run virtual training briefings (Sways) which are available on a range of safeguarding topics (these include unconscious bias, victim blaming language, NRPF). The training link can be found here: <https://www.safeguardingcambspeterborough.org.uk/home/virtual-briefings-sways/> To date we have received 104, 299 views of the briefings and they are extremely popular.

The Children's Safeguarding Board also delivers a suite of multi-agency safeguarding training via MS Teams. I have attached an example of a lived experience front line practitioner workshop for information. All our training is available through our website and Cllrs are welcome to attend. We also have dedicated website pages on resources for practitioners - this includes 7 minute briefings, briefing papers, tools, pre-recorded training. The link can be found here:

<https://www.safeguardingcambspeterborough.org.uk/children-board/resources-for-practitioners/>

Compliments and complaints continue to be considered in the QA quarterly report. Although for Q1 there were no complaints/ compliments relating to the MASH.

4.4 **Priority Action 2- Multi-agency arrangements and responses to children and young people at risk of extra-familial harm.**

4.5. The multi-agency arrangements and responses to children and young people at risk of extra familial harm is being developed by Child Exploitation Strategic Group chaired by the Detective Superintendent Tim Nasta, Head of Protecting People, Cambridgeshire Constabulary.

Progress which is being made against the improvement plan is as follows. These updates have been provided by the Head of the Safeguarding Partnership Board.

- The terms of reference for the MACE have been reviewed and updated and are to be discussed and signed off at the CE Strategic Group on the 21 September.
- Discussions about the partnership approach to child exploitation have commenced in the CE strategic group. Tier 1 processes are being developed and will be presented to partner agencies for consultation.
- Contextual safeguarding training (SWAY) is underway and has received over 900 views. Trauma informed training is to be launched in October 2023.
- A CE performance framework is being developed and a data analyst is currently being recruited. The next steps are to align data and performance.

5. CORPORATE PRIORITIES

5.1 *Consider how the recommendation links to the Council's Corporate Priorities:*

1. *The Economy & Inclusive Growth*
 - *Environment*
 - *Homes and Workplaces*
 - *Jobs and Money*
2. *Our Places & Communities*
 - *Places and Safety (including any rural implications)*
 - *Lives and Work*
 - *Health and Wellbeing*
3. *Prevention, Independence & Resilience*
 - *Educations and Skills for All*
 - *Adults*
 - *Children*
4. *Sustainable Future City Council*
 - *How we Work*
 - *How we Serve*
 - *How we Enable*

Further information on the Council's Priorities can be found here - [Link to Corporate Strategy and Priorities Webpage](#)

6. CONSULTATION

6.1 N/A - Consultation with Ward Councillors is not required in relation to Local Authority progress against an Ofsted improvement plan.

7. ANTICIPATED OUTCOMES OR IMPACT

7.1 Scrutiny Committee is updated on the progress being made against the Local Authority two priority actions arising from the March 2023 Ofsted Focused Visit.

Councillors can scrutinise progress being presented to the committee by Officers.

8. REASON FOR THE RECOMMENDATION

8.1 Scrutiny Committee is asked to note the progress being made against the improvement plan.

9. ALTERNATIVE OPTIONS CONSIDERED

- 9.1 The Local Authority and partner agencies have to make progress against the priority actions as set out from the February 2023 inspection. There are no alternative options to the priority actions as this is a statutory direction from Ofsted and the DFE.

10. IMPLICATIONS

Financial Implications

- 10.1 There are no financial implications arising from this committee report for September 2023.

Legal Implications

- 10.2 There are no legal implications arising from this committee report for September 2023.

Equalities Implications

- 10.3 Public services must meet the needs of a diverse range of local communities and individuals. Children and Families who use our local authority's services are treated with dignity and respect and have their human rights protected. Children and Families have access to statutory complaints where they believe the service has fallen short of equality standards. All statutory complaints are fully investigated to ensure children and families concerns are addressed.

11. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 11.1 N/A

12. APPENDICES

- 12.1 Appendix 1 - Briefing on professional curiosity
Appendix 2 - Lived experience workshop document.
Appendix 3 - Mock JTAI audit tool.
Appendix 4 - Safeguarding partnership action plan in response to the Focused Visit

Web Links to safeguarding training (embedded in the report).