



Peterborough Safeguarding Partnership Response to the March 2023 Ofsted Focused Visit to our Integrated Front Door (IFD)

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Peterborough Safeguarding Partnership is absolutely committed to collaboratively taking forward the Ofsted priority actions following a recent focused visit of our IFD. The Local Authority works with partners, frontline staff and children and families to ensure we improve our services for our most vulnerable children. Improving the quality of our services for Peterborough's vulnerable children is a key partnership priority.

We have worked collaboratively and intuitively across the Council to deliver the improvements we need to make. Further to our Focused Visit, it is important to recognise and look at existing forums, where there are good foundations with partners built on strong relationships. We will continue to work collaboratively to deliver on the outcomes contained within this plan.

The way we work:

- We take a positive approach to building relationships;
- We share information with openness and transparency;
- We create a culture of learning and curiosity;
- We provide challenge, and value feedback;
- We support each other and celebrate success.

Our Practice Framework:

- Children and Young People are at the centre of our practice;
- We use relationships positively; building trust and supporting change;
- We build on strengths and respond to risks with confidence;
- Our practice is purposeful and focussed.

Children in Peterborough deserve the best possible services from us and we are committed to doing all we can within our statutory arrangements to deliver good outcomes for children and young people across the borough. This partnership improvement plan aims to support our partnership to deliver GOOD services for local residents.

Our improvement plan addresses the two partnership priority actions and the identified improvements for social work practice.

Priority Action 1 The timeliness of response to contacts, referrals and multi-agency safeguarding hub (MASH) enquiries about children and subsequent visits from social workers						
Outcome	Actions	Outcome Measure	Timescale	Progress	Responsibility	RAG
Vulnerable children are safe	Urgent agreement across Partnership of language used to describe IFD/ Contact Centre/ MASH. Once agreed, urgent comms to be circulated across Partnership to ensure consistency	Consistent language and understanding across the Partnership and applied within all policies and communications	June 2023	Agreed in partnership meeting on 26/07/23 that the partnership refer to the IFD as the MASH. IFD is a term solely used by the LA. All partners agreed and communicated back to their agencies.	Safeguarding Children Partnership Board	
	Review of staffing and resources in the Contact Centre to ensure they are adequate to meet demand in a timely manner and support a timely and effective multi-agency approach to	Staffing & resources in the Contact Centre positively respond to the demand.	June 2023	Review undertaken; additional posts recruited to. PCC will be taking over the CSC functions from January 24, this will be assisted by the Portal to accept written referrals directly to the EHM System. Additional staff will be recruited to the PCC FD, including CAIO's and	Children's Social Care	

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	safeguarding children & young people			early help colleagues to ensure referrals from the public and professionals are dealt with in a timely manner, clear processes and systems are currently being developed to aid with this change.		
	Review of staffing and resources in MASH to ensure they are adequate to meet demand in a timely manner	Staffing & resources in the MASH positively respond to the demand.	September 2023	PCC are currently reviewing their MASH. Staffing structure to meet demand moving forward, including the integration of CSC work and Early help.	Police/ CSC/ Health/ Education/ NPS	
	Review MASH enquiry process to ensure a timely and effective response . Review to include; <ul style="list-style-type: none"> •Agree triaging rag rating (including repeat referrals) • the use of templates to assist information gathering •Agree timescales for completion of MASH enquiries •Resources/ staffing to meet demand and 	Children who are repeatedly referred to MASH (repeat contacts) receive an appropriate and timely intervention. MASH enquiries are timely and effective. MASH partners work effectively together to share information and make decisions about risk children and young people face and the	September 2023	PCC have completed a draft Peterborough MASH Guide to assist with improving rag rating timeliness. 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 agency information sharing timeliness needs to be amended to match national guidelines and	Police/ CSC/ Health/ Education/ NPS	

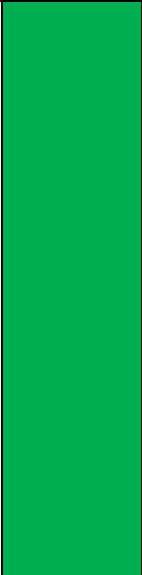
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	<p>in line with review of processes</p> <ul style="list-style-type: none"> •KPI's agreed by all partners and reflective of benchmarking • Monthly audit of cases in which information has not been shared within agreed timescales, including assessment of the impact on outcomes and any learning. <p>MASH workshop for all staff to review current systems and plans moving forward and to ensure the safety of all children during MASH enquiries.</p>	<p>services they need to improve their outcomes</p>		<p>assist with reducing drift and delay within 24 hours.</p> <p>02/08/2023 - Business Continuity Plan (BCP) in draft format for MASH health to support with reduced staffing and/or increase in workload. SH (CPFT).</p> <p>MASH Operational Group partners undertaking monthly MASH audits. TOR and tool developed, to be signed off at MASH Implementation Group on 15/09/23</p> <p>Safeguarding Partnership to send out dates for a MASH workshop for staff to review current systems and plans.</p>		
	<p>Review of ICT system for online referrals to ensure all referrals are reaching contact centre.</p>	<p>Children move from the MASH to the Assessment Service in accordance with</p>	<p>September 2023</p>	<p>There are still ongoing issues with IT surrounding this, in the main they are all received. CSC raise this</p>	<p>Children's Social Care</p>	

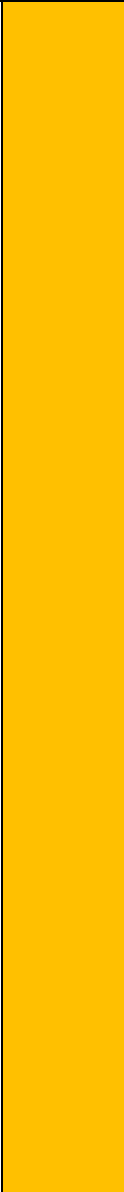
	<p>Assessment of the risk from the non-submissions during this period and the impact this may have/or could have on children’s safety. Presentation to the Executive Safeguarding Partnership Board of the full findings to provide assurances and if required, agreed process to resolve issues.</p> <p>Process for transition of cases from MASH to assessment teams to be reviewed to ensure timeliness of transfer of cases and appropriate risk-based response</p>	<p>their appropriate RAG rating.</p>		<p>with the front door when this arises. Red cases are progressed in a timely manner and a recent CSC audit has reviewed this</p> <p>The process for transition of cases from the IFD to the assessment teams has not been formally reviewed. Mapping commenced by PCC & CCC LA’s, to be discussed at multi agency meeting (Mash Implementation Group) on 15/09/23 for agreement</p>		
	<p>All MASH workers to receive training on the lived experience</p>	<p>Practitioners are supported to think about how they offer support to</p>	<p>September 2023</p>	<p>Training course developed, virtual session to be delivered on 19/09/2023. Mop up session to be</p>	<p>Safeguarding Children Partnership Board</p>	

	<p>of the child and on professional curiosity.</p>	<p>families in different ways, encouraging reflective practice and the exploration of different hypotheses.</p> <p>Professional curiosity is timelessly applied to multi-agency information, especially risk and is visible in case recordings.</p>		<p>delivered end of September for any staff who missed the session on 19/09/23</p>		
	<p>Refresh MASH Manual to reflect revised processes.</p> <p>Review and refresh Effective Support for Children & Families (threshold) document and relaunch</p>	<p>All partners are clear about the appropriate response relating to different levels of need. All partners are aware, understand thresholds and make good referrals with consent where appropriate. Children and young people get the right help they need at the right time.</p>	<p>September 2023</p>	<p>The draft MASH manual is almost completed and will be sent to MASH partners 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 15.09.23/</p> <p>Threshold document to be reviewed.</p>	<p>Children Safeguarding Partnership Board</p>	

		Evidence of resolution of professional disagreements being facilitated within the MASH partnership teams.				
	Review process for strategy meetings s to include; Timeliness which is reflective of the risk and urgency of actions required to safeguard. Attendance to reflect most appropriate partnership approach and in line with legislation. Outcomes to reflect appropriate decision making and timeliness of provision of minutes to partner agencies	Strategy Meetings - partners work effectively together to share information and make decisions about risk children and young people face and the services they need to improve their outcomes. Contingency Planning is transparent and effective when children’s circumstances change.	September 2023	Reviewing the process for strategy meetings will be taken forward with partner agencies during September and October 2023.	Children Safeguarding Partnership Board	
Practice Leadership for	Workforce development sessions on a shared culture,	Managers and practitioners provide effective and	October 2023	Conference booked for 13th December 2023, to provide opportunity to re-	Children Safeguarding	

<p>children is GOOD</p>	<p>value and beliefs to promote professional relationships, leadership and escalation. This work will be supported through a reinvigoration of the practice model.</p> <p>Process to be developed for capturing and responding to case escalations.</p>	<p>respectful challenge to practitioners, and partner agencies to ensure risk is identified and positively responded to.</p>		<p>enforce shared culture and practice regarding Boards priority areas. These will provide an opportunity to network on a large scale. These events will be held 2x a year.</p>	<p>Partnership Board</p>	
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	<p>The quality of supervision to be improved review of supervision guidance and tools, upskilling of staff and access to supervision training.</p> <p>Work to be undertaken with MASH social care staff regarding management oversight/ direction/ outcomes and recording.</p>	<p>Decisions about children are recorded, accurately, consistently, timely and proportionate to their changing needs and risks they may face.</p> <p>The model of supervision supports an evidence-based approach to practice. Training and support to supervisors to give them the confidence and the skills to enable a more reflective and purposeful approach to supervision.</p>	<p>October 2023</p>	<p>Management oversight and grip needs to be strengthened, this will be through agreed process maps, new mash manual and agreed management capacity, This will improve further when CSC is brought into the PCC Front door</p>	<p>CSC Managers Children’s and CSC Workforce Development Team</p> <p>MASH managers</p>	
<p>Leaders and the Safeguarding Partnership are assured by the quality</p>	<p>Safeguarding Executive Oversight Group (SEOG) to be established. Meeting quarterly in person, the group will ensure: . The risks are agreed, clear and</p>	<p>Ensure that the Chief Executive Officers, the Senior Responsible Officers and Independent Safeguarding Chair are all sighted and assured about the</p>	<p>July 2023</p>	<p>Meeting established and first SEOG meeting held on 4th August 2023. Ofsted plan part of standing agenda.</p>	<p>Safeguarding Executive Oversight Group</p>	

<p>of service delivery for children and families</p>	<p>mitigations appropriate. The governance of safeguarding is simple and fit for purpose. · There is a comprehensive audit programme in place and being delivered through the Safeguarding Board. · Any Inspection driven action plans are clear and owned by each party. · Issues escalated from the Safeguarding Board are resolved and organisational specific governance is being fully utilised.</p> <p>Children’s Social care quality assurance processes to be strengthened and ensure a greater focus on impact and outcomes. To be</p>	<p>risks and opportunities for Safeguarding across the County.</p> <p>Review our Quality Assurance approach to ensure that services improve outcomes for children and young people. This will</p>	<p>November 2023</p>	<p>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</p> <p>The QA framework and audit tool have been updated to ensure there is a focus on impact and outcomes.</p>	<p>Children’s Social Care</p>	
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	<p>achieved through review of QA framework, redesign of audit tools to focus on impact and agreed audit standards, workshops on how to audit, audit moderation in place.</p> <p>Once agreed CSC audit standards to be embedded across CSC teams to ensure they form part of CSC culture.</p>	<p>include audits, practice weeks, and engagement with the workforce and with families to gain feedback.</p>		<p>Audit standards (practice standards) have been updated and incorporated in the new audit tool.</p> <p>The new practice standards will be shared with the workforce at the next practice development sessions scheduled for September 2023.</p>		
	<p>Multi agency workshop to be held on audit evidence and role of professional scepticism in quality assurance work.</p> <p>Lived experience of the child is a central feature in all multi agency audit tools.</p>	<p>Partnership Quality Assurance approach to be reviewed to ensure quality assurance standards are embedded and lived experience of the child is central to all quality assurance activity and is evidenced in practice.</p>	<p>September 2023</p>	<p>Multi agency auditing workshop held 16/05/23. Representation from CSC/ Police/ CCS/ CPFT/ YOS/ EH/ CUH/ Education/ Probation/ Papworth/ ICB.</p> <p>Current multi agency audit tools reviewed and amended as necessary. Future tools to include the lived experience as a central feature.</p>	<p>Children Safeguarding Partnership Board</p>	

	<p>Safeguarding Children Partnership “Lived experience guidance” and “Unconscious bias” and “don’t blame the victim” SWAY to be recirculated across partnership.</p> <p>Front line practitioner workshop to gather feedback on methods/ tools to capture and record lived experience and identify positive case studies to use in training.</p>			<p>Lived experience guidance, and links to SWAYs recirculated 23 May 2023. https://www.safeguardingcambpeterborough.org.uk/home/virtual-briefings-sways/children-and-young-peoples-experience-of-unconconscious-bias/ https://www.safeguardingcambpeterborough.org.uk/home/virtual-briefings-sways/dont-blame-the-victim-choosing-your-words-carefully/ https://www.safeguardingcambpeterborough.org.uk/authoritative-practice/</p> <p>Multi agency front line practitioner workshop to gather feedback and good practice on gathering the voice of the child took place 15th June 2023. Findings shared and will be used to update lived</p>		
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				<p>experience guidance and training</p> <p>Lived experience considered as part of the monthly contact dip completed by the CSC QA service. For the contact dip completed for July this continues to be an area of development with lived experience and impact of the concerns on the child not consistently being analysed.</p>		
	<p>Feedback to be obtained through compliments/ complaints and other feedback sources. To be monitored through QA practice framework</p>	<p>Children and young people, parents, carers and colleagues are confident in the use of feedback mechanisms to talk about the services they receive from the Local Authority and partner agencies. Children's voices are heard and influence decisions being made about them.</p>	<p>November 2023</p>	<p>Compliments and complaints continue to be considered in the QA quarterly report. Although for Q1 there were no complaints/ compliments relating to the MASH.</p>	<p>Children's Social Care</p>	

	Regular updates on the progress of this action plan to be presented at the Executive Safeguarding Oversight Group	Reports to the Safeguarding Partnership on the progress against the improvement plan provide confidence regarding improvement and offer opportunities for constructive challenge.	September 2023	Meeting established and first SEOG meeting held on 4th August 2023. Ofsted plan part of standing agenda.	Safeguarding Children Partnership Board	
	<p>Develop MASH performance framework (including dataset and agreed KPI)</p> <p>Develop MASH case file audit framework to provide assurances.</p> <p>Bimonthly dip sampling to inform the quality of practice and service delivery</p> <p>Themes include:</p>	Partnership is assured of practice improvements that are delivering a timely and effective service to ensure children are safe	August 2023	<p>Presentation from other Local Authority areas MASH’s delivered to inform what a good MASH dataset looks like. Meetings scheduled with performance analysts to look at how ICT can be best utilised to gather information.</p> <p>02/08/2023 - Monthly review of performance in place for MASH Health, presented to Board Level within CPFT. Further work to be completed to develop a more in-depth Dashboard and to include</p>	Safeguarding Children Partnership Board	

	<p>Referrals are being received. Escalations are made appropriately and resolution achieved in a timely manner and monitored.</p> <p>Timeliness of Mash enquiries. Supervision and management oversight.</p> <p>Timeliness of cases transferring from MASH to assessment teams.</p> <p>Timeliness of strategy meetings and processes</p>			<p>dip sampling, however this is difficult at present with staffing situation and not wishing to take staff away from high-risk workload. SH (CPFT).</p> <p>QA will be completing a monthly contact dip, the report for July has been completed and August is in progress.</p> <p>MASH Operational Group partners undertaking monthly MASH audits. TOR and tool developed, to be signed off at MASH Implementation Group on 15/09/23</p>		
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Priority Action 2- Multi-agency arrangements and responses to children and young people at risk of extra-familial harm.						
Outcome	Actions	Outcome Measure	Timescale	Progress	Responsibility	RAG
Responses to exploitation of children and extra familial harm are effective	Review MACE (including TOR, data, information sharing. Governance/NRM data and escalation policy).	To ensure the MACE/ NRM is effective at identifying and reducing risk.	July 2023	TOR reviewed and updated, due to be discussed and signed off at CE strategic on 21/09/23	CE Strategic Group	
	Explore development of multi-agency complex Safeguarding Hub to ensure partnership approach to CE/ missing and complex safeguarding	Agreed effective multi agency response to extra familial harm	September 2023	Discussions commenced; data analysts post in both LA's recruited to. Police CE Hub in place. Next steps to align data and performance. Tier 2 contextual safeguarding model to be	CE Strategic Group	

				signed off at CE Strategic (18/09/23). Tier 1 process being developed and agreed by LA's, to be presented back to partners for consultation.		
	Develop training and resources to upskill the workforce with regards to contextual safeguarding	Workforce are confident in working with young people at risk of contextual safeguarding	September 2023	Contextual safeguarding SWAY in place (received over 900 views). Trauma Informed Training to be launched October 2023. CSC running workshops and drop-in sessions on complex safeguarding.	Children Safeguarding Partnership Board	

	Evaluate impact of CE/ contextual safeguarding training	Training has a positive impact on practice	September 2023	This work is delayed until new contextual training is in place	SCPB Workforce Development Group	
	Develop a CE/ complex safeguarding performance framework (to include dataset and agreed KPIs)	Partnership to have assurances regarding both the local profile and practice in relation to contextual safeguarding	August 2023	Data analyst post is currently being recruited to, to support the development of Exploitation KPIs, partnership data sharing and development of Local Profile. Discussions commenced, data analysts posts in LA's recruited to. Police CE Hub in place. Next steps to align data and performance.	CE Strategic Group	

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APPENDIX 4

	Regular dip sampling/ QA of CE/ complex safeguarding cases to provide practice assurance	Partnership to have assurances regarding the practice in relation to contextual safeguarding	August 2023	To be included as part of the work being progressed through complex safeguarding hub	CE Strategic Group / QEG	
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