



CHILDREN & LEARNING OVERVIEW & SCRUTINY COMMITTEE AGENDA

7.30 pm

Thursday
19 September 2013

Town Hall

Members 14: Quorum 6

COUNCILLORS:

Sandra Binion (Chairman)
Gillian Ford (Vice-Chair)
Wendy Brice-Thompson

Nic Dodin
Robby Misir
Pat Murray

Frederick Thompson
Melvin Wallace
Keith Wells

CO-OPTED MEMBERS:

**Statutory Members
representing the Churches**

Philip Grundy, Church of
England
Jack How, Roman Catholic
Church

**Statutory Members
representing parent
governors**

Julie Lamb, Special Schools
Anne Ling, Primary Schools
Garry Dennis, Secondary
Schools

Non-voting members representing local teacher unions and professional associations:
Margaret Cameron (NAHT), Keith Passingham (NASUWT), Bev Whitehead (NUT)

For information about the meeting please contact:

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What is Overview & Scrutiny?

Each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements. Each overview and scrutiny committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

They have a number of key roles:

1. Providing a critical friend challenge to policy and decision makers.
2. Driving improvement in public services.
3. Holding key local partners to account.
4. Enabling the voice and concerns of the public.

The committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations.

Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups consist of a number of Members and the review period can last for anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research and site visits. Once the topic group has finished its work it will send a report to the Committee that created it and it will often suggest recommendations to the executive.

Terms of Reference

The areas scrutinised by the Committee are:

- School Improvement (BSF)
- Pupil and Student Services (including the Youth Service)
- Children's Social Services
- Safeguarding
- Adult Education
- 14-19 Diploma
- Scrutiny of relevant aspects of the LAA
- Councillor Calls for Action
- Social Inclusion

AGENDA ITEMS

1 **APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS**

(if any) - receive.

2 **DECLARATION OF INTERESTS**

Members are invited to declare any interests in any of the items on the agenda at this point of the meeting. Members may still declare an interest in an item at any time prior to the consideration of the matter.

3 **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

4 **MINUTES** (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting of the Committee held on 13 June 2013 and authorise the Chairman to sign them.

5 **ANNUAL CABINET PERFORMANCE REPORT 2012/2013/APPENDIX 1 ANNUAL CABINET PERFORMANCE REPORT** (Pages 7 - 36)

For discussion and noting by the Committee.

6 **COMMISSIONING SCHOOL PLACES STRATEGY 2012-2016**

To note that the above Cabinet Report from the Council's Continuous Improvement Model is due for review at the next meeting subject to agreement by the Committee.

7 **LOCAL SAFEGUARDING CHILDREN'S BOARD 2012/2013 ANNUAL REPORT** (Pages 37 - 82)

For discussion and noting by the Committee.

Presented by Kathy Bundred

8 **NEW OFSTED INSPECTION OF EDUCATION FUNCTIONS**

For discussion and noting by the Committee.

Power Point Presentation by Mary Pattinson

9 OFSTED ARRANGEMENTS FOR THE PROTECTION OF CHILDREN (Pages 83 - 106)

For discussion and noting by the Committee.

Report and Update presented by Kathy Bundred

10 JOINT TOPIC GROUP - CHILDREN & LEARNING OSC WITH HEALTH OSC

For noting.

11 FUTURE AGENDAS

Committee Members are invited to indicate to the Chairman, items within this Committee's terms of reference they would like to see discussed at a future meeting. Note: it is not considered appropriate for issues relating to individuals to be discussed under this provision.

12 URGENT BUSINESS

To consider any other item in respect of which the Chairman is of the opinion, by reason of special circumstances which shall be specified in the minutes, that the item should be considered at the meeting as a matter of urgency.

Andrew Beesley
Committee Administration Manager

**MINUTES OF A MEETING OF THE
CHILDREN & LEARNING OVERVIEW & SCRUTINY COMMITTEE
Committee Room 3A - Town Hall
13 June 2013 (7.30 - 8.30 pm)**

- Present:** Councillors Sandra Binion (Chairman), Wendy Brice-Thompson, Nic Dodin, Pat Murray, Frederick Thompson and Melvin Wallace
- Co Opted Members:** How, Julie Lamb and Garry Dennis
- Officer Attendance:** Kathy Bundred (LBH), Simon Jolley (LBH) and Mary Pattinson (LBH)
- Observer:** Joan Smith, Co-ordinator Health Watch
- Apologies:** Apologies for absence were received from Philip Grundy (Church of England), Anne Ling, Primary Schools, Margaret Cameron (NAHT), Keith Passingham (NASUWT) and Bev Whitehead (NUT)
- +Councillor June Alexander was substituted for Councillor Gillian Ford, +Councillor Georgina Galpin was substituted for Councillor Robby Misir

The Chairman advised those present of action to be taken in the event of an emergency evacuation of the building becoming necessary.

34 MINUTES

The Committee considered and agreed the minutes of the meeting held on May 9 2013 which were duly signed by the Chairman.

35 INSPECTION FRAMEWORK

The Committee received a detailed report on the OFSTED inspection framework which came into effect as of 1 June 2013. The framework constituted the basis for the inspections of Local Authority arrangements for supporting school improvements and the education of children and young people. The aim was to assist local authorities in their duty to promote high standards in schools and academies and included training and other education providers (including colleges) so that all children and young people received a good education. It was a legal requirement of all local authorities to promote high standards of education and their Statutory Duties were as follows:-

- (i) Promoting high standards
- (ii) Ensuring fair access to opportunity for education and training
- (iii) Promoting the fulfilment of learning potential by every person under the age of 20 years and over the age of 20 years but under 25 years who were subject to learning difficulty assessment.

It was noted that inspections would not be universal as OFSTED would only inspect where there were concerns about performance, or at the request of the Secretary of State with a provision of five days' notice. During the five day inspection process, a number of key judgements would be applied and the inspection team were likely to conduct meetings with the Overview and Scrutiny Committee among others.

The Committee noted that despite the fact that local authorities have no specific powers of intervention in relation to academy schools, they retained a legal responsibility for performance within these establishments. The Department of Education expected local authorities to act as strategic commissioners for all schools. Where the local authority had concerns about the performance of an academy, there was an expectation that it must take reasonable steps to discuss these with the school and that it had a relationship with the school that would facilitate this.

The Local Authority Data Dashboard shown in the report diagrammatically depicted key relationships and related elements for effective partnership in the school improvement vision.

The Committee noted the report and agreed to select six items from the Local Authority Data Dashboard to consider in more detail as future agenda items.

The Chairman advised that a request would be made to obtain the minutes of the Local Safeguarding Children's Board prior to the next Children and Learning Overview and Scrutiny meeting for consideration of any issues.

36 CHILDREN AND YOUNG PEOPLE'S PLAN

The Committee received a detailed update on the Children's and Young People Plan 2011-2014. The paper was presented as an overview of the final year of the current plan and a new plan would be formulated for a further three years from 2014.

Partner agencies, including those from the Police, Health, Education and voluntary sectors had collaborated well to deliver against the shared priorities.

It was noted that progress had been made in the six key priority areas which were:

- (i) Ensuring children and young people are protected from abuse and neglect

A number of processes were in place to ensure the safety and wellbeing of children and young people which included strengthening multi-agency working practices, improved participation of families and professionals utilising the right tools and procedures for the specific needs of the child.

- (ii) Increase breastfeeding

Havering's initiation and continuation rates remained below London and national averages although they were now in line with statistical neighbours. At the last 6-8 week check, continuation rates had increased from 39% to 43%. It was hoped that the initiatives introduced would result in an increase to 47% which was the national average.

- (iii) Reduce child poverty

Nearly one in five Havering children under 16 years of age lived in poverty which was lower than many London Boroughs but higher than the Council's statistical neighbours. Child poverty has fallen in the last year however this was due to the decrease in median wage. A range of activity was underway in collaboration with partners to address the causes of poverty which included:

- a) developing a network of integrated services for families focusing on Foundation Years
- b) reducing barriers to employment
- c) improving financial wellbeing
- d) addressing health inequalities

- (iv) Reduce teenage conceptions and termination rates

Before the introduction of the current prevention strategy in 2010, Havering's local conception figures were worryingly high with 190 conceptions in 2009. In 2011, this had fallen to 131 conceptions which were below the national and regional rates. This was due to the effectiveness of the co-ordinated partnership working to achieve this result. Initiatives that remained in place were access to contraceptive and sexual health services including the Condom Card, targeted work with vulnerable groups and workforce development.

(v) Support complex families

Havering would be addressing this complex area by identifying high risk families of which there were 166 in Havering and by the redesign of existing services. These measures combined with the improved cooperation and collaboration with partners such as Action for Children, CAMHS and Job Centre Plus would ensure that the needs of the family were met as a whole rather than as individual members. It was noted that the Department for Communities and Local Government had visited Havering in January 2013 and were delighted with the progress made.

(vi) Improve access to high quality therapies

Access to effective therapies had been a concern for all and the activity for this priority was to re-design services, improve commissioning and collaboration with partners as well as ensuring early intervention to enable maximum independence.

The Committee was advised on the recent work to redesign the Child and Adolescent Mental Health Service (CAMHS) based on a clear understanding of local needs and customer requirements so that the service was brought closer to children. CAMHS were planning to be part of an Early Help scheme as well as introducing a triage system to process clients more speedily and to prevent inappropriate referrals.

The Committee noted the report and chose to select a number of issues arising as future agenda items at the November meeting. These items included access to therapies including speech and learning, closure of children's centres and early intervention and support for complex families.

37 ANNUAL REPORT 2012/2013 - CORPORATE PARENTING PANEL

The Committee queried paragraph 2.1 of the report on the OFSTED inspection of private fostering where Havering was judged to be performing inadequately.

The Head of Children's Services confirmed that this was correct owing to the low number of fostering cases registered. This was, in part, due to the fact that a lot of private fostering was teenage and not easily recognised as in many cases children moved in with friends and relatives. There was also only one social worker allocated to private fostering which may have caused delays in picking up and working with cases. This had now been remedied as private fostering was covered by social workers on a rota system. It was noted that the OFSTED inspection in Havering on Safeguarding in private fostering was found to be satisfactory.

The Committee agreed the final draft of the Corporate Parenting Panel Annual Report for 2012/2013 and that it should be included within the annual report of the main Committee.

38 ANNUAL REPORT 2012/2013 OVERVIEW AND SCRUTINY CHILDREN AND LEARNING

The Committee agreed the final draft of the Children and Learning Overview and Scrutiny Committee Annual Report for 2012/2013 and that it should be referred to full Council.

39 FUTURE AGENDAS

The Chairman requested that members forward their suggestions for agenda items to the Chairman and the Committee Clerk.

40 URGENT BUSINESS

There was no urgent business.

41 DATE OF NEXT MEETING

The date of the next meeting was noted as 19 September 2013.

Chairman

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CABINET 10 July 2013

Subject Heading:	Annual Corporate Performance Report 2012/13
Cabinet Member:	Councillor Michael White
CMT Lead:	Cynthia Griffin
Report Author and contact details:	Claire Thompson, Corporate Policy & Community Manager, claire.thompson@havering.gov.uk 01708 431003
Policy context:	The report sets out the Council's annual performance for the Corporate Performance Indicators for 2012/13.
Financial summary:	There are no direct financial implications arising from this report. It is expected that the delivery of targets will be achieved within existing resources.
Is this a Key Decision?	No
Is this a Strategic Decision?	No
When should this matter be reviewed?	The Annual Corporate Performance Report will be brought to Cabinet following the end of each financial year.
Reviewing OSC:	Value, Towns and Communities, Individuals, Environment, Children and Learning, Adult

The subject matter of this report deals with the following Council Objectives

Ensuring a clean, safe and green borough	[X]
Championing education and learning for all	[X]
Providing economic, social and cultural activity in thriving towns and villages	[X]
Valuing and enhancing the lives of our residents	[X]
Delivering high customer satisfaction and a stable council tax	[X]

SUMMARY

This report sets out the Council's annual performance for the Corporate Performance Indicators in 2012/13 (financial year) against the five Living Ambition Goals of the Corporate Plan:

- Environment
- Learning
- Towns and Communities
- Individuals
- Value

Annual Performance 2012/13

A RAG rating has been applied for performance against the 2012/13 Annual Target as follows:-

- Green = on or within 5% of the Annual Target*
- Amber = more than 5% off the Annual Target and where performance has *improved* compared to 2011/12*
- Red = more than 5% off the Annual Target and where performance has *not improved* compared to 2011/12*
- No colour = data not yet available or partnership indicator (see below)

* All figures have been rounded up or down to the nearest 0.5 of a per cent

Of the 51 indicators measured annually, 42 have been given a RAG status. In summary:-

- 31 indicators (74%) are rated as Green
- 6 indicators (14%) are rated as Amber
- 5 indicators (12%) are rated as Red

A RAG rating has not been given for the partnership indicators (listed in a separate table towards the end of Appendix 1), as the Council is not solely responsible for the target nor the outturn figure.

Direction of Travel

Also included is a Direction of Travel (DoT), which compares performance for 2012/13 with performance for 2011/12. A green arrow (↑) signifies performance is better than 2011/12 and a red arrow (↓) signifies performance is worse than 2011/12. A black arrow (→) signifies that performance is the same as in 2011/12.

Together, **85%** of indicators are rated as **Green** (on or within 5% of target) and/or have shown **better** performance since 2011/12.

Annual Targets 2013/14

The report also includes proposed Annual Targets for 2013/14. Where the target has changed from last year, this has been highlighted in yellow.

New Corporate Performance Indicators for 2013/14

Each year, the list of Corporate Performance Indicators is reviewed. This year, 11 new indicators have been proposed for the Corporate Performance Reports, including three new indicators for Public Health. These are listed at the end of Appendix 1.

RECOMMENDATIONS

Members are asked to review the contents of the report.

REPORT DETAIL

Highlighted below is the Council's annual performance for the Corporate Performance Indicators in 2012/13, where performance has been RAG rated as **Green** or **Amber** and shown an improvement on the previous year; and where performance has been RAG rated as **Red**. For these few indicators, corrective action is taking place to improve performance in 2013/14.

Green or Amber and showing better performance than 2011/12

Environment

Indicator	Annual Target	Annual Performance	DOT
SC11 - % of missed collections put right within target	93%	94.3%	↑
Good working relationships with BIFFA has meant we have cleared most missed collections within the required deadline and as a result we have continued to exceed our target. Performance is better than target and better than this time last year.			
CSP2 - The number of anti-social behaviour incidents reported	5,970	5,431	↑
Performance is better than target (by 9%) and better than this time last year (by 10.9%).			

Indicator	Annual Target	Annual Performance	DOT
SC18 - Total number of fly tip incidents	2,704	2,842	↑
Performance is within tolerance, despite higher levels of fly tipping in June, July and August, and is better than this time last year by 4%. The enforcement team will continue to investigate fly tipping incidents and carry out prosecutions, where possible, to reduce the overall figure.			

Learning

Indicator	Annual Target	Annual Performance	DOT
LA6 - % of Early Years providers, including those in schools, judged Good or Outstanding by OFSTED	73%	76.4%	↑
Performance is better than target and better than this time last year. Performance is also better than Quarter 3 2012/13, when the outturn was 74.9%			
LA1 - Number of apprentices recruited in the borough	500 (AY 12-13)	242 (Q1 AY 12-13)	↑
The target of 500 was set by the 14-19 Partnership, as part of a three year programme to increase the number of apprenticeships in the borough. This indicator is measured by academic year (AY) which runs from August to July. The figure provided is therefore the Quarter 1 figure (Aug-Jul 2012). Performance is better than target and better than this time last year.			

Towns and Communities

Indicator	Annual Target	Annual Performance	DOT
R3 - Number of businesses accessing advice through regeneration initiatives	600	847	↑
Performance is better than target and better than this time last year.			
R2 - Net external funding (£) secured through regeneration initiatives	£1,000,000	£3,602,600	↑
Performance is better than target and better than this time last year.			
CL2 - Number of library visits (physical)	1,520,000	1,718,881	↑
Performance is better than target and better than this time last year.			
(ex) NI155 - Number of affordable homes delivered (gross)	250	487	↑
This total includes an additional 28 units at Rushden Gardens, 178 at Orchard Village and 6 shared ownership properties at Gladstone Place not included in the original 2012/13 target. Performance is better than target and better than this time last year.			
DC4 - % of appeals allowed against refusal of planning permission	30%	24.4%	↑

Indicator	Annual Target	Annual Performance	DOT
The service reviews all appeal decisions and keeps an eye out for trends so that any issues in our decision making can be addressed. Performance is better than target and better than this time last year.			
(ex) NI158 - % of decent council homes	58.72%	40.1%	↑
It is proposed that this indicator is replaced by the 'Number of homes made decent' (listed at the end of Appendix 1) because it is more indicative of the actual number of homes being made 'decent' and the work that is taking place in this area.			
(ex) NI157a - Processing of major applications within 13 weeks (%)	60%	56%	↑
In Quarter 1 performance was impacted by the new Community Infrastructure Levy (CIL) and in Quarter 2 a number of proposals were negotiated with developers before a decision was made. However, performance was above target in Quarter 3 (86%) and Quarter 4 (63%). Overall, performance is outside the 5% tolerance but better than this time last year.			

Individuals

Indicator	Annual Target	Annual Performance	DOT
(ex) NI125/2B - Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement services	85%	82%	↑
The Reablement Service was outsourced in November 2012. In light of this, performance is encouraging and demonstrates the benefits of reablement in preventing hospital readmissions and admissions into residential settings. Performance is within the 5% tolerance and better than this time last year.			
CY13 - % of Child Protection Plans lasting more than 24 months	5%	3.7%	↑
Whilst there has been an increased number of child protection plans this financial year compared to previous years, the duration of those plans remains relatively short. Performance is better than target and better than this time last year.			
L5 - Total number of Careline and Telecare users in the borough	3,600	3,797	↑
There has been an increase of 2.06% compared to the figure for Quarter 3 (3,720). Performance is better than target and better than this time last year.			
L3 - % of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an on-going service	7%	6.9%	↑
The Reablement Service was outsourced in November 2012. In light of this, performance is encouraging and demonstrates the benefits of reablement in preventing the need for longer term services. Performance is better than target and better than this time last year.			
(ex) NI130/1C (i) - % of people using social care who receive self-directed support and those receiving direct payments	60%	48.4%	↑
In 2012/13 there were 3031 people who received self-directed support, compared to 2656 in 2011/12. Performance is worse than target but better than this time last year. Work will continue within the Service to ensure that Self Directed Support is further embedded as the default way we work. In addition, Assessment and Care Management are introducing new			

Indicator	Annual Target	Annual Performance	DOT
supervision procedures and performance indicators to focus on this and other key performance activities at a practitioner level to embed performance management throughout the service areas.			
(ex) NI130/1C (ii) - Direct payments as a proportion of self-directed support (%)	15%	10.1%	↑
For 2012/13 a more stretching target was set for this indicator in order to continue to increase the amount of choice and control for social care clients. However, in line with the national picture, the Service continues to face challenges in increasing the take up of direct payments for older people. Performance is worse than target but better than this time last year. The Service is working hard to help people make best use of the money they receive to purchase their own care services. A dedicated team has been established to work with service users seeking to retain domiciliary care provision from providers who were unsuccessful in being part of the new Framework Agreement. The vehicle employed is a direct payment which should facilitate a significant increase in take up this year and further imbed the practise with practitioners.			
(ex) NI131/2C (ii) - Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	3	3.2	↑
This is a partnership indicator between Adult Social Care (ASC) and Health relating to hospital discharges which measures the total number of delayed discharges across the system including in the hospital itself. Performance is slightly worse than target but has shown significant improvement in 2012/13, with an average of 6 delays per week in comparison to 10.2 per week in 2011/12.			
CY2 - % of placements lasting at least 2 years	75%	63%	↑
Performance is now more in line with the average for England (68% in 2011/12) and our statistical neighbours (70.6% in 2011/12). Performance is worse than target but significantly better than this time last year. The target of 75% was a very challenging target; especially coming from the 2011/12 outturn of 49.1%. By achieving 63% the service has made significant progress. In 2013/14, the service will continue the drive to recruit more foster carers to increase placement choice and improve processes to increase the number of placements lasting at least 2 years.			
L6 - Number of extra care housing units in the borough	216	186	↑
The developments originally expected at Cole and Cockabourne Courts did not go ahead as originally planned. Performance is worse than target but better than this time last year. The new Extra-Care Housing Strategy is currently being developed which sets out proposals for delivering Extra-Care Housing in the future.			

Value

Indicator	Annual Target	Annual Performance	DOT
CI1 - Sickness absence rate per annum per employee (days)	7.6 days	7.7 days	↑
Work to reduce levels of sickness across the Council is ongoing, including the implementation of a new Managing Sickness Absence policy, updated training for managers in dealing with sickness absence, and the ongoing development and improvement of sickness absence monitoring. Performance is within the 5% tolerance, with a considerable improvement compared to this time last year.			
CS1 - % of council tax collected	97%	97.0%	↑
This is the highest performance achieved for council tax collection in the last six years.			

Red and showing worse performance than 2011/12

Learning

Indicator	Annual Target	Annual Performance	DOT
(ex) NI075 - KS4: % of pupils who achieve 5 or more A*-C grades, including Maths and English	68%	61.1% (2011/12)	↓
The outturn for the academic year 2011/12 is primarily due to the issues with the English GCSE grading in the summer. Havering was one the most affected authorities in English with over 10% of our pupils not gaining their expected grade. As this was part of a national marking issue, no corrective action is required. We will continue to support all our schools and academies to achieve the best results possible.			

Value

Indicator	Annual Target	Annual Performance	DOT
CS4 - Speed of processing changes in circumstances of HB/CTB claimants (days)	12 days	21.2 days	↓
CS3 - Speed of processing new HB/CTB claims (days)	19 days	29.7 days	↓
The indicators relating to Housing Benefit and Council Tax Benefit are recession related. There has been an increase in the numbers of people claiming housing and council tax benefit and needing to be assessed for those benefits because of changes in their circumstances. This increase has put substantial pressure on the staff processing these claims. A strategy to improve performance is in place and we are using additional government funding to clear the outstanding work. Actions are progressing; however there will be a drop in performance during Quarter 1 2013/14 while the backlog is cleared			
CS10 - % of Member/MP enquiries completed within 10 days	90%	81.1%	↓
CS7 - % of corporate complaints completed within 10 days	90%	68.4%	↓

Indicator	Annual Target	Annual Performance	DOT
<p>Initial teething problems with the ELIF system have now been resolved. However, the implementation of a new system during the second half of the year has had a large impact on performance. In addition, there were more complaints logged in 2012/13 (998) compared to 2011/12 (891). There is an expectation that performance will improve in 2013/14. The way in which we measure complaints is being reviewed to reflect more accurately the quality of response and customer satisfaction. The number of complaints has increased compared with the previous year but first time resolution (and therefore customer satisfaction) has remained high.</p>			

The full Annual Corporate Performance Report 2012/13 is attached as Appendix 1.

REASONS AND OPTIONS

Reasons for the decision: To provide Cabinet Members with an update on the Council’s annual performance for the Corporate Performance Indicators in 2012/13.

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

Adverse performance for some Corporate Performance Indicators may have financial implications for the Council. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

Legal implications and risks:

Whilst reporting on performance is not a statutory requirement, it is considered best practice to regularly review the Council’s progress against the Corporate Plan.

Human Resources implications and risks:

There are no specific Human Resources implications.

Equalities implications and risks:

The following Corporate Performance Indicators rated as ‘red’ could potentially have equality and social inclusion implications if performance does not improve:

- CS4 - Speed of processing changes in circumstances of HB/CTB claimants (days)

- CS3 - Speed of processing new HB/CTB claims

The commentary for each indicator provides further detail on steps that will be taken to improve performance.

BACKGROUND PAPERS

The Corporate Plan 2011-14 and 'Plan on a Page' 2013-14 are available on the Living Ambition page of the Council website at:

<http://www.havering.gov.uk/Pages/Campaigns/living-ambition-our-20-year-vision.aspx>

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Appendix 1: Annual Corporate Performance Report 2012/13
Cabinet - 10th July 2013

Key

RAG Rating		Direction of Travel (DoT)	
Green	On or within 5% of the Annual Target	↑	Performance is better than 2011/12
Amber	More than 5% off the Annual Target and where performance has <i>improved</i> compared to 2011/12	→	Performance is the same as 2011/12
Red	More than 5% off the Annual Target and where performance has <i>not improved</i> compared to 2011/12	↓	Performance is worse than 2011/12

	Corporate Plan Indicator
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Environment - to ensure a clean, safe and green borough

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI195d	% of fly posting	Smaller is Better	1%	0%	0%	→	1%	Performance is on target as a result of continuing enforcement action in key areas such as shopping centres around the borough. Performance is better than target and the same as this time last year. The target will remain 1% for 2013/14.	Streetcare
SC11	% of missed collections put right within target	Bigger is Better	93%	94.3%	94%	↑	93%	Good working relationships with BIFFA has meant we have cleared most missed collections within the required deadline and as a result we have continued to exceed our target. Performance is better than target and better than this time last year. The target remains 93% for 2013/14.	Streetcare

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Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CSP2	The number of anti-social behaviour incidents reported	Smaller is Better	5,970	5,431	5,995	↑	MOPAC Target	Performance is better than target (by 9%) and better than this time last year (by 10.9%). The target for 2013/14 is yet to be determined by the Mayor's Office for Policing and Crime (MOPAC).	Customer Services
SC18	Total number of fly tip incidents	Smaller is Better	2,704	2,842	2,972	↑	2,704	Performance is within tolerance, despite higher levels of fly tipping in June, July and August, and is better than this time last year by 4%. The enforcement team will continue to investigate fly tipping incidents and carry out prosecutions, where possible, to reduce the overall figure. The target remains 2,704 for this indicator.	Streetcare
(ex) NI191	Residual household waste (kg) per household	Smaller is Better	645kg	599 kg (Feb, prov.)	652.8kg	NA	640kg	The performance figure is provisional, based up to February 2013. The service is awaiting the quarterly/annual figure. Therefore no RAG rating or DoT has been provided. Performance is just worse than target to date. The target has been reduced by 5kg for 2013/14.	Streetcare
(ex) NI192	% of household waste sent for reuse, recycling and composting	Bigger is Better	36%	35% (Feb, prov.)	35.4%	NA	36%	The service will continue to encourage residents to recycle more and put their waste out for collection in the correct bags. Where there are problems with this, the service will investigate and take the appropriate action. The performance figure is provisional, based up to February 2013. The service is awaiting the quarterly/annual figure. Therefore no RAG rating or DoT has been provided. Performance is just worse than target for this indicator to date. The target remains 36% for 2013/14.	Streetcare
(ex) NI185/R8	Greenhouse gas emissions from Local Authority estate and operations	Smaller is Better	24,358 tonnes	Not available until July	25,700 tonnes	NA	To be set in July	The outturn for this indicator is not available until July. It will therefore be included in the Quarter 1 or Quarter 2 2013/14 report. The target for 2013/14 will be set in July once the outturn has been reviewed.	Customer Services

Learning - to champion education and learning for all

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI117	% of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	Smaller is Better	5.1%	4.6 %	4.5%	↓	4.9%	Performance is better than target, although slightly worse than this time last year. A target of 4.9% has been set for 2013/14.	Learning and Achievement
LA10	KS4 - number of schools below the floor standard where fewer than 35% of pupils achieve A*-C grades in both Maths and English and make less than average progress in Maths and English	Smaller is Better	0	0 (2011/12)	0 (2010/11)	→	0	This indicator is reported by academic year. Performance is on target and we have maintained our performance from last year. The target remains 0 for 2013/14.	Learning and Achievement
LA9	KS2 - number of schools below the floor standard where fewer than 60% of pupils achieve Level 4 or above in both Maths and English and make less than average progress in Maths and English	Smaller is Better	0	0 (2011/12)	0 (2010/11)	→	0	This indicator is reported by academic year. Performance is on target and we have maintained our performance from last year. The target remains 0 for 2013/14.	Learning and Achievement
LA6	% of Early Years providers, including those in schools, judged Good or Outstanding by OFSTED	Bigger is Better	73%	76.4%	73%	↑	75%	Performance is better than target and better than this time last year. Performance is also better than Quarter 3 2012/13, when the outturn was 74.9% The target has been increased by 2% for 2013/14.	Learning and Achievement
LA1	Number of apprentices recruited in the borough	Bigger is Better	500 (AY 12-13)	242 (Q1 AY 12-13)	229 (Q1 AY 11-12)	↑	NA	The target of 500 was set by the 14-19 Partnership, as part of a three year programme to increase the number of apprenticeships in the borough. This indicator is measured by academic year (AY) which runs from August to July. The figure provided is therefore the Quarter 1 figure (Aug-Jul 2012). Performance is better than target and better than this time last year. The target for the academic year 2013/14 will be set once the 2012/13 outturn has been reviewed.	Learning and Achievement

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
LA5	% of 3 and 4 year olds who have access to an early education entitlement place if their parents wish (<i>Whilst this refers to access to places, it is actually measured on take up of places. The wording has remained the same because this is how it is reported to the Department for Education</i>)	Bigger is Better	90%	96%	96%	→	90%	The Council is now using DfE published figures for this indicator, instead of Council termly data. This is because termly data fluctuates throughout the year and an annual figure based on the financial year provides a more accurate picture of take up. The DfE figure is also what our funding is based on. Performance is better than target and the same as this time last year The target remains 90% for 2013/14.	Learning and Achievement
LA25	People of working-age qualified to at least level 2 (% of working age population)	Bigger is Better	63.6%	65.7% (Jan 2012)	New indicator	NA	65%	This indicator is sourced through the ONS annual population survey; therefore the figures can vary depending on the people that have taken part. This indicator is also difficult to influence and is included more for monitoring purposes. Performance is better than target, although below the figure for London (75.1%) and Great Britain (71.8%). The target has been increased to 65% for 2013/14.	Learning and Achievement
(ex) NI075	KS4 - % of pupils who achieve 5 or more A*-C grades, including Maths and English	Bigger is Better	68%	61.1% (2011/12)	63.9% (2010/11)	↓	68%	Havering was one the most affected authorities with regards to the issues with English GCSE grading in the summer of 2012, with over 10% of our pupils not gaining their expected grade - www.guardian.co.uk/news/datablog/2012/oct/18/gcse-english-rates-local-authority?INTCMP=SRCH . This has impacted on performance figures. Performance is worse than target and worse than the outturn in 2010/11. Corrective Action As the grade boundaries have been changed, there is no corrective action required.	Learning and Achievement

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
LA8	% of children with a good level of achievement in Early Years Foundation Stage	Bigger is Better	NA	60% (2011/12)	58.6% (2010/11)	↑	NA	No target was set for this indicator, as the Service was awaiting the outcome of a Government report. Now this report has been received, there have been changes to the curriculum and this indicator will no longer need to be measured. A figure has been included for information for 2011/12, but the indicator will be removed from the report next year.	Learning and Achievement

Towns and Communities - to provide economic, social and cultural opportunities in thriving towns and villages

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
R3	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	600	847	666	↑	700	Performance is better than target and better than this time last year. The target has been increased to 700 for this indicator.	Regeneration
R2	Net external funding (£) secured through regeneration initiatives	Bigger is Better	£1,000,000	£3,602,600	£3,240,235	↑	£1,000,000	Performance is better than target and better than this time last year. Whilst the target has been achieved, the economic climate makes it uncertain how much funding will be available in 2013/14. Therefore, the target will remain the same for this indicator.	Regeneration
CL2	Number of library visits (physical)	Bigger is Better	1,520,000	1,718,881	1,632,643	↑	1,600,000	Performance is better than target and better than this time last year. The target has been increased to 1,600,000 for 2013/14.	Culture and Leisure
(ex) NI155	Number of affordable homes delivered (gross)	Bigger is Better	250	487	426	↑	250	This total includes an additional 28 units at Rushden Gardens, 178 at Orchard Village and 6 shared ownership properties at Gladstone Place not included in the original 2012/13 target. Performance is better than target and better than this time last year. The target remains 250 for 2013/14.	Homes, Housing and Public Protection

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
DC4	% of appeals allowed against refusal of planning permission	Smaller is Better	30%	24.4%	25%	↑	30%	The service reviews all appeal decisions and keeps an eye out for trends so that any issues in our decision making can be addressed. Performance is better than target and better than this time last year. The target remains 30% for 2013/14.	Development and Building Control
(ex) NI158	% of decent council homes	Bigger is Better	58.4%	58.7%	40.1%	↑	To be replaced with new indicator	It is proposed that this indicator is replaced by the 'Number of homes made decent' (listed at the end of this report) because it is more indicative of the actual number of homes being made 'decent' and the work that is taking place in this area. Performance is better than target and better than this time last year.	Homes, Housing and Public Protection
H5	% of rent arrears against rent debit	Smaller is Better	2%	2.2%	2.1%	↓	2.5%	This indicator falls within the 5% tolerance (approximately £18,456 in monetary terms) and has been given a RAG status of 'green'. Performance is slightly below this time last year. The target of 2% was always going to be challenging in view of a 9.2% rent increase and the current economic climate. The Income Recovery team have an action plan in place to ensure recovery action is taken without delay and cases are progressed within timescales. In addition, Welfare Reform is expected to impact on this indicator and the Welfare Reforms working group will be monitoring rent arrears and addressing any challenges in 2013/14. In light of the perceived challenges this year, the target has been increased to 2.5% for 2013/14.	Homes, Housing and Public Protection

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI157b	Processing of minor applications within 8 weeks (%)	Bigger is Better	65%	62%	73%	↓	65%	<p>The increase in legal agreements needed to secure the Council's Planning Obligations tariff together with some incidences of staff turnover and sickness have affected continuity of application handling and the speed at which planning decisions can be made. Performance is within the 5% tolerance but worse than this time last year.</p> <p>The target remains 65% for 2013/14.</p>	Development and Building Control
(ex) NI157c	Processing of other applications within 8 weeks (%)	Bigger is Better	80%	77%	86%	↓	80%	<p>Some incidences of staff turnover and sickness have affected continuity of application handling and the speed at which a planning decision can be issued. Additional resources have now been put in place to help get performance back on track for next year. Performance is within the 5% tolerance but worse than this time last year.</p> <p>The target remains 80% for 2013/14.</p>	Development and Building Control
(ex) NI157a	Processing of major applications within 13 weeks (%)	Bigger is Better	60%	56%	45%	↑	60%	<p>In Quarter 1 performance was impacted by the new Community Infrastructure Levy (CIL) and in Quarter 2 a number of proposals were negotiated with developers before a decision was made. However, performance was above target in Quarter 3 (86%) and Quarter 4 (63%). Overall, performance is outside the 5% tolerance but better than this time last year.</p> <p>Corrective Action</p> <p>As performance has improved in Quarters 3 and 4, no corrective action is required.</p> <p>The target remains 60% for 2013/14.</p>	Development and Building Control

Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI125/ 2B	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement services	Bigger is Better	85%	82%	77.2%	↑	TBC	The Reablement Service was outsourced in November 2012. In light of this, performance is encouraging and demonstrates the benefits of reablement in preventing hospital readmissions and admissions into residential settings. Performance is within the 5% tolerance and better than this time last year. A target is yet to be set for 2013/14.	Adult Social Care
CY13	% of Child Protection Plans lasting more than 24 months	Smaller is Better	5%	3.7%	6.9%	↑	4%	Whilst there has been an increased number of child protection plans this financial year compared to previous years, the duration of those plans remains relatively short. Performance is better than target and better than this time last year. The target has been reduced by 1% for 2013/14. This is in light of the measures put in place to prevent children being on a Child Protection Plan for longer than 2 years.	Children and Young People
L5	Total number of Careline and Telecare users in the borough	Bigger is Better	3,600	3,797	3,366	↑	3,900	There has been an increase of 2.06% compared to the figure for Quarter 3 (3720). Performance is better than target and better than this time last year. The target has been increased to 3900 for 2013/14.	Homes, Housing and Public Protection
L3	% of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	Smaller is Better	7%	6.9%	7.8%	↑	TBC	The Reablement Service was outsourced in November 2012. In light of this, performance is encouraging and demonstrates the benefits of reablement in preventing the need for longer term services. Performance is better than target and better than this time last year. A target is yet to be set for 2013/14.	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI065	% of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is better	8%	0.7%	NA	NA	4%	<p>This financial year, there has only been one child who became subject of a child protection plan for the second or subsequent time within two years. This demonstrates the sustained positive outcomes which local child protection services are helping to achieve.</p> <p>The wording of this indicator has been modified to include 'within 2 years' to echo the findings of the Munro report (before it had an open ended timescale). Therefore the outturn is not comparable with 2011/12 and no DoT has been provided. Performance is better than target.</p> <p>The target has been reduced by 4% for 2013/14. In light of the additional measures that have been put in place to support children and families, the service does not predict a huge increase for this indicator over the next year.</p>	Children and Young People
(ex) NI130/1C (i)	% of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	60%	48.4%	45.2%	↑	70%	<p>In 2012/13 there were 3031 people who received self-directed support, compared to 2656 in 2011/12. Performance is worse than target but better than this time last year.</p> <p>Corrective Action</p> <p>Work will continue within the Service to ensure that Self Directed Support is further embedded as the default way we work. In addition, Assessment and Care Management are introducing new supervision procedures and performance indicators to focus on this and other key performance activities at a practitioner level to embed performance management throughout the service areas.</p> <p>The target has been nationally set at 70% for 2013/14.</p>	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI130/1C (ii)	Direct payments as a proportion of self-directed support (%)	Bigger is Better	15%	10.1%	9.8%	↑	15%	<p>For 2012/13 a more stretching target was set for this indicator in order to continue to increase the amount of choice and control for social care clients. However, in line with the national picture, the Service continues to face challenges in increasing the take up of direct payments for older people. Performance is worse than target but better than this time last year.</p> <p>Corrective Action</p> <p>The Service is working hard to help people make best use of the money they receive to purchase their own care services. A dedicated team has been established to work with service users seeking to retain domiciliary care provision from providers who were unsuccessful in being part of the new Framework Agreement. The vehicle employed is a direct payment which should facilitate a significant increase in take up this year and further imbed the practise with practitioners.</p> <p>The target remains 15% for 2013/14.</p>	Adult Social Care
(ex) NI131/2C (ii)	Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	Smaller is Better	3	3.2	5.5	↑	3	<p>This is a partnership indicator between Adult Social Care (ASC) and Health relating to hospital discharges which measures the total number of delayed discharges across the system including in the hospital itself. Performance is slightly worse than target but has shown significant improvement in 2012/13, with an average of 6 delays per week in comparison to 10.2 per week in 2011/12.</p> <p>The target remains 3 for 2013/14.</p>	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CY2	% of placements lasting at least 2 years	Bigger is Better	75%	63%	49.1%	↑	68%	<p>Performance is now more in line with the average for England (68% in 2011/12) and our statistical neighbours (70.6% in 2011/12). Performance is worse than target but significantly better than this time last year.</p> <p>Corrective Action</p> <p>The target of 75% was very challenging; especially coming from the 2011/12 outturn of 49.1%. By achieving 63% the service has made significant progress. In 2013/14, the service will continue the drive to recruit more foster carers to increase placement choice and improve processes to increase the number of placements lasting at least 2 years.</p> <p>The target has been reduced to 68%, in line with the outturn figure for England in 2011/12.</p>	Children and Young People
L6	Number of extra care housing units in the borough	Bigger is Better	216	186	88	↑	TBC	<p>The developments originally expected at Cole and Cockabourne Courts did not go ahead as originally planned. Performance is worse than target but better than this time last year.</p> <p>Corrective Action</p> <p>The new Extra-Care Housing Strategy is currently being developed which sets out proposals for delivering Extra-Care Housing in the future.</p> <p>As the Extra-Care Housing Strategy is in development, a target is yet to be confirmed by the service.</p>	Homes, Housing and Public Protection
R9	% of residents that give up their time to volunteer (YCYS survey)	Bigger is Better	New indicator	NA	New indicator	NA	Increase on 2012/13 outturn	This indicator is included in the 'Your Council your Say' Survey that is currently taking place. The results from this will be available in Summer 2013.	Customer Services

Value - to deliver high customer satisfaction and a stable council tax

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CS11	% of NNDR collected	Bigger is Better	97%	96.1%	96.9%	↓	96.5%	Currently, the service is provided by the London Borough of Barking and Dagenham. However, the Council has decided to bring the service back in-house, although this will not be implemented until 2014/15. Performance is within the 5% tolerance but slightly down on this time last year. The target is 96.5% for 2013/14.	Customer Services
CI1	Sickness absence rate per annum per employee (days)	Smaller is Better	7.6 days	7.7 days	8.2 days	↑	7.6 days	Work to reduce levels of sickness across the Council is ongoing, including the implementation of a new Managing Sickness Absence Policy, updated training for managers in dealing with sickness absence, and the ongoing development and improvement of sickness absence monitoring. Performance is within the 5% tolerance, with a considerable improvement compared to this time last year. The target remains 7.6 days for 2013/14.	Internal Shared Services
ISS10	% of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	97%	97%	97%	→	97%	For 2013/14, No PO and NO Pay, identification of disputed invoices and more efficient passing of invoices into ISS should see the target exceeded. Performance is on target for 2012/13 and is the same as this time last year. The target remains 97% for 2013/14.	Internal Shared Services
CS1	% of council tax collected	Bigger is Better	97%	97.0%	96.6%	↑	97%	This is the highest performance achieved for council tax collection in the last six years. The target remains 97% for 2013/14.	Customer Services
(ex) NI014	% avoidable contact	Smaller is Better	8%	4.5%	5.9%	NA	6%	CRM is not yet set up to measure this indicator because of delays in the CRM programme. Therefore the outturn for 2012/13 is based on sample contacts between April and October 2012. It is hoped that we will be able to measure Avoidable Contact via CRM by early Summer 2013. The target has been reduced by 2% for 2013/14 as outlined in the Corporate 'Plan on a Page 2013/14'.	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CS21	% customer satisfaction with the Contact Centre	Bigger is Better	80%	87.5%	New PI	NA	85%	Customer satisfaction is a high priority for the Council. Good performance on this indicator shows that customers are happy with the service that they receive in the Contact Centre. This is a new indicator for 2012/13, therefore no DoT has been provided. The target has been increased by 5% for 2013/14 as outlined in the Corporate 'Plan on a Page 2013/14'.	Customer Services
CS4	Speed of processing changes in circumstances of HB/CTB claimants (days)	Smaller is Better	12 days	21.2 days	11.8 days	↓	18 days	Performance has improved since Quarter 3 when the outturn was 28.9 days. However, it remains worse than target and worse than this time last year. Corrective Action A strategy to improve performance is in place and we are using additional Government funding to clear the outstanding work. Actions are progressing; however there will be a drop in performance during Quarter 1 2013/14 whilst the backlog is cleared. The target has been increased to 18 days for 2013/14, which is more realistic whilst still stretching for the service.	Customer Services
CS3	Speed of processing new HB/CTB claims (days) (NEW)	Smaller is Better	19 days	29.7 days	23.3 days	↓	24 days	The number of new claims has increased significantly in 2012/13. Performance has improved since Quarter 3 when the outturn was 30.9 days. However, it remains worse than target and worse than this time last year. Corrective Action A strategy to improve performance is in place and we are using additional Government funding to clear the outstanding work. Actions are progressing; however there will be a drop in performance during Quarter 1 2013/14 while the backlog is cleared. The target has been increased to 24 days for 2013/14, which is more realistic whilst still stretching for the service.	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CS10	% of Member/MP enquiries completed within 10 days	Bigger is Better	90%	81.1%	85.4%	↓	90%	<p>The implementation of a new system during the second half of the year has had a large impact on performance for 2013/14. Performance is worse than target and worse than this time last year.</p> <p>Corrective Action</p> <p>Initial teething problems with the ELIF system have now been resolved and there is an expectation that performance will improve in 2013/14.</p> <p>The target for response to complaints remains 90%.</p>	Customer Services
CS7	% of corporate complaints completed within 10 days	Bigger is Better	90%	68.4%	73.2%	↓	90%	<p>Initial teething problems with the ELIF system have now been resolved. However, the implementation of a new system during the second half of the year has had a large impact on performance. In addition, there were more complaints logged in 2012/13 (998) compared to 2011/12 (891). Performance is worse than target and worse than this time last year.</p> <p>Corrective Action</p> <p>There is an expectation that performance will improve in 2013/14. The way in which we measure complaints is being reviewed to reflect more accurately the quality of response and customer satisfaction. The number of complaints has increased compared with the previous year but first time resolution (and therefore customer satisfaction) has remained high.</p>	Customer Services

Partnership Performance Indicators (Council not solely responsible for target and/or performance)

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CSP1	The number of residential burglaries reported	Smaller is Better	1,909	2,101	2,075	↓	1,996 (MOPAC Target)	<p>There has been an increase in residential burglaries over the last 6 months, despite extra resources being put into place. These include a communication campaign to raise awareness and the deployment of a Police Territorial Support Group (a group of officers who target a specific problem). Performance is worse than target (by 10%) and also worse than this time last year (by 1.3%).</p> <p>Corrective Action</p> <p>Neighbouring boroughs have also seen an increase in burglaries over the last few months and a meeting of East London Boroughs took place in April to look at ways to address this.</p> <p>The target for 2013/14 has been determined by the Mayor's Office for Policing and Crime (MOPAC) and is a 6% reduction on the 2012/13 outturn.</p>	Customer Services
SC13	Casualty reductions - killed and seriously injured in Road Traffic Accidents	Smaller is Better	65	74 (2011)	63 (2010)	↓	65 (2012)	<p>Data for 2012 will not be available until Summer 2013, so the outturn from Summer 2012 has been provided. Performance is worse than target and worse than the previous year.</p> <p>Corrective Action</p> <p>Whilst the Council is just short of reaching the target set by Transport for London (TfL) this year, we are still performing better than 2009 (75), 2008 (84) and 2007(129). Therefore no corrective action is required.</p> <p>A target of 65 has been set for the 2012 outturn.</p>	Streetcare

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI131/2C (i)	Overall number of delayed transfers of care from hospital per 100,000 population	Smaller is Better	7	10.5	13.3	↑	10	<p>This is a partnership indicator relating to hospital discharges which measures the total number of delayed discharges across the system including in the hospital itself. A challenging target was set for 2012/13, which the Service and its partners have not met; however, there has been considerable improvement on last year's outturn. In 2012/13 there was an average of 19.6 delays per week, and in 2011/12 there were 24.7 delays per week. Performance is worse than target but better than this time last year.</p> <p>Corrective Action</p> <p>The Council continues to work with partners including BHRUT and NELFT to improve systems, processes and care in the community in order to prevent unnecessary hospital admissions and improve performance.</p> <p>The target has been increased to 10, as it is felt that 7 was an unrealistic target and 10 is more achievable in the current context.</p>	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI112	Teenage pregnancies per 1,000 population (< 18 year old girls)	Smaller is Better	35	28 (Q3 2011/12)	36.1 (Q3 2010/11)	↑	35	<p>In 2009, the outturn for this indicator was 40 per 1,000 girls. The Prevention Strategy in 2010 meant that investment in this area was maintained following the end of the national strategy and performance has continued to improve. The Council and its partners aim to reach a target of 35.0 per 1000 population by the end of 2013/14 and we remain on track to meet this target. Performance is better than target and better than this time last year at the end of 2012/13.</p> <p>NB. The figures do not correspond to the 2011/12 annual target and a RAG and DoT cannot be stated. This is because the ONS release conception statistics around 14 months after the period to which they relate (as information on a birth may not be available until 11 months after the date of conception and the ONS then require 3 months to compile the conception statistics).</p>	Children and Young People

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New Corporate Performance Indicators for 2013/14 (subject to approval)

Environment (1 indicator to be added)

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
New	Parking income against budget	NA	TBC	This is a new indicator to be added to the Corporate Performance Reports, which will measure parking income against budget.	Streetcare

Towns and Communities (4 indicators to be added)

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
TBC	Number of homes made decent	Bigger is Better	2,224	This is a new indicator to be added to the Corporate Performance Reports and is intended to replace % Decent Council Homes as it is more indicative of homes being made decent.	Homes and Housing
TBC	Average void to re-let times	Smaller is Better	22 days	This is a new indicator to be added to the Corporate Performance Reports. The indicator is a driver of insuring there is a minimum waiting time between when a property is void and when it is re-let. This is significant as the Council does not receive rates for void properties.	Homes and Housing
TBC	Percentage of Leaseholder Service charge arrears (excluding major works) collected (quarterly snapshot set against estimated and actual figures)	Bigger is Better	95%	This is a new indicator to be added to the Corporate Performance Reports and is significant as the Leaseholder picks up some of the costs of the repairs to properties.	Homes and Housing
TBC	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	This is a new indicator to be added to the Corporate Performance Reports and monitors repairs to Council properties.	Homes and Housing

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Individuals (5 indicators to be added)

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
(ex) NI131 2C (iii)	Delayed transfers of care that are attributable to Adult Social Care only per 100,000 population (quarterly)	Smaller is Better	3.5	This is a new indicator to be added to the Corporate Performance Reports. The first two parts of this indicator are already Corporate Performance Indicators and the service would like to add this indicator as it highlights delayed transfers of care that are attributable to ASC only.	Adults Services
13	% children who wait less than 21 months between entering care and moving in with their adopting family (quarterly)	Bigger is Better	55%	This is a new indicator to be added to the Corporate Performance Reports. This is because adoption is a focus, both locally and nationally, reflected by new adoption scorecards that all local authorities will need to report on. A challenging target has been set for this indicator for 2013/14.	Children's Services

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
TBC	Participation in National Child Measurement Programme (NCMP) (annual)	Bigger is Better	85% for Reception and Year 6	The NCMP is a surveillance system tracking the weight of children at two key stages. It is proposed that a target of 85% (set by the Department of Health) is retained for 2013/14 because it gives sufficient public health intelligence to monitor the health of the population and it is an indicator of the effectiveness of the public health transfer – that systems/contracts and processes have been stabilised, and not negatively affected by the transition.	Public Health
TBC	Take up of NHS Health Checks (quarterly) (Partnership Target)	Bigger is Better	16.5% offered 49% of those offered, received	The target will be to offer a health check to 16.5% of the eligible population; and of those offered 49% will receive a health check. This would represent a very substantial increase in both the number of residents offered a check and the number of checks delivered in 2012/13 when this service was commissioned by the NHS. This improvement will require Public Health to build on existing good and effective relationships with general practice and explore the opportunities regarding alternative providers. There are currently some information governance issues to be cleared and this is being discussed at a national level. If unresolved, this may impact on the quality of the data received by the Public Health Team.	Public Health
TBC	Chlamydia diagnoses (quarterly, but with a time lag of up to two quarters)	Bigger is Better	475 positive cases	This is the same number of positive cases as was commissioned last year (2012/13). The 2013/14 target is a stretch, as rates of chlamydia are falling in Havering amongst under 25s (which indicates the past effectiveness of the programme). As rates of chlamydia fall, then case finding becomes more difficult, thus 475 positive cases is an ambitious target. The service will set trajectory targets throughout the year for this indicator. The rationale for this is some pharmacies require training, so will not be able to deliver the programme until quarter two, the uptake through outreach fluctuates during the year, and there is a seasonal dip in the summer. In addition, trajectory targets mitigate against the potential risk that transition arrangements (at Public Health England) may affect collecting/reporting schedules.	Public Health

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Value (1 indicator to be added)

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
TBC	% of corporate complaints escalated to stage 2	Smaller is Better	10%	A stage 2 complaint provides more context around satisfaction with complaints by looking at the small percentage of complaints that are escalated to the Head of Service due to the customer's dissatisfaction with the initial response	Customer Services

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AGENDA ITEM : 9

Havering Local Safeguarding Children Board Annual Report 2012-2013

2012-2013

Dear Colleagues

It is a great pleasure to write this, my final foreword to the Havering Local Safeguarding Children Board Annual Report 2012-2013.

This year the Board has focused on a number of key areas, including the development and implementation of a multi-agency early offer of help to children and families. We understand that effective early help will improve outcomes and reduce the need for more serious child protection processes, and a crucial element of this has been the successful introduction of some important service improvements including the implementation of the Havering Multi Agency Safeguarding Hub (MASH).

MASH is designed to improve safeguarding for children by co-locating key partners and their data into a secure assessment, research and referral unit to receive notifications of possible risk, ensure relevant information is shared securely and utilised to enable a targeted and proportionate response to identified need.

In addition, the introduction of the *Signs of Safety* model has provided a sound platform for improved child protection processes, and has been well received by families and professionals alike. The development of this work and much more is outlined in the report.

I will not outline all the work of our sub-groups here, suffice to say that I am satisfied the structure has worked well and has proved to be both efficient and effective. Evidence of this is provided in some detail throughout the report.

During the forthcoming year the Board will continue to address our priorities including: the provision of effective child protection services for all children; developing and improving the important monitoring function of the Board; continuing to coordinate an approach to domestic violence, mental health and drug and alcohol abuse across the children and adults' partnership, and an important element of this will be the alignment of the children's and adult safeguarding boards under the leadership of a single independent chairperson from October 2013.

It has been a great privilege to serve the children and families of Havering, and to work with so many talented and committed professionals. As Independent Chair I am consistently impressed by their hard work and commitment. Their work is outlined in this report, which I commend to you.

Susan Dunstall , Independent Chairperson

Introduction

The purpose of this report is to fulfil the statutory requirement set out in Working Together to Safeguard Children 2013, which states that all Local Safeguarding Children Boards must publish an annual report on the effectiveness of safeguarding in their local area.

The report will therefore focus on an effectiveness of policies, processes and procedures to keep children safe, including:

- ✚ progress on locally identified priority issues
- ✚ single and inter-agency training on safeguarding and promoting the welfare of children to meet the local needs;
- ✚ lessons learnt about the prevention of future child deaths which have been identified by the Child Death Overview Panel; and

The report will also consider the progress made in implementing actions from individual Serious Case Reviews (SCRs) published during the year, and data concerning looked-after-children and children in need of protection.

Our Vision

The safety of children is Havering Local Safeguarding Children Board's (HLSCB's) overarching priority. All agencies are committed to raising safeguarding standards and improving outcomes for all the children of Havering.

In discharging our duty we will:

- ✚ Act to protect children from harm.
- ✚ Make Havering a safer place to live.

- ✚ Identify and act upon priority areas for improvement so that every child is given the opportunity to achieve potential.
- ✚ Involve children and young people in decisions made about them.

Priorities 2012-2013

Havering Local Safeguarding Children Board (HLSCB) identified the five key priorities for the Board in May 2012:

Priority 1: Ensure that the partnership provides an effective child protection service to all children ensuring that all statutory functions are completed to the highest standards.

Priority 2: Monitor the development and implementation of a multi agency early offer of help to children and families living in Havering.

Priority 3: Monitor the alignment and effectiveness of the partnership when working across the child's journey between universal, targeted and specialist safeguarding .

Priority 4: Coordinate an approach to domestic violence, mental health and drug and alcohol abuse across the children and adults' partnership to ensure that families affected receive the right support at the right time.

Priority 5: Ensure that Havering Safeguarding Children Board communicates effectively with partners, children, young people and their families, communities and residents.

The HLSCB annual report 2011-2012 set out the following work to be progressed within 2012-2013 and these are embedded into the five priorities:

- ✚ Receive, scrutinise and analyse child protection data and the outcome of audits both single and

multi-agency both to provide assurance to HLSCB partners and to identify any shortcomings in practice so that children are effectively protected.

✚ Ensure that the safeguarding of children at locality level is a priority across Havering's workforce through

- provision of multi- agency training to staff on the effective application and competent use of the threshold document
- provision of single agency training on agency expectations of threshold application, support and competence in application
- embedding early intervention assessment processes to address early identified need using a multi-agency team around the child approach
- Monitoring the quality of referrals made to statutory services and reporting to the board bi-monthly.

✚ To develop and implement a robust multi-agency training programme. Havering LSCB will build on the success of previous multi-agency training commissioned by the partnership. This will include an annual training programme, cross borough briefings, LSCB frontline practitioner conferences and a voluntary sector conference.

✚ To ensure that the voice of Havering's children and young people is evident within the work and decisions of the Board.

✚ Raise awareness and profile of the LSCB ensuring it's visibility within the community and across the workforce. This will be achieved through:

- The LSCB website
- the provision of quarterly newsletters
- ensuring that the work of the LSCB is a regular agenda items at all team meetings undertaken throughout LSCB partner agencies

- holding conferences to raise awareness of key issues identified as priority for the HLSCB.

In October 2012 the HLSCB reviewed the progress of priorities at its annual development day, facilitated by an external consultant. This assisted the HLSCB partnership to identify strengths and the areas that required further development.

Ofsted inspectors undertook an unannounced inspection of local authority arrangements for the protection of children between 25th February and 6th March 2013. Ofsted judged Havering's overall response to child protection as adequate with some good features. The LSCB was identified to be adequate with Ofsted noting:

'While the Board is active in its wider safeguarding responsibilities and developments, there has been insufficient focus on all areas of child protection. As a result the Board is not sufficiently knowledgeable about the effectiveness of child protection in the borough. The Board has challenged the quality of the information provided by children's services but this challenge has not been sufficiently robust to provide a comprehensive evaluative overview of the effectiveness of safeguarding arrangements in the borough'

Ofsted Inspection March 2013

The work of the board in 2013 to 2014 will be to have in place a strong performance management framework that focuses on key priorities to allow the partnership to robustly scrutinise the impact of services on improved outcomes and to identify and challenge areas that are weak and require improvement.

'While LSCBs do not have the power to direct other organisations they do have a role in making clear in where improvement is needed'

Working Together 2013

HLSCB partnerships made significant changes to the way in which services were delivered during 2012 to 2013. Emerging early findings suggest

that organisational changes have improved the response to child protection and facilitated better working relationships across the HLSCB partnership:

'most multi-agency conferences, core groups and child in need meetings are well attended and are effective, not least because of the rigour in tracking progress against decisions taken and action agreed previously'

Ofsted inspection March 2013

What difference has the Havering LSCB made to safeguarding children locally in 2012/2013?

Priority 1: Ensure that the partnership provides an effective child protection service to all children ensuring that all statutory functions are completed to the highest standards.

Some important service improvements have commenced this year most importantly the implementation of the Havering Multi Agency Safeguarding Hub (MASH).

MASH is designed to improve safeguarding for children by co-locating key partners and their data into a secure assessment, research and referral unit to receive notifications of possible risk. The idea is to ensure relevant information is shared securely and utilised to enable a targeted and proportionate response to identified need. HLSCB partners were commended for progress by the London MASH Project Board earlier this year:

Although this appeared in the list of wave two boroughs, it is scheduled to go live in spring 2012. They have made great strides and could serve as a beacon borough as they are willing to share best practice. Good evidence of how much progress can be made in a short time.

London MASH project board March 2012

MASH processes continued to be progressed in Havering during 2012 culminating in police co-located within Children Services Duty team in August 2012 and MASH going live in September 2012. MASH currently encompasses police, MASH Health Professional Leads, probation and a virtual youth services practitioner.

In October 2012 The Local Government Association (LGA) were invited to Havering to undertake a safeguarding practice challenge, the following comment was made regarding early impact of MASH

There are early positive indications of the impact of improvements such as the Multi-Agency Safeguarding Hub (MASH). This is also in its early stages of implementation and greater clarity is needed about how its effectiveness will be evaluated and evidenced over the short to medium term. The team encourages Havering to give immediate consideration starting now to how it will approach this process of evaluation and evidence.

LGA 24 October 2012

The Ofsted inspection report stated:

'The new MASH is having a significant impact on the way in which contacts and referrals are managed. Children at risk of significant harm are identified quickly and social workers based in the assessment team are able to carry out section 47 enquiries without the distraction of having to deal with contacts and referrals where the level of risk or need is less acute'

Ofsted inspection March 2013

Risks identified within the safeguarding practice challenge and the Ofsted inspection were the lack of

capacity around early support and the potential of this to undermine the effectiveness of the MASH. The inspections also identified the requirement to develop and implement an evaluation framework to evidence MASH impact on improved outcomes.

In order to address the concerns the following actions were identified:

- ✚ Police and Children Services to develop and implement a system to evaluate the impact of MASH.
- ✚ Children’s Services to lead in the development of an early offer of help strategy with support and buy in from multi agency partnership.

The impact of MASH on the multi agency partnership was seen to be positive with practitioners expressing more confidence in the response received from children social care.

There was an increase in the number of child protection referrals following the implementation of MASH processes, which in part was due to improved information sharing and risk assessment processes.

The number of children with a child protection plan stands at 121, which is higher than previous trend and includes those children moving into Havering subject to a child protection plan from another local authority. Nationally, the number of child protection plans has been increasing.

Children currently the subject of Child Protection Plan by Duration and Category abuse

Category of Abuse	Unborn	0-6 months	7-12 months	13-18 months	19-21 months	over 21 months	Total
Emotional abuse	0	27	28	5	3	1	64
Neglect	0	22	14	4	4	1	45
Physical abuse	1	4	3	2	0	0	10
Sexual abuse	0	0	2	0	0	0	2
Total children	2	53	47	11	7	2	121
% of children by duration	1.7%	43.8%	38.8%	9.1%	5.8%	1.7%	100%

The average number of new child protection plans each month is 12, up from 10 in the previous two years.

The breakdown of categories of new Child Protection Plans has changed, with a higher proportion of

emotional abuse. There have been only four new Child Protection Plans in 2012-13 with category of sexual abuse.

Category	2011-12	2012-13
Emotional abuse	28%	42%
Neglect	48%	40%
Physical abuse	15%	16%
Sexual abuse	9%	3%

Generally performance indicators and audit have demonstrated relatively effective performance, there were some areas of concern including agency attendance at core groups and conferences and some evidence of protection plans being complex and over reliant on the use of legal planning meetings (this latter issue was identified in a recent Safeguarding Practice Challenge – see below).

The HLSCB Quality and Effectiveness working group has looked in more detail at the whole area of child protection planning, moving beyond reporting on the indicators to include regular reports on trends and audit findings. This work has provided information on strengths and areas that require further scrutiny in order to improve the response to child protection.

Strengthening families (Signs of Safety)

Following Havering’s Safeguarding & Looked After Children Inspection in September 2011, Ofsted judged the borough’s overall effectiveness towards safeguarding as adequate. A number of areas for improvement were identified, in particular aspects of the child protection planning process. Ofsted recognised that although children subject to Child Protection Plans received timely interventions with needs adequately addressed and risks adequately identified, there was nevertheless, slow progress in





tackling concerns and it was unclear how the activities of professionals effectively reduced risk, particularly with hard to engage families. The Inspection also highlighted that it was not clear from records how the progress of Child Protection Plans led to improved outcomes for children and young people. The Inspection confirmed that further work on these and other areas was needed to strengthen its child protection processes.

In order to address areas identified the strengthening families agenda was considered as an appropriate way to improve the system whilst reducing bureaucracy and facilitating an environment that would encourage families to become involved and feel empowered within what can be an emotional and difficult journey for them.







Havering LSCB received a paper regarding the implementation of Strengthening Families in May 2012. The process required multi agency understanding and buy in and the pilot programme was formally agreed.

There has been significant support for this way of working from partnership agencies and training has been well attended. Training feedback has helped to develop and hone the implementation process to ensure staff are well informed and confident when participating in conferences using the signs of safety model.

The pilot phase was successful and since November 2012 all initial and review child protection conferences use the model. Feedback from those participating in this model has been positive:

-  *Clear and concise*
-  *Model supported conference participants to maintain a focus on the child and the perceived risks*
-  *Facilitated an environment that encouraged all to participate in the conference*
-  *Language is jargon free*

Recent audit and observation findings have supported this and comments include:

-  *The Chair demonstrated a good understanding of the SOS approach, the chairs language was jargon free and the Chair asked two professionals to explain jargon used.*
-  *Good use was made of the genogram diagram to identify support available to the family.*
-  *The family were encouraged to contribute during the conference.*
-  *The risk and safety statements clearly set out the issues of concern, the information was presented analytically.*
-  *The outline plan addressed risks and immediate safety measures.*
-  *The professional fed back that the conference was a very positive experience.*

The Ofsted inspection identified that the 'strengthening families' methodology:

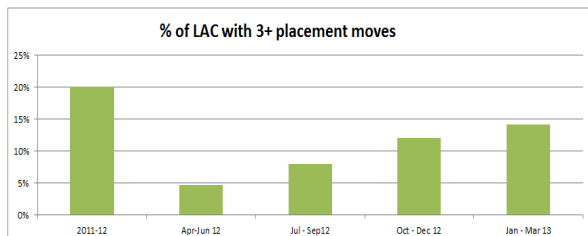
'promotes robust risk analysis, shared understanding of aims and objectives, and a firm focus on outcomes for children and families'... It is demonstrably starting to have a very positive impact on the way in which social workers and other professionals think, engage, plan and work with children and families'.

Ofsted inspection findings March 2013

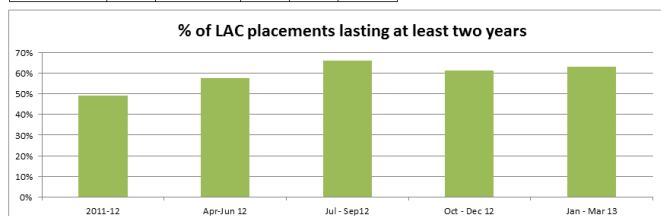
Looked-after-Children

The Board has been concerned with a high rate of placement moves for Havering's Looked After children and has considered reported from Children's Services on the actions taken to improve practice, which included the development of a Looked After Children improvement plan. Stability including long term stability has improved this year.

Indicator	GOOD	2011-12	Target	RAG	Direction	Apr-Jun 12	Jul - Sep12	Oct - Dec 12	Jan - Mar 13
% of Looked After Children with 3 or more placement moves	Lower is better	SN Average 11.6%	13%	RED	Better	4.7%	7.9%	12.0%	14.1%
		Nat Average 11%							
		LBH 20%							



Indicator	GOOD	2011-12	Target	RAG	Direction	Apr-Jun 12	Jul - Sep12	Oct - Dec 12	Jan - Mar 13
% of Looked After Children placements lasting 2 or more years	Higher is better	SN Average 70.6%	75%	RED	Better	57.4%	66.0%	61.4%	63.0%
		Nat Average 68.6%							
		LBH 49.1%							

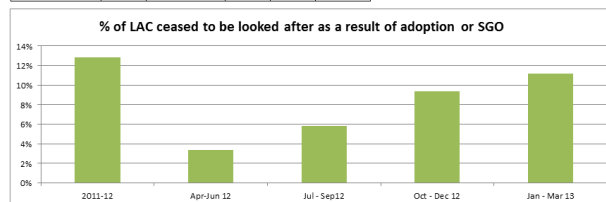


The Board will continue to monitor the Looked After Children’s Improvement plan which focuses on placement stability along with improving outcomes and increasing the numbers of looked after children placed in family placements within the borough.

Performance data will be reported to the Quality and Effectiveness group for scrutiny and challenge to ensure that work undertaken is impacting positively on outcomes for this group of children.

There have been 8 adoption order granted so far in 2012-13, with a further 12 looked after children currently placed with their prospective adopters awaiting orders to be granted, and a further 8 looked after children currently placed with foster carers on placement orders. These figures are not static and the borough continues to make good progress in moving LAC towards permanent adoption.

Indicator	GOOD	2011-12	Target	RAG	Direction	Apr-Jun 12	Jul - Sep12	Oct - Dec 12	Jan - Mar 13
% of Looked After Children who ceased to be looked after as a result of adoption or Special Guardianship Order	Higher is better	SN Average 10.2%	11%	GREEN	Better	3.4%	5.8%	9.4%	11.2%
		Nat Average 11%							
		LBH 12.8%							



Early Help

Priority 2: Monitor the development and implementation of a multi agency early offer of help to children and families living in Havering.

Priority 4: Coordinate an approach to domestic violence, mental health and drug and alcohol abuse across the children and adults' partnership to ensure that families affected receive the right support at the right time.

Early help is the bedrock to improving outcomes for children and young people. Effective early help will improve outcomes and reduce the need for more serious child protection processes.

It is also crucial in the ‘step down’ from child protection to child in need and child in need to CAF. Thresholds that set out the criteria for accessing services across the child’s journey between universal, targeted and specialist safeguarding must fully understood and embedded if step down or step up transitions are to smooth and supportive of families.

‘Early help is better for children: it minimises the period of adverse experience and improves outcomes for children’

Eileen Munro March 2011

Children social care services reviewed and revised the threshold for access to services in consultation with HLSCB partnership agencies and formally launched the threshold document in April 2012 at a conference attended by multi-agency partners. Partners are

supported by social workers when deciding what action to take to address identified need:

'Thresholds for access to services are clear and the local authority is active in trying to increase awareness and understanding of them. Partners are encouraged to explore their concerns before making a referral and are able to access advice and guidance in the MASH.'

Ofsted Inspection March 2013

HLSCB partnership agencies are committed to implementing processes that will improve the accessibility and availability of early help services for children. The priority is to ensure that the processes agreed at a strategic level are delivered consistently at practitioner level in order to establish a consistent and effective process for assessing and managing early identified need.

Arrangements for the delivery of early help are being progressed within the restructure of local authority children services and in consultation with HLSCB partners, embedding an agreed early assessment tool (Common Assessment Framework - CAF), is fundamental to the effectiveness of this offer. Havering LSCB partners have historically been slow to embed CAF processes and this was again a feature in the inspection:

'Progress in this area has been slow and an initial improvement in the number and quality of CAFs being completed by partners, partly as a result of the delivery of training, has not been sustained'

Ofsted Inspection March 2013

Despite this Ofsted identified some well coordinated and effective work below the threshold for children social care services:

'There is some effective direct work with children, young people and their families leading to positive outcomes for children. Team around the child (TAC) reviews show that lead practitioners enlist support from a wide range of partners to prevent risk escalating'

Ofsted inspection March 2013

During 2012-13 one hundred and eighty one CAFs were completed, although still lower than desired, this is an improvement on previous years. This represents an average of twelve CAFs completed per month, which is extremely low when matched to the average number of referrals made to children services per month that do not meet threshold for social care services.

CAF is most embedded in children's centres (54% of 2012-13 total, followed by schools 39%), with all newly-referred families receiving at least a pre-CAF assessment.

Evaluation shows that % of CAFs where needs were met as a result of actions arising has increased, with 68% in 2012-13 up 4% from the previous three-year average of 64%. Behavioural development is the most common need identified.

Early assessment processes, when embedded, will provide the partnership with an accurate source of rich data to assist in understanding the current and emerging themes and trends. This is important on two levels, firstly to provide assurances that the early offer of help is meeting the needs of families in Havering and secondly to ensure that commissioning services understand the emerging needs of Havering residents so that the correct services are commissioned and available to Havering residents when they need them.

The HLSCB has promoted the need for agencies to be cognisant of the implications of the 'toxic trio' of domestic violence, mental health and substance abuse and the Troubled Families programme is affording opportunities to develop more genuinely multi-agency approaches to these problems.

The HLSCB has taken reports this year on the role of children's centres in supporting CAF, working with partners and developing more integrated earlier help for families. The council's youth service restructure will ensure that a targeted youth offer is provided, working with children's centres to develop a 0-19

service and health partners are leading on a new programme of targeted health visiting support to vulnerable families with young children (MESCH). LSCB agencies have been in discussion within the LSCB and the Troubled Families programme about the best way to take this work forward.

The children's centres have continued to develop a good range of early help services and relationships with schools and health partners are good and continuing to improve. Ofsted inspections during the period have confirmed the positive work taking place and the value that families place upon the services offered. A consultation was undertaken regarding the restructure of the service and changes are now being implemented to ensure services continue to be provided to families in need of early help, while achieving some savings.

The interim manager for the children's centres and the Family Intervention Project is working with children's services and partner agencies and the Troubled Families programme to draft an early help strategy. This will be developed to include 'step down' arrangements from statutory services and some agreed PIs for measuring the effectiveness of early help across the partnership.

Meanwhile, partners have agreed through the Troubled Families programme to support implementation of MESCH and to ensure preventative services have increased access to specialist domestic violence and adult mental health expertise.

CAF training is under revision and a new training programme will begin in June 2013, led by children's centre managers with an expectation that practitioners will readily initiate early help assessment processes whenever circumstances require it.

A dataset to track and monitor the uptake, quality and impact of CAF processes has been developed within children services and findings from performance indicators will be included in performance data reported to the HLSCB Quality and Effectiveness working group. The dataset will include identification

of where CAFs are being completed and more importantly where they are not and the impact the uptake of CAF is having on improved outcomes.

The arrangements for the delivery of early help were evaluated by Ofsted during their inspection:

'...although it is too soon to evaluate the impact [of early help services], inspectors have seen emerging examples of help and protection that is both proportionate and well-coordinated for teenagers as well as young children. This help is readily accessible through schools, children centres and universal youth provision.'

Ofsted inspection March 2013

Priority 3: Monitor the alignment and effectiveness of the partnership when working across the child's journey between universal, targeted and specialist safeguarding

The recent Ofsted inspection identified a weakness in the effectiveness of the HLSCB partnership to provide scrutiny and challenge to child protection and early help processes:

'Governance and scrutiny of child protection arrangements and the provision of early help is not facilitating robust challenge. While good progress has been made in strengthening families' engagement in child protection processes, the impact of HSCB and scrutiny is less well developed. The HSCB is not providing full evaluation of the effectiveness of safeguarding...'

Ofsted inspection March 2013

This was identified despite the work undertaken by the HLSCB performance Management working group to develop an HLSCB quality assurance framework that captured both qualitative and quantitative data to assist the group to understand the effectiveness of the partnership in delivering services to children and families.

The recent Safeguarding Practice Challenge identified:

'The LSCB performance framework is beginning to address qualitative aspects of business but there is a need to accelerate the pace of this work...'

Safeguarding practice challenge October 2012

The way in which priorities were progressed was reviewed at the HLSCB development day in October 2012. The working groups were revised and performance management was replaced by the Quality and Effectiveness group, supported by Children Services, chaired by the Head of Service for Children and Young People Services, with the responsibility for performance management and audit. The group will scrutinise the robustness of the performance management framework from across the partnership, oversee the development of an HLSCB performance framework, undertake multi-agency audits and report quarterly to the HLSCB providing an analysis of the partnerships work on implementing priorities and the impact this has on improved and sustainable outcomes for children and their families. The group will also receive reports from the all other working groups to ensure priorities and emerging themes are fully understood and incorporated into the performance management framework.

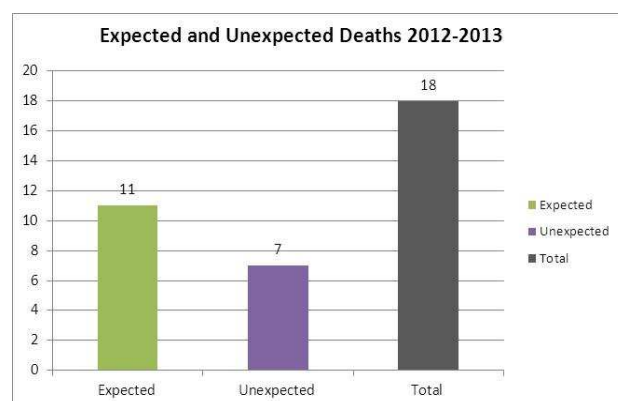
Priority 5: Ensure that Havering Safeguarding Children Board communicates effectively with partners, children, young people and their families, communities and residents

Child Deaths: The Child Death Overview Panel (CDOP) and Serious Case Reviews

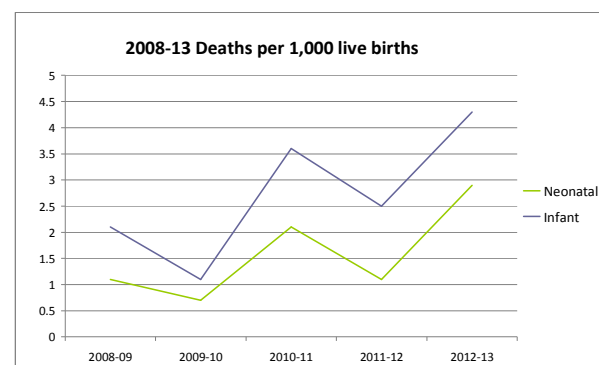
HLSCB was required to establish a **Child Death Overview Panel (CDOP)** in 2008. It is responsible for reviewing the circumstances of all child deaths within the borough.

Havering CDOP reviewed a total of eighteen child deaths during this year, eleven were expected and seven unexpected. Three CDOP meetings were held during the year and two serious untoward incidents were initiated at Queens Hospital relating to child death. As with previous trends, there have been more

expected than unexpected deaths. The current information does not suggest any specific trends.



On reviewing statistical data, there appears to have been an increase in neonatal deaths since CDOP was established in 2008. The Havering CDOP will review the anti natal records information of mothers in this category specifically scrutinising birth weight and gestation during the coming year.



There were no deaths reported to be as a result of co-sleeping during the year, which may be in part a result of the CDOP My Sleep, My Space campaign initiated during 2011 to 2012. Havering CDOP has joined with seven other CDOPs within the North East London area in order to provide support and statistical analysis between the CDOPs. The expectation will be for them to meet two times per year to review statistics and develop and implement a dataset to be used to gather statistics across the seven boroughs.

Information to parents' leaflets were ratified by the HLSCB during this year. Information is now routinely sent to parents within a week of the child's death.

This provides information to parent regarding the CDOP process and providing contact details should the parent wish to engage in the process.

Havering CDOP has developed strong links with Havering and Brentwood Bereavement Services to offer support to any family member or school child affected by a child death. This will continue during the next year.

The CDOP Annual Report 2012 to 2013 is held on Havering LSCB's website www.havering-lscb.org.uk

Private fostering

If a child under the age of 16 (18 if a child with a disability), is being cared for an adult who is not the parent or 'close relative' for a period of 28 days or more the arrangement is known to be a private fostering arrangement. The child is not looked-after by the local authority (LA). The arrangement is solely between the parent or guardian and the private foster carer. However any person caring for a child under these circumstances has a statutory duty to report the arrangement to Children Social Care.

Havering LSCB receives an annual update of work undertaken by Havering's fostering and adoption service regarding the actions taken to raise awareness of private fostering amongst professionals and the local community and the impact of this work. The recent safeguarding practice challenge identified:

(The Fostering Annual Report) does not provide sufficient assurance in terms of the impact of this (awareness raising) work and that once private fostering arrangements have been identified, safeguarding arrangements are robust and effective.

Ofsted undertook an inspection of Private fostering arrangements in Havering at the end of November and concluded that the service offer in this area was inadequate and offering a poor response to children. An action plan was developed and is being implemented. The recent unannounced Ofsted inspection of safeguarding activities found:

'The authority has since taken prompt action to ensure that arrangements are improved by introducing a more robust assessment process and a strengthening of management arrangements. However, numbers of children who are known to be privately fostered remain low and the authority is aware of the continued need to raise awareness of the service amongst the public and professionals.'

Ofsted Inspection March 2013

The action plan is being implemented by the Fostering and adoption service with oversight and scrutiny on effectiveness of implementation being provided by the HLSCB where regular reports will be provided by children services for scrutiny and challenge until agencies are assured that good practice is embedded into usual service delivery processes.

Policy and Procedures

The revised Working Together statutory guidance was published in March 2013. This was following a formal consultation process undertaken during the year. Working Together 2013 strengthens the role of LSCBs and a key priority for the next financial year will be to ensure that Havering LSCB is fully compliant with all statutory requirements.

HLSCB Working Group activity and progress

Child Sexual Exploitation (CSE)






1. Summary of Work Group Purpose

Meeting bi-monthly, the CSE Working Group is a multi-agency group that's responsible for improving the response to CSE in Havering. In order to achieve this, the CSE Working Group has the following key functions:

- a) Meet the aims and objectives of the working group as outlined in the LSCB Business Plan
- b) To coordinate and monitor the delivery of the CSE Strategy and annual action plan
- c) Scope the scale of the problem within Havering by collecting and monitoring local data
- d) Report to the LSCB on progress, highlighting any specific barriers or areas of risk with in implementing action plan
- e) Raise awareness of sexual exploitation within agencies and communities
- f) Encourage the reporting of concerns about sexual exploitation
- g) Support the identification of training and awareness needs
- h) Disseminate guidance and examples of good practice across all professions and sectors

2. Key Areas of Progress and Achievement

In February 2013, the chair and membership of the CSE Working Group was reviewed in order to renew and re-focus the work of the Group. As a result, the CSE Working Group has made progress in a number of key areas:

-  New Chair has been appointed and new members added to the group.
-  The Working Group's Terms of Reference have been renewed.
-  For the first time, a local CSE strategy and annual action plan for 2013-14 has been introduced to focus the work of the Group.
-  CSE Working Group is now a paid member of the national sexual exploitation network enabling access to CSE resources across the UK.
-  A new CSE webpage for professionals has been set up on the LSCB website.

3. Current Activities

The CSE action plan for 2013-14 is divided into four themes to reflect the key strategic objectives; its focus is on promotion, prevention, protection and partnership. At the heart of the plan is the drive to safeguard and protect local children and young people who are at risk of or currently experiencing sexual exploitation. The key priorities the CSE Working Group is currently delivering on:

- a) Strengthen local identification and assessment by introducing an on-line CSE risk assessment tool and, following a review, roll out the CSE risk assessment tool across all sectors in Havering.
- b) To put in place a data collection system to monitor on-going risk, prevalence and responses to CSE ensuring that the LSCB and CSE Working Group has access to the data that raises awareness and improves the local response when CSE is suspected or confirmed.
- c) Implement the pan-London Metropolitan Police CSE Operating Protocol that seeks to support victims and improves disruption and prosecution activity in Havering.
- d) Design and implement on-line Professional's Survey to identify gaps and needs to identify areas of improvement in responding to CSE ensuring that findings are shared and acted upon to progress the local CSE action plan.
- e) Include CSE awareness and support information into the revised third edition of the local young people's sexual health and relationships mini booklet guide.

4. Future Priorities and Aspirations

There are a number of priorities that feature in the CSE action plan for 2013-14 that will be delivered during the year ahead:

- a) Analyse CSE data to identify and assess prevalence and local CSE hot spots.

- b) Develop and implement a CSE multi-agency operating protocol to guide coordinated responses to assess, reduce risk and protect those who are being abused.
- c) Consult on and agree CSE practice guidance for frontline practitioners including DfE guidance, legislation, outlining CSE case management best practices and local intelligence submission arrangements.
- d) Develop and promote a CSE page for parents on the Havering Council's website
- e) Use existing Council's Sex and Relationships Facebook to raise awareness of CSE with young people.

5. Views of children, young people, parents and carers

The CSE Working Group has agreed to collect, analyse and respond to the view of young people in a number of ways:

- a) Introduce CSE specific questions to the local annual on-line young people's relationships survey to identify risk and prevalence in Havering.
- b) Consult young people regarding local CSE marketing and communications by using the Youth Consultancy project.
- c) Working Group members, who hold responsibilities with services working directly with young people and parents/carers, will regularly hold consultation exercises to collect views and report back to the CSE Working Group.

6. Impact and Outcomes

It is too early to evaluate the impact and outcomes of the first CSE action plan. An evaluation of the action plan will be conducted in the Spring of 2014.

7. Evidence that Learning is being embedded

The local CSE Strategy and annual action plan is based on sound and robust evidence on how to improve local responses to identifying and responding to cases of CSE drawing on findings and recommendations from a number of key government policy and non-governmental research including:

-  DCSF, Safeguarding Children and Young People from Sexual exploitation (DCSF, 2009)
-  University of Bedfordshire, What's Going On? (2011)
-  Barnardos, Puppet on a String: The Urgent Need for Tackling CSE (2011)
-  DfE, Child Sexual Exploitation Action Plan (2011)
-  The Office of the Children's Commissioner, Inquiry into Child Sexual Exploitation In Gangs and Groups, Interim Report (2012)
-  Barnardos, Cutting Them Free: How is the UK progressing? (2012)
-  Barnardos, Helping local authorities to develop effective responses, Briefing (2012)

Quality and Effectiveness

1. Summary of Work Group Purpose

The Quality and Effectiveness group is a multi-agency group that meets at six weekly intervals to review the impact of services on improved and sustainable outcomes for children and families.

The work of the group has been set out throughout the body of the annual report. The group core responsibility is to ensure that the HLSCB has in place a robust performance framework to enable the board to analyse and critically evaluate the impact of services on improved outcomes.

2. Key Areas of Progress and Achievement

The Performance Management Working Group took a leading role in several important aspects of the LSCB's activities during the year.

The Group revised the performance framework, to allow a more informed analysis and oversight of wide range of safeguarding and wellbeing indicators. The improved reporting has allowed the group to identify areas of risk and explore these in more detail through deeper analysis. Focal areas for discussion have included attendance at key safeguarding and child protection meetings by partners, and young people's admissions to hospital due to alcohol- or drug-related issues.

The Group has reviewed compliance by Council and partners with standards of Safer Recruitment and Managing Allegations, identifying areas for improvement and ensuring these are shared with partners concerned. Members of the Group have helped to refine the process for reporting compliance and the robustness of the assessment.

Performance Management working group was replaced by the Quality and Effectiveness Group in November 2012 with the responsibility for performance management and audit.

3. Current Activities

The group has undertaken a number of case audits initially to focus on the child protection process and the effectiveness of the partnership when working together to reduce risk to children and young people.

The group has received reports setting out the progress of the partnership in developing an early offer of help and will continue to provide overview, scrutiny and challenge across the partnership on the effectiveness of implementation of early help processes.

An HLSCB dataset was developed to assist the partnership in understanding both qualitative and quantitative data. This dataset was used in conjunction with children social care data to assist the board to understand emerging themes and priorities.

4. Future Priorities and Aspirations

- ✚ To have in place a multi agency performance management framework that is regularly reported on and provides relevant data in a manner that can be easily understood across the partnership.
- ✚ Receive and analyse data from key LSCB partnership agencies including data arising from the MASH.
- ✚ Providing scrutiny and challenge on behalf of the LSCB to all safeguarding activities across the spectrum of need and report to HLSCB on emerging themes and priority areas for action.
- ✚ Facilitate an environment that will encourage and support mature partnership with challenge to enable sound mechanisms for partners to challenge practice across the partnership

5. Views of children, young people, parents and carers

There are a number of consultation activities that are becoming well established. This will be further developed in the next year.

6. Impact and Outcomes

- ✚ Inspection findings were positive regarding interagency cooperation in respect of child protection processes.
- ✚ Parents spoken to through inspection processes and audit understood the reason that children were seen to be at risk and what needed to change.
- ✚ Early indications from view point on LAC are positive regarding help received.

Case Review

1. Summary of Work Group Purpose

The case review working group for this period was ensure that the statutory requirements set out in the Children Act 2004 and the LSCB regulations in 2006 and Chapter 7 and Chapter 8 of Working Together to

Safeguard Children 2010 were discussed effectively to partner agencies.

These functions require LSCB partner agencies to carry out serious case reviews when the criteria is met, monitor the progress of such reviews and ensure that effective learning is implemented and the likelihood of harm or death is reduced.

In 2011 Professor Eileen Munro was commissioned by the government to conduct a review of child protection. This resulted in the Working Together to Safeguard Children being re-written and published in March 2013.

Working Together 2013 places a requirement on LSCB's to develop a local framework for learning and improvement.

All agencies should be clear about:

- ✚ Their responsibility for contributing to the learning and improvement processes
- ✚ Effective dissemination of learning
- ✚ Making sustainable changes and improvement to services

The local framework should cover the full range of audits and reviews using a systems methodology approach including:

- ✚ Serious Case Reviews
- ✚ Child Death Reviews
- ✚ Management review of a child protection incident which falls below the threshold of a SCR to provide useful insights about the way organisations work to safeguard and promote the welfare of children
- ✚ Review or audit of practice in one or more agencies

The local framework should cover the full range of reviews and audits to:

- ✚ Identify and drive improvements to safeguard and promote the welfare of children

- ✚ Translate the findings from reviews into programmes of action to bring about sustainable improvement and prevention of future deaths/harm

- ✚ The systems methodology approach using suitably qualified independent reviewer requires LSCB's to look at what professionals did and why. How they were influenced by the organisation and systems within which they are working and what may need to change in how local services operate.

2. Key Areas of Progress and Achievement

Serious Case Reviews

No new child deaths reached a threshold to conduct a serious case review in 2012- 2013.

The focus of the work on serious case reviews was to monitor the implementation of the recommendations and action plans from two complex serious case reviews, Child E and Child F.

Each agency provided written updates on the progress of actions at the working group meetings.

A written report and presentation was provided by the chair to each LSCB.

Agencies were held to account for the implementation and continuous learning from the reviews by LSCB leads.

Dissemination of learning events were held in relation to the two cases and the key aspects of learning has been embedded.

A process of review

One serious case review was published in full

One SCR remained open in 2013.

At the LSCB's development day in October 2012 a proposal was made to the LSCB to prepare for the publication of Working Together to Safeguard Children and the requirements for a Learning and Improvement Framework.

Between October 2012 and March 2013

Working Group membership was reviewed and agreed.

A revised operational business plan was developed.

The working group attended training and development opportunities to understand the systems methodology approach to case reviews. This included:

- ✚ A one day conference looking at a range of methodology approaches;
- ✚ A three day foundation course in the SCIE methodology;
- ✚ Giving consideration to how evidence sustained service improvements

3. Current Activities

The case review working group has identified a case to be reviewed using the systems methodology.

The Principle Social Worker is an accredited reviewer and is going to mentor the LSCB working group members to become reviewers.

Progress will be monitored about how this case has been used to understand the systems partner agencies work in, what needs to change and how this will happen. This will involve front line staff and managers.

The review will provide a range of questions for the LSCB to consider and develop a plan to sustain service improvements.

4. Future Priorities and Aspirations

To further understand the systems methodology.

Identify the full range of case reviews.

Ensure families practitioners, managers and LSCB agencies are involved in reviews.

Hold dissemination of learning events to embed and sustain learning.

Use the learning from case reviews in other areas to embed change locally.

6. Impact and Outcomes and

7. Evidence that Learning is being embedded

The LSCB and the working group will consider and monitor how the learning identified is embedded into practice and whether the learning is having an impact on outcomes for children. The working group will need to develop an outcomes framework and work with the board members to evidence the difference the learning has made across the partnership.

Safeguarding in Employment

1. Summary of Work Group Purpose

The purpose of the Safeguarding in Employment Working Group is to ensure partner agencies implement and embed the statutory requirements set out in:

- ✚ Working Together 2013
- ✚ London Child Protection Procedures
- ✚ Other statutory guidance such as Safer Recruitment in Education 2007 and 2009 as they relate to the safer recruitment of staff and the management of allegations about professionals.

2. Key Areas of Progress and Achievement

As part of our vision to protect children from harm the Board is committed to embedding safer workforce statutory responsibilities across LSCB partnerships. This was monitored through the LSCB Performance Management working group during the first part of the year. The working group received reporting templates on safer recruitment and managing allegations practices and analysis of progress was reported to the LSCB. This process was time consuming and impacted on the progression of other work responsibilities of the group. In October 2012 the HLSCB agreed to reinstate a working group with the sole responsibility to progress safer workforce practices. The group is chaired by Havering LADO has

responsibility of monitoring and reporting on compliance of partnership agencies with statutory responsibilities.

Statutory processes for managing allegations against staff were further developed following the Ofsted inspection in September 2011. Letters were sent to the partnership to set out agencies responsibilities when responding to an allegation against a professional. During 2012 2013 the Havering LADO received one-hundred-and-two referral, a significant increase from the previous financial year, the majority of which were from educational settings.

Awareness raising regarding this important area of work remains a priority for the LSCB. The Havering LADO has ensured that training for the multi agency partnership is available and included within the LSCB training programme and advertised widely. Posters and flyers were designed and disseminated across LSCB agencies.

The focus of the work this year has been to:

- ✚ Hold agencies to account for their performance in recruiting a safer and competent workforce by adherence to Safer Recruitment standards adopted by the LSCB
- ✚ Ensure that robust checks are updated in accordance with requirements
- ✚ Consider and implement changes in the Criminal Records Bureaus and Independent Safeguarding Authority and their amalgamation into the Disclosure and Barring Service.
- ✚ All allegations of abuse made about professionals are investigated in accordance with requirements, consistent with a fair and thorough process.
- ✚ Reporting to the LSCB on allegations and the implementation of the allegations action plan set out in the annual report.
- ✚ Audit and monitoring of the group work.

A leaflet on private tutoring has also been produced and distributed to schools, libraries and children centres in the borough.

3. Current Activities

All recommendations made by Ofsted in September 2011 have been implemented.

See page 21 of report and see the management of allegations action plan as presented throughout the year has been implemented.

In October 2012 a proposal was made to the LSCB

The Safeguarding In Employment Working Group be re-established providing a new focus for the group to place a closer emphasis on safer recruitment and managing allegations performance.

- ✚ Implement the new requirements of:
 - Working Together to Safeguard Children
 - Protection of Freedoms Act 2012
- ✚ Co-ordinate the reporting by LSCB partner agencies on safer recruitment in employment and managing allegations, against LSCB standards
- ✚ Understand, analyse and report on the individual and collective performance of LSCB partner agencies in the safer recruitment of a competent workforce and in the referral and management of allegations made about staff and volunteers
- ✚ Continue to raise awareness about the role, function and responsibility of LSCB partners in safer employment matters
- ✚ Develop an improvement plan to:
 - Implement the findings from agency returns
 - Implement the recommendations from audit of work and reports to the LSCB

The proposal was accepted and a revised operational business plan was developed.

Posters and fact sheets were developed and circulated widely to raise awareness of statutory

responsibilities when dealing with allegations made against professionals. The information was distributed widely during the year 2012 to 2013.

A leaflet on private tutoring was produced and distributed to schools, libraries and children centres in the borough.

The Working Group has worked well to implement the Operational Plan.

4. Future Priorities and Aspirations

The priorities for 2013-2014 are:

-  Implementation of the operational plan of the group
-  Monitor the performance of the agencies in relation to safer recruitment in accordance with the LSCB standards and report to the LSCB.
-  Develop an action plan based on the annual report on managing allegations and report regularly in accordance with the LSCB reporting schedule so that
-  Ensure the requirements of Disclosure and Barring Service are implemented across the LSCB partnership
-  Continue to raise awareness about the role of all partner agencies in developing a safer workforce by a variety of means including events for the voluntary sector and in key areas arising from the annual report.
-  Continue to monitor the quality of work via a series of audits.

6. Impact and Outcomes

The working group reports to the Board on outcome most specifically regarding LADO processes. The Report to the Board on the impact and outcome of work and revise the operational plan to take findings providing evidence that findings have been implemented and that learning has been evidenced.

Training and Communication

1. Summary of Work Group Purpose

Working Together 2013 sets out the responsibility placed on HLSCB in relation to training:

Local Safeguarding Children Boards (LSCBs) should monitor and evaluate the effectiveness of training, including multi-agency training, for all professionals in the area. Training should cover how to identify and respond early to the needs of all vulnerable children, including: unborn children; babies; older children; young carers; disabled children; and those who are in secure settings.

Working Together 2013

This service is covered under the 4 main headings:

1. Provide multi-agency training and development at appropriate levels for all partner agencies.
2. Evaluate multi agency training delivery and impact and collect data from key partner agencies on the single agency safeguarding training offered by individual organisations within the borough.
3. Support, monitor and evaluate training within the borough for staff that come into contact with children and young people but do not have safeguarding responsibilities.
4. Communicate with professionals, parents and carers, and children and young people on safeguarding matters.

2. Key Areas of Progress and Achievement

The LSCB training and development officer formally took up position in May 2012. An analysis of training offered to the partnership was presented to the Board in November along with a training schedule for 2013 to 2014. The focus now is to develop processes that will result in better understanding of the impact of training on practice.

'A comprehensive multi-agency training programme is underway. However the impact of this is yet to be evaluated.'

Ofsted inspection March 2013

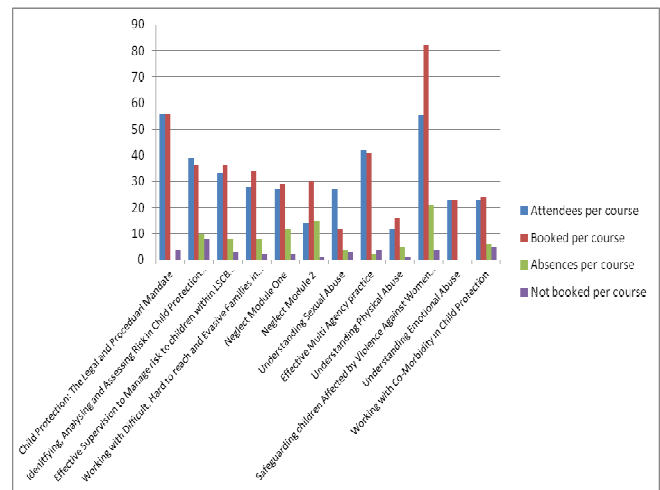
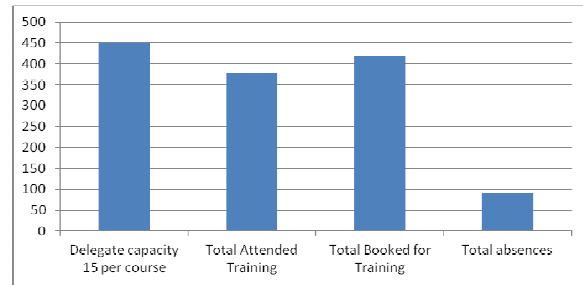
Processes to evaluate impact on outcomes were piloted this year and will be fully implemented in the next financial year.

There will be a direct link from the Quality and Effectiveness group to the training and development working group to ensure staff are provided with relevant and timely briefings and training on priority issues and emerging themes.

The training and development officer has led in the development and delivery of the LSCB frontline practitioner conference that focussed on moral dilemmas, which was well received by all participants from the multi agency partnership. Two cross borough briefings have been held this year with Waltham Forest, Redbridge and Barking and Dagenham LSCBs. Cross borough events are presented to address hot topics that impact on participating LSCBs. In June the focus was safeguarding children who have been trafficked, which included a briefing to raise awareness of private fostering. In October the focus was on the impact of working together or not and looked at the new systems methodology that will be used when a child has died or has been injured and the case meets threshold for a serious case review. Both briefings were well attended and well received.

A training needs analysis was completed for 2012-13 and an overview of delegate attendance behaviour and evaluations was used to develop the HLSCB training offer for 2013-14.

LSCB Training Summary Analysis 2012-13



Key conclusions drawn from the training analysis:

- ✚ The absent rate at 21% is still considerably high
- ✚ The basic awareness courses have been offered consistently since LSCB training was implemented. Although well regarded, the courses did not receive the interest anticipated by the training sub group. The courses will continue to be offered during the next financial year but will be set out in a manner to allow prospective delegates to better understand the level of training and target audience.
- ✚ The previous training offer did not specify levels of training. This will be amended in the next financial year to assist professionals to identify the appropriate training for their specific level of knowledge safeguarding responsibilities.
- ✚ Training delivery will have a stronger focus on application and not just knowledge in the next year.

- ✚ The training booking system required further development in order to capture relevant data to assist in training analysis processes.

The 2013-14 multi-agency training programme was developed taking account of:

- ✚ Training needs analysis and evaluations from 2012-13
- ✚ Lessons learnt from serious case reviews and audit findings
- ✚ Key emerging and existing areas for development.

The Havering LSCB 2013-14 training brochure includes guidance on levels, roles and responsibilities and suggested training for multi-agency partners based on the WT 2010 Learning & Development Guidance.

A semi-automated booking system has been developed and been implemented to streamline the administration process and systems and provide appropriate data for analysis.

Collect data from key partner agencies on their single agency training safeguarding training offered by individual organisations within the borough.

Key partner agencies were approached to supply the LSCB with data on single agency training for staff with safeguarding responsibilities

Data provided to the LSCB suggested adequate single agency training is taking place within partner agencies which is appropriate to the level of responsibility of staff. The reporting template for next year will be further developed to ensure it captures the training offer to staff that do not have core safeguarding responsibilities within their job specification.

Support, monitor and evaluate training within the borough for staff that come into contact with children and young people but do not have safeguarding responsibilities.

The HLSCB and Havering Adult Safeguarding Board have worked together to develop and implement a training offer for staff that come into contact with

children but do not have direct safeguarding responsibilities. The training programme will be rolled out across the Council during 2013.

Safeguarding information was developed and is given to all new employees within the council as part of the induction process.

The working group will support the development of an e-learning package suitable for staff across the partnership requiring level one training.

Communicate with professionals, parents and carers, and children and young people on safeguarding matters.

In September 2012 Havering LSCB published its first newsletter, which was widely distributed and well received. The newsletter is held within the LSCB website. Further newsletters have not been published, this will be addressed by the training and development officer in the next year to ensure regular information regarding the HLSCB priorities and achievements is published.

The HLSCB website went live in April 2011 and has continued to be built on throughout this year. The website holds information on new and emerging themes linking to policies including Tri-X policy briefs and statutory guidance.

3. Current Activities

The implementation of early assessment processes will be supported by the working group to include train the trainer sessions. This will allow agencies to embed a consistent high quality approach to assessment across services at reduced cost.

HLSCB will continue to work with Barking and Dagenham, Waltham Forest and Redbridge to provide two cross borough briefings to raise awareness of emerging priority issues.

The improved booking system will provide data to assist with multi-agency breakdown analysis and ultimately allow for the production of a training

programme more tailored to the needs of our partners.

Single Agency Training: The LSCB will continue to gather data regarding the delivery of single agency training. It expects to gather more detailed data and extend the collection of data to all the key agency partners.

The LSCB has committed to on-line learning using the University of Kent's Rosie 1 and 2 programmes. This will be launched and made available to partner agencies in the borough during 2013.

4. Future Priorities and Aspirations

A full training needs analysis will be completed to include impact of training on outcomes.

Training will be a fluid tool and respond to emerging issues as they present themselves. Staff to be fully aware of priority areas and the actions being implemented to address them.

E-learning and on-line training will inform our training offer in the future. In particular the development of level one e-learning for staff who have contact with children but do not have direct safeguarding responsibilities.

The training programme and training delivery will move towards the development of skills and knowledge, giving the delegate the best opportunity to improve their working practices.

The utilisation of multi-agency expertise in our training offer must be considered and employed as appropriate.

The delivery of training by external consultants is a valued approach to the development of Havering's multi agency partnership, however other methods of learning will be considered to complement the core training offer and will be further developed in the future.

5. Views of children, young people, parents and carers

The training group takes account of data reported into the Havering LSCB as it relates to training and development. This area is being strengthened by the partnership agencies and is a priority for the LSCB.

6. Impact and Outcomes

This is an area that will be embedded throughout to enable us to understand the impact of training on outcomes.

7. Evidence that Learning is being embedded

The LSCB training group will focus on developing processes to ensure information is available to demonstrate the impact that training has had on improved outcomes during the next financial year.

Single agency successes and areas for further improvement

LBH Children's Services

1. Brief summary of service as it relates to safeguarding children-to include how the organisation is meeting section 11 responsibilities

The Director of Children's Services, under section 18 of the Children Act 2004 has responsibility for ensuring that a local authority meets their specific duties to organise and plan services and to safeguard and promote the welfare of children.

Each local authority is responsible for establishing a Local Safeguarding Children Board (LSCB) in their area and ensuring it is run effectively.

Social workers take a lead role in:

- ✚ responding to children and families in need of support and help
- ✚ undertaking enquiries following allegations or suspicion of abuse
- ✚ undertaking initial assessments and core assessments as part of the Assessment Framework
- ✚ convening strategy meetings and initial and subsequent child-protection conferences
- ✚ court action to safeguard and protect children
- ✚ coordinating the implementation of the child protection plan for children on the child protection register
- ✚ looking after and planning for children in the care of the council
- ✚ ensuring that looked-after children are safeguarded in a foster family, children's home or other placement.

2. Review of Safeguarding Activity 2012-2013

Children's Services have undergone significant and necessary changes during the last year in order to streamline and target services to ensure that services are accessible and responses proportionate to identified need across the spectrum of need throughout the child's journey.

This has included:

- ✚ Bringing social work and leaving care teams under single management and making changes to the way we work
- ✚ Holding discussions with Barking and Dagenham about a joint Youth Offending Service and merging services to strengthen and improve safeguarding processes within this service area.
- ✚ Working with Culture and Leisure to deliver a restructured youth service
- ✚ Children's Centres and Family Intervention Project (now tier three services), continuing development aligned with Troubled Families

- ✚ Implementing Multi Agency Safeguarding Hub and triage processes
- ✚ Increased focus on social work with teenagers through the development of an adolescent pod and changes across Looked After Children and Leaving Care and improving co-ordination with Youth Offending Services and Youth Service
- ✚ Improving the service response when managing looked after children processes through the implementation of Havering Access to Resources Panel (HARP) arrangements and improved case tracking, Case clinics, adoption and permanency tracking
- ✚ Leading on the development and delivery of an early offer of help strategy including early assessment processes (CAF). In undertaking this work changes were made to the manner in which children centres delivered services to families, which included extending the reach of children centres to include 0 – 19 year olds.
- ✚ The implementation of MASH has been discussed within the main body of this report. Havering Council intervention services led in this work with the support of key HLSCB partnership agencies.
- ✚ Troubled Families processes has assisted the council to understand families better whilst also exploring new ways of working to better engage with families. This process has identified gaps in the service offer and identified action to address specific areas including domestic violence, substance abuse and parental mental ill health and the impact of co-morbidity.
- ✚ The Strengthening Families' model of working within Child protection processes was introduced in September 2012 and is now fully embedded within child protection processes. Early findings have identified a positive impact on outcomes within this area of work. Train the trainer sessions have been rolled out to support multi agency practitioners to embed these processes across the partnership.

- ✚ An LGA Safeguarding Practice Challenge was commissioned to assist in understanding the effectiveness of the services in delivering statutory safeguarding responsibilities. The actions identified from this have been embedded within the improvement plan for the service.
- ✚ The audit officer post was recruited to in January 2012. Since taking up post the audit officer has assisted the department to develop and hone performance processes including the development of a performance framework, which includes regular audit activity based on performance data.
- ✚ Local Area Designated Officer (LADO) responsibilities continue to be a strong focus of work. There was an increase in referrals over the last year – this is discussed within safer workforce information
- ✚ The Council is responsible to ensure that Private Fostering arrangements are robust. The council received an inadequate judgement for these processes in November 2012. Children Services responded to this and implemented an improvement plan, which was seen to have made a positive impact during the Ofsted inspection held between February and March 2013.
- ✚ Concerns were raised regarding the level of placement moves made for looked after children. This was addressed through the implementation of a Looked After Children Improvement Plan, which has resulted in improvements for children and young people looked after by the local authority.

4. Current Activities and on-going Work

Children Services will continue to embed processes and utilise performance data to ensure that the significant changes being made to the service in order to improve the service offer to children and young people and families is accessible and improving outcomes.

5. Future Priorities and Aspirations

Service wide the main overarching priorities for the next year are:

- ✚ Communicating effectively so that all staff are aware of the values, priorities and plans for the service
- ✚ Making sure the child is at the centre of everything we do
- ✚ Working with parents and carers and building on strengths
- ✚ Targeting services well and being clear about risk (performance management, supervision, becoming data driven)
- ✚ Getting best value for money – using our resources well
- ✚ Challenging each other to be the best we can be

More service specific priorities are:

- ✚ Further development of MASH including front door for Early help
- ✚ Implementing a coherent multi-disciplinary early help structure across 3 localities
- ✚ Continuing to meet national requirements for Troubled Families at the same time as meeting local priorities
- ✚ Further developing early help services for adolescents at risk of serious harm
- ✚ YOS restructure to ensure Havering service delivered to a high standard within the available budget
- ✚ Implementing our improvement plan for adoption
- ✚ Implementing our private fostering improvement plan
- ✚ Developing our fostering service with our foster carers to improve placement choice, place more children locally and where possible rehabilitate children to their families or ensure alternative stable family placements including long term fostering and adoption.

- ✚ Improving CAMHS services for looked after children especially those placed out of borough

6. Impact and Outcomes

Performance data, inspection findings and service user feedback has confirmed that the service offer is improving outcome to children, young people and families. The service will further improve mechanisms to capture data to assist in understanding the impact of services on improved outcome throughout the next financial year.

7. Example of Effective/Emerging Practice

This is embedded and threaded throughout the body of this report.

LBH Adult Social Care

Brief Summary of service as it relates to safeguarding children – to include how the organisation is meeting Section 11 responsibilities.

Adult Social Care Services work closely in partnership with Children's Services across a number of strategic forums and ensure from these that safeguarding issues are addressed both at a local and strategic level within the service.

Safeguarding Training is an integral element within the Workforce Development Business Plan, and all practitioners are assessed on a regular basis through individual supervision and PDR's to ensure that they are up to date on safeguarding practises.

2. Review of Safeguarding Activity 2012 – 13

A comprehensive review of the safeguarding process commenced in March which addressed a number of key safeguarding areas to determine compliance with best practise and effectiveness of processes and protocols within and in relation to, partnership agencies.

The key areas covered are:

- ✚ Policy, Procedures and Practise awareness and understanding
- ✚ IT systems supporting effective working practice and the sharing of information with other partners
- ✚ Safeguarding competency development
- ✚ Performance Information, Measurement quality and Management

5. Future Priorities and Aspirations

Consideration is being given to the relocation of the safeguarding team to be co-located with community teams to facilitate closer working practises and sharing of information and further imbed the work being undertaken with Health partners towards an Integrated Care Management model of working.

6. Impact and Outcomes

Adult Social care will be compiling a 'Toolkit' glossary of Terms, Guidance, Templates and Checklists which is in keeping with up to date practise with access on intranet and hard copy to ensure a consistent approach in dealing with interagency matters and protocols.

A Safeguarding Performance and Quality Framework will be developed and implemented within 2013 to measure and evaluate actions, quality of practise and recording of activity within and in relation to, partner organisations.

A revised IT interface will be developed between the SWIFT and FACE systems to facilitate easier and more intuitive navigation for safeguarding casework and the production of readily attainable and meaningful management information to assist the service and its partner agencies in making strategic decisions.

Housing

Brief Summary of service as it relates to safeguarding children – to include how the organisation is meeting Section 11 responsibilities.

The last year has seen a number of major changes in the Council's Housing service:

- ✚ Following consultation with residents, the Council took the decision to bring the housing management service back in house, and to bring to an end the agreement with the Arms Length Management Organisation, Homes in Havering. The change took effect on 1/10/12
- ✚ The new service is now known as Homes and Housing
- ✚ Following an internal Council reorganisation, Homes and Housing is now part of the Council's new Children, Adults and Housing Department

Priorities of the service

Homes and Housing manages and maintains the Council's stock of some 9,900 tenanted and 2,200 leasehold homes. It also provides services for people in housing need and co-ordinates housing strategy across the Borough.

The priorities of the service include:

- ✚ Responding to the changes in the welfare system to give advice to residents and to minimise the impact on them, and to reduce Financial Exclusion
- ✚ Continuing with our programme of home improvement and modernisation to bring all our homes up the Decent Homes Standard
- ✚ Working with our partners to tackle anti-social behaviour on our estates.
- ✚ Reviewing and updating the way we deliver our services to make it easier and more convenient for residents to use them.

Serious Case Reviews

Homes and Housing has contributed to two recent SCRs and has completed all the actions arising from the reviews.

Troubled Families

Homes and Housing is a key player in the Troubled Families project. Staff have worked closely with the project leaders to develop proposals for families who live in the Council's housing stock. Housing have agreed to fund a specialist housing worker within the Troubled Families team, to ensure that housing problems are resolved early

Probation

1. Brief summary of service as it relates to safeguarding children-to include how the organisation is meeting section 11 responsibilities

London Probation Trust's Local Delivery Unit (LDU) covering Barking, Dagenham and Havering supervises approximately 2000 offenders at any one time, about 800 of these will be from Havering. Offenders supervised are 18yrs old or over.

All staff attend mandatory internal safeguarding training, and also engage with external borough training. There are named practitioner and manager staff for safeguarding children, who assist in developing the quality of practice. The LDU managers undertake a monthly audit of cases (LEARN), which considers how safeguarding children issues are identified and addressed within cases. We also have large-scale bi-yearly audits of risk assessments, which include assessment of risk to children.

LPT's recently revised Safeguarding Policy and Procedures are accessible to all staff, and provide further clarity on issues such as thresholds for referrals to Children's Services. Further, as part of their clinical supervision with Managers, Probation Officers will be held to account for their safeguarding practice. There are clear case recording requirements in place, including 'flagging' of safeguarding issues.

The Trust has an effective and accessible process in place for staff and adult service-users to make a complaint. LPT also has a clear policy in relation to allegations against staff. LPT's recruitment

department complies with the requirements of Safer Recruitment.

The current London and local LDU Business Plans identify safeguarding priorities, eg MASH; improved engagement with offenders and families; work with Women Offenders. Inter-agency work is core to managing Offenders, and the LDU has good working relationships with local Police, YOS, and Children's Services. Key agencies also work closely together within Integrated Offender Management (IOM), a multi-agency approach to managing Offenders. There are information sharing protocols in place, which will need further development in line with an ongoing emphasis on the importance of IOM.

2. Review of Safeguarding Activity 2012-2013

- ✚ Audit of Pre-Sentence Reports prepared for Courts, on cases involving domestic abuse, to ensure that risk assessments were sufficient, and that impact on families and children was identified. The audit results will underpin further workshops for staff on report-writing and working with domestic abuse. T
- ✚ Throughout 12/13, the quality of risk assessment was a focus, with ongoing audits of risk assessments being undertaken. The range of audits looks for a high level of competence in identifying risk to children and families, and putting in place sentence plans to reduce the risk.
- ✚ Improving the quality of work with Women Service Users: the LDU has, proportionately, the highest number of women offenders across all LDUs in London. We have therefore started to develop services that will deliver a more holistic approach to helping women change their behaviour within the context of complex need: We piloted a Women's Empowerment group which was open to women service users across Barking, Dagenham and Havering, which we will develop further in 13/14 via IOM.

- ✚ As part of IOM, a Fathers project was also delivered, focussing on male offenders' parenting skills.
- ✚ The LDU continued to take a lead role in effective MAPPA work in the borough: Havering has a highly functioning multi-agency MAPPA level 2 group, who take account of safeguarding issues in advising on case management for the relevant offenders.

3. How has the organisation contributed to the Havering LSCB strategic priorities?

Priority 1: As outlined in the summary of service, above. We have also been working hard to ensure that we achieve improved communications with other agencies across the partnership. Our involvement in MASH has been a particularly positive step in this regard, alongside our existing involvement in MAPPA.

Priority 2 and 3: This is an area most appropriately addressed by the Local Authority.

Priority 4: As outlined in the summary of service, above. In addition, LPT as a lead agency in IOM, ensures that substance misuse agencies participate in IOM and engage in joint monitoring of assessments and services to offenders we supervise. LPT is represented at Havering MARAC, and towards the end of the performance year, a women's mentoring service was commissioned for women service users. There have not been clear pathways into mental health assessments and treatment specifically for offenders, during 12/13: this will be improved in 13/14.

Priority 5: As outlined in the summary of service, above. Whilst LPT works directly with adults, Probation Staff will, from time to time, have contact with families and children. This is particularly highlighted as a positive aspect of Home Visits. When having such contact, staff are aware of, and comply with all internal policies, including Safeguarding, and are mindful of the need to be able to communicate effectively with families and children in order to accurately assess risk.

4. Current Activities and on-going Work

Current activities continue a focus on improving the quality of risk assessments, including risk to children and the wider family. The Women's Empowerment project continues to run, in order to assist women to develop a sense of ownership and agency within their lives. Aligned to the focus on Women within the LDU, we are also prioritising ensuring maximum referrals to our newly commissioned mentoring service. It has been agreed that effective working with Women Offenders will be a priority for IOM in the borough for 13/14.

We have a Probation Officer at the MASH, and a Manager attending the borough MASH working group, and we look forward to working with MASH partners to improve joint processes and information sharing.

Our Senior Practitioners continue to coach and develop staff in a number of areas, including safeguarding, and every member of staff will very shortly be trained in SEEDS. SEEDS is an approach that encourages staff to build on existing offender engagement skills to form the most effective possible relationship with the offender. SEEDS aligns with the need to improve our holistic knowledge and understanding of the offender, including their social history and family relationships.

5. Future Priorities and Aspirations

The LDU Business Plan for 13/14 includes the following priorities relevant to Safeguarding:

- ✚ Full deployment of the SEEDS approach, including live observations of practice.
- ✚ Deployment of LPT's Women's Strategy to ensure that every female offender has access to women only provision.
- ✚ Develop Women's Services through IOM
- ✚ Strengthen LPT's involvement in Troubled Families work.

- ✚ In collaboration with Health Partners, deploy the LPT Personality Disordered Offender initiative: those with Personality Disorders can be hard to reach, and their offending behaviour will have a considerable impact on their families. This initiative will improve assessment and pathways into interventions

In addition, some work will be done to assess and improve the engagement of Probation Staff with multi-agency case conference meetings. There are currently insufficient joint processes in place to monitor this, and this needs to be rectified.

6. Impact and Outcomes

- ✚ Staff to have improved awareness of, and engagement with, safeguarding issue in all aspects of casework.
- ✚ Improvements in offender compliance, with resultant improved outcomes for children
- ✚ Improved offending reducing pathways for women, with resultant improved outcomes for children and families.
- ✚ Clearer statements of safeguarding issues in Court Reports.
- ✚ Improved information sharing with Safeguarding partners

7. Example of Effective/Emerging Practice

- ✚ Observed improvement in staff ability to 'Think Family': evidenced in reports to prison, case audits, case discussions with staff.

North East London Foundation Trust

1. Brief summary of service as it relates to safeguarding children-to include how the organisation is meeting section 11 responsibilities

North East London NHS Foundation Trust (NELFT) provides mental health and community services for people living in the London Boroughs of Waltham Forest, Redbridge, Barking & Dagenham and Havering

and also manages community health services within South West Essex.

North East London Foundation Trust is committed to ensure that all patients receive care in a safe, secure and caring environment supported by a number of safeguarding children arrangements. There is senior management commitment to the importance of safeguarding within the Trust; the Chief Nurse undertakes this Executive lead role.

NELFT has Named Doctors and Named Nurses working in Havering as part of the corporate Safeguarding team. These professionals provide advice, guidance and support to our staff who work within Havering on safeguarding children issues. Roles and responsibilities for these posts are clearly outlined in the job descriptions.

Integral to NELFTs governance arrangements is our strategic safeguarding group which meets on a quarterly basis. Its function is to ensure that the Trust executes its statutory safeguarding responsibilities and to ensure that national policy and guidance is interpreted and applied at a local level.

A safeguarding report is presented to both the Trust Board of Directors annually and to the Quality & Safety Committee (QSC) on a bi-annual basis; this report covers all areas of safeguarding children including changes in national and local policy, audit results, key developments and staff training.

All of NELFTs individual employee's responsibility for safeguarding vulnerable children is stated in the "Safeguarding the welfare of children policy" and outlined in all job descriptions, at appraisals and in all safeguarding training.

In accordance with the obligations of the Children Act 2004, North East London Foundation Trust (NELFT), as an organisation providing services to children and their families, is required to undertake an annual Section 11 audit. The strategic safeguarding group monitors progress against The NELFT Section 11 Audit and Action Plan 2011/2013

The Strategic lead for Safeguarding, the Associate Director and Nurse Consultant for Safeguarding and Looked After Children (LAC) are required to provide strategic leadership, training, support and guidance, raising the profile of Safeguarding and Looked After Children across the organisation,

Havering safeguarding issues are reported on within the North East London Community Services and the Mental Health Services Business Units monthly meetings which report to the NELFT Strategic Safeguarding Group. This group meets on a quarterly basis and is represented by all Business Units and key internal stakeholders. The group's function is to ensure that the Trust executes its statutory responsibilities and to ensure that national policy and guidance is interpreted and applied at a local level. The group provides expert advice to the Trust in aspects of safeguarding and promoting the welfare of children and adults at risk.

The trust has developed a safeguarding children training strategy to inform all staff of the training required commensurate to their role and the expectations of the Trust. Compliance with these training requirements is monitored by the trust's community and mental health business units safeguarding groups and strategic safeguarding group.

The trust has updated its safeguarding children supervision policy and this has been re-launched. An NSPCC Safeguarding Supervision skills training has been delivered to three cohorts of practitioners within NELFT increasing the supervisor capacity within community and mental health services. The supervisor capacity will be further strengthened through the commissioning of a rolling programme of safeguarding supervision training going forward.

2. Review of Safeguarding Activity 2012-2013

Safeguarding children priorities are highlighted in the NELFT safeguarding children annual report.

The LSCB's annual audit programme forms part of NELFT's systematic programme of quality assurance.

The Child Safeguarding team and members of operational services, from our Mental Health services and Community Health Services have participated in the LSCB Multi-agency audit programme. Outcomes from these audits are communicated back into the organisation through the safeguarding governance arrangements and integrated into training delivered by the safeguarding Childrens team. The active engagement of practitioners as part of this process, has also ensured the dissemination and embedding of best practice

The Voice of the Child is already developed through the CAMHS user group and child-friendly information. The inclusion of the views of children all clinical records including safeguarding and LAC, initial and review Health assessments is being embedded in practice for all practitioners.

The trust has participated in Serious Case Reviews, and has completed a chronology for potential SCIE systems approach case review. NELFT has worked in partnership with the LSCB to look at lessons learned from the cases and implement actions arising from these reviews. There has been trust representation at the dissemination of learning events as members of the panel and participants.

NELFT is actively contributing to the delivery of MASH within Havering and two practitioners were successfully recruited and are supporting the initiative.

3. How has the organisation contributed to the Havering LSCB strategic priorities?

The Trust continues to be an active member of all Local Safeguarding Children Boards. Evidence of strong partnership work is demonstrated through consistent NELFT participation in all MAPPA, MARAC LSCB working groups, multi-agency audit programmes' and policy development

The trust has developed "A Think family Strategy" which works along a continuum of need for children and adults services to determine how the needs of

other family members impact on the health of the patient/client. This strategic approach directly links Adult and Children's Safeguarding and Domestic Abuse processes across all the operational sites within NELFT as a care provider.

The Trust is committed to the vision that all adults, children and families within the health economy have access to services and protection against domestic and sexual violence. In recognition of this priority, we have a Domestic Violence Strategic Lead who has developed a Domestic Violence Policy and Strategy including a bespoke comprehensive training package for all our services to increase awareness of sexual exploitation and Domestic Violence.

4. Current Activities and on-going Work

Work has continued in all the key areas outlined in NELFT's Safeguarding Strategy namely ; mainstreaming safeguarding , effective safeguarding structures , learning through experience and the development of knowledge and skills. Progress has been achieved against the priorities identified for 2012-2013.

The Child Safeguarding Team supports the work of Mental Health (MHS) and Community Health Services (CHS) with regards to safeguarding children. This work is embedded in practice in terms of proactively meeting and thinking about children & their carers' needs within a safeguarding framework.

The Havering Access to Resources Panel is a multi-agency panel that scrutinises the services that are commissioned for children and young people who require individual packages of care. This panel presently meets on a weekly basis. It is a priority for NELFT that a consistent representative attends. This will initially be a representative from CAMHS and the specialist Nurse LAC

NELFT continues to prioritise training requirements for staff and our training matrix and strategy has been updated to include a stretch target to ensure on-going compliance as part of our regulatory requirements.

Performance against training targets is monitored on a monthly basis ensuring that safeguarding remains high profile and going forward data will be produced on a borough basis.

5. Future Priorities and Aspirations

We will continue to review and challenge our arrangements in order to support safe and consistent practice, adhere to our statutory duties and will respond positively and assertively to the changing guidance and national reviews including the updated Working Together 2013 and the OFSTED Report: What about the children? (March 2013)

The key objectives for 2013-2014 are set out in our 3 year Safeguarding Strategy 2011-14. This strategy sets out how we will continue to improve in the four key areas next year.

Mainstream Safeguarding: In 2013/14, NELFT will review the implementation of directorate plans and structures for safeguarding children and adults at risk.

Effective Safeguarding Structures In 2013/14, NELFT will review the number and distribution of NSPCC accredited child protection supervisors to ensure frontline staff have timely and high quality access to the level of child protection supervision they require to have professional capability and confidence and there will be a review of the supervision data base to ensure and assure that the organisation provides a safe working environment to protect children and staff

Learning through Experience: In 2013/14 NELFT will investigate how practice has changed and what lessons have been learned using a range of different methods such as Audit, Patient Surveys, etc

Development of Knowledge and Skills: In 2013/14 the levels of work force competence will be reviewed, including supervision of safeguarding children practice, IMR/SCR report writing, rolling out of WRAP training, supporting and adherence to legal requirements including court appearances and the Impact on service delivery to be evaluated

6. Impact and Outcomes

NELFT will have a highly skilled and competent workforce equipped to detect, appropriately refer and manage work to progress the care plans of vulnerable children and young people to ensure that they have improved outcomes and optimum life chances.

7. Example of Effective/Emerging Practice

NELFT is currently embedding a system to closely monitor the origins of safeguarding referrals, quality and outcomes to enable increased oversight of the impact of training and to identify further training requirements.

Havering Clinical Commissioning Group

1. Brief summary of service as it relates to safeguarding children-to include how the organisation is meeting section 11 responsibilities

From 1 April 2012 NHS Outer North East London Primary Care Trust (PCT) merged with East London and the City PCT the cluster was called North East London and the City (NELC) and was made up of staff from local NHS organisations. In its closing year as a commissioning organisation, NHS North East London and the City (NELCS) continued and maintained progress in supporting providers in meeting their safeguarding responsibilities within clear service specifications and quality review monitoring.

The Havering Clinical Commissioning Group (CCG) worked in shadow form receiving authorisation and became fully operational from April 2013. Safeguarding services continued to be provided effectively through the transition and the PCT handed over legacy documents to ensure continuity of service. The CCG will continue to apply standards as set out in the revised Working Together to Safeguard Children 2013 document and the new Safeguarding Vulnerable People in the Reformed NHS Accountability and Assurance Framework (2013). Evidence provided for the authorisation process of the CCG included:

- ✚ establishing systems for safeguarding children
- ✚ securing the expertise of safeguarding lead professionals
- ✚ clear lines of accountability and governance arrangements

The CCG Accountable Officer has overall responsibility for safeguarding within the CCG. The Board Nurse Designate has the executive lead for safeguarding, supported by the newly appointed Deputy Director for Nursing and Safeguarding. The designated nurse and doctor function has transferred to the CCG. Following the closure of the PCT 31 March, the management of GP function transferred to NHS England. Ultimate accountability for ensuring that all quality and safeguarding duties are discharged is the responsibility of the Havering CCG Board.

The Board will receive assurance that all responsibilities are discharged; that systems and process are in place to monitor quality issues including safety in an on-going way, that arrangements are in place to proactively identify early warnings of a failing service, arrangements are in place to deal with and learn from serious untoward incidents and never events and has established appropriate systems for safeguarding from a committee of the Board, the Quality and Safety Committee (QSC). The Nurse Director is a member of this committee and will present safeguarding assurance reports to the committee at every meeting, exception reports as required and escalate any risks with mitigating action plans.

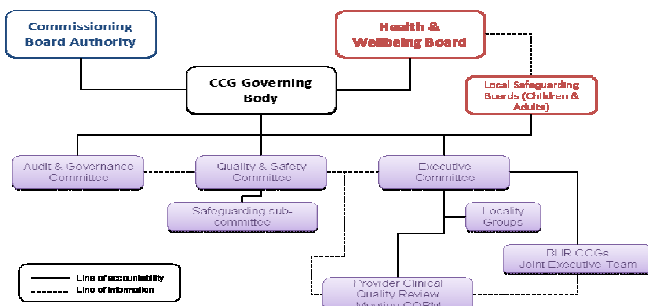


Figure 1 – Barking, Havering & Redbridge CCGs Quality delivery and safeguarding organisational structure
 2. Review of Safeguarding Activity 2012-2013

Governance and Accountability Arrangements

NHS NELC during 2012 held a monthly Clinical Quality Review Meeting (CQRM) with Barking Havering, Redbridge University Trust (BHRUT) and NELFT to review and obtain quality assurance of the services that are commissioned. The Board Nurse Designate for Barking and Dagenham, Havering and Redbridge CCG has chaired the forum since January 2013 and reports to the Clinical Quality Risk Meeting (CQRM) to the Havering CCG Board thus ensuring the clinical directors are informed of the quality of service provision. The CCG will continue to chair and manage the CQRM.

Havering Clinical Commissioning Group (CCG) is fully committed to promoting the safety and wellbeing of children and young people, pre-birth to 18 years in Havering. This includes all CCG commissioned services across the health economy in Havering and is in accordance with their statutory duty under s11 of the Children Act 2004. Implementation of action plans from Serious Case Reviews, relevant Serious Incidents, Inspection and quarterly monitoring tools will be reviewed at this forum (Appendix 1).

3. How has the organisation contributed to the Havering LSCB strategic priorities?

Priority 1 Havering CCG will require assurance and evidence from providers regarding safeguarding services and practice for children including LAC provision and community services including Health Visitors, School nursing and therapies and midwifery services. The safeguarding children dashboard is reviewed as part of the assurance process ensuring the provider organisations are compliant with Section 11. The CCG contribution to the Havering JSNA will continue to ensure that early help is identified across health organisations

Priority 2 NHS Havering CCG will achieve this by providing support to all its commissioned services

regarding their safeguarding responsibilities. Monitoring safeguarding arrangements across provider organisations will be undertaken by the members of the Barking, Havering and Redbridge CCG Safeguarding Children Group. Integration between London Borough Havering and the CCG on providing short breaks for carers by pooling NHS monies for short breaks will contribute to increased alignment between universal, targeted and specialist services.

Priority 3 Service Level Agreements and contracts with provider organisations will be checked on a yearly basis to ensure that they take account of:-

- ✚ The need to safeguard and promote the welfare of children at all times.
- ✚ Cultural diversity
- ✚ The right to family life
- ✚ Due regard to confidentiality (need to know principle)
- ✚ To ensure that staff interests are catered for when dealing with complex risk or dangerous families, including risk assessment, de-briefing and counselling where appropriate.

The designated nurse participates on the Child Death Overview Panel and contributes to decisions and is an active member of the LSCB working groups.

Priority 4 The Named professionals across the Havering health economy are supervised by the designated nurse and attends meetings with all Providers safeguarding leads to address any gaps or issues. The CCG will contribute to section 11 audits as determined by the LSCB.

Priority 5 The CCG will continue to involve service users and their families in the review and development of its services. Multiple methods will be used dependent on the service under review – including one-off consultations, ongoing user groups, gaining feedback through different digital media.

4. Current Activities and on-going Work

The CCG will ensure that robust safeguarding systems, training, policies, procedures and guidance are in place across the health economy in Havering and that these will facilitate effective multi- agency working. It also recognises the importance of all health practitioners in health services being able to recognise signs of abuse and neglect. NHS Havering CCG is working with the LBH to keep promotion of breastfeeding on the agenda when commissioning, especially through hospitals and maternity wards. Havering CCG will continue support for MASH and troubled families agenda as evidenced in the Commissioning Strategic plan.

5. Future Priorities and Aspirations

- ✚ NHS Havering CCG priorities for 2013/14 include focusing on assuring the commissioning of child health services in co-ordination with NHS England and the Local Authority. An area identified as requiring specific work is a review of Speech and Language Therapy (SALT) and Child and Adolescence Mental Health Services (CAMHS) in Havering.
- ✚ A Designated nurse for Looked after Children LAC services across NHS BHR CCGs is required and will be recruited and how best to continue health contribution to the Multiagency Assessment Hub (MASH) and troubled families agenda. The CCG has responsibility for therapies from 1st April and are looking into the current arrangements to identify areas for improvements and actions.
- ✚
- ✚ Providers and the CCG will ensure that children and their families' opinions and views are being sought and implemented in service provision.

6. Impact and Outcomes

The impact of addressing safeguarding issues across the multi-agency partnership by NHS Havering CCG will provide earlier opportunities to identify children in need and at risk and enable more effective service provision.

7. Example of Effective/Emerging Practice

A Children's Clinical Lead post is being recruited by Havering CCG who will have a specific remit for the portfolio of Children's Commissioning and a programme of projects and work areas including safeguarding of Havering children.






NHS Havering CCG will commit to adopting a systems methodology in the event of a serious case review.

The quality of health services provision to children and the safeguarding agenda will be monitored across Havering by the CCG and actions identified will be progressed through the quality governance agenda.

Barking, Havering & Redbridge University Hospitals NHS Trust

1. Brief summary of service as it relates to safeguarding children-to include how the organisation is meeting section 11 responsibilities

The Trust's Safeguarding Children's Team is fully staffed and comprises of:

-  Full time Named Nurse
-  Full time Named Midwife
-  Full time Named Doctor, Safeguarding Children
-  Full time Paediatric Liaison Nurse and Child Death Coordinator
-  Full time Team Secretary

The Line Manager for the Safeguarding Children's Team is the Deputy Director of Nursing. The Trust's Executive Director of Nursing is the Executive Lead for Safeguarding Children and chairs the Trust's quarterly Safeguarding Children's Committee, which meets quarterly. The Committee has clearly defined Terms of Reference, which are reviewed yearly and the group membership is made up of both internal and external stakeholders.

The Trust's Safeguarding Children's Policy and Procedure is reviewed regularly and is available on the Trust's website.

All safeguarding training information and updates are posted on the intranet and are easily accessible to all staff. All Safeguarding Children training attendance at Levels 1, 2 and 3 are above 90%. The Trust has a detailed Safeguarding Children Training Needs Analysis and Strategy, which has been approved by the Trust's Safeguarding Children's Committee. The Trust has a two year refresher for all mandatory training including safeguarding children training.

The Safeguarding Children's Annual Work Plan and progress is monitored by the Safeguarding Children's Committee.

The Safeguarding Children's Committee has approved an Audit Framework involving departments that have contact with children and families in the Trust. The audit results and action plans are considered at the Safeguarding Children's Committee.

An annual Safeguarding Children's report is produced, and considered by the Trust's Safeguarding Children's, Quality & Safety Committees and Trust Board. The report is circulated widely internally and externally, and is considered at the Local Safeguarding Children's Boards.

2. Review of Safeguarding Activity 2012/13

The Safeguarding Children's Policy is on the intranet and can be easily accessed by all members of staff. All other Safeguarding information is also accessible on the Child Protection section of the Trust Intranet.

The PICKER Institute has given their consent for the Trust to use their questionnaire in obtaining the views of children and young people. The questionnaire will be implemented in summer 2013.

Practice issues are addressed during training in relation to safeguarding and direct contact with leads from different departments. Outcomes are evidenced from feedback on evaluations.

Safeguarding Children Supervision training for staff has been completed and a mentoring and documentation workshop will be held in May 2013.

Supervision will be embedded in the Trust in June 2013.

Members of the Safeguarding Children's Team continue to provide formal Safeguarding Children Supervision in the paediatric, midwifery and sexual health departments. Advice and support are available to all Trust staff and this provision is used regularly with outcomes that have led to referrals to social care.

The Trust ensures that DBS checks are carried out on all relevant staff and the Human Resource Department presents quarterly audits to the Safeguarding Children's Committee for assurance.

3. How has the Organisation Contributed to the Havering LSCB Strategic priorities?

The Trust attends all Havering subgroup meetings. There is representation on LSCBs by the Executive Safeguarding Lead or a Delegated Officer.

The Trust is committed to the establishment of the MASH in Havering.

The Safeguarding Children's Team holds a weekly Psychosocial Forum with social care colleagues, staff from A&E and the wards with a doctor present at both sites. This provides the opportunity to discuss cases and referrals. Also a member of the team attends any professional meetings.

Havering Children's services has a social worker who attends the forum weekly and supports the process.

A senior worker from interact (CAMHS), child and young persons drug and alcohol worker from SUBWIZE, attends the Safeguarding Psychosocial Forum. The SUBWIZE worker is based with the safeguarding team

Monthly Maternity Partnership meetings with Barking & Dagenham, Havering and Redbridge continue to be well attended, with good multi agency representation. Through this forum a system has been agreed to ensure there is a consistent approach to informing

LAC nurses in the three boroughs about pregnant young mothers and to ensuring that health visitors are invited to pre-discharge meetings in maternity.

The maternity electronic discharge process (E3) project is in progress. In the interim, safeguards in the form of revised transfer and discharge documentation have been put in place to improve information sharing between hospital and community maternity staff and with health visitors and GPs.

There are Domestic Violence Advocates (IDVA) based in the Trust and they provide support to victims and advice to staff.

The collaborative work with Domestic Violence Service and the Trust maternity department has been commended and nominated for the British Journal of Midwifery Team of the Year award.

4 Current Activities and Ongoing Work

Safeguarding Children Training at all levels will continue.

A rolling programme of Safeguarding Children Audits will continue.

The PICKER Institute has given their consent for the Trust to use their questionnaire in obtaining the views of children and young people. The questionnaire will be implemented in summer 2013 and surveys will be undertaken bi-annually.

Continued use of Home, Education, Activities, Drugs, Sex and Suicide (HEADSS) assessment tool for young people 12- 18yrs

5. Future Priorities and Aspirations

Embed robust psychosocial process.

Deliver objectives outlined in the Safeguarding Children's Strategy.

Embed Safeguarding Supervision across the Trust.

Continue auditing Safeguarding Children practices and attendance at Case Conferences

6. Impact and Outcomes

The Safeguarding Children's Team continues to make significant progress in ensuring that the Trust effectively executes its duties and safeguarding responsibilities and maintain focus on the welfare of all children. This has been achieved through training, advise, support and supervision to staff and working closely with partner agencies within the local areas and across the health economy.

7. Example of Effective/Emerging Practice

Increased referrals from staff with regards to children in their family, friends or colleagues where they have had concern.

In addition, the analysis of a recent local CSE case study highlighted the need to improve the local response in Havering. The study recommended:

- ✚ Raising awareness of what Sexual Exploitation is and its many forms
- ✚ Initial stages of CSE do not always meet thresholds for social care and police. This is where early intervention helps avoid further exploitation.
- ✚ Clear definitions of consent, capacity and choice
- ✚ Clear practice guidance on what to do if you suspect someone is being exploited
- ✚ Identify key professionals working with the YP
- ✚ Know where to go if you don't feel your concerns are being heard
- ✚ Understanding that YP don't always know they are being exploited
- ✚ Training for professionals; Training around the law and how not to hinder any future police investigation
- ✚ Support for parents

This learning has been crucial in shaping the objectives of the CSE Strategy and informing the priorities of the Action Plan for 2013-14.

Police Child Abuse Investigation Team

1. Brief summary of service as it relates to safeguarding children-to include how the organisation is meeting section 11 responsibilities

The Metropolitan Police have a dedicated Child Abuse Command - the CAIT team for Barking & Dagenham and Havering boroughs consists of one DI, five DSs, twelve DCs and seven police staff. Their remit covers:

Intra-familial abuse (as opposed to a stranger attack); Intra-familial means: within the family and extended family defined as aunts; uncles; cousins; siblings including step, fostered, half brother and sister, grandparents, step grandparents, step mothers or fathers and can include long term partners but must be an established relationship;

Professional abuse - working in a child focused environment who abuses their paid position e.g. teachers; sports coaches; youth workers; ministers; caretaker of a school; school cleaner; prison staff;

Other carers - who act as a carer with some responsibility for the child at the time of the offence - e.g. babysitters; voluntary groups like scouting, unpaid sports coaches, close personal family friends. This list is not exhaustive and consideration should be given to new forms of abuse such as those who facilitate child trafficking, exploit children sexually or use children in organised criminal activity (cannabis farms or street theft);

Where the victim is an adult and the abuse occurred whilst he or she was a child under the circumstances as described in (a - c);

Which are connected matters (offences against other children) coming to notice during enquiries by officers into (a) to (d) (e.g. where an abuser within a family has also committed similar offences against an unrelated child);

Allegations categorised as parental abduction, outlined in the Child Abduction Act 1984 S1.

To investigate intelligence led investigations in relating to Internet crimes.

To investigate sudden and unexpected death in infancy of children under the age of 2 within the family

Children at risk of significant harm are identified by police officers through robust risk assessments and reported to children's social care. Risks for children living within domestic violence households are reduced and minimised as police have a good awareness of the impact this has on the emotional well being of children.

Joint investigations undertaken by the CAIT and children's social care are underpinned by strong working relationships between both agencies. Strategy discussions are timely and actions match the risk accordingly.

CAIT attendance and contribution to ICPC's and RCC's is extremely high and ensures risks are identified and responded to immediately.

A recent joint Ofsted inspection highlighted that the MPS have a good provision for leadership and governance re child protection through the Child Abuse Command. It commented that services delivered through CAIT ensure the MPS response to safeguarding is consistently good and that learning leads to continuous development. It continues 'senior leadership within the Child Abuse Command provides strong leadership, governance and quality assurance for all child abuse investigation staff. Daily management meetings ensure oversight is provided for critical child protection issues and ongoing performance monitoring addresses gaps in service and delivers proportionate resourcing for child protection enquiries.'

All CAIT staff are required to complete the Specialist Child Abuse Investigators Development Programme (SCAIDP) and Achieving Best Evidence training. All non

detectives are required to pass a national detective exam and complete the Nationally Accredited Initial Crime Investigator Development Programme (ICIDP) to develop their skills and confidence.

2. Review of Safeguarding Activity 2012-2013

The CAIT are continually monitored through a Central HQ Daily Grip and Pace meetings which scrutinise performance and challenge decisions where appropriate. The command have regular bi-monthly command meetings where performance is reviewed and good practice identified and disseminated between teams.

Our partnership team and training unit are developing a victim questionnaire whereby we can seek their views in order to help frame a better response. This will initially be targeted towards adult victims but a second phase aims to include scoping the views of children, the results of which will continually feed into our internal training.

3. How has the organisation contributed to the Havering LSCB strategic priorities?

The CAIT team regularly attend all LSCBs and all sub-groups, along with ICC and RCC where it is appropriate. Data is reviewed on a regular basis to make sure we are providing an effective response to child issues with support of our partner agencies.

The Metropolitan police provide Child Abuse Investigation teams with specialist officers that have enhanced training and skills. Officers and staff have an extra level of vetting to work with children and are continually monitored by psychologists while working in the command. The Investigation team work in tandem with borough colleagues to assist and engage with Safer Neighbourhood teams with children who are on child protection plans (Operation Pan Pan).

The CAIT regularly engage with the Community Safety Unit and MARAC to ensure there is a full information sharing picture for children exposed to domestic violence.

The CAIT command's bi-monthly meetings audit, review and inspect all CAIT teams to ensure consistent provision to all partnership agencies and local borough police.

4. Current Activities and on-going Work

Work is currently being carried out to provide a better response to Child Sexual Exploitation (CSE). The CAIT command is in the process of major restructuring to provide an extra 170 staff to form the CSE teams. A member of staff will be provided to every CAIT to ensure that all boroughs are complying with new structure and ensuring partner agencies are being informed of new cases coming to light. Four teams will be formed on each Region of the Command to have a response to level 2 crimes and a central team to deal with level 3 crimes. These regional teams will come under the command of a Detective Inspector to support Operation Command units on borough and our partner agencies.

At present the Child Abuse Command and Sapphire (Rape Command) are in process of merging into one command. CAIT and Sapphire teams will continue to function separately but there will be a merging of senior managers and support units such as partnership, intelligence and proactively.

5. Future Priorities and Aspirations

MPS CAITs are in the process of considering alternative performance indicators for positive outcomes for children. This work is in progress but will ultimately be decided by the MPS Commissioner.

A priority for the MPS is to reduce the number of victims who are affected by violence with Injury (VWI) - this is a target for the Child Abuse Command as is detecting these crimes through judicial disposals.

A long term priority is to develop a victim focussed tool to allow our victims a voice to feedback their experiences and enhance our investigative methods.

6. Impact and Outcomes

The whole of the Metropolitan police are under a major reorganisation to improve the way we deal with victims, families and communities.

This comes under the MetChange programme and for the Local Policing Model (LPM). It is not known at this stage the impact that it will have on the Metropolitan police staff and communities we serve.

Staff are regularly updated with changes and have a forum where views and good ideas are exchanged.

7. Example of Effective/Emerging Practice

Child Sexual Exploitation is a new and emerging practice that will be integrated into the Child Abuse command. This will have a big impact on how we deal with children and families including how we are measured. There is a three month pilot that is taking place and the results of this will feed into overall priorities.

All serious case reviews of internal management reviews across the entire MPS region are collated centrally and the issues and recommendations disseminated MPS wide where necessary. These are tracked and monitored by Child Abuse SMT.

Community Safety

1. Brief summary of service as it relates to safeguarding children-to include how the organisation is meeting section 11 responsibilities

The Community Safety Service coordinates the development, implementation and monitoring of the Havering Community Safety Plan on behalf of the Havering Community Safety Partnership (HCSP).

The Key areas which impact on the Safeguarding of Children are the Domestic Violence (DV) Forum, Domestic Violence Multi Agency Risk assessment Conference [DV MARAC], the Anti-Social Behaviour Panel and the Reducing Re-offending Panel.

2. Review of Safeguarding Activity 2012-2013

All staff working within the Community Safety Service are CRB checked and Safeguarding is a standing agenda item on all Team meetings and relevant groups. The CS Team Leader is the Lead for Safeguarding and staff have received appropriate training. Community Safety is represented on all LSCB sub groups and disseminate information out to partners through the HCSP action group

DV Forum and MARAC

Havering experienced a 2.9% increase in DV incidents with 2939 in 2012 and a 4.3% increase in DV offences with 1283.

	2011-2012	2012-2013	% change
DV offences	1239	1283	4.3 increase
DV incidents	2856	2939	2.9 increase

Havering ranked twelfth for the most number of offences of the thirty two London Boroughs and had a sanctioned detection rate of 49.6% the fourth best in London.

3. How has the organisation contributed to the Havering LSCB strategic priorities?

4. Current Activities and on-going Work

The MARAC meets monthly to discuss high risk cases. In 2012, 153 cases were presented to the MARAC, this involved 209 children and 4 unborn children. Children’s Services advise on appropriate referral routes for all families.

Havering Domestic Violence Forum is well established within the borough and continued to meet on a quarterly basis throughout 2012 with representatives from the council, police probation and voluntary sector.

Developed and implemented the Violence against Women and Girls action plan. At the heart of the action plan was the ethos that support for victims is embedded in the work of the council, police and

voluntary sector. The action plan focussed on prevention, protection & safeguarding and provision of services to support victims of domestic violence

5. Future Priorities and Aspirations

- ✚ Production of a Partnership domestic violence strategy for the borough which is aligned to the Mayors Violence Against Women and Girls Strategy which will include Harmful practises, Forced Marriage , Honour Based Violence and Female Genital Mutilation.
- ✚ Development of a corporate domestic violence policy for Havering Council to further strengthen referral procedures and prevention of DV
- ✚ Development and implementation of a DV action plan for 2013-14, focussing on the themes of prevention, intervention and dealing effectively with perpetrators to stop violence.
- ✚ Further embedding the MARAC process across the council and partners.
- ✚ Development of an annual communications plan to increase victim confidence in reporting.
- ✚ Continue and expand the domestic violence advocacy service
- ✚ Continue to provide an Independent Domestic Violence Advocate to support high risk victims of DV
- ✚ Working with the Troubled Families project to support families affected by domestic violence

6. Impact and Outcomes

- ✚ The Multi Agency Risk Assessment Conference (MARAC) remains an effective process to support high risk victims of domestic violence.
- ✚ The borough secured white ribbon status following submission of an action plan detailing the work of Domestic Violence Forum and its commitment to never commit, condone or remain silent about violence against women.

- ✚ The Forum held a successful Domestic Violence conference during the sixteen days of White Ribbon activity in November and focussed on the theme of safeguarding which was attended by a hundred council and partner staff.
- ✚ A DV communication plan was established – with the updating and distribution of domestic violence literature.
- ✚ Havering Women’s Aid provided two hundred and four Domestic violence advocacy sessions. The aim of the sessions is to increase reporting of domestic violence and reduce repeat victimisation by empowering the victim.
- ✚ Twenty domestic violence support groups were run in 2012 for women who have or still are experiencing domestic violence. Victim Support Independent Domestic Violence Advocate provides support to high risk victims of domestic abuse.
- ✚ Explore the potential for the development of a perpetrator programme

Anti-Social Behaviour:

1. Brief summary of service as it relates to safeguarding children-to include how the organisation is meeting section 11 responsibilities

The ASB panel is a multi-agency group which meets on a monthly basis to discuss ASB issues within Havering

2. Review of Safeguarding Activity 2012-2013

The partnership achieved a 4% reduction in ASB in 2012-13 – a fantastic achievement. The partnership utilised a wide range of enforcement action against perpetrators of ASB. The following enforcement action was taken by the Partnership in 2012/13:

- ✚ 44 Yellow Cards (Intervention)
- ✚ 34 Red Cards (Intervention)
- ✚ 15 Acceptable Behaviour Contracts (Intervention)
- ✚ Anti-Social Behaviour Contracts (Enforcement)

Work has taken place with both victims and perpetrators of ASB to reduce opportunities for repeat victimisation. This has involved mediation, diversionary activity for young people and support for victims. Safeguarding is considered for both the victim and perpetrators of ASB and appropriate referrals are made to support young people and their families to both address inappropriate behaviour and safeguard children and adults.

In Havering there are currently:

- ✚ 13 Live Yellow Cards
- ✚ 20 Live Red Cards
- ✚ 15 Live Acceptable Behaviour Contracts
- ✚ 7 Anti-Social Behaviour Orders.

5. Future Priorities and Aspirations

- ✚ Review of ASB policies across the council to ensure a consistent response for residents
- ✚ Implementation of the revised referral processes for the ASB panel to ensure early detection and intervention for ASB cases. This will ensure that the right agencies are involved from the beginning of the process and actions can be agreed accordingly with action plans opened and reviewed until the issue has been resolved. This will ensure that any vulnerable victims, adults and young people are identified and appropriately supported
- ✚ New Legislation suggested by Government has been drafted but yet to be agreed and anticipation is 2014/2015 before this made law.

Integrated Offender Management (IOM)

1. Brief summary of service as it relates to safeguarding children-to include how the organisation is meeting section 11 responsibilities


Integrated Offender Management (IOM) is a partnership approach to reducing re-offending and helping ex-offenders re-integrate into the community by ensuring that local and partner agencies come


together to ensure that offenders, are managed in a coordinated way.

The IOM Panel is a Council led multi agency initiative. Statutory and non-statutory agencies within the Borough come together to discuss Havering's Prolific and Priority Offenders and other key offenders on a monthly basis in a confidential environment. The panel works together to reduce re-offending and aid individuals' re-integration back into the community. The panel currently has a cohort of 53 offenders. Safeguarding is a key factor for each individual offender.


IOM Havering has put together a number of projects in the last few months to try and assist re-integration.


4. Current Activities and on-going Work

 IOM Fathers Project: this is an Initiative between Havering Council, Havering Children's Centres and the London Probation Services. It's a parenting course targeting fathers who are offenders. It is aimed at combating/ reducing the offending cycle within the home and promoting a violence free and healthy lifestyle for children. Pilot 1 has been successfully completed and evaluated by both the Race Equality Foundation and by Ofsted. Pilot 2 will start in May 2013 and will include fathers who have fallen victim to substance misuse.

 IOM Rent Deposit Scheme: The main aim of the project is to reduce re-offending by providing clients with a stable home in order to allow them to re-integrate into society. This will in turn reduce the strain on local resources and will financially benefit the local community. Through the offenders helped through this project we have:

- Successfully re-housed 10 offenders.
- 9 /10 offenders have not re-offended
- Aim to increase funding next year in order to increase these numbers.

 IOM Food Project: A project designed to help those offenders/ ex-offending who are struggling to make ends meet and feed themselves on a weekly basis.

 IOM Women's Empowerment Programme: The Women's Empowerment Programme (WEP) is a new Pilot initiative set up between London Probation Services, the London Borough of Havering and the Salvation Army under the umbrella of IOM. The aim of it is to help empower and develop independence within vulnerable women. Designed to be a six week taster course that should raise awareness of some of the key issues facing many women in the Borough on a daily basis. Relationships and Domestic Violence, Self Esteem, Sexual Health, Finance, Cooking on a budget, Drugs and Alcohol

5. Future Priorities and Aspirations

Work in 2013-14 will include the development of a work programme to address Serious Youth Violence

Finance

LSCB Financial Contributions

HLSCB is funded under arrangements arising from Section 15 of Children Act 2004. The contribution made by each member organisation is agreed locally. The member organisations' shared responsibilities for the discharge of the HLSCB's functions include determining how the resources are provided to support it.

During the financial year 2012-2013 the largest proportion of the budget was spent on staffing £99,758 and consultancy £25,488, which included the cost of the Independent Chair and dissemination of learning events / consultancy for serious case reviews. The training programme included classroom based learning, cross borough events and a conference and

cost £20,121. The Munro grant was used to raise awareness of serious case review findings and to access specialist training to develop the skill of professionals participating in serious case reviews in using SCIE systems methodology recommended by Eileen Munro.

Although Havering did not initiate any serious case reviews during the year there were costs from previous reviews, which included the redrafting of Overview reports to allow publication, and focussed dissemination of learning events and workshops.

The budget agreed for 2012/13 was composed of contributions from the key partner agencies represented on the Board and is the same as the previous two years.

Name of Agency	Contribution 12/13
Havering Council	£117,475.70
Police	£5,000.00
NHS ONEL	£28,706.49
BHRUT	£4,778.33
NELFT	£4,778.33
Probation	£1,000.00
CAFCASS	£562.15
Totals	£162,301.00

The projected contributions from partner agencies total £162,301.00. This budget excludes the additional contribution required to finance CDOP statutory requirements. CDOP was jointly funded by Children’s Social Care and Havering Health services as previously agreed by Havering LSCB.

The Child Death Overview Panel is funded by contributions from Health and Children Social Care and covers all CDOP processes. CDOP costs for the year were £35,890

The HLSCB received a grant to assist in implementing Munro recommendations of £17,798 and had a carry forward from the previous year of £4,437

Staffing and support

Board staffing has remained stable over the year. A business manager, training and development officer and an administrator are in place to assist the board in achieving agreed priorities. The Board is chaired by an independent person.

Moving forward: Priorities 2013 - 2014

In the forthcoming year, the Board will:

Priority 1: Ensure that the partnership provides an effective child protection service to all children ensuring that all statutory functions are completed to the highest standards.

Priority 2: Monitor the development and implementation of a multi agency early offer of help to children and families living in Havering.

Priority 3: Monitor the alignment and effectiveness of the partnership when working across the child’s journey between universal, targeted and specialist safeguarding

Priority 4: Coordinate an approach to domestic violence, mental health and drug and alcohol abuse across the children and adults' partnership to ensure that families affected receive the right support at the right time.

Priority 5: Ensure that Havering Safeguarding Children Board communicates effectively with partners, children, young people and their families, communities and residents

In addition to the above priorities HLSCB will ensure that all statutory requirements set out within Working Together 2013 are fully implemented.

Actions identified during the Ofsted inspection March 2013 for the HLSCB will be progressed to ensure that HLSCB is fully compliant with all statutory responsibilities.

The LSCB will work with the Adult Safeguarding Board (ASB) in order to streamline services and processes that impact on both boards. The first step to this will be to recruit an Independent Chair with responsibility

to chair both ASB and HLSCB. The aim of HLSCB and Havering ASB will be to have joint independent chair in place by October 2013.

Appendix 1: CCG Responsibilities and arrangements for Safeguarding Children

	Requirement	Local Arrangements	Lead
1.	There is a clear line of accountability and governance within the organisation for the commissioning of services designed to safeguard and promote the welfare of children and senior management commitment to the importance of safeguarding		
1.1	It is clear who has overall responsibility/accountability for ensuring that the health contribution to safeguarding children is discharged effectively through the CCGs commissioning arrangements	The accountable officer will through delegated responsibility discharge his duties through the Nurse Director. The Nurse Director will have overall accountability and responsibility for Children's Safeguarding. Service specifications with all providers will include clear standards for safeguarding and that by monitoring against these standards the CCG will assure itself that the required standards are being met	Nurse Director
1.2	There are clear lines of accountability up through the organisation to the person with ultimate accountability for children's welfare (including staff training and development).	The accountable officer will ensure their responsibilities for safeguarding are delivered via delegation of key functions to the Nurse Director as a CCG board member. All staff directly employed or contracted to deliver CCG functions will account for children's safeguarding via their direct line management and ultimately to the Nurse Director. Chief Operating Officers will be responsible for operational implementation of safeguarding training policies and procedures at an individual CCG level. Safeguarding will be included in staff induction describing how staff should exercise vigilance to help mitigate against the risk that children using CCG services might be suffering from abuse. Safeguarding roles and responsibilities will be included in all job descriptions	
1.3	The CCG should employ, or have in place a contractual agreement to secure the expertise of, designated professionals, i.e. designated doctors and nurses for safeguarding children and for looked after children (and designated paediatricians for unexpected deaths in childhood)	Each CCG has 1 WTE designated nurse in post who although reporting to the Deputy Director Safeguarding, will be based with the CCG borough team and work closely on a day to day basis with the Chief Operating Officer to ensure that all operational responsibilities are implemented within the CCG. Plans are in place to secure the expertise of designated doctors and paediatricians.	
	Barking & Dagenham, Havering & Redbridge CCG's has in place robust systems and processes that provide assurance and can assure those accountable for the services it commissions	Robust performance monitoring systems are in place with all providers through a formal performance management framework administered by the CSU to ensure they are making appropriate arrangements to safeguard children, including early warning systems that identify all risks.	

	Requirement	Local Arrangements	Lead
2.	Service development		
2.1	Ensure a culture of listening to and engaging in dialogue with children and taking account of their wishes and feelings both in individual decisions and the establishment or development and improvement of services	The CCG will continue to involve service users and their families in the review and development of its services. Multiple methods will be used dependent on the service under review – including one-off consultations, ongoing user groups, gaining feedback through different digital media.	Chief Operating Officer
3.	Staff training and continued professional development		
3.1	Ensuring that their staff and those in services contracted by the CCG are trained and competent to be alert to potential indicators of abuse and neglect in children, know how to act on their concerns and fulfill their responsibilities in line with LSCB procedures.	Staff will be trained in line with the Intercollegiate Document. All staff will have refresher training every three years Staff requiring level 1 and 2 training will access this via the LSCB e-learning module. Specialist training can be commissioned via the designated safeguarding network	
4.	Safer recruitment practices		
4.1	To have in place safe recruitment practices for all staff in line with LSCB guidance. Where a criminal record review on employment is mandatory, these are undertaken routinely	The CCG will adhere to best recruitment practice as outlined in its policy (insert recruitment policy name here once known). The CCG will have a clear process for managing any allegations made against its staff and will assure itself that all contractors and providers have allegation management arrangements in place.	Nurse Director
5.	Effective and inter-agency working		
51	The CCG is linked into the three local Safeguarding Children Board (LSCB)	The CCG will ensure representation at the LSCB and appropriate representation at all working groups requiring health input.	
5.2	The CCG works with partners to safeguard and promote the welfare of children and participates in reviews as set out in statutory, national and local guidance	The CCG will work collaboratively with key partners, especially the local authority and LSCB to improve the health and wellbeing of children and adults at risk e.g. through joint commissioning arrangements; integrated working and partnership work; CCG will ensure it reviews and applies the learning arising from Serious Case Reviews/Domestic Homicide Reviews and Critical Incident Reviews. The safeguarding sub-committee will be responsible for monitoring implementation of action plans and dissemination of learning	Nurse Director
5.3	Ensure that all health agencies with whom they have commissioning arrangements are linked into the relevant Local Safeguarding Children Board, and that there is appropriate representation at an appropriate level of seniority.	The CCG will, through its contracts and provider relationship management arrangements, assure itself that local providers of NHS care are fulfilling their duties with regards to safeguarding and promoting children's' welfare. This requirement will be further reviewed on publication of the safeguarding assurance framework and clarity of the name GP for safeguarding.	

	Requirement	Local Arrangements	Lead
6.	Information sharing		
	Arrangements are in place to share relevant information	The CCG will collaborate in the development of information sharing agreements between local organisations that promote safeguarding or children's welfare. The absence of a shared information agreement will not constitute a barrier to sharing if, via local arrangements and professional judgment, sharing would help a practitioner deliver services to a child.	

DRAFT

Inspection of local authority arrangements for the protection of children

London Borough of Havering

Inspection dates: 25 February - 6 March 2013
Lead inspector Sarah Urding

Age group: All

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Inspection of local authority arrangements for the protection of children

The inspection judgements and what they mean

1. All inspection judgements are made using the following four point scale.

Outstanding	a service that significantly exceeds minimum requirements
Good	a service that exceeds minimum requirements
Adequate	a service that meets minimum requirements
Inadequate	a service that does not meet minimum requirements

Overall effectiveness

2. The overall effectiveness of the arrangements to protect children in London Borough of Havering is judged to be **adequate**.

Areas for improvement

3. In order to improve the quality of help and protection given to children and young people in London Borough of Havering, the local authority and its partners should take the following action.

Immediately:

- ensure that the tracking system for all referrals in the multi-agency safeguarding hub (MASH) service is embedded and that timescales for response outlined in the threshold to services document are met
- ensure effective consideration is given to a child or young person's ethnicity, culture, religion and language in assessments so as to inform planning
- ensure the timely completion and review of core assessments to ensure that children and young people are receiving the appropriate level of services when they need them
- ensure chronologies are clear, recorded and fit for purpose

Within three months:

- undertake a detailed analysis and evaluation, following the implementation of the newly formed MASH, to formally consider any early lessons to define the service and forward plan

- ensure that the common assessment framework (CAF) is sufficiently embedded in the reconfigured early help services within a required time frame and that this is evaluated by the HSCB
- record and analyse contact, referral and re-referral patterns in order to be better able to evaluate how effectively children's social care and its partners are applying the threshold criteria, meeting needs and reducing risks
- review and refine the performance management framework to include key indicators, including measures that are currently missing, as well as comparative data, trend information and projections, with commentary and key information broken down to team or pod level
- ensure the collation and analysis of performance management information to effectively interpret and monitor the quality and impact of all aspects of child protection practice and processes, and the effectiveness of help and support for children in need
- review the functioning and membership of the London Borough of Havering Safeguarding Children Board (HSCB) to ensure it is fully constituted and provides sufficient scrutiny and oversight of the effectiveness of child protection practice and the effectiveness of arrangements for children in need
- review the governance responsibilities and accountabilities to ensure there is communication and a formal link between HSCB and the Chair of the Children's Overview and Scrutiny Committee
- complete the roll out of the children's case management system (CCM) in order to ensure that managers and staff have the tools to do their job properly
- complete the overarching service plan for delivering against the corporate and strategic priorities for children's services and make clear through aligned operational plans the journey ahead for staff, members and partners
- complete the proposed re-commissioning of the emergency duty team (EDT) with minimum delay and as part of that process set clear and unambiguous performance and quality standards for the new service
- ensure the development of a workforce action plan in line with the transformation agenda and workforce strategy that can be monitored, reviewed and evaluated.

Within six months:

- continue to develop and adopt a more consistent approach to supervision in order to ensure that it provides the right level of critical challenge and opportunity for reflection and is a vehicle for driving up practice standards

- develop a more robust approach to quality assurance in order to be able to track qualitative improvements over time, for example the percentage of child protection plans that are outcome focused and/or measurable
- ensure work is progressed to enable children and young people to access advocacy services which support them to attend child protection conferences
- ensure the views, experiences and feedback from children, young people, parents and carers are used to plan and improve service delivery. This includes implementing a system for the analysis of service user feedback in early help and preventative services.

About this inspection

4. This inspection was unannounced.
5. This inspection considered key aspects of a child's journey through the child protection system, focusing on the experiences of the child or young person, and the effectiveness of the help and protection that they are offered. Inspectors have scrutinised case files, observed practice and discussed the help and protection given to these children and young people with social workers, managers and other professionals including members of the Local Safeguarding Children Board. Wherever possible, they have talked to children, young people and their families. In addition the inspectors have analysed performance data, reports and management information that the local authority holds to inform its work with children and young people.
6. This inspection focused on the effectiveness of multi-agency arrangements for identifying children who are suffering, or likely to suffer, harm from abuse or neglect; and for the provision of early help where it is needed. It also considered the effectiveness of the local authority and its partners in protecting these children if the risk remains or intensifies.
7. The inspection team consisted of four of Her Majesty's Inspectors (HMI) and one seconded inspector.
8. This inspection was carried out under section 136 of the Education and Inspections Act 2006.

Service information

9. London Borough of Havering has a resident population of approximately 56,700 children and young people aged 0 to 19, representing 24% of the total population of the area. The 0-15 population is estimated to grow by 8.2% by 2016 and 21.1% by 2026. This means there will be 3,500 more residents aged 0-15 by 2016 (increasing from 42,600 in 2011 to 46,100 in 2016). The biggest population increase will be in the number of 5 – 9 year olds, which will have increased by 15% by 2015.
10. Havering has 83 schools comprising 59 primary schools (of which two are academies), 18 secondary schools (of which 12 are academies), three special and three pupil referral units. Early Years service provision is delivered predominantly through the private, voluntary and independent sector in 125 settings; there are 15 local authority maintained nurseries. In 2012, 24.2% of the school population was classified as belonging to an ethnic group other than White British compared to 25.4% in England overall. Some 9.4% of pupils speak English as an additional language. Yoruba and Lithuanian are the most recorded commonly spoken

community languages in the area, with 1.6% of pupils of Yoruba (0.9%) and Lithuanian (0.7%) background.

11. The Havering Children's Trust was set up in 2006 and is chaired by the Lead Member for Children's Services. The Trust includes representatives of London Borough of Havering Council, Havering Acute & Primary Care Trust and providers of community health services. Other representatives include police, probation, voluntary sector and representatives of local schools and colleges. The Havering Safeguarding Children Board (HSCB) is independently chaired. The Board brings together the main organisations working with children, young people and families in the area that provide safeguarding services. Commissioning and planning of health services and primary care are carried out by North East London & City Primary Care Trust (NELC PCT). The main provider of acute hospital services is Barking, Havering and Redbridge University Hospital Trust (BHRUT). Community-based and in-patient child and adolescent mental health services (CAMHS) are provided by North East London Foundation Trust (NELFT). NELFT also provides community health services, as North East London Community Services (NELCS).
12. Early help for children and families in Havering is provided through a range of directly provided and commissioned services. Children and Young People's Services, along with a range of partners, are responsible for the scope and range of the services offered. Services are arranged so that the majority of early help services, council or partners', are delivered through or by children's centres and integrated family support teams. Contacts are received and assessed by the multi-agency safeguarding hub (MASH), comprising social care, police, health and staff from a range of other partners. Services for children assessed to be in need of protection or requiring a child in need plan are managed and delivered by teams within Children and Young People's Services. There is a joint local authority emergency out-of-hours service with a neighbouring borough. At the time of the inspection there were 143 children who were the subject of a child protection plan. These comprise 83 females and 59 males (+ one unborn child). Of these children 45% are aged under five, 34% are 5 to 11 and 21% are 12 years or older. The highest categories of registration were emotional abuse at 46%, neglect at 38%, physical abuse at 15% and sexual abuse at 1%.

Overall effectiveness

13. The overall effectiveness of child protection services is **adequate**. There is an overarching strategy in place for the development of services for children and families in Havering. Priorities within the children's transformation programme have a clear focus on preventative action and early intervention as well as ensuring that the most vulnerable children are protected. Set against a backdrop of improving quality as well as providing savings and efficiencies, services to children and families were restructured in October 2012. A more streamlined management structure is providing the basis for continued improvement, strengthening accountability and moving the service forward.
14. Senior managers are managing change through a series of well attended briefings for staff and partner agencies. Staff are motivated and committed during a time of significant change. However, there is not a sufficiently clear understanding by staff and members of the journey ahead as the 2012/13 service plan does not align transformation plans with plans for improving the quality of services. There is an improved service plan in draft form for 2013/14. Operational plans are not being used by staff. The workforce strategy is not translated into a coherent action plan in line with the transformation of services.
15. The council's key priorities have been to ensure the protection of children during the restructure of services and that the service is appropriately prepared to move forward. This is with a view to integrating children and adult services under one directorate in April 2013. However, progress in meeting some recommendations made following the inspection of contact, referral and assessment arrangements in June 2011 and in the safeguarding inspection in September 2011 has been less effective. This includes some shortfalls in the embedding of the common assessment framework (CAF), implementation of a new electronic recording system and ensuring that responsive emergency duty team arrangements are in place. Although improvements in supervision are seen within the children with disabilities team, overall the quality of supervision is variable and is not providing consistent evidence of reflective practice.
16. The Havering Strategic Partnership (HSP) was replaced during the period of transformation by the overarching Corporate Transformation Board. Alongside the Children and Families Transformation Board and Adult Transformation Board these have been the fora for managing, monitoring and reviewing change. There has been a continuation of the meeting of thematic groups with new partnership groups emerging such as Troubled Families. The Corporate Management Team (CMT) has been the mechanism for bringing the partnership together during this period but the local authority recognises that the impact of the partnership has been reduced during this time. The authority is aware of the need to provide a central point for the coordination of all of this activity to move the service

forward. To this aim the strategic partnership is currently being revised with a view to establishing the HSP anew.

17. Governance and scrutiny of child protection arrangements and the provision of early help are not facilitating robust challenge. While good progress has been made in improving the quality of practice in strengthening families' engagement in child protection processes, the impact of HSCB and scrutiny is less well developed. The HSCB is not providing full evaluation of the effectiveness of safeguarding and is not fully constituted. Elected member roles and responsibilities are developing but there has been insufficient scrutiny of the newly formed MASH and a delay in the evaluation of this service. Too much time is currently being taken to gather information and some lower level cases are not being managed within the prescribed timescales. The planned evaluation of this service has been agreed with partners. The time taken to complete core assessments remains below that of statistical neighbours. Advocacy arrangements for children subject to child protection processes are not yet available although plans are in place for this to be delivered. The engagement of children and their families is a key priority for children's services. While progress is being made in some areas, feedback from children and families to improve service delivery is not yet fully embedded. Needs arising out of culture and ethnicity are not consistently well considered within assessments. The Chair of Scrutiny has no formal contact with the Chair of the HSCB.
18. Underpinning some of the areas for development within the service is the absence of a comprehensive performance management framework that facilitates understanding and robust challenge of the quality of child protection arrangements. While some recent developments are strengthening the ability of elected members and staff to evaluate the impact of services, there is a lack of data collation across the full range of performance indicators and limited use of, and commentary about, comparative and projected data. Operational managers are currently unable to use this information effectively because of the limited capacity of the electronic system as it is rolled out. This is also hindering electronic production of chronologies on case records, resulting in less focused recording of significant events.

The effectiveness of the help and protection provided to children, young people, families and carers

19. The effectiveness of help and protection provided to children, young people and their families and carers in Havering is **adequate**. Arrangements in children's social care for identifying children and young people at risk of significant harm are provided by the recently established MASH. Prompt, effective action is taken to protect children and young people identified at risk of harm. The response to these children is timely and management direction and oversight is robust. However, for some

children who do not meet the threshold of significant harm the MASH team takes too long to gather background information which is leading to delay in assessing and meeting their needs.

20. The arrangements for the delivery of early help are being reorganised as part of the local authority's restructuring of children's services. The plan is to move away from universal to targeted provision with community-based services focused on the most vulnerable children and young people. This is part of a comprehensive strategy to deliver a range of preventative services to children and young people across all age groups. Although it is too soon to evaluate the impact, inspectors have seen emerging examples of help and protection that is both proportionate and well-coordinated for teenagers as well as young children. This help is readily accessible through schools, children's centres and universal youth provision.
21. Homeless teenagers are fast tracked through to the over-12s team and inspectors found high levels of awareness of the risks associated with children who go missing. When this occurs child protection procedures are implemented immediately. Similarly, concerns are routinely shared with police and social care about children who are believed to be at potential risk of sexual exploitation. The welfare and safety of children educated at home are monitored routinely via home visits and if concerns are identified they are referred to the MASH.
22. Previous inspections found that the CAF was insufficiently embedded resulting in poor coordination across organisations. As a result, the HSCB identified improvement in the understanding and use of the CAF across partner agencies as a key priority. However, progress in this area has been slow and an initial improvement in the number and quality of CAFs being completed by partners, partly as a result of the delivery of training, has not been sustained. The tracking and monitoring of CAF implementation is still at a very basic level as evidenced by a rudimentary approach to quality assurance. For example, while the council's own audit of closed CAFs found that 70% of families had their needs met the audit did not provide any information about outcomes for the remaining 30%. The recent introduction of a new data set for collating information about CAF outcomes has not yet been evaluated. The local authority is aware of this and plans are in place to recruit three early help advisors to provide additional capacity and coordinate this work.
23. There is some effective direct work with children, young people and their families leading to positive outcomes for children. Team around the child (TAC) reviews show that lead practitioners enlist support from a wide range of partners to prevent risks escalating. Practitioners build on positive relationships and demonstrate good skills in enabling parents to influence and shape the design of their plans and parents are commonly involved in deciding which practitioner is best placed to lead on the coordination of their plan. In one case for example, it was the parent of a

child with a disability who chose a school learning mentor to lead the TAC to help and support them when the child started school. Family support workers, attached to children's centres, have the flexibility to provide intensive work with families even to the point of being able to make daily visits, including during anti-social hours, if that level of support is needed. Practical support is focused on need, such as walking to and from school with a parent who is struggling to manage their child's behaviour and encouraging parents to play with their children. Practitioners use information arising out of their evaluations well to evaluate the effectiveness of services and are proactive in escalating cases to children's social care when more intensive support and protection is required.

24. Children's centre CAFs are variable in quality. One of the best examples seen demonstrated careful consideration of the impact on the safety and well-being of the children of a range of risks including parental mental ill health. However, plans are not consistently coherent and all too often focus on the tasks that need to be completed and services provided rather than what needs to change for the child. This reduces their effectiveness. Management oversight of common assessments is provided by lead professionals within each agency rather than being coordinated centrally so consistency of these arrangements across agencies is less clear. However, from the evidence of cases seen, information is shared effectively in TAC meetings, with good professional links between agencies working closely together in a local area.
25. When children meet the threshold for children's social care, information is shared in a timely way making it possible to identify and assess risks as part of an effective approach to protecting children. Child protection plans are routinely reviewed and progress is updated by core group members. The council has recently implemented the 'strengthening families' model for use in child protection conferences which enables staff to capture the perceptions of children and young people and be more focused on the experiences of the child. All parents seen following case conferences, core groups and children in need meetings understood the reasons for and intentions of the help and protection provided; understood what they needed to do to protect their child and the consequences if this did not happen. Parents spoke positively about the effectiveness of the help and support. For example, one parent was able to explain simply and easily how the 'strengthening families' model had been used to grade the level of risk in the family. This had contributed to the reduction of risk in this case.
26. The step down from child protection and children in need to CAF is insufficiently planned in some cases; this is currently under review as part of the early help reorganisation. Inspectors did see examples of cases stepping down prematurely without effective agency coordination to support families to sustain the changes they had achieved. In contrast help offered to families identified as part of the Troubled Families

programme is well coordinated. Inspectors have seen evidence of proactive intervention, for example using a whole family approach to reduce anti-social behaviour and improve school attendance.

27. Children with disabilities receive a responsive and high quality service. The short break team demonstrates good quality interventions that address complex family needs and prevent escalation from targeted to specialist services. Parents of children with disabilities are actively involved in commissioning these services. The young befriender's service is having a positive impact on participation in a range of activities for children and young people. Their views are evaluated and feedback about the quality of service is positive. When children with disabilities require a social work service they receive a responsive service because assessments clearly identify their needs, risk is well defined and interventions are appropriate and proportionate. Thresholds for significant harm are understood by the team and the work is focused on outcomes. Management direction is clear and consistent. There is a strategic approach to transition for young people from the age of 14 upwards involving commissioners from health, education and adult services. Inspectors saw interpreters being used to good effect to promote full engagement of parents, carers and children but arrangements for advocacy are currently underdeveloped. There is insufficient analysis of the impact of ethnicity, cultural, linguistic and religious needs which means that for some children their needs are not fully identified or met.
28. Help and protection is well coordinated, responsive and proportionate to need for the majority of children. Case work panels provide a transparent decision making forum for escalating cases to the Public Law Outline and initiating care proceedings. Numbers of looked after children are below that of statistical neighbours and there is accessible support provided to children on the edge of care. Professionals in health, midwifery and adult services have sufficient support from duty social workers to identify risks, for example in cases of adult alcohol and substance abuse and domestic violence, and they escalate cases when necessary. Longer term group work with some vulnerable children, such as that commissioned from Barnardo's for young carers and in the family intervention project (FIP), provides effective help to reduce risks to those children. An inspection of private fostering arrangements in November 2012 found this service to be inadequate and offering a poor response to children. The authority has since taken prompt action to ensure that arrangements are improved by introducing a more robust assessment process and a strengthening of management arrangements. However, numbers of children who are known to be privately fostered remain low and the authority is aware of the continued need to raise awareness of the service amongst the public and professionals.

The quality of practice

29. The quality of practice is **adequate**. The new MASH is having a significant impact on the way in which contacts and referrals are managed. Children at risk of significant harm are identified quickly and social workers based in the assessment team are able to carry out section 47 enquiries without the distraction of having to deal with contacts and referrals where the level of risk or need is less acute. The MASH currently encompasses police, health visitors, probation and a virtual youth service practitioner and there are moves to extend the arrangement to include housing and education in the near future. In the absence of a formal evaluation of the new triage arrangements, the feedback from partners is generally positive. They report that they feel more confident in the responses they get from children's social care, although some partners have indicated that there are still delays in getting feedback from the MASH after making a referral.
30. Thresholds for access to services are clear and the local authority is active in trying to increase awareness and understanding of them. Partners are encouraged to explore their concerns before making a referral and are able to access advice and guidance from social workers in the MASH. A multi-agency referral form (MARF) has improved the quality of information provided by referrers. However there are still too many inappropriate referrals. In the absence of a comprehensive analysis of contacts and referral activity, the local authority's efforts to influence and change partners' practice are not sufficiently targeted.
31. There are good links with the EDT which, despite previous inspection recommendations, continues to provide an emergency only social work service for children and adult services across Havering and Barking and Dagenham at evenings and weekends with minimum staffing. However, the initial screening of calls has improved and EDT social workers have appropriate access to senior managers at all times. The service is due to be re-commissioned before the end of the current financial year.
32. An effective transfer system between the MASH and the assessment team ensures that strategy discussions and section 47 enquiries are timely. Inspectors also saw evidence of the appropriate and timely use of strategy discussions and section 47 enquiries elsewhere in children's social care, including the children with disabilities team. However, some lower priority cases are remaining in the MASH longer than the prescribed timescales and there is also a backlog of amber and green RAG-rated cases waiting for police background checks to be completed.
33. Management oversight of social care referrals is readily evident at every stage with management decisions and case directions clearly recorded on case files, although there is evidence of some duplication at the point of transfer between the MASH and the assessment team. Cases transferring from the assessment team to either the under- or over-12s teams are

allocated within 24 hours. However, because of delays in implementing the new electronic recording system, managers have to use spread sheets to track cases and manage caseloads.

34. Morale is good and social workers say they feel supported by managers who are highly visible and accessible. Working in small 'pods', each with its own senior practitioner, social workers and advanced practitioners receive regular supervision. The quality of that supervision varies from adequate to good. Decisions taken and action agreed in supervision are routinely recorded on case files and, with input from the principal social worker, there is increasing evidence of a more reflective approach to supervision. Caseloads are manageable. A strict limit on the number of cases that social workers carry means that on average they are working with between 18 and 25 children.
35. There is a strong ethos of corporate parenting and social workers are encouraged to establish effective relationships with children and young people. Children are seen, and are routinely seen alone. There is increasing evidence of their thoughts, wishes and feelings being taken into account in assessments and plans. Most statutory visits are carried out in a timely manner and inspectors saw some good examples of direct work with children and young people carried out not just by social workers but also by family support workers attached to children's centres and specialist group workers supporting some vulnerable young people
36. Most initial assessments, and initial and review child protection conferences, are timely. However only 56% of core assessments are completed within the required timescales. Inspectors also saw evidence of slippage in some children in need cases where, in the absence of a formal monitoring system, managers are reliant on supervision to make sure that children in need meetings are held and plans are updated regularly and on time. The introduction of multi-agency panels to facilitate and oversee step-up and step-down arrangements are planned to address that issue.
37. While the quality of assessments is variable, risks and protective factors are consistently identified by social workers. There is increasing evidence of a more robust approach to analysis resulting in children in need, and child protection plans that are clear and coherent. Inspectors saw some examples of good assessments that were comprehensive, coherent and child centred.
38. Child protection plans are reviewed and updated regularly. Most plans seen by inspectors, including CAF plans, are at least adequate, concentrating on key risks and listing actions to reduce those risks. However, they tend to be task and service oriented rather than outcome focused, and the extent to which they are measurable is limited in most cases.

39. Most multi-agency conferences, core groups and children in need meetings are well attended and are effective, not least because of the rigour in tracking progress against decisions taken and action agreed previously. Since November 2012, the 'strengthening families' methodology is systematically being used in all initial and review child protection conferences. This promotes robust risk analysis, shared understanding of aims and objectives, and a firm focus on outcomes for children and young people. Led by the principal social worker, this initiative recognises the central importance of independent reviewing officers as agents of change. It is demonstrably starting to have a very positive impact on the way in which social workers and other professionals think, engage, plan and work with children and families.
40. The quality of case recording is mostly adequate. Some case records are clear and succinct although others are too descriptive and over lengthy. Because of the delays in commissioning, and rolling out, an electronic recording system, managers and staff are having to navigate between one live and two 'read only' systems in a way that is extremely time-consuming. As a result case records are fragmented and there is considerable potential for error. It also means that social workers are generating chronologies manually on Word documents, some of which amount to little more than abbreviated running records rather than summaries of significant events.
41. A key priority for children's services is to improve engagement with children and families. Increasingly, children and families' views and feedback are sought on their experiences of early intervention and statutory interventions, although the overall impact on service delivery is currently limited. The existing advocacy service is aimed specifically at looked after children but is about to be re-commissioned in order to make advocacy support available to children and young people involved in child protection processes. The local authority has very recently introduced 'twilight' child protection conferences in order to facilitate children and young people's attendance without disrupting their education. Last year only seven children aged 12 or over attended a child protection conference in Havering. An interactive on-line system to engage with children and young people is creative but in its infancy.

Leadership and governance

42. Leadership and governance are **adequate**. Havering has undertaken an ambitious agenda to transform the structure of children's services and the way in which services are delivered to vulnerable children and young people in the most cost efficient way. The children's trust arrangements are retained. The priorities within the children's transformation agenda have a clear focus on protecting children and providing a strong, coordinated early help offer to respond to children's needs at a lower level. The management structure is more streamlined to focus on moving

plans forward through strengthening responsibilities and accountability towards the merger of the adult and children directorates. Appropriate steps are being taken for transition as the current director retires and an appointed group director will assume director responsibilities in April 2013. The recently formed senior leadership team understands well the vision for the service and the areas of strengths and weaknesses. However, there remain interim arrangements at service manager level during this period of restructure.

43. The Children and Young People's Service Plan for 2012/13 is, by the local authorities own admission, insufficiently robust. The service plan does not sufficiently incorporate all the core work streams in a joined-up and overarching plan for delivery. This results in three separate plans to respond to: inspection findings, a review of safeguarding practice and the transformation plan. This results in fragmentation for monitoring, review and evaluation purposes. A strengthened service plan is in draft form for 2013-14 and incorporates links to Havering's corporate plan 2011-14 and to the council's 'living ambition'. The plan is currently in draft and is beginning to streamline the core work streams and provide a more coherent direction of travel to demonstrate how strategic priorities are to be met. There are currently no detailed operational plans for the delivery of objectives and as a result staff understanding of the journey ahead is inconsistent.
44. Political support and commitment to vulnerable children in Havering is good but is less effective because there is not a shared understanding of the quality of child protection arrangements or the provision of early help. Governance arrangements have been strengthened recently through the formation of a Child Safety Performance Board. This forum is used by the Chief Executive and the Leader of the Council to hold the Lead Member, Director of Children's Services and senior managers to account and is providing members with improved commentary on performance data. However, the data provided is limited and is not yet facilitating robust or focused challenge. The local authority plans to further strengthen this through the implementation of an on-going corporate review of the 'top six' performance indicators. Members' understanding of their roles and responsibilities is not yet sufficiently embedded and, although the Lead Member is an observer on the HSCB, the Chair of the Scrutiny Committee has no direct contact with the Chair of HSCB. There has been drift in the scrutiny of the new MASH arrangements and as a result members do not have a realistic understanding of current service delivery.
45. There is strengthening of partnerships at a strategic level since the safeguarding inspection in September 2011 achieved by improved understanding of service priorities, commissioning, and integrated working. The voluntary and community sectors are well represented on the Transformation Board and in partnership work streams but faith groups are not currently represented. Monthly communications meetings

are in place and joint briefings have been provided in relation to developing a shared understanding of service priorities and the journey ahead. There has been full consultation with partners and joint working groups regarding the roll out of the MASH and the review of children's centres. Attendees at key strategic groups are facilitating some effective multi-agency work, for example, domestic violence and drug and alcohol initiatives. Work is currently underway to identify local themes in relation to child sexual exploitation, with a view to developing a multi-agency risk assessment tool. The embedding of the CAF remains an area for development. The Havering Strategic Partnership was replaced during this period of transformation by the overarching corporate Transformation Board. This has not achieved the full impact required. The partnership is currently under review and the local authority is considering the most appropriate membership for a reconstituted strategic partnership in line with the transformation of services.

46. The HSCB is not fully effective in all its core duties. The Board is led by an independent Chair and includes the majority of appropriate partners at senior levels. However, there is currently no representation from the voluntary sector and only one lay member to provide independence from statutory agencies. While the Board is active in its wider safeguarding responsibilities and developments, there has been insufficient focus on all areas of child protection. As a result the Board is not sufficiently knowledgeable about the effectiveness of child protection in the borough. The Board has challenged the quality of the information provided by children's services but this challenge has not been sufficiently robust to provide a comprehensive evaluative overview of the effectiveness of safeguarding arrangements in the borough. This includes an evaluation of the rise in domestic violence and an understanding of the effectiveness of private fostering arrangements. Positively, the recently formed sub-groups are focusing and driving key priorities to develop strategies such as children at risk of child sexual exploitation. The sub-groups are chaired by London Borough of Havering employees. This is a reflection of the level of working partnerships at the current time. A comprehensive multi-agency training programme is underway. However, the impact of this is yet to be evaluated.
47. Leaders and managers use performance data regularly to monitor and evaluate aspects of the service. However, arrangements to collate and analyse performance management data are not sufficiently robust. The way in which information in the monthly children's social care performance monitoring report is presented makes it difficult to readily identify key issues. The report does not sufficiently set targets, include information about trends and projected outturns or provide a coherent commentary. The report is also not broken down to team and 'pod' level. Therefore, this limits its functionality as an effective strategic and operational management tool. The performance management data set that is reported to senior managers and to the Child Safety Performance Board is

incomplete in the sense that it does not include information about the timeliness of initial child protection conferences, children and young people who come off a child protection plan after three or six months and re-referrals within 12 months. Consequently the level of scrutiny by children's social care and the HSCB is not sufficiently robust. The delays in implementing an effective ICS system have compounded these difficulties and resulted in managers working between both manual methods and the two systems during this transition period. The local authority does have a staged plan to align all information streams and is well aware of the current challenges for staff.

48. There are good initiatives to improve the quality of practice and the experience of children and families receiving services. The 'strengthening families' framework is positively transforming the quality, structure and effectiveness of case conferences. This approach is enabling parents to be more responsive to interventions and have a better understanding of the concerns for their children. A manager post and a principal social worker post have been created to improve social work practice and respond to national developments for improvement and this is facilitating learning in the authority. The quality assurance framework is less developed and a qualitative analysis of the newly formed MASH has not yet taken place but is planned. While some opportunities have been taken to address early implementation issues as the service embeds, this has not been consistently applied.
49. The local authority is committed to, and sees the value of learning from, a range of sources. The authority is outward looking and looks to secure quality services for children. Leaders seek to continually improve the quality of services for children and families in relation to safeguarding practice through the London Safeguarding Children Board and corporately in relation to peer review of the transformation agenda. Following an inspection of private fostering arrangements which was judged inadequate, prompt action has been taken to improve management oversight of this service and to establish a more robust assessment process. Positive action has been taken to strengthen the quality of the Youth Offending service in relation to shared management arrangements with Barking and Dagenham.
50. The lessons from serious case reviews are disseminated across partnerships and briefings are well attended. Although an overview of serious case reviews from other areas is collated, the opportunity to learn from these wider lessons is not as robust. A number of internal and multi-agency themed audits are undertaken, for example on the quality of case conferences and core groups. These have identified key learning points which have been taken forward to improve, for example, hearing the child's voice in case conferences. The council adequately learns from complaint outcomes, although in some examples the actions and responsibilities for completing them are not clearly defined.

51. A workforce strategy is in place but there is no clear or specific action plan for its delivery. While the Transformation Board has taken responsibility for meeting overarching milestones during the restructuring of services, there has been no detailed plan that can be monitored, reviewed and evaluated by operational managers. Currently, there are two interim posts at service manager level, a vacant team manager post and eight social work posts filled by agency workers. A recent recruitment campaign has been successful in recruiting to six of the vacant social work posts. Social work caseloads in teams are manageable and overall, given the significant changes, staff morale is good and staff report they are well supported. The resourcing and staffing of the MASH has been a priority and the council has considered effectively how best to deploy experience within the new structure. A key priority is to continue the professional development of social workers following an analysis of training needs. Through the principal social worker and social work improvement manager, there are clearly defined training plans. The local authority proactively offers student social work placements and progresses newly qualified social workers to their first progression in the pay scale, as ways of attracting new talent.

Record of main findings

Local authority arrangements for the protection of children	
Overall effectiveness	Adequate
The effectiveness of the help and protection provided to children, young people, families and carers	Adequate
The quality of practice	Adequate
Leadership and governance	Adequate



CHILDREN AND LEARNING OVERVIEW & SCRUTINY COMMITTEE

Subject Heading:

Title Follow up to Ofsted recommendations

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Policy context:

SUMMARY

What has happened since the inspection?

Ofsted made a number of recommendations. Although we have been addressing all of these, there are still some areas where we need to do more.

RECOMMENDATIONS

The 19 recommendations cover 8 main areas.

- MASH performance and development
- Improving performance data and implementation of CCM
- Improving function of the LSCB
- Re-commissioning of the EDT
- Development of early help and CAF
- Continued development of supervision
- Quality assurance to track improvements to practice over time
- Embedding user feedback into service improvement

REPORT DETAIL

MASH

The tracking of cases in MASH has improved since the inspection with better access by all managers to live data in CCM. Demand pressures in the police section of MASH mean that timescales are not always met. The social work triage team has been strengthened by adding Early Help posts to deal with the green and amber referrals. Currently social care performance is good with no referrals outside the timescale.

CCM monitoring shows good recording of relevant data including ethnicity and audits show that assessments take into account ethnicity, religion and language.

Single assessments timescales have remained longer than is desirable but improvements being made to processes in the MASH are steadily improving performance.

The MASH evaluation has recently been completed with partners and there is a high degree of satisfaction with the improvements made to referral and assessment since implementation. However, not all relevant partners are fully engaged in the day to day operation of MASH and the LSCB will be monitoring partner engagement as well as performance.

Improving performance data/ implementing CCM

CCM, the new client system has been rolled out across the children's social work teams and the children's centres. All teams are using the system but some staff and teams are managing better than others. The programme has been extended to allow for continuing support. Regular reports are made available to managers on data quality and this is showing a steady improvement.

The performance data has been refreshed to take into account comparisons with statistical neighbours. Team level performance is starting to be available on managers' dashboards on CCM.

Improving functioning of the LSCB

The LSCB had made improvements to its overall scrutiny role at the time of inspection but these improvements which included better multi- agency scrutiny and audit were relatively new. Inspectors were also concerned that all the sub groups were chaired by the local authority and although the Lead member was well engaged, there were no clear links to O and S.

A new Chair has been appointed and a development day is planned for October. Meanwhile LSCB minutes and plans will be shared with Overview and Scrutiny. Representation of the voluntary sector will now be through the Children's Society. All

groups remain chaired by the LA but it is planned this will change and that the Development day will assist in this.

Re-commissioning of EDT

The establishment of a children's service rather than the current adults and children's service across ourselves and LBBB is progressing although it has taken longer than planned. There is a proposal going to Lead Member shortly for a 4 borough Children's EDT lead by London Borough of Redbridge. This in effect will increase the capacity as the proposal is that the Adults Service will be provided by NELFT. This service if the proposal is agreed should be in place by April 2014.

Development of Early Help and CAF

The first phase of the tier 3 (children with high levels of need that don't meet threshold for social care but where help is either needed to prevent escalation of problems or after cessation of statutory intervention) service is in operation in central Havering based in St Kilda's and Elm Park children's centres and a restructure of the children's centres and early help service will be launched in the autumn to establish a borough wide tier 3 service. Also work is underway in co-ordinating tier 2 services for lower levels of need.

The CAF has been replaced with an Early Help family assessment which has been developed with partners.

Continued development of supervision

The inspectors found that although staff were regularly supervised, the quality of supervision varied. A new supervision format is being developed which will be compliant with the College of Social work requirements and an audit of supervision is planned for November and the results will be reported to the LSCB and Overview and Scrutiny.

Quality Assurance to track improvements over time

Quality assurance has improved since inspection with a range of audits conducted across the service including audits of child protection plans, looked after children and early help. In addition the Quality and Effectiveness Group on the LSCB has undertaken multi-agency audits of child protection plans, core groups and step down from child protection plans. A Quality Assurance Framework is being developed to bring together audit activity with performance data and feedback from service users. This will form the basis of reporting to the LSCB and Overview and Scrutiny and to the Lead Member and Leader and Chief Executive.

Embedding user feedback

Viewpoint has been introduced for Looked After Children and for children with child protection plans. This is at an early stage but work is in hand to extend the use. The Children's Society have been commissioned to deliver advocacy services and to work with us on a number of areas including follow up interviews with children who have been missing from home or care. Our audits now routinely incorporate user feedback.

IMPLICATIONS AND RISKS

Financial implications and risks:

None. Progress report.

Legal implications and risks:

None. Progress report.

Human Resources implications and risks:

None. Progress report.

Equalities implications and risks:

None. Progress report.

BACKGROUND PAPERS

Inspection of Local Authority arrangements for the protection of children. Ofsted 9th April 2013.