



Haverling

L O N D O N B O R O U G H

CHILDREN & LEARNING OVERVIEW & SCRUTINY SUB-COMMITTEE AGENDA

7.30 pm

Thursday
15 January 2015

Council Chamber -
Town Hall

Members 9: Quorum 4

COUNCILLORS:

Gillian Ford (Chairman)
Jason Frost (Vice-Chair)
Nic Dodin

John Glanville
Joshua Chapman
Philippa Crowder

Carol Smith
John Wood
Keith Roberts

CO-OPTED MEMBERS:

**Statutory Members
representing the Churches**

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

**Statutory Members
representing parent
governors**

Julie Lamb, Special Schools
Emma Adams, Primary
Lynda Rice, Secondary

Non-voting members representing local teacher unions and professional associations:

Ian Rusha (NUT), Margaret Cameron (NAHT), Vacancy (NASUWT)

For information about the meeting please contact:

**Vicky Parish 01708 432433
vicky.parish@Onesource.co.uk**

Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

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 sub-committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

The sub-committees 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 to the public.

The sub-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. These are considered by the Overview and Scrutiny Board and if approved, submitted for a response to Council, Cabinet and other relevant bodies.

Sub-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 or undertaking site visits. Once the topic group has finished its work it will send a report to the Sub-Committee that created it and will often suggest recommendations for the Overview and Scrutiny Board to pass to the Council's Executive.

Terms of Reference

The areas scrutinised by the Committee are:

- Pupil and Student Services (including the Youth Service)
- Children's Social Services
- Safeguarding
- Adult Education
- 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 OF LAST MEETING (Pages 1 - 10)

To approve as a correct record the Minutes of the meetings of the Committee held on 21st October 2014, and authorise the Chairman to sign them.

5 LSCB ANNUAL REPORT (Pages 11 - 42)

Presented by Brian Boxall, Chairman of LSCB.

6 YOUTH OFFENDING & PROBATION

7 OFSTED CHILDRENS SERVICES

8 SOCIAL WORKER RECRUITMENT & RETENTION

9 BUDGET PROPOSALS ON YOUTH PROVISION

10 DECISION ON WHICH TOPIC GROUPS WILL BE TAKEN FORWARD

11 CHILD SEXUAL EXPLOITATION REPORT

Report by Kathy Bundred

12 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.

13 REPORTS PACK (Pages 43 - 46)

Summaries of work of:

Governors panel	✓
Probation & Youth Offending	✗
Children's Health	✗
Local Safeguarding Children Board minutes	✗
Corporate Parenting Panel report	✗
Fostering & Adoption	✗
MASH	✗

14 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 &
Interim Member Support Manager

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**MINUTES OF A MEETING OF THE
CHILDREN & LEARNING OVERVIEW & SCRUTINY SUB-COMMITTEE
Committee Room 2 - Town Hall
21 October 2014 (Times Not Specified)**

Present: Councillors Gillian Ford (Chairman), Jason Frost (Vice-Chair), Nic Dodin, John Glanville, Reg Whitney, Julie Wilkes, Joshua Chapman, Philippa Crowder and Carol Smith

Co-opted Members: Phillip Grundy, Jack How, Julie Lamb and Keith Passingham

Non-voting Member: Ian Rusha

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

40 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

Apologies were received from Pippa Brent-Isherwood, Lynda Rice (Secondary Schools) & Margaret Cameron (NAHT).

41 DECLARATION OF INTERESTS

Councillor Joshua Chapman declared an interest as he is now a Governor of Squirrels Heath Junior School.

42 CHAIRMAN'S ANNOUNCEMENTS

The chairman gave details of the action to be taken in case of fire or other event that may require an evacuation of the meeting room.

43 MINUTES

The minutes of the joint meeting with Health OSC on 23rd September 2014 had two errors in the attendees. Philip Grundy was not present. Co-opted member Emma Adams was present.

Otherwise, the minutes of both meetings were agreed by all present and signed by the Chairman.

44 **OFSTED OUTCOMES**

Officers explained that official OFSTED grades could be:

- 1) Outstanding
- 2) Good
- 3) School requires Improvement
- 4) Poor/failing

Overall, Havering Infant Schools were performing exceptionally well and Junior Schools were performing broadly well. Secondary Schools were not performing as well as Primary Schools.

Too few schools were performing at 'Outstanding' level (Grade 1), and too many required improvement (Grade 3).

All failing schools were academies and hence not under direct control of the authority.

In addition to showing overall figures, the report also showed individual schools and the grades they attained.

'Outstanding' and 'Good' schools were inspected once every five years. Some of Havering's 'Good' schools were performing at an 'Outstanding' level but had yet to be re-inspected, as inspection occurred once every five years for schools attaining Grade 1 or 2.

'Requiring improvement' schools were inspected annually, and visited termly. 'Failing' schools were inspected every six weeks.

Up to date OFSTED trends would be made available for each future meeting.

Separate to OFSTED, the Local Authority conducted a process of analysis and categorisation to ascertain if schools were performing to expectations, and for identification of any additional work to improve the schools. Rigorous monitoring and improvement works occurred 6 weekly between OFSTED inspections. The department could use its discretion to advise OFSTED, if any school significantly dropped in performance. Advising OFSTED triggered an instant inspection.

The Chairman suggested that the item of educational attainment could be considered by the Committee as a topic group outside of the main committee.

45 **SEND TRAVEL**

Complaints had been received that SEN children were on buses for too long or getting to school late.

As agreed at the previous meeting, a report on Special Educational Needs travel to school was anticipated. This had not however been provided. It was **AGREED** that this must be provided in advance of the next meeting, sent to Members via email.

Complaints had ceased from service users of the SEN travel, however that may have been due to officers advising of the impending action in this area.

An officer had been compiling a detailed first-hand report on the times of pick-up/drop-off and experiences of every child. It was noted that pick-up and drop off could have been calculated from the GPS trackers within the buses. This method was suggested as the most practical and speedy method of data collection for the anticipated report.

It was agreed that a meeting should be arranged between the Chairman, Head of Asset Management and Heads of Special Schools to discuss the issues in detail.

46 **CHILDREN'S PUBLIC HEALTH**

A list of commissioned services had been received from Children's Services. A similar list was expected from Public Health of what services Havering were receiving. It was noted that this was expected within two weeks.

47 **COMPLAINTS ANNUAL REPORT**

The complaints process comprised three stages:

Stage One: Local Resolution

This had a 10 day response time (which could be extended to 20 days if a letter of delay explanation was sent to the complainant).

Stage Two: Independent Investigation

Two independent people would be invited to investigate the complaint and the original complaint response.

Stage Three: Review Panel

A panel would be called to independently review the complaint and the actions taken.

In 2013-14 the level of complaints resolved at stage one had decreased from the prior year. Stage two complaints remained at a static level as per 2012/13.

The highest levels of complaints had come from Under 12's Triage/ MASH & Assessment teams, and Looked After Children (LAC). LAC was a highly emotive area, and often resulted in a decision of one parent or another receiving care of a child. The other parent often did not agree with the decision of the Social Worker.

Information had been improved for those outcomes. Acknowledging how parents felt often improved the outcome for the aforementioned parents. The summer break could impact on timing of the complaints process as parties may not be available for interview or investigation.

At Stage 1, 24 complaints were resolved within the 10 day limit. Another 20 complaints were resolved within the extended limit of 20 days.

Stage 2 included face to face meetings and were mainly with regards to welfare of the children within the social care intervention spectrum. This was found to work very well. Communication was vitally important, but the wishes of the children had to be taken into account.

One complaint in 2013/14 reached stage three and one action was upheld by the Regional Practitioner. An amendment had been made to the records.

In 2013/14, less than 16% of complaints were corporate. In 2012/13 the level of corporate complaints was significantly higher.

A small number of entries were categorised incorrectly to Children's Services. Complaint numbers in the previous year had an unusual peak due to the closure of children's centres. 2014/15 data may have been unfairly benchmarked against that data.

The expenditure on 2012/13 complaints was zero.

The expenditure on 2013/14 complaints was £9652.90. Some of this was for complaints that did not complete in the 2012/13 fiscal year.

Most complaints were received via email and telephone as these were the instant, most convenient methods.

Members correspondence had a 56% drop in 2013/14 compared to the previous year. This was largely due to the closure of children's centres in 2012/13 having increased the volume of complaints. 67% of these were responded to within 10 days.

It was important for staff morale to receive compliments and these had been received across several teams. From the next meeting, examples of compliments would be made available. Compliment areas were mostly professionalism, practical advice given, and re helpful and understanding members of staff.

The complaints action plan showed some issues identified and areas of improvement in order to reduce that type of complaint.

The statutory timescale of complaint resolution were raised as being restrictive to a balanced and thorough investigation and resolution. Issues that took longer than the allotted time went to the Ombudsmen. The Ombudsmen took into account the quality of the investigation as a factor of going over timescale. No figures were available to identify how many cases were over the statutory timescale, or had to go to the Ombudsmen.

All leaflets for the service were being updated, including information within the 'Welcome to Care' pack. The information given was used to calm and inform parents of the services and how the process worked.

A copy of the 'Welcome to Care' pack would be provided by officers for circulation to the Committee.

48 **LEARNING & ACHIEVEMENT COMPLAINTS REPORT**

The report before the Committee evidenced that there was one Ombudsman complaint in 2013-14. This was a joint investigation with the Parliamentary & Health Service Ombudsman.

Within 2013/14 Learning and Achievement incurred compensation totalling £480.00 compared to £300.00 within the financial year 2012/13.

Within section 2, the total number of complaints showed on the table as totalling 27. This included some 'misfiling' of complaints which were wrongly assigned to Learning and Achievement.

Schools investigated and responded to their own complaints. Any complaints received by the service were recorded and forwarded to the schools. The complaint outcomes were not centrally recorded. Letters were sent to the complainants advising that if they were not completely satisfied then they should have written back to the central Council service to deal with the issue. Beyond that, if the complainant were still not happy, then OFSTED would be the next port-of-call.

Most complaints of this type were resolved at very early stages.

In August 2014, the Department of Education sent guidance to schools to deal with complaints. The guidance was of high quality and was proving successful. Compliments were also being encouraged.

The report highlighted the need for better information around outcomes; however results of complaints that involved schools within the borough, were difficult for the Local Authority to obtain. Discussions of how complaints were recorded needed to take place to improve the recorded information.

49 **SEF & ACTION PLAN**

The report was not available for viewing.

Officers confirmed that the report would be circulated to Members, with an accompanying briefing sheet which advised the main points of focus.

50 **IMPLICATIONS OF ROTHERHAM ENQUIRY**

Child Sexual Exploitation (CSE) was defined as someone taking sexual advantage for their own benefit through bribes, threats, violence, humiliation, or telling the victim that they loved them, in order to gain the power to undertake sexual acts for their own or other people's benefit or enjoyment including touching, kissing of body parts, sex or taking sexual photographs.

Data from the police was given detailing that from July to September 2014 there had been 25 reported suspicions of CSE in Havering. Nineteen of those were investigated. Within those investigations, six gangs were disrupted. These gangs were not from Havering, but some of the victims were. This figure included all children (including 'Looked After Children' and 'at home' children).

The report into CSE between 1997 and 2013 in Rotherham had been widely publicised, and the implications for all Local Authorities and Local Safeguarding Children's Boards (LSCBs) were extensive, including a requirement for full auditing.

Officers explained that the key actions for Havering following the Rotherham Inquiry included:

- making sure every child had a voice, taking what children and young people said seriously. The Rotherham Inquiry showed that the opinions of staff of the younger people affected the ways the cases were handled. A case study was detailed of a 14-year-old girl who had classic signs of sexual exploitation, but the authority decided that her mother was not accepting the girl growing up.
- Protecting children placed out of the area - Looked After Children were often placed out of borough, and they were more likely to get involved in gangs. That could make supporting the children more difficult. Within the London region, the Metropolitan Police worked in a joined up way, and shared information. Outside of London, the Police Forces worked differently and information was not shared as readily.
- Profiling including race issues- Councillors in Rotherham knew that individuals from a specific ethnic group of the community were implicated in a large proportion of reported incidents, but failed to report the fact as they were afraid of being labelled as racist. Reporting that fact would have substantially reduced the time taken to identify CSE gangs.

- Therapy devolved to the victims - Contracts for therapy were presently limited to six weeks. This was not long enough for supporting these individuals.

The 'See me, hear me' framework was presented, which showed the need to embed good communication in every function.

The 'missing' services in Havering were working together in a joined up way. Children flagged to the 'Missing from School' service worked with the 'reported missing' service to address issues quicker, the service assisting if child exploitation was occurring.

Actions underway to improve the relevant services in Havering were:

- additional training for staff on attitudes, actions and language used when referring to and liaising with children and young people
- respect training to support and guide members of staff
- key partners meeting to develop a detailed action plan

Children had not known that they were at risk, and did not see that they were being abused. It was the responsibility of the adults to help the child identify the risk, and to give them the help they required. Children were already vulnerable. When prepped, groomed and felt loved, they had been pulled into the trap where they may have felt that they had consented.

'Return home' interviews were conducted across the borough and although every case was not high risk, some were found to be very serious.

Concerns were raised of at risk children and young people who were Looked After, and placed away from London. London's connections were strong, but outside of this remit, the information sharing was weaker.

There was a lack of support for adults who were victims of child exploitation, within the known gap between children's services and adult services.

When a child was identified as a victim of CSE, mapping exercises were used to identify those who they were connected with who may have experienced CSE or who were at high risk.

Profiling children and young people was a difficult task as some cases occurred where victims of CSE came from good homes and good schools in Havering, breaking the expected pattern.

Social Workers and the Children's Society provided trusted adults for children to talk to if they had concerns or had no one else to talk to.

The gap of service was acknowledged between CSE support (up to the age of 21, or up to 25 if a LAC) and no continuing support into adulthood. Some victims of LAC were even more vulnerable when able to go into independent living.

The Looked After Children report would be brought to the Committee once complete and the next training dates would also be circulated by officers.

Further preventative work was due to be completed in schools including providing more information in Personal, Social and Health Education (PSHE) classes on the changing context of Havering, and all boroughs.

Continuity of staffing of Social Workers had been identified as problematic, as the same Social Worker was sometimes not available for those that needed support.

The Committee NOTED the presentation.

51 **OFSTED INSPECTION**

Many changes had been seen in the borough, including changes in the work completed, and the highest number of children on Child Protection Plans (CPPs), and Havering's highest recorded proportion of children known to other local authorities.

A high proportion of the residents now in tenanted property had never lived in the borough before (70-80%), meaning there was more pressure on children's services from this additional influx of residents.

The last completed OFSTED inspection was 18 months ago. There were positives recorded in terms of case loads and working with partners.

Of the schools that had areas for improvement, some had made progress whilst others were less advanced in their development plans.

There were concerns recorded regarding the computer system, as better compliance could have been achieved if the system had been easier to use. Taking someone through the system proved how difficult to use it was. Potential alternative systems were being looked into.

The turnover of social workers was a huge pressure to the service, and resulted in instability for the users of the service.

A recruitment campaign was about to be run, in parallel with the launch of a retention campaign for social workers at the National Children's and Adult Services conference (NCAS) the week following the meeting.

Officers accepted that services were too short staffed. Children sometimes had no educational plans or too little on them. The Looked After Children coordinator was to help get the right people in place to help the social workers get their job done effectively and efficiently. An additional service manager had been recruited to support the programme and it was agreed that they should be invited to the following meeting.

Consideration was given to using administrative staff differently in order to reduce the pressure on the social workers, giving their roles less paperwork and retaining some administrative staff who may have otherwise been made redundant, to support and grow the service.

The Committee **NOTED** the position.

52 TOPIC DISCUSSION

The Chairman advised that at each board meeting, specific topics were to be discussed as arising from the preceding meeting.

All of the board, members, co-opted members and officers were invited to bring ideas for discussion subjects to the Chairman and the clerk of the Committee for inclusion in the forward plan of the topic discussion to be raised in each meeting.

53 REPORTS PACK

The Chairman advised that the process would be changed to only display on the agenda the reports that had been brought to each meeting, rather than the whole list of potential reports.

There were no other comments on the reports presented.

54 FUTURE AGENDAS

No items were raised.

55 URGENT BUSINESS

No urgent business was raised.

Chairman

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Havering Local
Safeguarding Children
Board Annual Report
2013-2014

Having Safeguarding Children Board Chair Forward

This is my first annual report as Chair of Havering Local Safeguarding Children Board (HSCB). The HSCB continues to be well supported by both statutory and non-statutory partners and I would like to thank all members for their strength of commitment. I would also like to thank the previous Chair Sue Dunstall for her work in Havering over a number of years.

Working Together 2013 sets out the statutory functions of an LSCB that must be implemented.

As Chair of this Board I need to reiterate at all levels the following simple narrative:

The HSCB has only one main focus and function: to ensure that the Multi Agency Child Protection process, that focuses on the most vulnerable children and young people, is working effectively to safeguard them. The board will achieve this by:

- ✚ Monitoring
- ✚ Identifying weakness
- ✚ Challenging
- ✚ Effecting change
- ✚ Improving outcomes

This approach is reflected within the agency section of this report where risks and challenges are identified. In addition, the section 11 self-assessment audit evidences self-awareness and challenge. The learning and improvement framework provides agencies with a robust measure of the effectiveness of the multi-agency ability to focus on child protection: One of the biggest challenges is to evidence how lessons and actions identified through quality assurance processes are used to develop services that result in improved outcomes for our children and young people.

Education has been a major focus for me as it plays a vital part in safeguarding of children. Working with local schools, academies and colleges to improve their knowledge and involvement with the HSCB has led to the education representatives identifying issues of concern such as the significant pressure placed on schools due to the increased reporting of mental health issues experienced by students. The responsibility of the Board is to ensure that these issues are included within Havering's Joint Strategic Needs Assessment (JSNA) and that the Havering Health and Well-being Board is informed so that need is met at the earliest opportunity.

Havering is a community that is changing in demography and over the coming year it will be important to fully understand the impact of these changes and how this impacts on child protection.

Understanding the nature of abuse has meant that Child Sexual Exploitation (CSE) has been and continues to be a priority of the board. The introduction of a CSE tool that is linked to training and awareness raising, is starting to enable Havering to better understand this complex issue. The board has also started to consider the issue of Female Genital Mutilation (FGM) firstly by trying to identify its prevalence

within the community. The board will be further working with the local faith communities to enable us to better understand the needs of the BME and other hard to reach groups.

The HSCB is identifying challenges and strengths within the service offer. I am pleased to be in a position to support the development of a strong and effective multi agency safeguarding offer to children and young people during the upcoming year.

Brian Boxall

HSCB Independent Chair

DRAFT

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.

Working Together 2013 asserts that LSCBs do not commission or deliver direct frontline services though they may provide training. While LSCBs do not have the power to direct other organisations they do have a role in making clear where improvement is needed. Each Board partner retains their own existing line of accountability for safeguarding.

This annual report will focus on the effectiveness of the multi-agency partnerships delivery of services 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 2013-2014

Havering Local Safeguarding Children Board (HLSCB) in May 2013 identified the five key priorities for the Board

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 HSCB was to ensure:

- ✚ That all statutory requirements set out within Working Together 2013 are fully implemented.
- ✚ Actions identified during the Ofsted inspection March 2013 for the HSCB would

be progressed to ensure that HSCB is fully compliant with all statutory responsibilities.

- ✚ The HSCB would work with the Adult Safeguarding Board (ASB) in order to streamline services and processes that impact on both boards.
- ✚ That the Board had in place a strong performance management framework that focused on key priorities to allow the partnership to robustly scrutinise the impact of services on improved outcomes and to identify and challenge areas that were weak and required improvement.

What difference has the Havering LSCB made to safeguarding children locally in 2013/2014?

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.

The Havering Multi Agency Safeguarding Hub (MASH) has continued to embed since inception in September 2012.

Havering MASH was 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.

Last year's annual report stated:

Risks identified within the safeguarding practice challenge and the Ofsted inspection (March 2013) 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.*

In order to address these concerns the HSCB took over the strategic overview of the MASH in November 2013. The MASH steering group now reports directly into the HSCB.

To be effective, a MASH must have in place process to ensure good quality decision: Havering MASH has improved its performance management processes and initiates regular audits to understand the impact of MASH processes on improved outcomes.

Over the past year the MASH received 7410 contacts that were subject to MASH-triage processes, of these 1106 (15%) became subject to referrals of which 91% progressed to assessment. Of those cases that did not progress to assessment 126 were subject to early help assessment processes.

The Police made 65% of all contacts in to MASH during the year 2013-2014, School referrals equated to 8%, family members 5% and Health partners, comprising of acute and community settings, midwives, GPs and the London Ambulance Service, account for 9%.

MASH audits undertaken in 2013 to 2014 identified some good practice and found that MASH processes were having an impact on improved outcomes for children.

The audit identified areas for further development and these are being implemented and monitored through the MASH steering group. Audits of MASH will continue throughout 2014 to 2015 and findings will be reported to the HSCB.

Board Challenge

- ✚ The HSCB needs to be assured that the significant numbers of triaged cases that do not meet the threshold for assessment are being signposted appropriately.

The HSCB needs to be reassured that the capacity within the MASH is matched to need and that responses to need are timely.

Child Protection

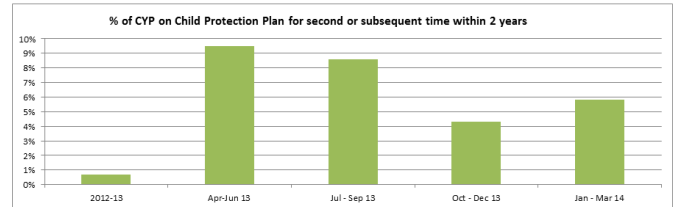
The average number of new child protection plans (CPPs) each month is 14, up from 12 in the previous year.

Category	2012-13	2013-14
Emotional abuse	42%	40%
Neglect	40%	45%
Physical abuse	16%	12%
Sexual abuse	3%	3%

The breakdown of categories of new child protection plans has changed with a higher proportion of children being made subject to a plan due to neglect. Five children were made subject to a plan under the category of sexual abuse during 2013 – 2014: this evidences a low detection rate of sexual abuse, which is reflective of the national picture. An NSPCC study (2013) identified that prevalence of sexual abuse is significantly higher than detection rates. In order to address this Havering Children and Young People Services added a joint category of ‘neglect and sexual abuse’ in order to better capture children that may be at risk of sexual abuse and harm.

86 per cent of active CPPs during 2013 – 2014 had been in place for twelve months or less. The CPP data for 2013 -2014 identified that 19 per cent of children made subject to a CPP remained on the plan for three months or less; 42 per cent of children made subject to a CPP remained subject to the plan for between twelve months to two years; 4.7 per cent of children subject to a CPP lasted for two or more years and 5.8 per cent of children made subject to a CPP were coming back on to a plan for a second or subsequent time within a two year period

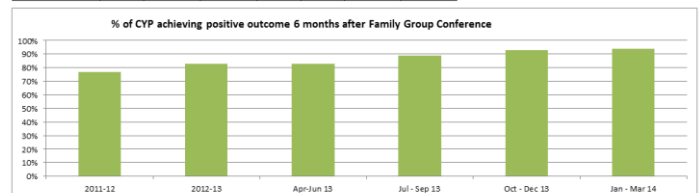
Indicator	GOOD	2012-13	2013-14 Target	RAG	Direction (vs. Dec 2013)	Direction (vs. Mar 2013)	Apr-Jun 13	Jul - Sep 13	Oct - Dec 13	Jan - Mar 14
% of CYP on child protection plans for second or subsequent time within two years	Lower is better	SN Average 13.4%	4%	AMBER	Worse	Worse	9.5%	8.6%	4.3%	5.8%
		Nat Average 14.9%								
		LBH 0.7%								



In 2013-14, 171 children became the subject of a Child Protection Plan, of which ten had been subject to a Plan within the previous two years.

Regardless of the small numbers, the performance indicates that support plans need to be smarter, more robust and more clearly evidence the impact of the plan on improving the outcomes for the child. Havering’s demography is changing, with an increasing proportion of black-African (especially Nigerian) families and support planning must develop accordingly.

Indicator	GOOD	2011-12	2012-13	2013-14 Target	RAG	Direction (vs. Dec 2013)	Direction (vs. Mar 2013)	Apr-Jun 13	Jul - Sep 13	Oct - Dec 13	Jan - Mar 14
% of CYP achieving a positive outcome 6 months after Family Group Conference	Higher is better	LBH 77%	LBH 83%	85%	Green	No significant change	Better	83%	89%	93%	94%
		Local indicator only no comparisons available	Local indicator only no comparisons available								



The use of the Family Group Conferences in the more complex and high need cases has proven to be effective mechanism to facilitate better family engagement. This includes the identification of risks and the actions required to reduce them. This is helping to achieve positive outcomes for children and young people.

Board Challenge

Both Ofsted and the NSPCC have identified neglect as a national area of concern. A priority for the HSCB is to ensure that staff working within Havering are able to identify neglect and respond to it effectively to result in improved outcomes for children and their

families. This must include incorporating both national and local learning into briefings and ensuring this is disseminated and understood by practitioners.

Staffing levels

An identified area of concern is the staffing levels and work loads of professionals involved with children and young people especially in light of significant funding restraints and major organisational changes.

It is important for the HSCB to monitor staffing levels and make challenge where concerns are identified. To that end agency staffing levels now form part of the quality data collection.

Social work staffing figures are the most challenging at this time with a vacancy rate of 29 per cent at the end of the year 2013 – 2014. This is an increase of 13 per cent compared to the previous year. Social work turnover rate was 19 per cent and posts filled by agency staff was running at 28 per cent at year end.

The social work workforce is stabilising and although there is a high rate of agency cover, the agency workforce is itself stable (with exception of those working in Under 12s Group).

There remain challenges in recruitment and retention; to address this, a new workforce strategy and recruitment and retention policy will be implemented within 2014 to 2015, .

The board has been fully briefed by the borough on its workforce strategy. The challenge from the board will be to continue to receive assurances that the implementation of strategy does not impact negatively on the service offer to children and young people.

During 2013 to 2014 the board chair challenged the Metropolitan Police Commissioner regarding the staffing levels of the local Child Abuse Investigation Team during a period of re organisation. The Metropolitan Police Commissioner acknowledged the challenges raised and will take the matters forward. This will remain subject to close scrutiny from the board during the upcoming year.

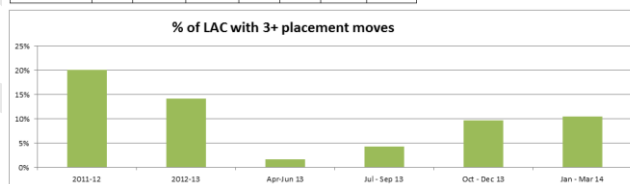
Staff Board Challenge

- For the board to continue to seek information regarding workforce stability and assurance that staffing levels does not have an impact on the provision of services and to challenge when necessary.

Looked-after-Children (LAC)

In 2012 - 2013 the Board was concerned about the high rate of placement moves faced by Havering's Looked after Children. The situation has improved over the past year and the authority has hit their challenging target of 11 per cent in 2013-2014, improving on 14.1 per cent for 2012-2013 and 20 per cent for 2011-2012.

Indicator	GOOD	2011-12	2012-13	2013-14 Target	RAG	Direction (vs. Dec 2013)	Direction (vs. Mar 2013)	Apr-Jun 13	Jul-Sep 13	Oct-Dec 13	Jan-Mar 14
% of Looked After Children with 3 or more placement moves	Lower is better	SN Average 11.6% Nat Average 11% LBH 20%	SN Average TBC Nat Average 11% LBH 14.1%	11%	GREEN	No significant change	Better	1.6%	4.3%	9.6%	10.5%

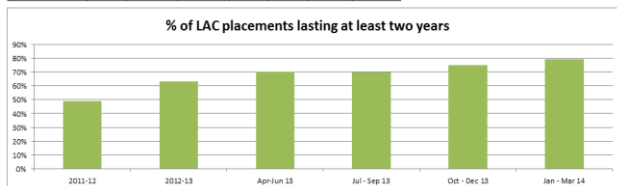


It is important that Looked after Children are provided with a nurturing and stable home environment: this continues to be a priority for the partnership.

Team Around the Child (TAC) meetings and the Placement Stability meetings, which commenced in February 2014, brings professionals from relevant agencies together to agree the most appropriate support package and placement for each child. The meeting predominantly focusses attention on children and people that are in long-term care.

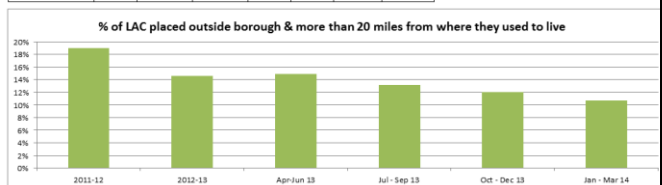
Looked after Children generally achieve more poorly within education than their peers: HSCB will monitor the stability of education placements for Looked after Children matched to educational achievements during 2014 -2015 to identify whether an increase in educational placements impacts negatively on attainment.

Indicator	GOOD	2011-12	2012-13	2013-14 Target	RAG	Direction (vs. Dec 2013)	Direction (vs. Mar 2013)	Apr-Jun 13	Jul-Sep 13	Oct-Dec 13	Jan-Mar 14
% of Looked After Children placements lasting 2 or more years	Higher is better	SN Average	SN Average	70%	GREEN	Better	Better	70.2%	69.8%	75.0%	79%
		70.6%	TBC								
		Nat Average	Nat Average								
		68.6%	67%								
		LBH	LBH								
		49.1%	63%								



It is important that LAC, in most cases, remain close to family and support.

Indicator	GOOD	2011-12	2012-13	2013-14 Target	RAG	Direction (vs. Dec 2013)	Direction (vs. Mar 2013)	Apr-Jun 13	Jul-Sep 13	Oct-Dec 13	Jan-Mar 14
% of Looked After Children placed outside LA boundary and more than 20 miles from where they used to live	Lower is better	SN Average	SN Average	15%	GREEN	Better	Better	14.9%	13.2%	12.0%	10.7%
		n/a	10%								
		Nat Average	Nat Average								
		12%	12%								
		LBH	LBH								
		19%	14.6%								



Havering is continuing to reduce the number of Looked After Children outside the borough and more than 20 miles away from where they are usually resident: This has been achieved through developing effective and meaningful communication processes with our looked after children to better understand their wishes and feelings to result in the identification of more suitable local placement options.

Havering children services has worked hard to reduce the use of residential placements for looked after children within the last year so that children are placed near to their usual area of residence.

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.

The ability to meet health needs of looked after children is not always consistent due to out of area placements. The need for the LSCB to be updated on any shortcomings is a necessary challenge.

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.

Looked After Children Board Challenge

The Board to receive evidence to assure partners that each looked after child is placed within the most appropriate placement for their identified needs. Health reviews and plans that identify risks or shortcomings will be challenged

Private fostering

If a child under the age of 16 (18 if a child with a disability), is being cared for by 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. The arrangement is solely between the parent or guardian and the adult caring for the child (known as the private foster carer). Any person caring for a child under these circumstances has a statutory duty to report the arrangement to Children Social Care.

Private Fostering is still a major challenge. The number of registered privately fostered children remains low despite the extensive publicity and training. Action is being taken to address this situation and it will remain a priority for the HCSB.

Private Fostering Board Challenge

The board partners will continue to promote and raise awareness of Private Fostering in order to ensure that such arrangements are identified and registered.

Early Help

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

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 early assessment processes. Thresholds that set out the criteria for accessing services across the child's journey between universal, targeted and specialist safeguarding must be fully understood and embedded if step down or step up transitions are to be smooth and supportive to families.

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

Eileen Munro March 2011

To achieve this outcome within Havering early help has seen a significant restructuring of services. This has brought together a myriad of services and teams into one integrated Early Help Service. The restructured services now include Family Intervention Partnership (FIP), Tier 3 Targeted Youth Services, Troubled Families and Early Help Local commissioning functions.

The key elements of this restructured service are:

- ✚ Two locality model; North and South to deliver services from 6 Children Centres.
- ✚ Multi Agency early intervention links.
- ✚ A two locality operational team model of multi skilled staff working with children and families at all tiers of need and support.
- ✚ A borough wide "Business Support" function, to deliver the evaluation and Troubled Families requirements.
- ✚ Transfer of the Family Group conferencing service into early help.

This significant restructuring impacted on the delivery of the early help agenda within 2013 - 2014.

Whilst there is encouraging evidence that the MASH is starting to signpost cases into early help and organisations such as schools are utilising the process, the take up by other agencies has not been to the level expected.

The HSCB will require all partnership agencies to provide data evidencing the uptake of early help processes by staff working within their organization.

A challenge that is being voiced from partners is that feedback from MASH is not always provided, which is not conducive to effective working together.

The consistent use of early help assessment processes by all partners is crucial to the success of this priority area.

The following actions have been implemented during 2013 -2014 and will continue during the up-coming year:

- EHA training has been rolled out and feedback has been very positive.
- Training has been evaluated and reviewed resulting in a new training package that will be implemented during 2014 - 2015.

Early Help Board Challenge

The expectation for 2014 – 2015 will be an increased uptake of early assessment processes that will offer consistent response to early need.

MASH feedback to provide clear information to partners regarding decisions and identified next steps.

Early Help has a major part to play in the safeguarding of children and young people so it will be a priority for the Board during 2014/15. The board will continue to monitor and challenge the speed of implementation and engagement of all agencies.

Troubled Families

This is a central government initiative across England, which was a three year programme. It commenced in 2012 and Havering were able to identify 415 families against the prescribed national Troubled Families criteria. By the end of March 2014, 568 families had been identified.

These families included 1099 children aged between 0-18 years. Of these:

233 met the Education criteria

290 met the Crime/ASB criteria

335 met the unemployment criteria

130 had domestic violence noted and 249 lived in accommodation provided by Home and Housing (LBH).

The interventions to date have resulted in Havering being ranked top in London for number of families identified and worked with and top for sustaining families in employment during the period of their required support.

There is still significant room for improvement and a number of issues that need to be addressed.

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

The appointment of a joint chair of the HSCB and the Safeguarding Adults Board (SAB), has allowed for greater co-ordination between the children and adult agenda especially in respect of greater awareness of the 'toxic trio', which is the presence of two or more of domestic abuse, mental health and drugs and alcohol abuse within a family. The presence of multiple factors can compound each identified concern significantly and add pressures to the family's coping mechanisms whilst also challenging the way in which services can effectively respond to presenting needs.





This has led to the formation of a new transition sub group, which reports to both boards. Its remit is to look at both children in transition including children with special needs and autism and of adult services and their clients as parents.

The board receives regular reports from all agencies to evidence the effectiveness of the partnership in responding to need across the continuum of need.

The HSCB Case Review working group is instrumental in monitoring the impact of the multi-agency service offer on improved outcomes for children. The case review working group has implemented a learning and improvement framework to assist in this work.

Domestic Abuse Service Responses

Havering Domestic Violence Forum has developed and delivered an action plan during 2013 – 2014 that focused on:

-  Policy work on domestic violence
-  Prevention of domestic violence
-  Intervention & supporting families to rebuild their lives and reduce repeat victimisation
-  Dealing effectively with perpetrators to stop violence

The Multi Agency Risk Assessment Conference (MARAC) is in place to identify and discuss high risk victims of domestic violence to reduce the level of risk and reoccurrence of further abuse.

Since April 2013 there have been 172 cases discussed at MARAC. Of these 27 were repeat cases and there were 278 children within those families.

Violence Against Women And Girls

All forms of violence against women and girls (VAWG) offences are believed to be significantly underreported and therefore there is no reliable information on the prevalence and extent of VAWG in the borough.

The HSCB Child Sexual Exploitation (CSE) Group is working to identify prevalence of CSE, which also links to this agenda.

VAWG Board Challenge

To fully understand the extent in Havering of VAWG especially in respect of children and young people of:

- ✚ Female genital Mutilation
- ✚ Forced Marriage
- ✚ Honour based violence.
- ✚ Child Sexual Exploitation and Trafficking.

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

HSCB has developed a communication strategy, which was presented and ratified by HSCB partnership agencies during 2013 -2014.

Communication Board Challenge

To ensure that each partner agency fully embeds the communication strategy and reports back information making the HSCB leads conduits for information in and out of the HSCB.

HSCB has produced termly newsletters, which have been distributed to in excess of one thousand HSCB contacts.

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.

During 2013-14, CDOP were notified of eight deaths in total. Five of these eight deaths were identified as neonatal deaths and categorised as 'expected'. The three remaining deaths were deemed 'unexpected'; one was due to a road traffic incident (RTI) and two are yet to be confirmed.

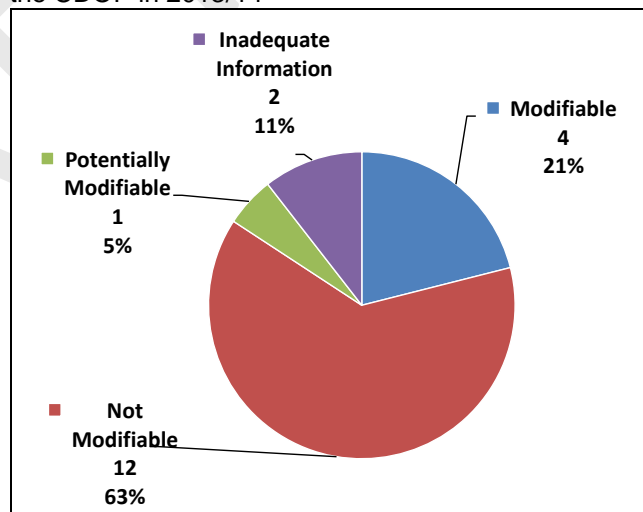
During this reporting period (2013-14), four panel meetings were held and the CDOP reviewed 19 child deaths, 11 of which occurred prior to 2013-14. The panel found that of these 19 deaths

- ✚ Twelve were non-modifiable (eight of which were classified as neonatal events)
- ✚ One had potentially modifiable factors. There was inadequate information on this one as the child's parentage was unsubstantiated

despite police investigations. There is not enough information to determine the circumstances of this child's death.

- ✚ Four were deemed modifiable. Two involved life limiting conditions but earlier admission might have resulted in a different outcome. Both these deaths were subject to a SUI investigation by BHRUT and recommendations were made to reduce the risk of similar problems in the future. These cases were not reviewed by CDOP until the SUI's had been completed. The other two deaths were the result of a RTI and a SUDI.
- ✚ Consideration of the remaining 2 deaths can only be concluded when further information is available.

Figure 1: Breakdown of child deaths reviewed by the CDOP in 2013/14



There were no deaths in 2013-14 that required CDOP to recommend a Serious Case Review, Police Investigation or referral to Safeguarding Services.

The CDOP Annual Report 2013 to 2014 is held on Havering LSCB's website www.havering-lscb.org.uk

CDOP Board Challenge

To work closely with the coroner ensure robust and effective information sharing processes between the coroner and the HSCB.

Policy and Procedures

The revised Working Together statutory guidance was published in March 2013. Edition 5 (part A) of the London Child Protection Procedures was formally ratified by HSCB during 2013 – 2014 and is being used by all practitioners working within Havering. Part B of the procedures will be published during 2014 – 2015.

The HSCB will offer briefings on part A and part B during September 2014 to ensure that the procedures are fully understood and implemented.

Board Challenge

To receive assurance through data, learning and improvement processes and audit processes that the London Child Protection Procedures are being fully implemented and consistently applied across the partnership agencies.

HLSCB Working Group activity and progress

The work of the board sub groups is essential in supporting the board and in the identification of areas of risk. The following section will set out the work progressed by the HSCB working groups:

- ✚ Child Sexual Exploitation
- ✚ Quality and Effectiveness
- ✚ Case Review Working Group
- ✚ Safeguarding in Employment
- ✚ Training and Communication

Child Sexual Exploitation (CSE)

1. Summary of Work Group Purpose

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

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

2. Key Areas of Progress and Achievement

The CSE & Missing Children Working Group has made progress in a number of key areas:

- ✚ 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.
- ✚ Conducted a survey to investigate the level of knowledge and awareness of CSE across all sectors working children in Havering.
- ✚ Launched the local Professionals Toolkit for identifying and responding to children at risk of CSE together with the on-line risk assessment tool.
- ✚ Established strong links with the Police since the launch of the agency's Pan-London CSE Protocol. A Police CSE

The new friend
The fun times
The gifts
The messages
The late nights
The touching
The feeling scared
The pressure for sex
The strength to ask for help.

If someone makes you feel unsafe, pressured or frightened, follow your instincts and talk to an adult that you trust as soon as you can. People who can help you include teachers, parents, carers, social workers or Childline.

If you, or a friend, are in immediate danger call the police on 999. If you need urgent support, please call Havering Council's Children's Services on 01708 43 32 22 (out of office times, contact the Emergency Duty Team on 01708 433 999).

For more information on spotting the signs of sexual exploitation, please visit www.havering-hscb.org.uk

ChildLine 0800 1111
Havering Safeguarding Children Board

Lead has been appointed and is attending the Working Group.

- ✦ The Police have agreed to use the on-line risk assessment tool to assess children referred to the Police-led Multi-Agency Sexual Exploitation (MASE) Panel.
- ✦ As part of the local awareness raising campaign, commissioned the design of posters (see figure across) targeting parents and children disseminating posters to over 200 local agencies including schools, colleges, youth centres, libraries and churches.
- ✦ New CSE webpages for both professionals and parents have been set up on the HSCB website providing information, advice and guidance on responding to CSE.
- ✦ New CSE webpages for parents and children have been set up on Havering Council's website.
- ✦ CSE awareness and support information introduced into the revised third edition of the local young people's sexual health and relationships mini booklet guide. Over 8,000 copies have been disseminated to children.
- ✦ Schools Workshops to over 4000 young people by ARC Theatre Company covering issues of Sexting, unhealthy relationships and CSE.

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:

- ✦ Review the CSE Action Plan's current priorities and actions.
- ✦ Promote and increase the usage of the CSE risk assessment tool across all sectors in Havering.
- ✦ Monitor the work of the MASE Panel to review on-going risk, prevalence and multi-

agency responses in order to develop evidence-based knowledge about the nature and extent of the issue in Havering.

- ✦ Analyse local data sets to improve the understanding of Missing Children and CSE and the local response when CSE is suspected or confirmed.
- ✦ Monitor progress on implementing the pan-London Metropolitan Police CSE Operating Protocol to improve safeguarding, disruption and prosecution activity in Havering.
- ✦ Based on the Children's Society national campaign "Tackling Child Sexual Exploitation", launch a local campaign targeting licensed premises to raise awareness of CSE.

4. Future Priorities and Aspirations

There are a number of priorities for the Working Group during the year ahead:

- ✦ Monitor the Implementation of the MASE Panel including assessment of robustness of data collection, interrogation and evaluation of data and whether structures are fit for purpose.
- ✦ Lead on the development of a cross borough awareness campaign targeting hotels and that draws on resources from the Children's Society national awareness campaign.
- ✦ Develop local awareness campaign including the consideration of raising awareness of peer on peer CSE.
- ✦ Focus on learning from other partnerships on those perpetrating CSE that have instigated successful investigations and disruption strategies.
- ✦ Develop a CSE problem profile including the profiling offenders, victims, vulnerable locations and local responses.
- ✦ Collect data, using the risk assessment tool, to widen knowledge and understanding of specific vulnerable groups and contribute to developing a local problem profile.

- ✚ Conduct annual Professional's Survey to investigate knowledge and awareness of CSE in Havering.
- ✚ Introduce a Young Person's Survey to investigate knowledge and awareness of CSE.
- ✚ Monitor the implementation of the multi-agency Runaway and Missing from Home & Care Protocol including an assessment of the robustness of data collection, interrogation and evaluation of data and whether structures are fit for purpose.
- ✚ Assess need for joint working protocols with other local authorities to meet needs of all Missing young people.

There are a number of potential risks that need to be mitigated by the Working Group;

- ✚ CSE risk assessment tool identifies high numbers of young people affected by CSE there is no dedicated specialist service able to respond to and meet their needs impacting on Ofsted assessment
- ✚ Implementation of MASE in line with Pan London CSE protocol is delayed, slow to start or lacks clarity impacting on effectiveness of new arrangements
- ✚ Service provision to provide return home interviews for low and medium risk young people in line with new statutory guidance impacting on Ofsted assessment is being developed.
- ✚ High numbers of missing young people are not responsibility of Havering authority, (as host borough), yet young people's needs are not met by responsible authority.

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:

- ✚ Introduce CSE specific questions to the local annual on-line young people's relationships survey to identify risk and prevalence in Havering.

- ✚ Consult young people regarding local CSE marketing and communications by using the Youth Consultancy project.
- ✚ 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

The Working Group will engage in a number of on-going activities to measure the impact of its work including;

- ✚ A review of the impact and outcomes of the CSE action plan will be conducted in the Spring of 2014.
- ✚ Monitor the implementation of the local Runaway and Missing From Home & Care Protocol
- ✚ Monitoring the impact and outcomes of the CSE Professionals Toolkit.
- ✚ The professional's survey will feature questions that investigate the knowledge and awareness of the Group's work.
- ✚ Monitoring the impact and outcomes of the work of the MASE Panel.

7. Evidence that Learning is being embedded

- ✚ Currently in draft form, the Runaway and Missing from Home & Care Protocol aims to provide guidance for assessing both the risk of the child going missing and the risk to the child when they are missing. The Protocol has been developed jointly by Havering Council's Children's Services, Police and the Children's Society and refers to;
 - DFE's statutory guidance on children who run away and go missing from home or care (2014)
 - London Child Protection Procedures (2014)

Quality and Effectiveness Working Group

1. Summary of Work Group Purpose

Working Together (2013) sets out the requirement for each LSCB to have in place processes to monitor and challenge the effectiveness of the safeguarding offer to children across the spectrum of need:

In order to fulfil its statutory function under regulation 5 a LSCB should use data and, as a minimum, should:

- ✚ assess the effectiveness of the help being provided to children and families, including early help;
- ✚ assess whether LSCB partners are fulfilling their statutory obligations set out in chapter 2 of this guidance;
- ✚ quality assure practice, including through joint audits of case files involving practitioners and identifying lessons to be learned; and
- ✚ monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children.

Working Together 2013

The Quality and Effectiveness group is in place to oversee the effectiveness of the multi-agency safeguarding and child protection service offer to children, young people and their families in Havering. The group receives and reviews performance data from the partnership, challenges information and identifies actions required to improve the service offer when required.

Audits are undertaken to assure the group of the effectiveness of the partnership when working throughout the child's journey across the continuum of need.

2. Key Areas of Progress and Achievement

The group undertook multi-agency audits of children subject to child protection plans in order to review the decision making process when working within child protection: These audits identified a need for further scrutiny. Further audits were undertaken by Children Social Care

and an audit report was submitted to the Quality and Effectiveness group for scrutiny and challenge.

A challenge for the Group has been to establish a multi-agency performance dataset to enable the group to understand the effectiveness of the service offer to children across the continuum of need and throughout the child's journey. The group has now developed and agreed a performance framework that will be reported on from April 2014. This framework will be regularly reviewed by the group to ensure that the information provided is accurate and sufficient to understand the effectiveness of the service offer.

An audit of section 11 compliance was undertaken in September 2013, findings identified within the audit are set out within the section 11 section below: a further audit will be undertaken in October 2014.

3. Current Activities

The Group will continue to monitor the impact of the multi-agency service offer on improved outcomes for children and will further develop the performance framework to understand the effectiveness of services across the spectrum of need.

An audit programme will be developed to assist the Group to better understand the story beneath the data and to identify where services can be improved for children

4. Long and short term risks and priorities

The group has been slow to develop and agree a multi-agency dataset to enable a thorough understanding of the impact of the multi-agency service offer to children: Now that this has been agreed, the challenge is to ensure that data is accurate and consistently reported to the group for scrutiny and challenge.

The current dataset does not report on the effectiveness of early help services. This will be addressed during 2014-15 to ensure that the Group understands the effectiveness of the service offer in relation to early help. The Group will develop an audit programme to assist in its understanding of this agenda and will focus on the area of neglect.

The LSCB priorities for 2014-15 will be child protection, early help, child sexual exploitation

and neglect: The Group will embed a process to understand the effectiveness of the partnership in relation to the LSCB priorities.

Case Review Working Group

1. Summary of Work Group Purpose

The purpose of the HSCB Case Review Working Group is to ensure that the statutory requirements contained in Chapters 3 and 4 of Working Together to Safeguard Children 2013 are embraced and delivered. The main statutory requirement is for the group to implement a learning and improvement framework where partner agencies are clear about:

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

The local framework should cover the full range of reviews and audits 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 together to safeguard and promote the welfare of children.
- ✚ Review or audit of practice in one or more agencies.
- ✚ 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.

2. Key Areas of Progress and Achievement

- ✚ Partners are well represented committed and attend regularly.
- ✚ The Working Group has developed a Learning and Improvement Framework. It

has set out criteria for initiating the full range of case reviews to be undertaken based on the requirements of Working Together.

- ✚ Working group members have attended a conference on a wide range of systems methodologies.
- ✚ Working group members attended training on the SCIE systems methodology approach to case reviews.
- ✚ Has had the input of the Principle Children & Families social worker who is an accredited lead reviewer and has had experience in implementing a systems methodology approach to case reviews.
- ✚ Developed a clear criteria for conducting different levels of case review.
- ✚ Considered ways in which sustainable learning will be embedded into usual practice across the partnership. This requires further development.
- ✚ Initiated a number of learning reviews including:
 - ✚ One serious child protection case which did not reach the threshold of serious case review but for which there were key areas of rich learning for LSCB partner agencies. This case is currently at the stage of presenting questions to the LSCB.
 - ✚ One case where a young person committed a serious crime and caused serious harm to a member of the community.
 - ✚ A young person involved with CAMHS services and being at risk of committing serious sexual offences.
 - ✚ One cross borough learning review about a young person who died and was involved with cross borough services. This review was led by Newham LSCB. A presentation has been made to LSCB and the actions for Havering are being progressed.
 - ✚ One case has been referred to the transition group for consideration of specific and broader issues surrounding

the transition of vulnerable young people into adulthood.

- ✚ One case involved a review of a child protection case where a decision was made to prematurely cease a child protection case. This case is at the stage where an independent reviewer is being sought to work alongside the conference and core group participants to understand what happened, why decisions were made, what lessons have been learned and how change has been embedded.

3. Current Activities

The working group is focussing on the progression of the reviews and on finding ways to monitor the progression of plans to embed and sustain learning.

All agencies are invited to refer cases on an agreed template so that ownership and engagement is encouraged and promoted.

Learning workshops have been organised so that the learning from local and national reviews can be disseminated across the partnership.

4. Long and short term risks and priorities

The long term priorities are to ensure that open transparent arrangements are in place to review the child protection practice within the LSCB area, to build on good practice and to implement and sustain improvements.

The risks are that we are overly ambitious or that we lack the capacity in terms of lead reviewers. Reviews take longer than intended due to staffing capacity.

Actions taken to address risks

- ✚ To ensure that all cases receiving a review do so at the appropriate and proportionate level.
- ✚ To look to ensure that more HSCB parties are trained in a systems methodological approach to case review including 'train the trainer'.

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

The working group will be seeking the views of family members including children.

This has to be embedded and further factual evidence based information will be reported as the reviews progress.

7. Evidence that Learning is being embedded

One case has recently come to the stage of a plan being developed: the developed plan will be monitored by the working group.

Safeguarding in Employment Working Group

1. Summary of Work Group Purpose

The purpose of the HSCB Safeguarding in employment working group is to ensure statutory requirements about safer recruitment and managing allegations contained within Working Together 2013, the London Child Protection Procedures Edition 5 and the Protection of Freedoms Act 2012 are fully implemented so as to ensure:

- ✚ A safer children's workforce.
- ✚ A carefully recruited and competent workforce as required in the Protection of Freedoms Act 2012.
- ✚ Children are the primary focus of what we do.
- ✚ Allegations made about staff or volunteers are subject to a fair and thorough investigation process.
- ✚ The collective performance of LSCB partner agency against the safer recruitment and managing allegations standards is reported on and monitored so assurance is given to the LSCB.

2. Key Areas of Progress and Achievement

- ✚ Progression of the new arrangements contained within Working Together 2013, the London Child Protection Procedures Edition 5 and the Protection of Freedoms Act 2012.

- ✚ Progression of management of allegations procedures and processes. Continued increase in referrals to the LADO.

2011-12 = 62

2012-13 = 106

2013-14 = 154

- ✚ Significant assurance provided by multi-agency audit of 20% of management of allegations case.
- ✚ Recruitment to LADO post underway.
- ✚ Multi agency commitment to and engagement in the working group.
- ✚ Engagement by agencies in reporting on the LSCB standards.
- ✚ Delivery of training to the private and voluntary sector on safer recruitment and managing allegations.

3. Current Activities

The current activities of the group include:

- ✚ Support and challenge in completing and learning on the LSCB standards in regard to safer recruitment and managing allegations. The annual returns are awaited and therefore each agency will RAG rate itself on its performance against the standards.
- ✚ Audit of managing allegations cases.
- ✚ Providing advice and guidance of safeguarding in employment issues to support continued engagement of agencies.
- ✚ Implementing all the requirements of the Protection of Freedom Act 2012, including DBS changes and the wider range of responsibilities for all agencies in safeguarding in employment activity and recording.
- ✚ The managing allegations forms are going to be revised to streamline processes.

- ✚ Focus in 2014-15 on agency understanding and implementation of safer recruitment processes.

4. Long and short term risks and priorities

The number of allegations received is continuously increasing. This has an impact on capacity within the service.

The risks attributable to this are that recording is sometimes not up to date due to the rise in number and complexity of cases.

There is potential for the quality of work to be affected by this. Additional business support will significantly address this.

1. Actions taken to address risks

- ✚ Continue the collaborative work of the Safeguarding in Employment Working Group and the wider community to ensure that awareness of good practice and risk continues to be embedded.
- ✚ Monitor allegations work closely and continue to use the multi agency audit process to consolidate good practice and identify and implement areas for attention and improvement.
- ✚ A LADO is being recruited to.

2. How the working group utilised the views of children and young people, parents and carers

In all cases children are consulted about an allegation and an account of events is taken. They are informed about the outcome of all allegations.

To date any additional consultation has been limited. The future work of the group will look at:

- ✚ How children and young people are involved in single and multi agency work force development strategy and operations.
- ✚ Children/young people's experience of being involved in making an allegation.
- ✚ How children and young people will be involved in the safer recruitment of staff.

3. Evidence that learning is embedded

- ✚ The on going monitoring of work and the multi agency audit of cases in the managing allegations process has evidenced a consistent approach to dealing with cases.
- ✚ Each case considers whether there are lessons to be learned and how they will be implemented by partner agencies.
- ✚ Reports into how well partner agencies have embedded the safeguarding in employment standards will provide evidence once analysed.

Training and Communication Working Group

HSCB Training and Development provides a service to its multi-agency partners in line with the requirements of Section 11:

- ✚ Staff training on safeguarding and promoting the welfare of children for all staff working with or, depending on the agency's primary functions, in contact with children and families. Staff should have an understanding of both their role and responsibilities and those of other professionals and organisations.
- ✚ The training provision is funded by contributions made by partners of the LSCB and there is therefore no charge to delegates at the point of booking a course.

This is covered under the four main headings:

- ✚ Provide multi-agency training and development at appropriate levels for all partner agencies.
- ✚ Evaluate multi agency training delivery and impact and collect data from key partner agencies on the single agency safeguarding training offered by individual organizations within the borough.
- ✚ 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.

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

The 2013-2014 multi-agency training programme was developed taking account of:

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

Review of Safeguarding Activity 2013-2014

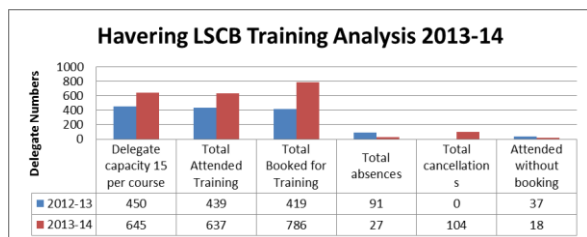
The LSCB training offer for 2013-14 was considerably different to that of 2012-13. The following changes were made:

The introduction of levels 2 and 3 for core courses

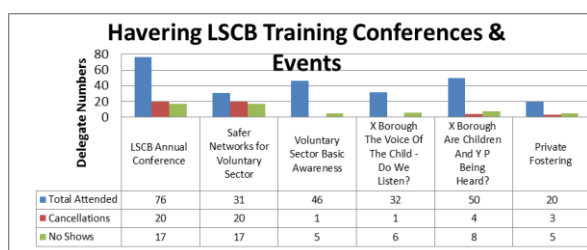
- ✚ The 2013-14 training brochure provides extensive guidance and information of courses, levels and includes objectives and learning outcomes.
- ✚ The programme comprised 50 scheduled courses compared to 30 in the previous year.
- ✚ The introduction of an Excel booking system that enables easier collection of data including cancellations thereby enabling us to make decisions to ensure cost effective and efficient training provision.
- ✚ Joint working projects that have supported the development of staff to enable them to use their expertise to deliver courses for the LSCB.

These changes have resulted in positive outputs and enhanced the training offer. Most significantly we have reduced the number of absences from 8% in 2012-13 to 0.16% (in 2011-12 it was 24%). However this has increased the number of cancellations, the data for these have not previously been available, and this stands at 13% in the current period.

The chart below outlines some key information for comparison between 2012-13 and 2-13-14.



In addition to the delivery of the scheduled training programme we also organized and participated in 6 conferences and briefings. These conferences and briefings have not been subject to our cancellation policy. Across all 6 events we had 14% of cancellations and 16% of absences on the day.

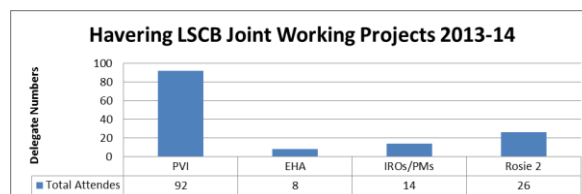


During 2013-14 HSCB Training worked with a variety of safeguarding personnel to develop internal expertise that would support the training and development function. These were particularly successful. Volunteers were invited or staff identified who could provide training solutions in areas that were of local importance or where a gap was identified. The approach was to provide staff with training and presentation skills, so that they can deliver training.

The table below provides data on these projects. The training to Private, Voluntary and Independent (PVI) staff resulted in their delivering training to early years' setting managers and safety officers and was very well attended. This training was provided in a block and not included in the LSCB training schedule. The other projects (accept Rosie 2) were similar in that, again training and presentation skills were provided to staff and courses developed that they then delivered to wider audiences as part of the LSCB training schedule.

Rosie 2 differed from the above projects in that Havering LSCB offered the license for this interactive learning resource to our multi-agency

partners if they attended a facilitation course based on the resource. They were then given access to the licensed resource so that it could be used for training in their own organizations.



Training Impact Analysis

Following a pilot in 2012-13, the HSCB carried out a project in the 4th quarter of 2013-14 to ascertain the impact of learning on improved practice using the London Council's 3 stage evaluation process.

The 3rd stage evaluation, which is designed to measure impact of learning, was sent to the 562 delegates who attended training courses. We received 102 responses (18%). These figures were not high enough to evidence impact.

Following the poor response the process was reviewed and amended. The new process will be implemented during 2014-15 where delegates will be issued with a training certificate on receipt of their 3rd stage evaluation form. The certificate provides evidence of implementation of learning as opposed to attendance at training.

Multi-agency training Board Challenge

To have an effective measure in place to understand the impact of training on improved practice.

Single agency successes and areas for further improvement

In preparation of this annual report each agency represented on the board except Havering Council Children and Young People Services, which is intrinsically incorporated throughout the body of this report, were requested to submit a report setting out their

individual successes and areas for future improvement.

This section will set out the agencies identified risks and challenges and their actions and priorities for the year 2014 to 2015

Police: Child Abuse Investigation Team (CAIT)

Long and short term risk and priorities

The CAIT are now part of the newly formed Sexual Offences, Exploitation and Child Abuse Command (SOECA), which consists of CAIT, Sapphire (Rape Command) and the new formed Child Sexual Exploitation (CSE) teams. The long-term risks are recruiting new staff to the SOECA as there has been a 40% rise in child crime for the CAIT team. This has had an impact on the short term risk and priorities to provide trained officers to deal with joint investigations.

Actions to be taken to address the risk and expect impact on the outcomes

In the short term we have recruited ex CAIT officers from a recruitment agency to help fill the gaps. This has been bolstered by Major Investigation Teams providing an extra 70 staff to the command.

Probation Service

Long and short term risks and priorities.

✚ In the short term, immediate risks are presented by division of Probation Services into the National Probation Service and Community Rehabilitation Company. This involves considerable churn in cases, and the need to ensure continuity of offender supervision and risk management over the transition period. There are also risks involved in allocating senior leadership involvement at Strategic Level partnerships from both Organisations.

✚ Longer term, the CRC will be fully privatised in November 2014. There is therefore a

current lack of information about who will be ultimately responsible for delivering these services going forwards, and what the delivery landscape will be.

- ✚ The Pan-London Interim CRC Business Plan for 14/15 will include priorities around improving multi-agency pathways for women offenders; ensuring good multi-agency information exchange to inform assessments and risk management, and developing a Partnership Strategy to ensure a multi-agency approach to reducing re-offending. The NPS Business Plan will also continue to address safeguarding issues as they pertain to risk management.
- ✚ Following on from this, local priorities for the CRC will include the expansion of improved delivery models for women; a clear schedule for quality improvement work delivered by Practice Development Officers, to include safeguarding children's practice; improving Probation link with Troubled Families work; greater use of the Service User's voice in developing services.

Actions to be taken to address the risks and the expected impact on outcomes

- ✚ Risks related to division of Probation services are being mitigated by pan-London procedures on caseload transfers, and monitoring by the Ministry of Justice. Risks in relation to senior leadership representation will be addressed in CRC contracts and pan-London NPS/CRC protocols. At a local level, senior leaders from the CRC and NPS remain committed to partnerships and will ensure an appropriate level of attendance.
- ✚ Lack of clarity around the design of services under a new provider is being addressed by the Ministry of Justice through Bidder events, designed to ensure that all bidders are aware of the complex needs of service users, and their responsibilities to safeguard children and vulnerable service users.
- ✚ Priorities within the pan-london and local interim CRC Business Plans for 14/15 are intended to achieve improved outcomes in assessment of safeguarding risks; improved information sharing and partnership working;

and improved outcomes for women, with resultant improved outcomes for children and families.

Housing

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

- Following the housing management service coming "in house" on 1/10/12, the new Homes and Housing service has completed an internal reorganisation designed to improve service quality and control risks to residents.
- Following a reorganisation at Corporate level, Homes and Housing is now part of the Council's Children, Adults and Housing Department
- Housing policies designed to support and protect service users have been revised and updated.

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:

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

Working in partnership with Children's Services

Homes and Housing has created a new post which will be located in the Multi Agency Safeguarding Hub (MASH). This post will see a Housing professional employed to act as the link between MASH and housing. This will reduce risk and support good casework.

During 2013 Homes and Housing agreed a protocol with Adult Social Care and Health partners about the housing needs of people with special vulnerabilities. It is designed to reduce the risk of such households losing tenancies and increasing their prospects of securing a permanent home.

Welfare reforms

This has been a key issue for Homes and Housing and for residents on low incomes. Many local families have seen Housing Benefit reduced or are subject to a cap in the total amount they can receive in benefits. Homes and Housing has created a new team to advice residents on how to mitigate the impact and to sustain their tenancies.

Supporting residents in the private rented sector

Homes and Housing provides services and support to people needing housing in the private sector. Last year we helped over 300 people take up tenancies by providing rent deposits and rent in advance. We also have 150 properties that we manage on behalf of private landlords and another 70 units of properties in Houses in Multiple Occupation specifically for young people who are only entitled to the Shared Room Rate from Housing Benefit.

Anti-Social Behaviour and gang culture

The Anti-social Behaviour, Crime and Policing Act became law in March of this year. Housing has made preparations for the new legislation by:

- Reorganising services internally so that tackling anti-social behaviour is carried out in the same team as tenancy management

- ✚ Retaining our Neighbourhood wardens and CCTV services
- ✚ Revising our anti-social behaviour policy to reflect the new national position
- ✚ Recognising the growing threat posed by gang culture. Understanding that people involved in anti-social behaviour are often themselves victims in need to support.

Addressing family poverty and worklessness

Homes and Housing has reviewed the priorities of its Community Engagement service. The team is now includes responsibility to enhance the life chances of residents through a programme of community development. Through this policy we aim to help residents to gain employment and escape poverty. The team also provides opportunities for residents to have a say in the services that they receive

Health: Clinical Commissioning Group

Long and short term risks

- ✚ The re-establishment of the Barking, Havering and Redbridge CCGS Safeguarding Assurance Committee will require full attendance and close monitoring to ensure that safeguarding functions are strengthened in the CCG.
- ✚ Currently there is no named GP in Havering which is not conducive to partnership working. An NHS England review of the role and capacity of the named GP safeguarding children is taking place to standardise the function across England. The risk has been highlighted to NHSE and a job description and recruitment is being progressed which will ensure that GPs and safeguarding practices in Havering are incorporated at LSCB. In the interim a GP has occupied this role from 1st May 2014.
- ✚ There is a need to ensure robust systems are in place across the CCG designated LAC roles and provider services to improve the quality and timeliness of initial and review health assessments for children looked after.

A designated nurse for LAC has been appointed to improve the quality of health outcomes for children looked after and safeguarding in Havering through monitoring the safeguarding arrangements of commissioned services.

- ✚ There is an identified need for an adult clinical lead to be co-located within Havering MASH due to the high volume of referrals regarding children where parental mental health, domestic violence and substance misuse present which will aid early assessment and intervention for the child and parents. NELFT and the CCG are currently scoping this requirement.
- ✚ The voice of the child/young person needs to be captured by the CCG to assist with service development and design: this is being scoped and further work is being progressed

Priorities 2014/15

Ensure that Havering CCG continues to meet all the safeguarding children responsibilities and is compliant with the published guidance, Section 11 of the Children Act and LSCB functions.

Havering CCG to continue to work closely with NHSE in the recruitment of a Named GP for Havering.

To continue to participate and contribute to the Havering safeguarding children board, the Children's Trust and other multi-agency partnerships. MASH integration needs to be a priority and all stakeholders across the health economy to contribute and fulfil the requirements.

Due to the demographic changes, mobility and the increase in population, high numbers of children looked after and children in receipt of child protection plans, contracting processes will need reviewing. Ensure that safeguarding arrangements and outcomes for children across the health economy in Havering are robust and effective by continuing to work with the safeguarding leads within key provider services. Ensure that there is sufficient capacity to fulfil the designated safeguarding and LAC Doctor roles and is included in the contracting process for 2014/15.

Continue to seek service users' engagement including young people regarding their experiences to assist the CCG in developing and redesigning services.

Education representation from HSCB leads

Safeguarding has become such an important issue for schools and training is provided to ensure that all staff are up to date. This is done on a rolling programme and perhaps in some ways the Ofsted structure has 'pushed' schools faster forward with safeguarding issues becoming paramount in 'passing' an Ofsted.

The changes in the HSCB are seen by schools as very positive and the bridge between social work and education is starting to be rebuilt. It has a way to go but any start must be good for the safeguarding of children.

Risk

The area that schools struggle with more than any other is the issue of thresholds and when to 'act' or what sort of 'action' should take place. Schools see so many cases these days that the 'level' of extreme has shifted and perhaps in some cases action is not as fast as it should be. Schools seem to 'cope' and help the child and family as much as they can.

Education Board Challenge

To determine whether

- ✚ Threshold for children social care services is consistently applied;
- ✚ Threshold for social care is understood by educational professionals;
- ✚ Threshold for social care is fully understood by the partnership.

This will be achieved through audit of cases referred by education to children social care that were identified to not meet threshold.

Multi agency audit will be progressed through the quality and effectiveness working group.

Youth Offending Service

Long and short term risks and priorities

Short-term risks:

- ✚ Currently there is not sufficient mental health resource within the YOS and referrals are made to external workers
- ✚ Recently there has been an increase in looked-after children being managed by the YOS, which increases risk due to the complex nature of cases

Long-term risks:

- ✚ New cases, in particular those being transferred in from other boroughs, are presenting increased complexity and risk
- ✚ Gangs is an emerging issue in the borough and may impact on safeguarding

Priorities:

- ✚ to improve and develop Quality Assurance processes to ensure maximal risk management;
- ✚ to implement new Asset Plus and Integrated Action Plans
- ✚ to take advantage of further opportunities to integrate services and share best practice with Barking and Dagenham;
- ✚ to implement recommendations from the peer review into youth crime prevention, which will include elements of safeguarding; and
- ✚ to deliver safeguarding refresher training to all staff.
- ✚ to review and strengthen referral processes to Early Help services.

Actions to be taken to address the risks and the expected impact on outcomes

- ✚ we are in the process of recruiting a mental health specialist who will be based within the YOS;
- ✚ we will develop and consolidate our transfer-in policy to ensure it is robust; and

- ✚ we will review existing gang interventions and protocols to ensure we are targeting these offenders effectively.

North east London Foundation Trust (NELFT)

Long and short term risks

The projected trajectory for staff requiring an update of Level 2 Safeguarding training demonstrates that the current training provision is insufficient. To mitigate against this risk additional sessions are planned.

Failure to permanently recruit to the Named Doctor post has been a long term issue and plans are being developed to increase the attractiveness of this post to achieve successful recruitment. The Trust does cover the post in a temporary capacity.

Low level of Early Help Assessments generated within the organisation is an issue requiring action. This will be promoted through training and supervision and collection of data to monitor performance across services will be implemented.

Achievement of completion of Initial & Review Health Assessments within the statutory timescale for LAC continues to be a risk and on-going work in partnership with social care colleagues is in place to improve performance.

NELFT Priorities for 2014 – 2015

- ✚ Progress the actions as identified in the reviewed, strengthened and updated Safeguarding Strategy and Action Plan
- ✚ Ensure that the Voice of the Child is considered and responded to across all of our services
- ✚ Due to the increase in prevalence of CSE, develop a standalone CSE strategy and guidelines
- ✚ Develop a Standard Operating Policy for Safeguarding children to underpin the Safeguarding Policy

- ✚ Increase the numbers of and improve the quality of services referrals to children's social care
- ✚ Ensure that our services are aware of the predisposing factors and indicators for CSE and refer onward as appropriate
- ✚ Further increase the numbers of NELFT referrals to MARAC
- ✚ Respond to emerging safeguarding children issues and ensure that staff are offered the required training and development to safeguard children
- ✚ Review the safeguarding children arrangements within our organisation in the light of the serious case reviews into the deaths of Daniel Pelka and Hamza Khan to reduce the risk of such cases occurring in NELFT
- ✚ Ensure that NELFT staff who are victims of domestic violence receive the support that they require and that records are shielded to protect their privacy
- ✚ Strengthen the 'Think family' approach across all services

Barking, Havering & Redbridge University Hospitals NHS Trust

Work Undertaken/ Developments in Safeguarding Children:

Barking Havering & Redbridge Hospitals NHS Trust (BHRUT) continues to ensure that it is doing everything it can to ensure that as an Local Safeguarding Children's Board (LSCB) partner agency member it is fulfilling its commitment as required under Section 11 Working Together 2013.

BHRUT has established robust systems and processes to ensure there is a timely and proportional response when safeguarding concerns are raised when a child/children are considered to be at risk or likely to be at risk of "Significant Harm".

This has been achieved as follows:

Safeguarding Team

The Trust restructured its Safeguarding Team in January 2014, and appointed a Safeguarding Lead/Named Nurse, Safeguarding Children, who has managerial/professional responsibility for the Safeguarding Team (9 children and adults).

The Safeguarding Children's Team was fully established during the reporting period, and comprises of:

- ✚ Full time Named Nurse
- ✚ Full time Named Midwife
- ✚ Full time Named Doctor for Safeguarding Children
- ✚ Full time Paediatric Liaison Nurse/Child Death Co-ordinator
- ✚ Full time Team Secretary

The Deputy Chief Nurse line manages the Safeguarding Lead/Named Nurse Safeguarding Children, on behalf of the Chief Nurse, who has Executive responsibility for safeguarding.

Safeguarding Governance Structure

A revised safeguarding governance structure was established in November 2013, and is attached in appendix 1. Quarterly Safeguarding Children progress reports are presented at all relevant Trust groups/committees.

Safeguarding Children's Training

Safeguarding Children's Level 1, 2 and 3 compliance is monitored at the Trust's Safeguarding Children's Operational and Safeguarding Strategic & Assurance Group.

A Safeguarding Children's Training Needs Analysis (TNA) & Strategy for 2013/14 was approved by the Trust by the then, Safeguarding Children's Committee. The TNA was reviewed in March 2014 due to legislative changes as per Working Together 3rd Edition March 2014

In addition, Level 1 training is provided by e-learning, a one day safeguarding training module, comprising of Level 2 safeguarding training, safeguarding adults/MCA/DoLS/LD training, Domestic violence, Falls and PREVENT,

(commenced in February 2014), and ad-hoc training sessions as required.

Safeguarding Children's Policies & Procedures

The Trust's Safeguarding Children's Policy Version 2 was accessible to all staff during the reporting period and has been published and disseminated to various departments/wards. It is accessible on the Trust intranet and website and relevant information remains available in folders in the clinical areas for ease of access. The Safeguarding Lead continues to promote awareness of Safeguarding issues via the Trust communication portal and at the Safeguarding Children's Operational and Safeguarding Strategic & Assurance Group meetings.

A Child Death Escalation Flow Chart was devised in January 2014 and is available on the Trust Intranet.

A Transitional Policy was presented and approved at the Trust's Policy Ratification Committee meeting held on the 11th February 2014.

Safeguarding Children's Supervision

The Trust's Safeguarding Children's Supervision Policy has been revised and was approved at the Safeguarding Children's Committee in January 2013.

Safeguarding Children's Supervision has been embedded in the Trust, in paediatric, midwifery and sexual health departments, since June 2013.

Safeguarding Children Audits

A rolling programme of Safeguarding Children audits has been in place during the reporting period.

Audit results are presented at the Safeguarding Children's Group and exceptions reported to the Safeguarding Strategic & Assurance Group.

Section 11 (Children Act 2004)

The Trust is compliant with Section 11 requirements, as set out in Working Together (2013).

Partnership Working

BHRUT continues to be an active member of Havering Local Safeguarding Children's Board (as well as two other Local Safeguarding Children Boards) and related sub groups.

Serious Case Reviews (SCR)/Individual Management Reviews (IMR)

During the reporting period BHRUT have been involved with 3 Case Reviews, of which one has progressed to a Serious Case Review.

- ✚ Case B/Family B (Havering)
- ✚ Child A Learning Review: Tri-borough case Learning Review
- ✚ Child Z (Havering) - Serious Case Review

Action plans have been developed were relevant and progress on delivery is monitored by the Safeguarding Children's Operational and Safeguarding Strategic & Assurance Group meetings

The Trust also completed a benchmarking exercise in September 2013, against the Daniel Pelka Serious Case review (Coventry Safeguarding Children's Board). This was presented at the Trust's Safeguarding Strategic & Assurance Group and subsequently reviewed at the Safeguarding Children's Operational Group on the 19th March 2014.

Safeguarding Annual Work Plan

During the reporting period the Trust's Safeguarding Annual Work Plan (2013-2014) work-streams were all delivered within their agreed timeframe.

Common Assessment Framework

The CAF is now in use within the Midwifery Department and is used by Sexual Health and paediatric staff.

Trust Staff are provided with CAF training as part of Level 2 and 3 Safeguarding Children's training. BHRUT is supported by an Early Intervention Worker from a neighbouring local authority who contributes towards provision of tier two services

and supports staff in completing CAFS with carers consent. The Early Intervention worker also assists Social Workers where a case is linked to the hospital.

Maternity Services

Maternity has a robust risk assessment in place to ensure vulnerable families are identified early in pregnancy and appropriately referred to services, with the aim of ensuring good support is in place prior to the birth of a new baby. Detailed care plans are maintained on the maternity electronic system to inform staff of concerns and action to be taken post-delivery.

The number of unborns placed on Child Protection Plans (CPPs) has increased, with 51 unborns on Child Protection Plans for the fourth quarter of 2014 (Jan - March 2014). This compares to 54 unborns on CPPs for the year 2012 and 71 for the year 2013. For community midwives, lead/specialist midwives and Named Midwife, this has resulted in increased report preparation and attendance at Child Protection Conferences, legal planning meetings and core group meetings.

There has also been a corresponding increase in the need for multiagency involvement post-delivery and pre discharge planning meetings from the Postnatal Wards. There is an on-going issue of well mothers and babies remaining on the maternity wards, sometimes for more than a week, because of social issues. Obtaining toxicology results can cause some delay but the longer delays are associated with late applications to court or delay in court hearings. This issue is of concern to many Maternity Units across London and was escalated at the London Named Midwives Network Forum in September 2013 to the England Safeguarding Advisor.

Since the withdrawal of the Local Service Agreement maternity alert system in early 2014, Children Social Care nationally are alerting Maternity Units and other services through their own alerting processes. There have been increasing numbers of requests for information and sharing of information from many organisations.

In 2013, the maternity electronic discharge process was completed to strengthen the flow of maternity information between all health agencies. All maternity bookings and discharges are now completed electronically.

In October 2013 a clear process was agreed with the Looked After Children's Nurses (LAC) from the three local Boroughs for the completion of the BAAF forms. These are required for the completion of initial health checks for all infants/young children in the care of local authorities and for adoption purposes. Reports are completed with appropriate consent forms for information sharing obtained prior to completion. A database of all completed BAAT forms is maintained.

Conclusion

The Safeguarding Team continue to make significant progress in ensuring that the Trust executes its duties and safeguarding responsibilities and maintains focus on the welfare of children. This is evidence based by interagency working and improved inter-hospital and external working relationships with Havering LSCB Board members and related subgroup members.

Children and Families Court Advisory and Support Services (Cafcass)

Cafcass is a non-departmental public body, sponsored as of April 2014 by the Ministry of Justice. Its principal functions are to safeguard and promote the welfare of children who are subject to family proceedings, and to provide advice to the family courts. It employs about 1870 staff, over 90% of whom are frontline.

In 13/14 a total of 9,680 care applications (public law) were received, which is a decrease of 12% compared with the number received in 12/13. Similarly there has also been a decrease in private law cases where a total of 42,888 applications were received in 2013/14 - a 7% decrease compared to 12/13. Shorter case durations (within s31 cases), together with proportionate working and more efficient working

practices have led to the stock of open cases reducing in both private and public law.

The following are examples of activities undertaken by Cafcass in 13/14 to improve practice, better safeguard children and make a positive contribution to family justice reform:

- ✚ Working with partners in family justice e.g. the Family Justice Board, Local Family Justice Boards (11 of which are chaired by Cafcass), judges; the Family Justice Young People's Board; and the ADCS, to promote family justice reform in preparation for the implementation of the Children and Families Act (April 2014).
- ✚ Contributing to the development of the Public Law Outline and Child Arrangements Programme (Practice Directions 12A and 12B respectively); and working with partners to reduce the duration of care cases (35 weeks as of quarter 3).
- ✚ Setting up demonstration projects designed to accelerate family justice reform e.g. a telephone helpline service in the North-East to divert from court cases where there are no safeguarding issues.
- ✚ Strengthening the workforce through a number of measures including: the talent management strategy; MyWork (a mechanism by which staff can understand and regulate their own performance); development of a health and wellbeing strategy.
- ✚ Revising the Child Protection Policy, Operating Framework and Complaints and Compliments Policy.
- ✚ Drafting service user minimum standards which will be joined with our workstream on child outcomes.
- ✚ Undertaking a number of pieces of research into the work of Cafcass and family justice including research into: expert witnesses in s31 cases; the work of the Children's Guardian; learning derived from Cafcass submissions to serious case reviews (Cafcass having contributed to 30 such reviews in 13/14).

The National Ofsted inspection took place in February and March 2014. Both private law and public law practice were judged to be good as was the management of local services. National leadership was judged to be outstanding.

All of the Key Performance indicators, relating to the allocation of work and filing of reports, have been met.

Section 11 statutory requirements

Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

Working Together 2013

Havering Safeguarding Children Board (HSCB) unanimously agreed to undertake an audit of section 11 compliance at its meeting held in May 2013.

Findings from the section 11 report completed in 2011 were available to inform the overview report process

Standard 1: Senior Management have commitment to the importance of safeguarding and promoting children's welfare

Standard 2: There is a clear statement of the agency's responsibility towards children and this is available to all staff

Standard 3: There is a clear line of accountability within the organisation for work on safeguarding and promoting welfare

Standard 4: Service development takes into account the need to safeguard and promote welfare and is informed, where appropriate, by the views of children and families

Standard 6: Safer recruitment procedures include vetting procedures and those for managing allegations are in place

Standard 7: There is effective inter-agency working to safeguard and promote the welfare of children

Standard 8: There is effective information sharing

Each return submitted was evaluated using the Ofsted grade descriptors to evidence compliance:

Conclusions

There is evidence of a strong commitment across HSCB partners to ensure section 11 standards were complied with. The evidence submitted indicated that some areas within council services did not fully understand their responsibilities; this must be addressed by the council to ensure future responses clearly set out the effectiveness of each service in complying with section 11.

The returns indicated that there was a comprehensive audit programme embedded across health and children and young people services. This quality assurance work is not routinely reported into HSCB quality and effectiveness group. Audit activity and emerging themes must be routinely reported into the quality and effectiveness group to evidence appropriate challenge and scrutiny of work.

The impact of training on improved outcomes was identified to be an area for focus and development across section 11 responses. Agency activity within this area should be reported to the HSCB quality and effectiveness working group to allow good practice to be shared and embedded across the partnership.

There have been significant structural changes across all statutory partnership over the last year. This audit of compliance has provided HSCB with a baseline to understand how the statutory requirements have been embedded within the new structures.

The section 11 audit tool requires agencies to report on compliance biennially. Given that agencies are in a state of on-going transition, it would be beneficial to report evidence of compliance at least annually until the HSCB is satisfied that section 11 is embedded into usual practice across the partnership.

Recommendations:

Each agency to implement their agreed action plan and report to the quality and effectiveness group.

Havering council to develop an action plan to assist individual service areas to understand their responsibilities in relation to section 11 standards.

Good practice within the council should be shared across council services to develop a consistent approach to the implementation of section 11 standards.

HSCB to initiate a further section 11 audit in 2014

Havering Safeguarding Children Board (HSCB) unanimously agreed to undertake an audit of section 11 compliance at its meeting held in May 2013.

Findings from the section 11 report completed in 2011 were available to inform the overview report process.

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 2013-2014 the largest proportion of the budget was spent on:

Staffing £106,620

Havering's independent chair £17,835.

The training programme £26,142, which included classroom based learning, cross borough events and a conference.

The budget agreed for 2013/14 was composed of contributions from the key partner agencies represented on the Board and is the same as the previous three 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. 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 £45,108

The HSCB had a carry forward from the previous year of £26,900

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

2014 – 2015

In the forthcoming year, the Board's focus will be:

- ✚ child protection,
- ✚ early help,
- ✚ child sexual exploitation and missing
- ✚ neglect:

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

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**LONDON BOROUGH OF HAVERING
MINUTES OF THE MEETING OF THE
LA GOVERNOR APPOINTMENT PANEL
HELD ON
Thursday, 13 November, 2014**

Present: Mrs S. Barnes (Chair)
Mrs E. Allen
Mr B. Davy
Councillor M. Davis
Mrs A. Ireland
Maureen Smith, Clerk

1. Welcome and Introductions

All attendees were welcomed to the meeting and introduced.

2. Apologies for absence

Apologies for absence were received from Councillor G. Ford, Councillor L. Webb and Mr W. Chretien.

3. Election of Chair

Mrs Barnes was elected as Chair for this meeting.

4. Minutes of the Previous Meeting held on 22 September, 2014

The minutes of the previous meeting held on 22 September, 2014 were agreed as a true record.

5. Matters Arising from the previous minutes

The following were matters arising from the previous minutes

- a. The Panel were advised that one potential applicant who had been 'displaced' as a governor as a consequence of the reconstitution process had declined to complete the skills audit without assurance of the likelihood of appointment. The Panel agreed that no such assurance could be given and the applicant should be advised that without a skills audit the application would not receive any further consideration.
- b. Some governing bodies had responded to the request to specify the skills required for the LA governor vacancy.
- c. The recommendation of the appointment of Mr Stanley Olney had been agreed at the last meeting, subject to the request from the Governing Body for Mr Olney to remain on the GB. It was confirmed that the GB had made the necessary request and therefore the appointment had been confirmed.

6. Schedule of LA Governor Appointments

The Schedule of LA Governor Appointments was received. It was noted that this schedule did not include vacancies. It was also noted that given the transition to reconstituted governing bodies, the schedule could not be used as a definitive document as the situation was changing following every GB meeting where reconstitution was agreed.

7. LA Governor Appointments

a. The progress on pending applications was reported as follows:

- i. It was reported that Miss Suzanne Bates had had a successful visit to Ravensbourne School and the appointment was therefore recommended.
- ii. The Panel had previously considered the application of Miss Lynsey Flowers who had expressed the wish to be a governor at St Alban's Primary School. It was noted that although the skills audit had been received, one reference was still outstanding. It was agreed that this needed to be chased. It was also agreed that the reference, once received, could be shared with Sue Barnes or, in her absence, Brian Davy, for agreement for the appointment to be confirmed in advance of the next meeting of the Panel.

b. The following new applications were considered:

Name	School	Comments
Jean Cox	St Ursula's Junior	Chase outstanding reference. Send letter inviting candidate to meet Headteacher & Chair of GB.
Christine Drew	Approved for appointment. HGS to check need at schools in challenging circumstances and match candidate. An update to be given at next meeting.	
Stuart Easton	St Peter's Catholic Primary	Invite candidate to contact school to arrange meeting with Headteacher & Chair of GB.
David Fisher	Check with Sanders Chair if candidate would suit co-opted vacancy.	
Chris Formosa	Sanders	Chase outstanding references and invite candidate to arrange meeting with Headteacher and Chair of GB
Ben Howell	Check with St Edward's CE Primary School regarding possible vacancies.	
Manoj Srivastava	Reject application on basis of request for governor position at private schools outside of LA control.	
Alan Stannett	Link with secondary schools with community vacancies	

c. The following transfer was agreed:

Name	School	Comments
Ann Nelson	St Edward's CE Primary	Transfer from Associate Member to LA Governor

8. Overall Governor Vacancy Data

It was explained and acknowledged that due to the transition period for community schools to reconstitute, vacancy data did not reflect a true position and would not do so until after September 2015 when all governing bodies would have reconstituted.

9. Any Other Business

It was suggested that as a way of maintaining interest of applicants who were 'pending' that they be invited to observe a GB meeting. Emma Allen and Brian Davy both offered to welcome applicants to observe their GB meetings. It was agreed that this proposal should be shared with all Chairs of GBs at the next Chairs meeting in order to create a register of GBs who would welcome a potential governor observing their meeting.

ACTION: MS

10. Date and Time of Next Meeting

It was noted that the next meeting would be on Monday, 19 January, 2015 at 6.00pm. It was noted that Mrs Barnes offered her apologies for that meeting.

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