



Havering Safeguarding Children Partnership

Business Plan, 2020-23

Havering Safeguarding Children Board Business Plan, 2020-23	
Action Plan Title: Havering Safeguarding Children Partnership Business Plan, 2020-23	Start Date: September 2020
Action Plan Owner: Robert South, Chair of Havering Safeguarding Children Partnership	Priority: High Service/Team: Havering Safeguarding Children Partnership
Review date(s)	
Next Review Date:	
Summary of the overall Strategic Plan:	
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Objective	No.	Action	By Whom	By When	Progress Update
Objective 1 (Lead Officer: Pippa Ward, Assistant Director for Children's Services, NELFT)					
Mitigate the impact of the Covid-19 outbreak on the physical and psychological wellbeing of children and families by addressing known impact and seeking to prevent any further negative impact.	1.1	Develop an integrated referral pathway so that families do not require multiple referrals <i>between</i> partner agencies.	Louise Dibsdall, Trevor Cook, Ian Elliott, Pippa Ward, Penny Patterson, Helen Harding, Janet James, Lee Clegg and multi-agency partners		

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	1.2	Havering SCP to participate in a tri-borough multi-agency audit alongside the Barking & Dagenham and Redbridge SCPs on the theme of adolescent suicidal ideation.	Lynne Adams (for Havering), Teresa DeVito (B&D) and Judy Daniels (Redbridge), Sue Nicholls (CCG) and Gordon Henderson.		
	1.3	As an output of the tri-borough multi-agency audit, and incorporating learning from a recent review completed by Kent, develop a single risk assessment tool regarding child and adolescent mental health for use by professionals across the multi-agency partnership.	Lynne Adams and local multi-agency partners		
	1.4	Development of new support services to address lower level psychological adjustment difficulties so that only high-threshold cases are being formally referred to CAMHS, for which demand is likely to overtake supply.	Pippa Ward		
	1.5	NELFT and Children's Social Care to implement a weekly CAMHS forum to facilitate the multi-agency discussion of complex cases.	Cleo Lawrence Pippa Ward and Petra Schmidt		
	1.6	NELFT's STAR service and Havering schools to develop an offer of parenting workshops around anxiety and sleep disruption.	Pippa Ward and Trevor Cook		
	1.7	NELFT, BHRUT (midwifery) and Early Help to further develop the Butterflies programme offered by Health Visitors through Havering's Children's Centres to support new mothers who may be	Pippa Ward, Tracy Beeson and Helen Harding		

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		experiencing challenges but be below the threshold for perinatal mental health services.			
	1.8	NELFT to begin contributing data on the nature and outcome of calls to their SPA (single point of contact) telephone line, created for out-of-hours enquiries relating to Health Visiting and School Nursing issues, to the multi-agency dataset considered at the quarterly Children's Quality and Effectiveness Working Group meetings.	Pippa Ward, Lucy Goodfellow and multi-agency partners.		
Objective 2 (Lead Officer: Paul Archer, Designated Nurse for Safeguarding and Looked After Children, CCG)					
Maximise direct professional access to children and their families, and mitigate the impact of any continuing limitations to professional access to children (for example, due to virtual health service consultations or children not returning to school) on the ability of the multi-agency partnership to recognise and respond	2.1	CCG to use its oversight of NELFT and BHRUT business continuity plans, and awareness of Local Authority and Police operating arrangements, to gain the required assurance on the effective functioning of services during lockdown and what arrangements are in place if staff are self-isolating or are redeployed.	Paul Archer	Ongoing	
	2.2	Based on information about school closures (point 4.2) and updates from other partner agencies on their operating arrangements, a Task and Finish Group to design and implement a shared approach that ensures there is sufficient professional access to children across the multi-agency partnership to recognise and respond to indicators of persistent neglect.	Paul Archer, Lynne Adams and multi-agency partners		

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to indicators of persistent neglect.	2.3	Learning from Havering's recent Rapid Review to be disseminated widely across the local and BHR safeguarding partnerships, including a particular focus on how professional curiosity in relation to neglect.	Paul Archer, Lynne Adams and Gloria Okewale	Ongoing	
	2.4	New neglect strategy and practitioner toolkit to be developed and disseminated across the local multi-agency safeguarding partnership.	Paul Archer, Lynne Adams, Gloria Okewale and multi-agency partners.	Spring 2021	
	2.5	Havering to host a Neglect Week of learning events for practitioners and managers cross the local multi-agency safeguarding partnership to launch the Neglect Strategy and tool kit.	Gloria Okewale, Lynne Adams, Paul Archer and multi-agency partners	TBC	
Objective 3 (Lead Officer: Jane Carroll, Assistant Director of Children's Social Care, LB Havering)					
Understand how effectively the multi-agency safeguarding system is reaching and affecting Black and minority ethnic communities in Havering, and explain or address any disproportionalities.	3.1	Early Help Services to work with families across the borough on a forward plan of cross-cultural celebrations in Children Centres of holidays and festivals to acknowledge and promote recognition of significant events relevant to diverse communities throughout the year.	Helen Harding and families in Havering	Ongoing	
	3.2	Early Help Service and Youth Justice Service (YJS) to work together to embed a Family Group Conference offer for all young people and families referred to the YJS. This is to improve options available to the courts as an alternative to custody,	Helen Harding and Steve Andrews	Ongoing	

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		where there is a significant overrepresentation of BAME young people (predominantly male).			
	3.3	A multi-agency YJS Disproportionality Working Group to be established, overseen by the YJS COG, initially to focusing on identifying reachable moments and learning from current cases as well as using data and research to recognise, and learn from, earlier intervention opportunities for BAME young people.	Sharon Richards and multi-agency partners	Ongoing	
	3.4	Undertake monthly 'deep-dive' data analysis exercises to explore disproportionalities within the Children's Services system, for which areas of focus will be determined by the Children's Services Improvement Board.	Lucy Goodfellow and multi-agency partners	Ongoing	
	3.5	Undertake a study of management data to determine whether BAME populations are over or under-represented at key points in the safeguarding process; for example, Early Help, contact, referral, section 47, CP plan, entry to care.	Lucy Goodfellow and multi-agency partners	Ongoing	
	3.6	Partnership to clarify what arrangements are in place across local statutory partners services (local authority, health and police) to address disproportionalities in service provision and uptake, and ensuring that appropriate support is available and accessible to Black and minority ethnic communities.	Jane Carroll, Pippa Ward (NELFT), Paul Archer (CCG), Daniela Capasso and Adam Seomore (BHRUT), and Gordon Henderson (Police).	08/04/2021	

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	3.7	Children's Services and NELFT jointly to: consider information relating to the offer and uptake of CAMHS services within Black and minority ethnic communities; explore what barriers to access there may be; and develop an action plan to address any emerging issues.	Jane Carroll and Pippa Ward	TBC	
	3.8	Audit to be undertaken comparing multi-agency decision making at the point of Section 47 inquiry and Initial Child Protection Case Conference to explore whether ethnicity has any influence on outcome.	Jane Carroll and multi-agency partners	TBC	
Objective 4 (Lead Officer: Trevor Cook, Assistant Director of Education, LB Havering)					
Support children in Havering to return to school, including a strategy to maximise school attendance and engagement in education.	4.1	Information regularly shared across the partnership regarding which schools are open and which schools are fully closed.	Trevor Cook	Completed	
	4.2	Co-ordination of partner agencies to avoid duplication of contact with the same families around school attendance.	Penny Denny, Havering Schools, local parents and multi-agency partners	New process implemented	
	4.3	Exploration of, and co-ordinated response to, any issues relating to particular local communities which may influence a reluctance to return to school.	Penny Denny, Havering Schools, local parents and multi-agency partners	New process implemented	
	4.4	Proactively promote the 'Wellbeing for Education Return' programme, updated	Trevor Cook, Liz Dunnett / Louise Miller Havering	New process implemented	

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		with an enhanced training and support offer.	Schools and multi-agency partners		
	4.5	Continued proactive prioritisation of the needs of vulnerable children with SEND.	Caroline Penfold, Havering Schools, local parents and multi-agency partners	Ongoing	
	4.6	Continued focus on the needs of vulnerable pupils with a social worker.	Trevor Cook, Jane Carroll, Havering Schools, local parents and multi-agency partners	Ongoing	
	4.7	Early Years and Nurseries to collaborate on proactive strategies to encourage the attendance of under-5s.	Celia Freeth, Havering Nurseries, local parents and multi-agency partners	Ongoing	
	4.8	Regular review of the Mental Health Transformation support programmes, identifying and addressing any gaps in provision.	Trevor Cook, Louise Dibsdale/ Sedina Lewis Havering Schools and multi-agency partners.	Ongoing	
	4.9	Usual policy of removing the Elective Home Education cohort from school roll to be suspended, and work done with Havering Schools and parents on individual cases to explore the reasons behind decisions for EHE, with review periods for this work extended.	Janet James, Havering Schools, local parents and multi-agency partners.	Ongoing	
	4.10	Havering Education Services to work with NELFT on identifying any crossover in the	Janet James and Justine Yearwood.	Ongoing	

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		EHE cohort and children known to health services.			
Objective 5 (Lead Officer: Gordon Henderson, Detective Chief Inspector, Metropolitan Police East Area BCU)					
Support staff in the three statutory partner agencies and across the multi-agency partnership to manage the changes in the demand on services, in terms of both volume and complexity.	5.1	Havering Mind to deliver a presentation to practitioners across the multi-agency partnership during Safeguarding Week on ways to promote positive mental health and wellbeing during the Covid-19 outbreak.	Gloria Okewale	02/11/2020	
	5.2	Children's Services to work with the Police on developing training on safeguarding thresholds for the large numbers of new officers arriving in the East Area Basic Command Unit, aimed at reducing the number of Merlins received by MASH that require no response by Children's Services.	Gloria Okewale, John Carroll and Alice Peatling		
	5.3	Havering Council to support NELFT in a bid for funding to secure support for all health and social care staff across North East London through a Mental Health and Wellbeing Hub, with a particular focus on engaging BAME staff and addressing any barriers to their uptake of support.	Kate Dempsey and Carol White	Ongoing	
	5.4	Proactive planning around the end of the furlough scheme and the lifting of the ban on evictions; and the impact of this on employment, homelessness, domestic			

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		abuse, mental health, and on the business that provide Early Years child care.			
	5.5	Online workshop to be delivered to Police MASH and CAIT Officers, Children's Services' Social Care and Early Help Practitioners, and School Designated Safeguarding Leads to highlight the issue of increased demand for safeguarding services brought about by the reopening of schools and explore partnership solutions to the challenges.	Gloria Okewale, Gordon Henderson, Helen Harding, Emilie Darabasz		
Objective 6 (Lead Officer: Kate Dempsey, Principal Social Worker and Head of Social Care Practice, LB Havering)					
Improve the recognition, and response to, sexual abuse.	6.1	Havering's multi-agency Child Protection Professional Implementation Group will be a forum for involved operational leads to continually review systems and processes relating to CSA.	Kate Dempsey, Liz Adamson, Richard Burack, Breda Kavanagh, Paul Archer and multi-agency partners	Ongoing	
	6.2	Consider participation in a relevant practice development programme (for example: https://www.csacentre.org.uk/knowledge-in-practice/professional-development/the-practice-leads-programme/)	Gloria Okewale, Kate Dempsey, Liz Adamson and multi-agency partners.	Ongoing	
	6.3	Scope what data on sexual abuse is available across the partnership and how it can be developed.	Kate Dempsey, Lucy Goodfellow, Paul Archer and data leads in partner agencies		

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	6.4	Develop and deliver multi-agency training (aimed in particular at Social Workers and their managers, Independent Reviewing Officers, Police CAIT and Investigating Officers and GP Safeguarding Leads) specifically around the recognition of CSA.	Kate Dempsey, Liz Adamson and Gloria Okewale and multi-agency partners.		
	6.5	Consider and respond to the implications of central-Government plans to introduce a new specialist qualification for professionals undertaking physical examinations in response to suspected CSA, and to develop a new paediatric sub-specialism (linked to the dearth of expert witnesses).	Kate Dempsey, Liz Adamson, Paul Archer and multi-agency partners.		
	6.6	Consideration of new multi-agency supervision principles that could be disseminated across the local partnership to include aspects of complex presentation, which could include covert indicators of CSA.	Kate Dempsey, Liz Adamson and multi-agency partners.		