



Havering Safeguarding Children Partnership
Annual Report
October 2019 – September 2020





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Foreword: Reflections on the first year of the Havering Safeguarding Children Partnership



The Havering Safeguarding Children Partnership (HSCP) was launched in September 2019, in response to the major change in legislation which abolished Local Safeguarding Children's Boards and replaced them with far greater flexibility in how local authority areas can configure their multi-agency safeguarding arrangements.

A key shift has been how responsibility for our local arrangements is now shared between Havering Council, the East Area Basic Command Unit of the Metropolitan Police and the BHR (Barking & Dagenham, Havering and Redbridge) NHS Clinical Commissioning Groups.

Another significant change is that our local arrangements no longer include the role of Independent Chair, which within our previous arrangements was discharged admirably by Brian Boxall, to whom we owe continued thanks, and happily maintain a productive working relationship with in his role as Independent Chair of the Havering Safeguarding Adults Board.

Within our new arrangements, external support and challenge is provided through the role of Independent Scrutineer, which functions as a constructive critical friend to support continuous improvement in professional practice that results in positive outcomes for children, young people and families in Havering.

Our partnership worked hard over summer 2020 to identify six key objectives that it will use its multi-agency resources to address. As detailed later in this report, these objectives indicate the huge ambition across the local multi-agency partnership to improve the lived experience and outcomes of children and families in Havering.

As well as developing our current local partnership arrangements, Havering has also entered into a tri-borough Safeguarding Children Partnership with our neighbouring local authority areas in Barking & Dagenham and Redbridge. This means that, while there remains a clear focus on what makes Havering different, there can also be consideration of safeguarding issues relevant across the wider tri-borough footprint, providing opportunities to explore collaborative solutions.

At the point they were launched in September 2019, no-one could have foreseen how our new partnership arrangements would have had to adapt and evolve in response to the huge additional challenges presented by the Covid-19 pandemic. I am both proud of and grateful to colleagues from right across our multi-agency partnership for the resilience and tenacity they have demonstrated in contributing to the development of our new arrangements and thereby helping to safeguard and promote the wellbeing of children in Havering.

Robert South
Director of Children's Services, London Borough of Havering
Chair of Havering Safeguarding Children Partnership



Introduction to the 2019/20 annual report

Under the legislative changes brought about by the *Children and Social Work Act 2017*, local Safeguarding Partners must publish a report at least once every 12-month period, and this report by the Havering Safeguarding Children Partnership (HSCP) will cover the first full year of our current operating arrangements, from October 2019 to September 2020.

As directed in the statutory guidance, this report will set out what has been done as a result of our current arrangements, including any safeguarding practice reviews we have undertaken, and how effective the arrangements have been in making children safer and promoting their wellbeing. The report will also show how the HSCP has implemented the key statutory requirements of local multi-agency safeguarding partnership arrangements as described in *Working Together to Safeguard Children 2018*:

- children are safeguarded and their welfare promoted;
- partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children;
- organisations and agencies challenge appropriately and hold one another to account effectively;
- there is early identification and analysis of new safeguarding issues and emerging threats;
- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice; and
- information is shared effectively to facilitate more accurate and timely decision making for children and families.

Section 1 of the report will provide the context for multi-agency safeguarding partnership activity in Havering using performance data to indicate local levels of need, risk and demand for services, as well as performance, quality and outcomes.

Section 2 will review the first operational year of Havering's current multi-agency safeguarding arrangements by summarising activity between October 2019 and September 2020 by the main HSCP group and four key partnership workstreams: the Adolescent Safeguarding Steering Group; the Children's Quality and Effectiveness Working Group; the Early Help Partnership Board; and the Education Strategic Partnership.

Section 3 will summarise partnership activity between October 2019 and September 2020 in relation to learning and improvement, including discussion of a Rapid Review undertaken by the HSCP in summer 2020, the delivery of multi-agency safeguarding training throughout the year, and details of Havering's Safeguarding Week held in late 2019.

Section 4 will set out Havering's safeguarding partnership objectives for 2020/21.

Section 5 will set out the role of independent scrutiny in multi-agency safeguarding arrangements.

Section 6 will provide a commentary by Havering's Independent Scrutineer on the effectiveness of local multi-agency safeguarding arrangements between October 2019 and September 2020, and detail plans for scrutiny of Havering's arrangements between October 2020 and September 2021, including potential risks that will be monitored.



1. Safeguarding in Havering

This section will provide the context for multi-agency safeguarding partnership activity in Havering using demographic and performance data to indicate levels of local need, risk and demand for services.

Spanning more than 122 square kilometres, Havering is the most north-eastern London borough. In 2019 (latest data available), Havering had a total population of 259,552, with 22% (58,361) aged under 18. Havering's total population increased by 11% (26,000) from 232,000 in 2008 to 258,000 in 2018. Further significant growth is predicted with the population of Havering projected to grow by 16% (41,000) from 258,000 in 2018 to 299,000 in 2030. Based on projections made in 2017, Havering's under-18 population is expected to increase by 12% (6,769) from 57,954 in 2020 to 64,723 by 2025.

In 2019 (latest data available), 17% of children in Havering were living in low-income families, which compared to 18%, both across London and across England. In 2017 (latest data available), 22% of school pupils in Havering had been eligible for free school meals in the previous six years, which compared to 28% across London and 23% across England. In 2020, Havering's rate of 16 and 17 year olds not in education, employment or training (NEET) was 3% for both males and females. This compared to 5% of males and 3% of females across London, and 6% of males and 5% of females across England.

Havering is more similar to England as a whole than London in terms of ethnic diversity: in 2019, 82% of the local population identified as White. However, there have been increases in diversity over recent years and this is predicted to continue: in 2011, 88% of the local population identified as White, and this is projected to decrease to 79% by 2030. Also, Havering's current child population is more diverse than the all-age population: data from the January 2020 Schools Census indicates 71% of Havering pupils are White.

1.1. Need, risk and demand

The following data on activity by Havering Children's Social Care demonstrates comparative local levels of need, risk and demand over time.



1.1.1. Referrals to Children’s Services (for individual children)

2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21*
1,343	2,023	2,410	2,616	3,277	2,759	2,843	3242

*Figure for 2020-21 is a full-year projection based on the first two quarters (April to September 2020)

Based on volumes received during the first two quarters (April to September 2020), a projected figure for referrals to Havering’s Multi-Agency Safeguarding Hub (MASH) for the full year 2020/21, indicates a higher demand for Children’s Services during the Covid-19 pandemic. However, rates for previous full years indicates that demand has grown steadily over the last seven years and, based on current projections, is likely to grow further.

1.1.2. Section 47 Enquiries (for individual children)

2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21*
482	936	1,320	1,069	818	534	703	578

*Figure for 2020-21 is a full-year projection based on the first two quarters

Again using a projected figure for the full year 2020/21, at the present time fewer referrals to Children’s Services appear to be progressing to Section 47 enquiries. These are information-gathering enquiries undertaken under Section 47 of the Children Act 1989, following a multi-agency strategy meeting to determine whether the statutory threshold has been met as to whether there is reasonable cause to suspect that a child is suffering, or is likely to suffer, significant harm.

1.1.3. Children subject to a child protection plan (individual children)

2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21*
143	214	302	295	215	207	142	143

*Figure for 2020-21 is a mid-year snapshot taken at 30th September 2020, compared here to snapshots taken at 31st March for previous years

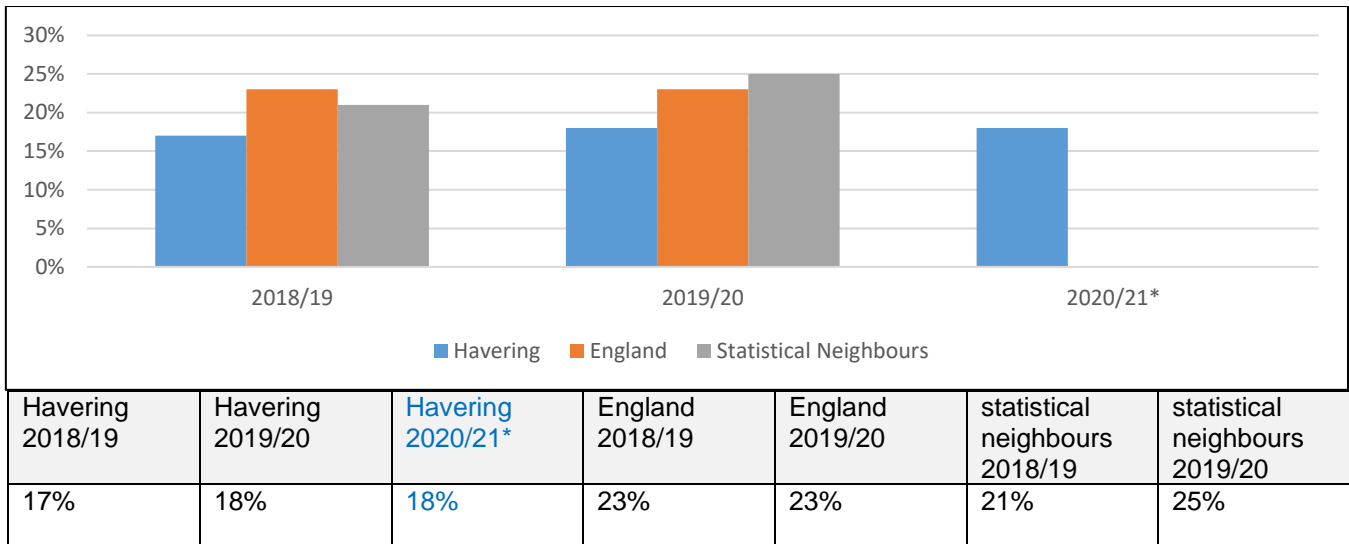
In a snapshot taken at the end of September 2020, the number of children in Havering who were the subjects of child protection (CP) plans was almost identical to the number at the end of March 2020. However, end-of-year figures dating back to 2014 indicates decreasing levels of children with CP plans year-on-year since 2016. This is in line with Havering Children’s Services’ model of practice, which aims to ensure that only the most vulnerable children are safeguarded through CP plans.

1.2. Performance, quality and outcomes

Havering Children’s Social Care has performed strongly when measured using key performance indicators set and regularly monitored by the Department of Education, here benchmarked against both England and statistical neighbours, a designated group of Local Authorities with characteristics similar to Havering’s.



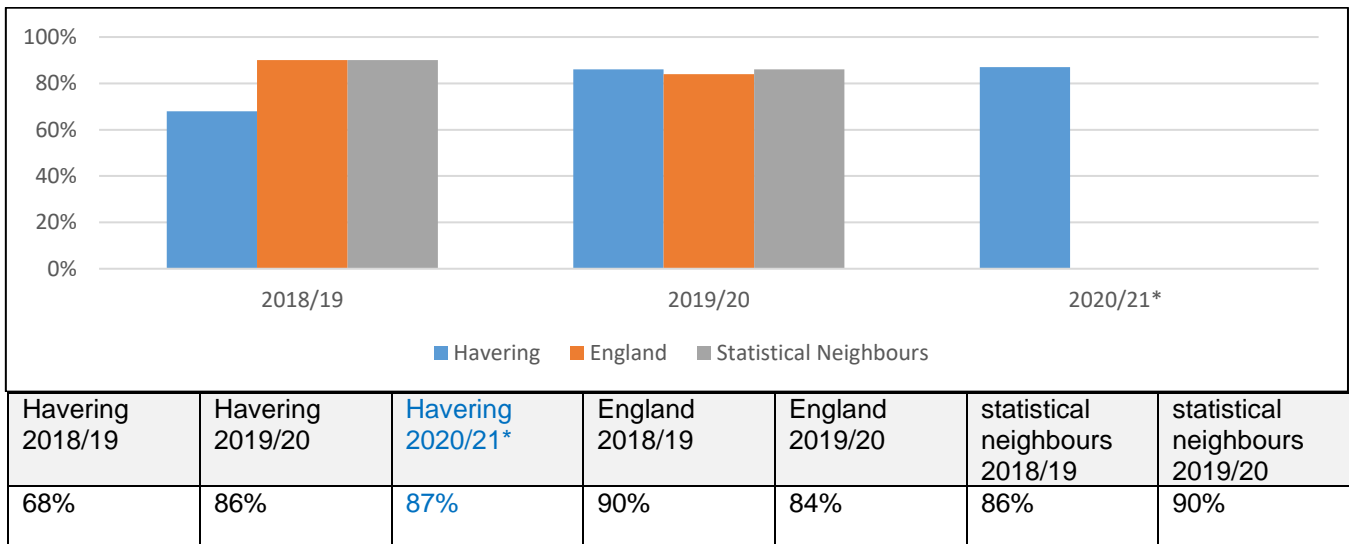
1.2.1. Referrals within 12 months of a previous referral



*Figure for 2020-21 is a full-year projection based on the first two quarters (April to September 2020)

Performance measured against this key indicator shows that the rate of repeat referrals received by Havering Children’s Social Care remains consistently lower than rates across England and statistical neighbours, which suggests that local responses to referrals are right first time.

1.2.2. Assessments completed within 45 working days

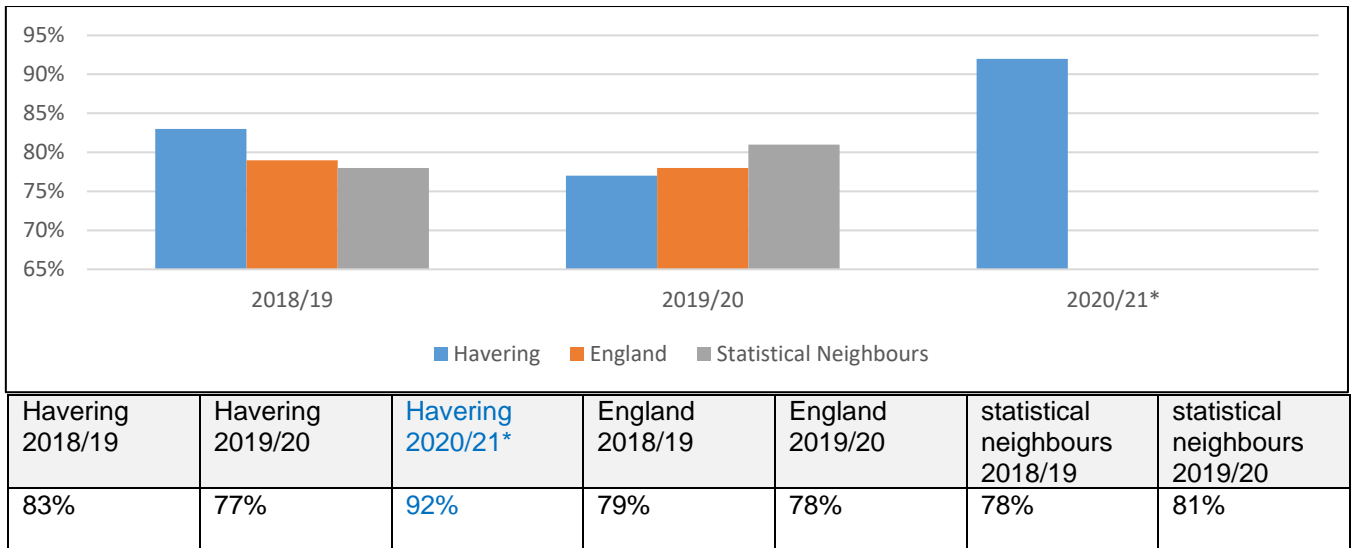


*Figure for 2020-21 is a full-year projection based on the first two quarters (April to September 2020)

This measure shows that the recent improvement in the timeliness of assessments completed by Havering Children’s Social Care has been maintained and now remains closely comparable to that across England and among statistical neighbours.



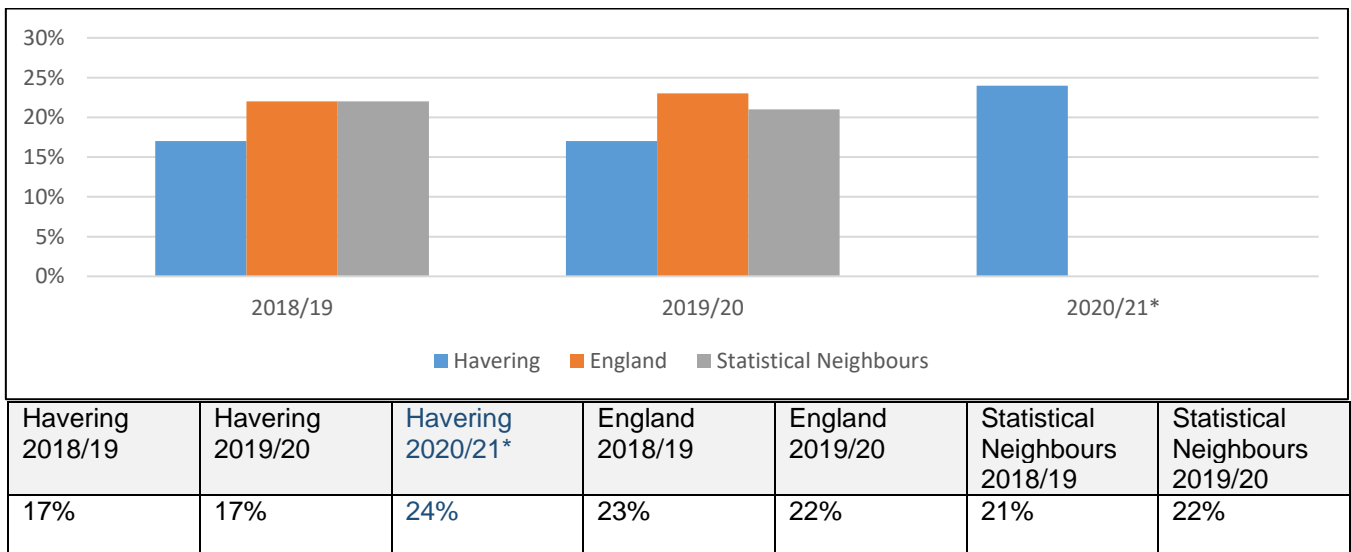
1.2.3. Initial child protection case conferences within 15 working days



*Figure for 2020-21 is a full-year projection based on the first two quarters (April to September 2020)

This measure shows that, while the timeliness of multi-agency initial protection case conferences convened by Havering Children’s Social Care has previously been closely comparable to that across England and among statistical neighbours, recent activity has far exceeded previous performance.

1.2.4. Child protection plans that were repeat plans



*Figure for 2020-21 is a full-year projection based on the first two quarters (April to September 2020)

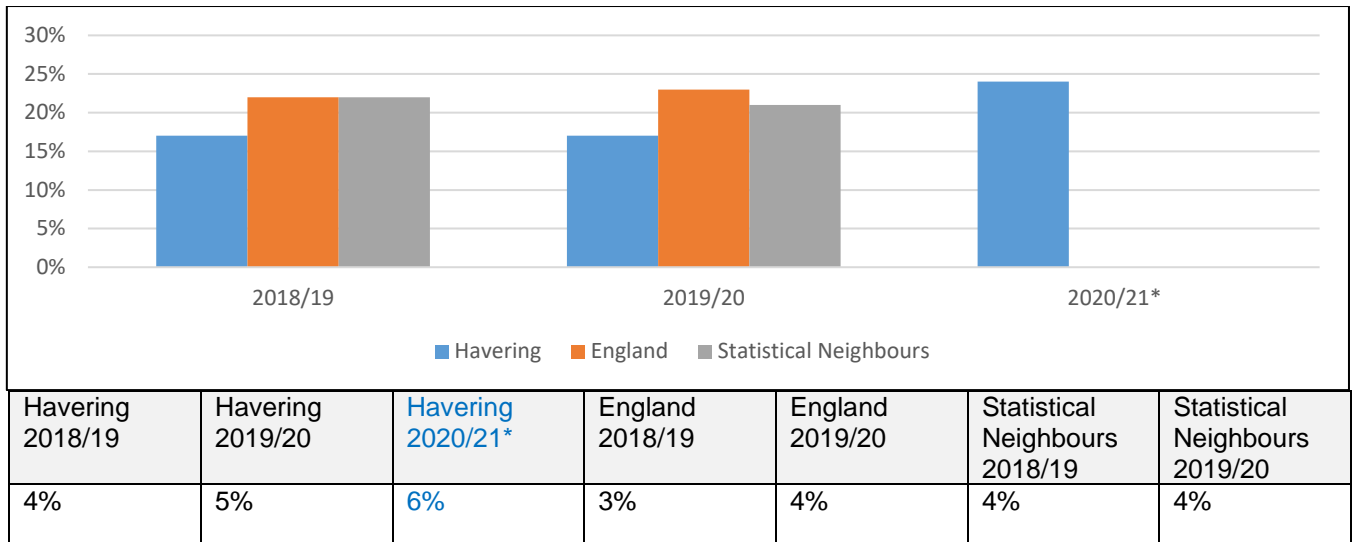
This measure shows that the proportion of Havering’s child protection plans that were repeat plans is currently higher than in the last two years, the current figure is within 3% of the figures across England and among statistical neighbours.

The increase in Havering’s figure over time can partly be explained by Havering’s comparatively lower numbers of child protection plans overall, which means that a small increase in the number of individual plans can cause a larger increase in the percentage than if the overall number was higher. Also, when overall numbers are low, a small number of large sibling groups each individually becoming the subjects of a plan can cause a significant increase in the percentage.



Havering's figure of 24% of all child protection plans that were repeat plans in the year to date at September 2020 equated to 18 children in 10 families. However, the proportion of all child protection plans that were repeated *within two years of the original plan* was 3%, well below the target of 10% set for this particular measure.

1.2.5. Child protection plans ending after two or more years



*Figure for 2020-21 is a full-year projection based on the first two quarters (April to September 2020)

This measure shows that the proportion of Havering's discontinued CP plans that had been in place for two or more years has increased by 1% over the last three years. However, Havering's current figure of 6% remains within 3% of the figures across England and among statistical neighbours over the last two years. To ensure robust oversight of child protection planning over long durations, Havering Children's Services has introduced a panel to monitor and scrutinise CP plans in place for 15 months or longer.

2. Review of first operational year of Havering's current multi-agency safeguarding arrangements

When launched in September 2019, Havering's new multi-agency safeguarding arrangements were designed to include collaborative work between local agencies and services already taking place within four existing partnership workstreams: the Adolescent Safeguarding Steering Group; the Children's Quality and Effectiveness Working Group; the Early Help Partnership; and the Educational Strategic Partnership.

This section will provide an overview of the operating arrangements of the HSCP group between October 2019 and September 2020, and review the work undertaken within each of the four partnership workstreams, as reported by each to the HSCP group through quarterly highlight and exception reports.

The HSCP group, whose membership is drawn from key senior leaders and safeguarding leads from local statutory partner agencies Havering Council, the Metropolitan Police East Area Basic Command Unit and the BHR CCGs (Barking & Dagenham, Havering and Redbridge Clinical Commissioning Groups), as well as representation from Havering Education Services and other relevant agencies, met formally for the first time in November 2019 to agree its terms of



reference, receive and discuss updates from the four partnership workstreams, and identify opportunities for further interagency collaboration in pursuance of mutually agreed priorities.

The HSCP group met next in February 2020 and again received and discussed updates from the four partnership workstreams, as well as updates from the wider BHR (Barking & Dagenham, Havering and Redbridge) Safeguarding Partners, and early findings from independent scrutiny. The HSCP group also received a briefing from the Assistant Director for Children's Social Care on the number of children entering care through police protection and the use of Powers of Protection in relation to children at risk due to being missing or exploitation, as well as an update from Havering's LADO (Local Authority Designated Officer) on managing allegations against adults who work with children.

While it was originally planned that the HSCP group would meet quarterly, following the Covid-19 outbreak a decision was made to introduce a series of fortnightly virtual conference calls to provide required assurances that Havering's multi-agency safeguarding system was continuing to function effectively despite the sudden shift to remote working brought about by the national lockdown. During these calls, maintained fortnightly between April and June 2020, partners updated on changes to their operating arrangements and emerging trends in relation to safeguarding risks and demand for services.

The HSCP group met formally again in July for an interactive online workshop where Havering's Independent Scrutineer Keith Ibbetson, assisted by Havering Children's Services' Innovation and Improvement Team, supported partners to explore current challenges to safeguarding partnership working, from which key objectives were identified to form the basis of the HSCP's Business Plan for 2020/21.

The HSCP group met again in September and received updates from the four partnership workstreams, as well as updates from other partners, including Emile Darabasz, Head of School and Designated Safeguarding Lead at Francis Bardsley Academy for Girls, on the return of pupils to school premises. The HSCP group also received a comprehensive briefing from Paul Archer, Havering's Designated Nurse for Safeguarding and Looked After Children, on the Rapid Review and subsequent multi-agency learning exercise he chaired during the summer.

2.1. Adolescent Safeguarding Steering Group

During 2019, the Adolescent Safeguarding Steering Group reassessed its collective approach to addressing serious youth violence. In response to a key recommendation from Ofsted's inspection of Havering Children's Services in June 2018 to address the response to children at risk outside the home, in June 2019 Havering Council provided a resource allocation of £750,000 over two calendar years (three financial years) to enable the development of a new multi-disciplinary approach to Adolescent Safeguarding issues.

The aim of Havering's new multi-disciplinary Adolescent Safeguarding Service is to enable a more robust response to youth violence and exploitation in Havering. Its preventative model will bring together Youth Services (including targeted Youth Services), Youth Offending (renamed Youth Justice), the Virtual School, Child Sexual Exploitation and Missing co-ordination, clinical health posts and the analysis of data to enable earlier identification of children vulnerable to exploitation.

Children's Services and partner agencies developed a new Adolescent Safeguarding Strategy, which devised how the new multi-disciplinary Adolescent Safeguarding Service would work in practice. Multi-agency workshops were held to develop a practice guide to support the network



to embed the new strategy using best practice from across Havering and to identify training gaps across the partnership.

The Adolescent Safeguarding Steering Group successfully engaged a group of young people in its planning, including a panel on knife crime hosted at Havering College, sessions with the Youth Council and discussions with pupils attending a local alternative provision, Olive Academy. These engagement workshops continued as the new strategy was implemented.

A series of practical engagement events targeted at the local children's workforce and wider services were completed, the purpose of which was to establish how the new service would work in practice and be consistent with (rather than duplicate) existing services.

London Borough of Havering was a partner in a successful funding bid to the Department of Health and Social Care, and its partners Public Health and NHS England. In August 2019, the LifeLine organisation, working with LB Havering and its neighbouring boroughs, was awarded a grant of £298,000, following a bid to the 2019 Voluntary Community and Social Enterprise's Health and Wellbeing Programme. This has enabled mentoring to focus on children and young people's mental health, specifically for those who do not meet the threshold for CAMHS services.

To promote its launch, in late September 2020 the Adolescent Safeguarding Service will deliver a week of learning events and interactive workshops through virtual online platforms to staff across the local multi-agency partnership.

2.2. Children's Quality and Effectiveness Working Group

The Children's Quality and Effectiveness (Q&E) Working Group receives representation from agencies across the local multi-agency partnership, including Children's Social Care, Education Services, Health Providers, the Police, Commissioning, and the Local Authority's Performance Team. The group meets quarterly to collectively interpret and analyse data drawn from across the partnership, provide an overview of the functioning of the multi-agency safeguarding system, and identify areas of good practice and emerging risk.

The Q&E Working Group was previously chaired by Mark Ansell, Havering's Director of Public Health. However, owing to the demands of Havering's response to the Covid-19 pandemic, for most of 2020 the group was chaired on an interim basis by Pippa Ward, Assistant Director for Children of NELFT (North East London NHS Foundation Trust).

Monitoring data on re-referrals to Children's Social Care during 2020 (figure 1), the Q&E Working Group identified spikes in March and in September, which coincided with the start of the national lockdown and the later re-opening of schools and corresponded with acknowledged concerns about professional access to children during the lockdown. However, at 18%, Havering's year-to-date figure for re-referrals as at the end of September 2020 was noted to be lower than all comparator groups.

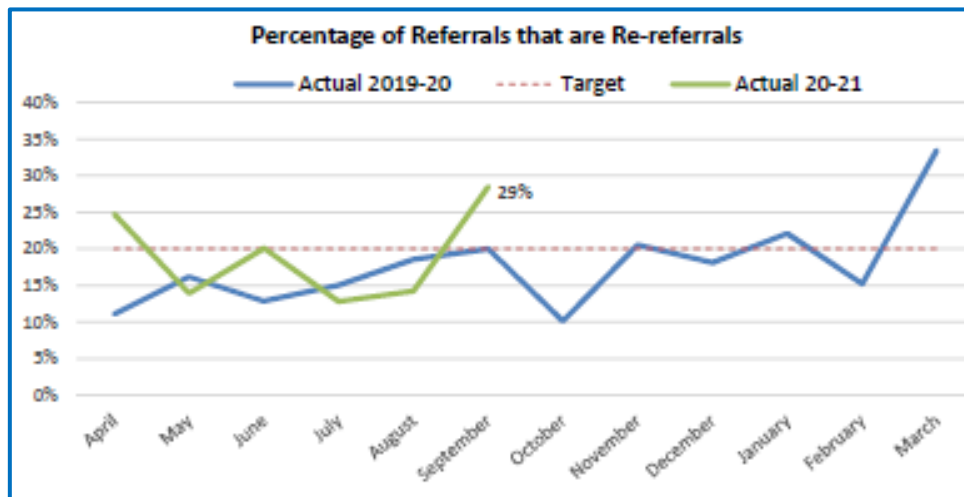


Figure 1

Monitoring data on factors recorded at the end of assessments by Children’s Social Care in the year to date as at September 2020 (figure 2), the Q&E Working Group noted that domestic violence remained the most presenting issue, followed by the mental health of the parent or carer. This quantitative data corresponded with anecdotal evidence of the increased severity of violence featuring in reports received by the Police and referrals received by Children’s Social Care during the lockdown, with similar increases also being identified in Havering’s neighbouring boroughs. The Q&E Working Group also noted an increase in Neglect as a presenting issue.

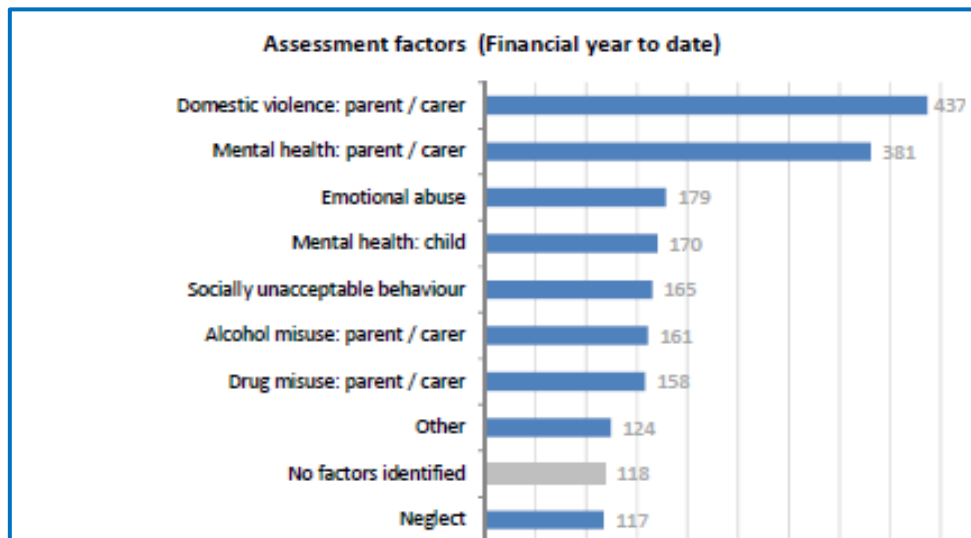


Figure 2

The Q&E Working Group noted an emerging trend in LADO referrals received in spring and summer 2020, with the highest proportion now regarding foster carers, where the highest proportion during 2019/20 had been regarding reaching staff. This was noted to correspond with schools being closed for a period, and low numbers of pupils returning following closure. However, it was also noted that this could indicate increased strain in relationships between foster carers and children in their care brought about by the Covid-19 pandemic, as there were also known to have been some placement changes as a result of young people not adhering to lockdown restrictions. This contextual information was passed on to the commissioners of the training programme for Havering’s foster carers.

The Q&E Working Group noted that, at the end of September 2020, Havering’s rate of children subject to a child protection (CP) plan was lower than it had ever been, at 25 per 10,000 children



(143 cases) and that this was a continuation of a downward trend over several years (figure 3). The group also noted that – while previously the rate of children subject to a child in need (CIN) plan had been rising as levels of CP plans were declining – since May 2020 the number of CIN plans had also been reducing (figure 4) The trend was noted to corresponded with some recent work done locally to review CIN plans, which resulted in some closures and step-downs, and a small number of cases stepping up. However, the Q&E Working Group highlighted to the HSCP a potential risk that both CP and CIN plans appeared to be reducing at a time when, due to the Covid-19 pandemic, there were concerns about professional access to children.

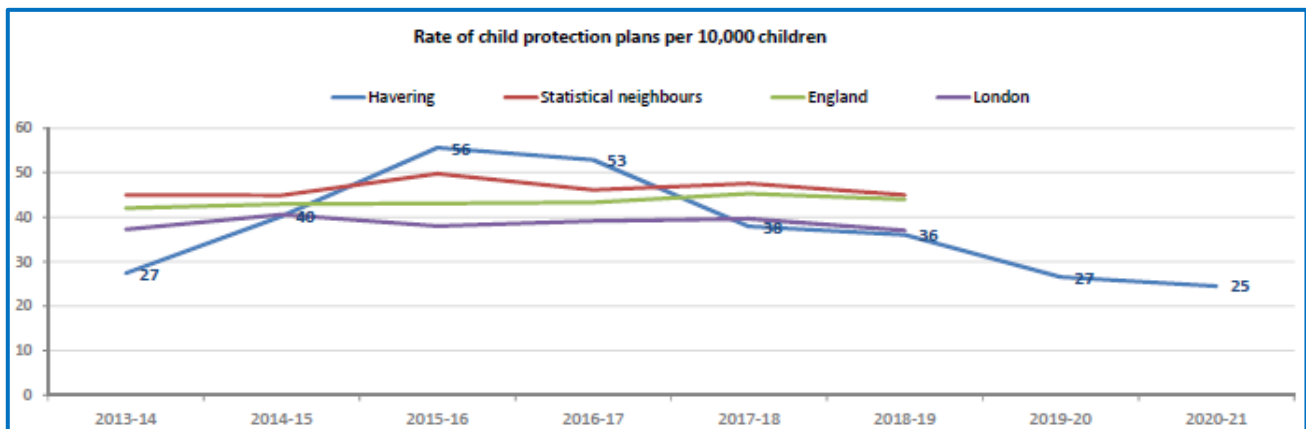


Figure 3

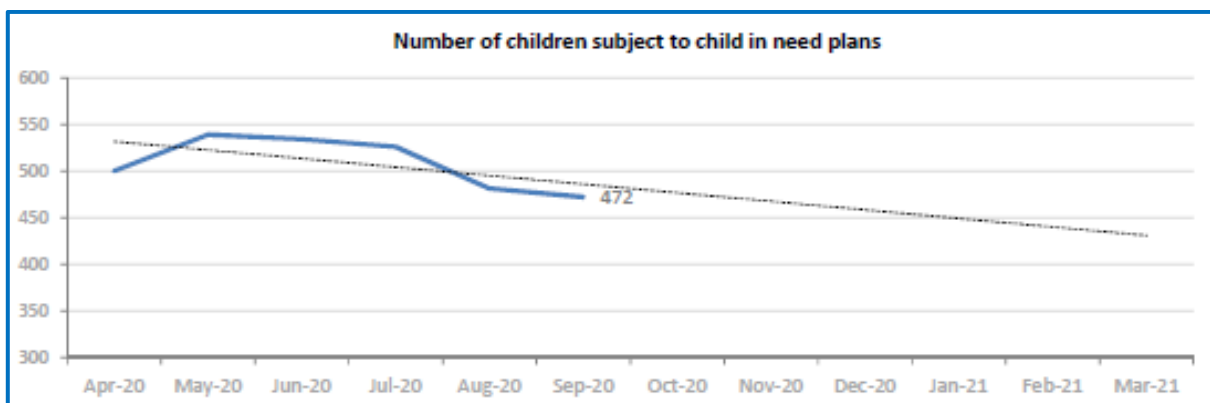


Figure 4

In September 2020, the Q&E Working Group received an update on elective home education (EHE) which noted a significant increase in referrals since the end of the last academic year. Breakdowns of the EHE cohort based on school, academic year and gender were provided, and there was agreement for further analysis based on the ethnicities of children and those whose parents had cited concerns around Covid-19 as their reason for home educating. There was discussion around strategies being implemented by Havering Education Services to address this issue, including a suspension of the usual policy of removing the EHE cohort from school role and supporting schools and parents to explore reasons behind decisions for EHE on a case-by-case basis. Plans were also made for Havering Education Services and NELFT to work together on identifying any crossover in the EHE cohort and children known to health services.

Owing to the continuing requirements of Havering's response to the Covid-19 pandemic, in late summer 2020 plans were being made John Carroll, Detective Superintendent and Head of Public Protection from the Metropolitan Police's East Area Basic Command Unit, to become the new permanent chair of the Q&E Working Group.



2.3. Early Help Partnership Board

Established in January 2018, the Early Help Partnership Board (EHPB) is a group whose membership is drawn from various agencies across the local partnership, including Education Services, Health Providers, Early Years and Schools representatives, Commissioning, Public Health, Community Safety, Children's Social Care and Third Sector Providers. Chaired the Director of Children's Services, the EHPB meets quarterly to provide strategic oversight of the 0-25 Early Help offer across the partnership, and to ensure that children, young people and families in Havering are offered co-ordinated and effective Early Help services.

In early 2020, the EHPB increased the [Empowering Parents, Empowering Communities \(EPEC\)](#) programme a peer-to-peer support project which recruits parents to help other parents in the community to develop skills, such as effective communication with their children, coping with stress, and building trusting relationships. Initially launched in June 2018 to focus on parents of children aged 2 to 5 years, early success of the EPEC led to an expansion in January 2020 – joint funded by Early Help and Public Health – to include parents of children aged 2 to 11 years, and a 'Living with Teens' element for parents of children aged 12 to 16 years. The EPEC course is now accredited at level 3. Community organisations appreciate the value of the project and have offered £500 in funding, as well as practical facilities such as venues.

In January 2020, Early Help and Health Visitors began working together to complete two-year health checks. This interagency collaboration aimed to ensure that developmental delays for particular children could be identified earlier and targeted support offered as required. Previously, Health Visitor assessments were based on a snapshot in time and on input from parents. Combining this with information from continuing work with families by Early Help provides a more holistic approach to promoting the health and wellbeing of children.

In early 2020, Havering Council approved additional funding to increase the level of Health Visiting service commissioned from NELFT, enabling them to deliver a Healthy Child Programme that includes the following features:

- training 12 dual Health Visitor-School Nurses;
- delivering and sustaining the HENRY (Health, Exercise, Nutrition for the Really Young) family support programme;
- tracking and engaging families who do not participate in 1-year and 2½-year checks;
- in partnership with Early Help, training staff and co-delivering the Incredible Years parenting programme;
- offering extended appointment hours; and
- further developing the out-of-hours offer, and extend Single Point of Contact operating hours dependent on evaluation of the core offer.

This increased service level is expected to produce the following outcomes:

- antenatal checks increased to 60% by end of 20/21, to 85% by end of 21/22 and to 95% by end of 22/23;
- 6-8 week checks increased to 75% by end of 20/21, to 85% by end of 21/22 and to 95% by end of 22/23;
- 1-year check increased to 85% by end of 20/21 and to 95% by end of 22/23; and
- 2½-year check increased to 85% by end of 20/21, and to 95% by end of 22/23.



Following the lockdown measures brought about by the Covid-19 outbreak, the EHPB continued to meet virtually through spring and summer 2020, and considered the impact of the pandemic on delivery of the Early Help offer. Children's Centres remained open throughout the pandemic for the delivery of essential health services and as a place of safety within the community for those who needed it.

In response to feedback from both parents and professional partners, the Children's Centre offer was expanded to ensure support is being targeted at the areas where the most need has been identified at this time. This includes increasing the offer to expectant parents and fathers. A workshop for expectant parents, New Beginnings, was launched virtually to cover all aspects of making the transition to becoming a parent, and a Becoming Dad course was also launched, co-delivered by Early Help and the Health Visiting service. In addition, the Butterflies perinatal peer support group also began offering a fathers-only group to provide support where a partner is experiencing poor mental health.

Recommendations from national reviews and surveys completed during the pandemic (Best Beginnings – Babies in lockdown report and a National Review on Safeguarding children at risk from sudden unexpected infant death) were used to review the local response, particularly those regarding vulnerable infants. Parent workshops were offered with one of the themes included being safer sleeping, so information and advice could be shared to support parents when considering their child's sleep environment and exploring sleep arrangements, including co-sleeping.

When the lockdown measures were slowly eased in the summer of 2020, Early Help's Attendance and Behaviour Team hosted a Transition Week featuring a series of online activities and information events aimed at supporting children and young people back in to school after prolonged absence, particularly those starting secondary school. Several Havering schools collaborate with Early Help on this initiative, providing videos of virtual tours around their sites. Following its success, plans are being made for Transition Week to become an annual event.

Since the schools began a phased return in June 2020, a steady increase in demand for Early Help services has been noted and this is expected to continue to increase as children settle back into their routine. This is something the EHPB will monitor closely and respond to accordingly.

There has been a noticeable increase in referrals for family support being received by Children's Centres from a range of partners including Health services, Children's Social Care, Midwifery and the Perinatal service, alongside increased self-referrals. This indicates greater awareness of the 0-5 offer across the local multi-agency partnership.

By late summer 2020, the EHPB was finalising its Early Help Strategy 2020 – 2022, mapping out actions required to achieve progress in the following identified areas of priority:

- School Readiness
- Education Transitions
- Pregnancy and Newborn Support
- Oral Health, Diet and Nutrition for Children Under Five
- Special Educational Needs and Disabilities

The Early Help Strategy 2020 – 2022 will be discussed further in next year's HSCP annual report.



2.4. Education Strategic Partnership

The membership of the Education Strategic Partnership (ESP) is drawn from senior leaders across all of Havering's schools, colleges and other education settings. The group usually meets termly and is chaired by the Local Authority's Assistant Director for Education, Trevor Cook. Since the start of the pandemic, the group has met much more frequently to provide strategic direction to the local authorities response to support education and childcare settings.

In early 2020, the ESP launched the [Havering Strategic Education Vision](#) and work was underway to embed its principles across all local education settings.

Work continued on developing Schools' understandings of thresholds and pathways into MASH, in response to recognition that Schools' thresholds were sometimes much lower than those of Children's Social Care. In response to this, a pilot was planned involving a student Social Worker being placed in each of Havering's two alternative provisions – Olive and Koru Academies – in an effort to bring these two perspectives into a dialogue that provides insights into differing threshold.

As part of an overseas recruitment initiative in 2020, a headteacher had recently spent time interviewing potential recruits to Havering's Schools in several cities across Australia. 26 interviews were completed – 13 for primary and the same number for secondary. Most candidates were available to enter the UK on a two-year visa, but a small number would require sponsoring if they were to be employed in Havering. Interviews were conducted mainly face to face, with some on an online platform. The quality of candidates was high – only four were deemed not to be ready for a post in Havering. At the time, there were 20 vacancies in Havering across all sectors and, following the interviews, ten appointments were made.

The [Havering Festival of Education 2020](#), which ran from 23rd to 26th March, promoted strong and cohesive educational practice in Havering through a series of learning events. The programme covered the three strands of Leadership, Pedagogy and Inclusion, and included four types of session: keynote, seminar, panel and teachmeet. Participants were able to choose as many different sessions as they wanted from an extensive programme.

Schools and the Early Help Service worked together to develop a Transition Guarantee to identify and mitigate vulnerability at the point of transition between primary and secondary. The initiative involved of a transition support programme, co-ordinated by staff in Early Help and made available to children, parents and school staff. A Transition Guarantee Guidance document was disseminated through schools, and an online summer programme was delivered addressing school readiness issues for children and for parents.

Through 2020, clinical supervision was piloted with headteachers, with plans to embed it within the supervision structure for teachers and support staff, and within the provision offered by Early Help's Behaviour and Attendance workstream.

By the late summer of 2020, the priority of Havering's Education Strategic Partnership was understandably focused on the response to, and recovery from, the Covid-19 outbreak, and this included the following:

- The Local Authority was in regular contact with schools and other educational settings, providing support and guidance on a range of issues, including safeguarding and home schooling policies.



- The Local Authority also ensured that parents were regularly updated, supported and signposted via its corporate communications channels, and its Family Information Service.
- Schools were keeping in regular contact with all children, including daily contact with the most vulnerable families.
- The Local Authority hosted regular online conference calls for Havering Schools' Designated Safeguarding Leads to provide support and guidance, and address any arising issues.
- Recognising the emotional impact of the lockdown, and with support from partner agencies including NELFT's CAMHS service, the Local Authority shared a wide range of resources with schools to promote positive emotional wellbeing, including bereavement guidance developed in consultation with CAMHS.

3. Learning and Improvement

This section will explain how the HSCP has striven to safeguarding and promote the welfare of children in Havering through learning from serious cases and applying that learning to improve services, and through the delivery of training and workforce development across the local multi-agency partnership.

3.1. Rapid Review: Child G

3.1.1. Rapid Review: Introduction

Child G died in June 2020, at the age of 11, while receiving a service from Havering Children's Social Care under the statutory framework of a child in need (CIN) plan. Initial concerns about Child G's welfare had focused on the impact of conflict between her parents on her emotional wellbeing and safety.

While Child G's case had initially been managed by the Early Help service, in January 2020 it was stepped up to a statutory CIN service in response to increasing concerns about her mental health. This followed a disclosure made by Child G to health professionals about historical attempts to self-harm, and her presentation to them of low mood and poor self-esteem. Child G's last known weight, recorded in January 2020, was almost 114kg, which equates to almost 18 stone. At around the same time, Child G's school raised further concerns regarding conflict between Child G's parents and its impact on her emotional wellbeing.

On an evening in June 2020, paramedics attended Child G's home in response to a 999 call by her father reporting that she was not breathing. Child G received medical treatment at the scene and after being transferred to hospital, but was pronounced dead in the early hours of the following morning.

The cause of Child G's death is not yet known as the initial post-mortem examination was inconclusive. The hospital and the police have not treated the death as suspicious and no safeguarding concerns were noted by the Police, London Ambulance Service, or the Emergency Department.



3.1.2. Rapid Review Meeting

On the 30th June 2020, the HSCP's multi-agency case review working group met to complete a Rapid Review into the circumstances around Child G's death, following a referral of this case both to the group and to the National Child Safeguarding Practice Review Panel from Havering's Principal Social Worker.

The task of the Rapid Review was to determine whether the following criteria for a serious child safeguarding case – as set out in *Working Together to Safeguard Children* – was met, therefore requiring a Child Safeguarding Practice Review to be undertaken:

- abuse or neglect of a child is known or suspected; and
- the child has died or been seriously harmed.

Serious harm includes (but is not limited to) serious and/or long-term impairment of a child's mental health or intellectual, emotional, social or behavioural development. It should also cover impairment of physical health. This is not an exhaustive list. When making decisions, judgement should be exercised in cases where impairment is likely to be long-term, even if this is not immediately certain. Even if a child recovers, including from a one-off incident, serious harm may still have occurred.

The Rapid Review was chaired by Paul Archer, Havering's Designated Nurse for Safeguarding and Looked After Children, and considered information and representations from the following partner agencies:

- London Ambulance Service
- Barking & Dagenham, Havering and Redbridge University Hospitals NHS Trust (BHRUT)
- North East London NHS Foundation Trust (NELFT)
- GP Practice
- Havering Children's Social Care
- both Primary Schools attended by Child G
- Havering's Hostels and Houses of Multiple Occupancy Service

Having considered all the available evidence, the Rapid Review decided that the criteria was not met to undertake a formal Child Safeguarding Practice Review. However, the case was noted to highlight some areas of learning around how professionals work together in the context of childhood obesity.

Therefore, the case review working group recommended to Havering's statutory Safeguarding Partners that a local leaning exercise on this case in some form be considered. The Safeguarding Partners ratified this recommendation in July 2020, and the National Panel was notified of their decision.

3.1.3. Learning Exercise

On the 28th July 2020, a learning exercise was undertaken with the purpose of:

- continuing the work of the Rapid Review in establishing the sequence of events leading to Child G's death;
- identifying areas of both good and poor professional practice in this case, and translate these into system learning;



- developing recommendations to ensure that the lessons learnt can lead to improvements in the multi-agency system that safeguards and promotes the welfare of children in Havering.

Again chaired by Paul Archer, and following presentations from the agencies involved with Child G, and multi-agency discussion based on the established chronology, the following areas of concern were highlighted:

- Recognition of weight management as an issue amongst professionals.
- Over-reliance on parents proactively engaging with health services.
- Insufficient attention to the voice of the child.
- A lack of analysis in referrals made to MASH.
- New intelligence not changing the trajectory of cases.
- The exclusion of health services from Children In Need meetings.
- A lack of communication between CAMHS and Children's Social Care.

Following the learning review, the following recommendations were made:

- **Recommendation 1:** NELFT should strengthen the process following the National Child Measurement Programme screening completed by School Nurses in Reception and Year 6 to ensure there is a clear pathway for children identified as severely obese to be reviewed by a Dietician or Paediatrician as appropriate.
- **Recommendation 2:** A weight-management programme for children in Havering should be commissioned to create a referral pathway for significantly overweight children.
- **Recommendation 3:** When providing advice to parents regarding a health issue that may indicate neglect, Health Visitors and School Nurses should routinely follow up to see whether the advice has been acted on, and follow child safeguarding procedures if there is evidence of non-compliance.
- **Recommendation 4:** NELFT should produce an accessible guidance document to be shared across the multi-agency safeguarding partnership advising on health weight for children in accordance with the National Child Measurement Programme, and what a professional should do if concerned that a child may fall outside these parameters.
- **Recommendation 5:** When sharing information regarding a child's weight across the multi-agency safeguarding partnership, professionals should provide narrative detail in addition to measurement and state explicitly if they consider a child's weight to be detrimental to their health or welfare.
- **Recommendation 6:** The CCG's Primary Care Team and the Named GP for Safeguarding Children should seek assurance that local GPs are able to identify serious health issues from information received from different sources and placed on a child's patient record.
- **Recommendation 7:** Children's Social Care should actively promote a culture where accepted narratives and established trajectories on cases can be challenged by new information, particularly the voice of the child.

The learning review also identified the following mitigating actions already implemented:

- The new referral electronic referral pathway into Children's Services will require the referrer to apply a threshold judgement and provide a rationale, which will highlight differences of professional opinion and promote inter-agency discussion around levels of risk and need.



- NELFT are to pilot a member of staff to provide information around physical health and support physical health monitoring of those accessing CAMHS services.
- Local GP surgeries will soon be equipped with an additional email address dedicated specifically to communications relating to safeguarding, which will be monitored regularly and thereby enable more efficient and effective communications with GPs regarding vulnerable children.
- NELFT, Public Health and the CCG have established the Havering Obesity Pathway Meeting to ensure that the health-related recommendations were effectively implemented.

3.1.4. Case conclusions

As the cause of Child G's death remained inconclusive at the time the Rapid Review, it was challenging to draw a firm conclusion that childhood obesity was a contributory factor. The Rapid Review's recommendation for a further local learning review was based upon an assumption that obesity was at least a contributory factor.

However, if new information about her death raises concern in relation to safeguarding, there will be further multi-agency review of the case, and additional recommendations made to Havering's Statutory Partners.

This case highlighted a poor level of communication between Children's Social Care and health partners in relation to attending Child In Need meetings. Extensive case review audits have been undertaken in relation to all statutory meetings and have found that this was an oversight in this case and is not usual practice.

Additionally, the inadequate communication between CAMHS and Children's Social Care was not reflective of normal service standards, as case-note audits have established effective and widespread practice of good communication, especially in the context of self-harming behaviours.

Even if the multi-agency referral from BHRUT in January 2020 had been strengthened and provided a more robust analysis, this still would not have met the threshold for a section 47 investigation. Therefore, partners are assured that the case of Child G was being managed in the correct part of the system.

The HSCP is confident that its first Rapid Review has established new ways of working which will enable quick and effective learning from future serious safeguarding cases.

3.2. Multi-agency safeguarding training

The HSCP strengthens multi-agency arrangements to safeguard and promote the welfare of children in Havering by providing a comprehensive training and workforce development programme, free at the point of access, for all professionals and volunteers across the local partnership.

As well as providing comprehensive learning on specific safeguarding issues, training delivered in a multi-agency setting brings professionals and volunteers together with colleagues from different services and organisations, enabling greater understanding of different roles and responsibilities within the partnership.



Training needs are identified through learning from local, regional and national case reviews, as well as a wider research and policy update, and consultation with safeguarding leads across the partnership on emerging areas of priority.

The HSCP's multi-agency training and workforce development offer is ranged across several entry points to ensure that relevant learning is available to staff at all levels of specialism and expertise:

- **Level 1:** At this level, courses are designed to raise awareness and understanding, and are generally offered as introductory courses. The target audience is staff who require basic awareness training, those who work indirectly with children, young people and families, or those who require basic refresher training.
- **Level 2:** This level focuses on knowledge and application of learning, and skills and behaviours required for effective inter-agency working. The target audience is staff and volunteers who are in regular contact, or who have periods of irregular but intense contact, with children, young people and families.
- **Level 3:** Training at this level focuses on critical thinking, analysis and management. The target audience is supervisors, managers and specialist service leads who already have knowledge of safeguarding and wish to maintain and develop their level of skill.
- **Suitable for all:** These training courses are open to all professionals working with children, young people and families.
- **Topic-specific briefings:** This learning concentrates on highly focused safeguarding topic areas and is intended for all professionals who wish to broaden their knowledge in a particular area.

The published brochures for the [2019/20](#) and [2020/21](#) training programmes, covering the multi-agency partnerships for both children and adults, demonstrate the wide variety of safeguarding themes and topics included.

While core elements form the basis of each annual programme, the HSCP's multi-agency training offer evolves throughout the year in response to arising service needs and emerging safeguarding priorities. For example, in summer 2020 the Adolescent Safeguarding Strategy Group identified a need for better understanding across the partnership of how children and young people were using social media during the national lockdown, within the context of risks around criminal and sexual exploitation.

The HSCP responded swiftly by engaging an independent training consultant to deliver a learning event to staff from Children's Social Care, Schools, Education services and Health services that focused on the following issues:

- The impact of lockdown on children and young people's interaction online (including criminal and sexual exploitation);
- The risks children and young people may encounter online;
- Sharing personal content and sexting, for example 'only fan page';
- Harmful content online, for example 'bait out';
- Sexual offending against children and young people online; and
- Professional identification of risk factors.

The HSCP continues to survey the evolving safeguarding landscape for opportunities to update knowledge and develop expertise across the local multi-agency partnership.



3.3. Havering Safeguarding Week 2019

Every year, Havering's Safeguarding Children Partnership and Safeguarding Adults Board collaborate on jointly hosting a themed week of workshops and learning events focusing on how to recognise and respond to safeguarding issues and promote the welfare of local children, young people and vulnerable adults.

This annual Safeguarding Week provides opportunities for professionals across the local multi-agency partnerships to come together to reflect on the evolving safeguarding agenda and consider best practice, within the context of shifts in local need and arising national priorities.

Held in October and launched with a Safeguarding Conference, [Safeguarding Week 2019](#) delivered a programme of workshops and learning events open to all local multi-agency partners working with children, young people and vulnerable adults. Attended by more than 100 professionals from across the local multi-agency partnerships, [2019's Safeguarding Conference](#) focused on issues of exploitation affecting children, young people and vulnerable adults and included a powerful live case study performed by a group of young people.

4. Safeguarding partnership objectives for 2020/21

In July 2020, Independent Scrutineer Keith Ibbetson – assisted by Havering Children's Services' Innovation and Improvement Team – supported the HSCP in conducting an interactive online workshop during which representatives of its member agencies were enabled to explore current challenges to safeguarding partnership working, from which the following list of six key objectives were identified:

- **Objective 1:** 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.
- **Objective 2:** 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 consultations or children not returning to school) on the ability of the multi-agency partnership to recognise and respond to indicators of persistent neglect.
- **Objective 3:** Understand how effectively the multi-agency safeguarding system is reaching and affecting Black and minority ethnic communities in Havering, and explain or address and disproportionalities.
- **Objective 4:** Support children in Havering to return to school, including a strategy to maximise school attendance and engagement in education.
- **Objective 5:** Support staff in the three statutory partner agencies and across the multi-agency partnership to manage the change in the demand on services, in terms of both volume and capacity.
- **Objective 6:** Improve the recognition, and response to, sexual abuse.

Planning is currently underway to monitor interagency collaborative activity in pursuance of these six key objectives (several of which are cross-cutting) and, to ensure that the Statutory Partners are jointly driving this continuous improvement, the following senior officers within the Local Authority, the Police and Health have been identified as Lead Officers for each objective:



- Assistant Director for Children's Services, North East London NHS Foundation Trust (Objective 1);
- Designated Nurse for Safeguarding and Looked After Children, BHR NHS Clinical Commissioning Groups (Objective 2);
- Assistant Director for Children's Social Care, London Borough of Havering (Objective 3);
- Assistant Director for Education, London Borough of Havering (Objective 4);
- Detective Chief Inspector, Metropolitan Police East Area Basic Command Unit (Objective 5);
- Principal Social Worker, London Borough of Havering (Objective 6).

The HSCP's annual report for 2020/21 will report in detail on the activity driven by this business plan and the impact it has had on outcomes for children, young people and families in Havering.

5. The role of independent scrutiny in multi-agency safeguarding partnership arrangements

The statutory guidance, *Working Together to Safeguard Children 2018*, places responsibility for strategic direction and operational coordination of local multi-agency safeguarding arrangements in the hands of the local authority, the local NHS Clinical Commissioning Group (CCG) and the local Metropolitan Police Service Basic Command Unit (BCU), acting as equal partners. To complement this, the guidance stipulated that the local safeguarding partnership 'must include arrangements for scrutiny by an independent person of the effectiveness of the arrangements'.

The role of independent scrutiny is to provide an objective perspective on how effectively the partnership is operating, rather than to lead or coordinate its strategy or activity. In doing this, the scrutineer(s) should 'provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area, including arrangements to identify and review serious child safeguarding cases'. While the guidance provides flexibility on how arrangements for independent scrutiny are configured locally, 'safeguarding partners should ensure that the scrutiny is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement'. In addition, 'the independent scrutineer should consider how effectively the arrangements are working for children and families as well as for practitioners, and how well the safeguarding partners are providing strong leadership'. There are similarities to the role of a non-executive director in a company or health trust.

For the HSCP, this means that the critical friend will:

- Be part of discussions of vision, priorities and strategy and accept responsibility for them;
- Monitor the effectiveness of the partnership and member agencies, challenge shortcomings and offer objective advice;
- Bring specialist knowledge and experience to discussions;
- Encourage the partnership to introduce and test new ideas;
- Encourage the testing in Havering of ideas that have worked elsewhere;
- Ensure that the voices of children, parents, staff and the wider community are being properly represented in the work of the partnership and its member agencies;



- Appraise and critique progress of the partnership through the vehicle of its annual report required by statutory guidance.

The independent scrutiny function has been developed to test the effectiveness of safeguarding arrangements and the outcomes for children and their families in the following areas:

- Leadership provided by the statutory partners (local authority, police and health service);
- Engagement of member agencies;
- Service delivery and impact;
- Quality assurance (which includes data to understand the activity of the partnership);
- Involvement of service users;
- Learning from serious incidents;
- Training and workforce development.

This approach is based on the nationally recognised [six steps framework](#) for independent scrutiny developed by Professor Jenny Pearce.

Havering has appointed two very experienced safeguarding professionals who will collaborate to scrutinise different aspects of its services. Keith Ibbetson began working with the partnership during 2019/20. He has supported the partnership in developing its priorities and business plan (Section 4 of this report above) and he will continue to provide scrutiny of the effectiveness of our overall arrangements, as well as the Early Help and Quality & Effectiveness strands of our work. Keith is an experienced independent management consultant in children's social care and health provision, as well as a being an author of child safeguarding practice reviews, including an influential one for Havering.

During 2020/21, Keith will share the independent scrutiny role with Professor Jenny Pearce OBE, Professor of Young People and Public Policy at University of Bedfordshire. Jenny has a national and international reputation for her teaching and research in the field of child sexual exploitation and has contributed significantly to work across the country on developing the concept of independent scrutiny function within multi-agency safeguarding partnerships. She is an experienced safeguarding partnership chair. She has a particular interest in the way in which young people and families can help shape services.

Havering's independent scrutineers will use the following approaches:

- Scrutiny of reports prepared within the partnership;
- Review of the relevant single and multi-agency datasets and performance information, including data relating to disparity service take up and outcomes, the effectiveness of the MASH and Covid-19 pressures;
- Attend meetings to observe and participate in discussions;
- Meet with staff, managers and service users as appropriate;
- Observe peer review and multi-agency audit;
- Feed back information to the partnership from the London Safeguarding Partnership Scrutineers/Independent Chairs group, The Association of Safeguarding Partners (TASP) and other external sources.



6. Independent scrutiny of Havering's multi-agency safeguarding arrangements

This section, authored by Havering's Independent Scrutineer Keith Ibbetson, provides a commentary on the effectiveness of Havering's multi-agency safeguarding arrangements and sets out plans for independent scrutiny during 2020/21.

6.1. Independent scrutiny of Havering's multi-agency safeguarding arrangements between October 2019 and September 2020

During the period covered by this report the partnership has established solid local multi-agency arrangements for partnership working in Havering. These involve all local agencies with safeguarding responsibilities and include the framework of independent scrutiny described in Section 5 above.

From February to August 2020 partnership safeguarding activity has been focused on the need to ensure that all member agencies respond effectively to the impact of the Covid-19 lockdown on children. The critical and urgent concern was to ensure that services continue to be provided to potentially vulnerable children and families who were not attending school or nursery, or not being seen by health professionals. Also that the risk assessments which were necessary to determine which children still needed to be seen face to face by professionals were as good as possible.

During the first national lockdown, key agencies in the Havering partnership met every two weeks to update one another on their responses to the impact of this crisis and, where necessary, to clarify and challenge the approach being taken. These meetings received specific management information reports on key issues such as school attendance and the experience of the borough's most vulnerable children. They served to achieve a shared understanding of how agencies were coping with the novel demands and pressures of the pandemic, and of the ways in which agencies could assist one another. Examples of other discussed were:

- The number and nature of the reports made to the police about domestic abuse, the interpretation of this data and the response;
- The steps take by GPs to maintain appointments with children;
- The reorganisation of child protection conferences so that they could take place on-line and the impact of this;

Between June and September 2020 the partnership agreed its business plan and priorities (described above in Section 4 above) and the scrutineers played an active role in this.

6.2. Plans for independent scrutiny of Havering's multi-agency safeguarding arrangements between October 2020 and September 2021

The focus of scrutiny during the next 12-month period will be on the agreed priorities of the partnership and the work of partnership workstreams. The detailed work plan includes the following:

- Leadership of the implementation of the Adolescent Safeguarding Strategy and full engagement of member agencies in its work;
- Effectiveness of the Education Strategic Partnership as the key body for engaging secondary schools in safeguarding activity;



- Safeguarding issues for children with Special Educational Needs and Disabilities (SEND) and safeguarding in alternative education provision;
- Disparities in service representation and outcomes for black and minority ethnic children in adolescent and education safeguarding activities;
- The impact of Covid-19 on needs and demands for Early Help services in the borough and the response of the partnership, particularly whether agencies respond flexibly to identify and meet new demands;
- The effectiveness of the pathways to Early Help services through the MASH and whether they are providing best responses to changes in demand;
- Whether steps are being taken to understand and address disparities in service take up that have a negative impact on outcomes from children from black and minority ethnic families;
- Core safeguarding activity, the effectiveness of data analysis and communication of developments to the statutory partners.

These stand in addition to the work of the scrutineers in providing challenge and critical support to the leadership and membership of the multi-agency partnership as a whole, and reflect the HSCPs overall priorities.

6.3. Potential risks that independent scrutiny will monitor

6.3.1. The wider BHR (Barking & Dagenham, Havering and Redbridge) Safeguarding Children Partnership

As part of its original multi-agency arrangements, Havering Council joined forces with two neighbouring local authorities, the BHR (Barking & Dagenham, Havering and Redbridge) NHS Clinical Commissioning Groups, and the East Area Basic Command Unit of the Metropolitan Police to form a partnership of the five statutory children's safeguarding partners in East London.

The need for coordination and liaison across this geographical area (which has many shared safeguarding concerns as well as common service providers) is self-evident and has already borne fruit, for example in the ability to share the learning from the Rapid Review (See section 3 above). There may well also be opportunities to share resources for training and learning. However the scrutineers are not currently satisfied that there is sufficient clarity about the functions of this wider partnership, or that, in its current form, it offers the most effective form of cross-borough liaison and coordination of safeguarding services. Clarity on these matters has been delayed by the need to focus on the impact of Covid-19, however it is now important that the role of the wider partnership is now established, not least so as to avoid possible confusion about accountability.

6.3.2. Resourcing of the safeguarding partnerships business unit

Both in relation to the breadth of its responsibilities, and in comparison to arrangements in other London boroughs, the safeguarding partnerships business unit in Havering has a low level of resourcing to support the multi-agency safeguarding arrangements (both for adults and children). It is understood that this has been recognised and that a proposal has been made by the local authority that will begin to address this. The scrutineers will continue to monitor this, anticipating that the proper resourcing of multi-agency arrangements needs to be treated as a shared responsibility for all three safeguarding partners.



6.3.3. Data on safeguarding referrals and outcomes

The partnership produces good performance data, drawn mostly from the local authority, and the Quality and Effectiveness group subjects it regular critical scrutiny, including data from the period in 2019/20 when activity was influenced by the Covid-19 lockdowns. This data shows that numbers of children who are receiving services as children in need have fallen, along with there being a reduction in the number of children who are subject to protection plans. The scrutineers will test the partnership's monitoring of these figures during 2020/21 to ensure that they reflect positive outcomes for children and families in the borough.

6.3.4. NHS reorganisation

The scrutineers are aware that the NHS is undergoing a planned reorganisation of its management structures during 2021 and that, after that, a further reorganisation is likely. Experience shows that organisational change can create risks to services, for example through the loss of experienced staff or established working relationships. It is vital that, through any period of organisational change, close attention is paid to the practical steps required to maintain the safety of services and the full engagement of senior managers and leaders in partnership working



Appendix:

Havering Safeguarding Children Partnership organogram

