

Havering Partnerships' Memorandum of Understanding

February 2023

Protocol outlining the relationship between

Havering Community Safety Partnership

Havering Corporate Parenting Panel

Havering Safeguarding Adults' Board

Havering Safeguarding Children's Partnership

Havering Health & Wellbeing Board

North East London Integrated Care Board

Havering Place Based Partnership Board

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Signatories

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PURPOSE

This Protocol relates to Boards and Partnerships in the London Borough of Havering who are working to safeguard children, young people and adults who are vulnerable to abuse.

Specifically these are:

Havering Safeguarding Children Partnership (HSCP) (page 3)

Havering Safeguarding Adults Board (HSAB) (page 4)

Health & Wellbeing Board (HWB) (page 6)

Corporate Parenting Panel (CPAP) (page 7)

Community Safety Partnership (CSP) (page 8)

North East London Integrated Care Board (NEL ICB) (page 9)

Havering Place Based Partnership Board (page 10)

This Memorandum sets out:

- The distinct roles, responsibilities and governance arrangements for each of the above boards and partnerships, including their specific roles and responsibilities in relation to safeguarding across the life course;
- How they work together to safeguard and promote the welfare of people living in Havering;
- Governance, accountability and coordination arrangements for thematic areas that are relevant to more than one of the above bodies;

Safeguarding is everyone's responsibility. As such, this protocol aims to ensure that:

- There is clarity in respect to the roles and responsibilities of the above partnerships and boards;
- Work is well co-ordinated with no duplication of effort;
- We achieve more by working together;
- Working together has a positive impact on outcomes for Havering residents;
- There is effective challenge and scrutiny of safeguarding arrangements across Havering;

Where the word safeguarding is used in this document it means:

- Protecting people from abuse, maltreatment or neglect;
- Preventing impairment of health or development;
- Promoting the welfare of children and adults and ensuring they have safe and effective care;
- Taking action to enable people have the best life chances.

2 FUNCTIONS OF BOARDS AND PARTNERSHIPS

Havering Safeguarding Children Partnership (HSCP)

Purpose and Functions

The purpose of the Havering Safeguarding Children Partnership (HSCP) is to gain assurance that robust arrangements are in place to keep children safe. HSCP ensures that the statutory duties set out within Working Together 2018 and the Children and Social Work Act 2017, along with the associated statutory guidance, are discharged. HSCP is led by the three Statutory Safeguarding Partners – Havering Council, East Area BCU, Metropolitan Police and the NEL Integrated Care Board, and is chaired by Brian Boxall, who also chairs the SAB.

The functions of HSCP are to:

- Be responsible and accountable for the coordination and direction of multi-agency arrangements to help, protect and safeguard children;
- Scrutinise functions of the supporting safeguarding Partnership, endorse strategies for managing risk and shared decision making
- Identify, engage and support partner agencies in working together to safeguard children
- Provide funded training for all who work or volunteer with children and their families
- Require partners provide assurance that they are commissioning safe services that meets identified need
- Promote robust challenge and ensure transparent escalation policies and processes are in place
- Drive the strategic plans and produce annual reports
- Ensure Child Safeguarding Practice Reviews (CSPRs) are conducted in liaison with the National Panel, approve their publication and implement local and national learning

Governance and Accountability

The HSCP has a role in coordinating and ensuring the effectiveness of the work of local partners to safeguard and promote the welfare of children. It will hold organisations, individually and in partnership, to account for their performance in this respect.

However, the Partnership is not accountable for partners' operational work and each partner retains their organisational lines of accountability for safeguarding.

HSCP oversees a system of local multi-agency safeguarding arrangements that consist of an Executive which meets monthly, a larger supporting safeguarding partnership group, which meets quarterly, and a series of working groups. The Chair and Independent Scrutineer provide independence and scrutiny so that the HSCP can exercise its challenge function effectively. The agreement of statutory partners is required for any work that has implications for policy, planning or the allocation of resources. Meeting minutes are published on its website.

Details of the role and functions of the HSCP can be found at -
HSCP website

<https://safeguardinghavering.org.uk/childrenpartnership/>

View the HSCP structure here

<https://safeguardinghavering.org.uk/childrenpartnership/structure/>

Havering Safeguarding Adults Board (HSAB)

Purpose and Functions

The purpose of the Havering Safeguarding Adults Board (HSAB) is to gain assurance that robust arrangements are in place to keep resident adults with health and care needs safe. The Board ensures that the statutory duties set out within the Care Act 2014, along with the associated statutory guidance, are discharged. The SAB is chaired by Brian Boxall, who also chairs the HSCP.

The functions of the Safeguarding Board are to:

- Be responsible and accountable for the coordination and direction of multi-agency arrangements to help, protect and safeguard adults;
- Scrutinise functions of the supporting safeguarding partners, endorse strategies for managing risk and shared decision making;
- Provide funded training for all who work or volunteer with adults and their families;
- Identify, engage and support partner agencies in ensuring best practice in working with vulnerable adults and their families;
- Require partners provide assurance that they are commissioning safe services that meets identified need;
- Promote robust challenge and ensure transparent escalation policies and processes are in place;
- Agree delegated functions to the Safeguarding Board and to working groups;
- Drive the strategic plans and produce annual reports;
- Ensure Safeguarding Adults' Reviews (SARs) are conducted, approve their publication and implement local and national learning.

Governance and Accountability

HSAB has a role in coordinating and ensuring the effectiveness of the work of local partners to safeguard and promote the welfare of resident adults with care and support needs. It will hold organisations, individually and in partnership, to account for their performance in this respect.

However, the SAB is not accountable for partners' operational work and each partner retains their organisational lines of accountability for safeguarding.

HSAB oversees a system of local multi-agency safeguarding arrangements that consist of a supporting safeguarding partnership group, and a series of working groups. The Chair provides independence and scrutiny so that the SAB can exercise its challenge function effectively. The agreement of statutory partners is required for any work that has implications for policy, planning or the allocation of resources. Meeting minutes are published on its website.

Details of the role and functions of the HSAB can be found at -

HSAB website <https://safeguardinghavering.org.uk/adultsboard/>

Havering Health and WellBeing Board (HWB)

Under the provisions of the Health and Social Care Act 2012, Havering's Health and Wellbeing Board (HWB) is a Committee of the Council on which both the Council and local NHS and other bodies are represented.

The HWB fulfils a statutory requirement for the local authority and acts as a forum for local commissioners across the NHS, social care, public health and other services. The HWB aims to develop a shared understanding of local need, develop joint priorities and encourage commissioners to work in a more integrated manner.

The Board works towards ensuring people in Havering have services of the highest quality which promote their health and wellbeing and to narrow inequalities and improve outcomes for local residents. It achieves this by coordinating the local NHS, social care, children's services and public health to develop greater integrated working to make the best use of resources collectively available. The HWB is chaired by the Lead Member for XX and some Board meetings are open to the public.

Purpose and Function

The Health and Social Care Act 2012 established Health and Wellbeing Boards as a forum where key leaders from the health and care system work together to improve the health and wellbeing of their local population and reduce health inequalities. Its focus is on securing the best possible health outcomes for all local people.

The key functions of the HWB are to:

- Drive whole system leadership and set and hold the vision for health and social care across Havering;
- Have oversight of the delivery of the commissioning strategies of the organisations to support the delivery of the health and wellbeing strategy;
- Encourage integrated working between health and social care commissioners, including providing advice, assistance or other support to encourage arrangements under Section 75 of the National Health Service Act 2006 (i.e. lead commissioning, pooled budgets and/or integrated provision) in connection with the provision of health and social care services;
- Sign off the Better Care Fund (BCF);
- Develop a [Joint Strategic Needs Assessment \(JSNA\)](#) and other evidence to determine priorities and a [Joint Health and Wellbeing Strategy \(JHWS\)](#);
- Ensure patients, service users and the public are engaged in improving health and wellbeing;
- Monitor the impact of its work on the local community by considering annual reports and performance information;
- Produce a pharmaceutical needs assessment;
- Any other functions that may be delegated by the Council under section 196(2) of the Health and Social Care Act 2012.

The HWB is responsible for the improvement of outcomes across all aspects of health and wellbeing in Havering. Children and young people's safeguarding and the safeguarding of

adults at risk of harm are key elements of this. The HWB will ensure relevant consideration is given to safeguarding for both children and adults.

There is a clear and agreed Delivery Plan which informs both the joint and individual partners' commissioning intentions.

Terms of Reference and Membership

The Terms of Reference, including membership for the HWB can be found here:

<https://democracy.havering.gov.uk/mgCommitteeDetails.aspx?ID=374>

Governance and Accountability

The HWB will be accountable for its actions to its individual member organisations. There will be sovereignty around decision making processes. Representatives will be accountable through their own organisation's decision making processes for the decisions they take. Members of the HWB will have delegated authority from their organisations to take decisions within the terms of reference.

Havering Corporate Parenting Panel (CPP)

Purpose and Function

The Children and Social Work Act 2017 outlines the role of the CPP. Havering Council's Corporate Parenting Advocacy Panel considers matters concerning the Council's role as a Corporate Parent to children in care and those receiving Leaving Care services. There is particular regard to improving the health, education, employment, training and housing outcomes for care experienced young people through:

Ensuring integrated planning and activity for children in care and actively promoting opportunities for children in care by the Council.

Ensuring effective communication arrangements are in place between panel members and the children and young people in care.

The key objectives of the Corporate Parenting Panel are to:

- Engage with and listen to the voice of children in care and care leavers
- Inspire children and young people in care to have confidence, independence and ambition
- Act in the best interests, and promote the physical and mental health and wellbeing,
- Encourage children and young people in care to express their views, wishes and feelings, and take these into account.
- Make sure that children and young people in care are safe, with stable home lives, relationships and education or work
- Actively encourage Members to engage with their corporate parenting responsibilities for Children Looked After and Care Leavers through training and awareness raising.
- Make recommendations to the relevant decision maker about matters relating to children in care and Care Leavers to improve their experience of living under the care of Havering Council.

Havering's CPP meets four times per year.

The lead officers for the Panel will be the Head of Service for Life Chances, the AD Children's Social Care, the Virtual School Head, (or Assistant Virtual School Head) supported by an Officer from Performance Management and Governance and other officers as necessary.

Governance and Accountability

Panel members shall be required to undertake ongoing training, and will have opportunities to engage (where appropriate) with representatives of children in care on behalf of all of the Council's Corporate Parents.

The normal rules for a quorum for Panel meetings shall apply. The Panel will have no direct decision-making powers but will make recommendations where appropriate to the Executive.

Havering has a Corporate Parenting Strategy 2020-23 here:

<https://democracy.havering.gov.uk/documents/s46016/Corporate%20Parenting%20Strategy%20Draft%20TB%20Draft%20for%20Scrutiny%20v2.pdf>

Community Safety Partnership (HCSP)

Purpose and Function

The legislative framework for CSPs comprises 2 primary documents: the Crime and Disorder Act 1998 which established CSPs and the Crime and Disorder (Formation and Implementation Strategy) Regulations 2007 which requires CSPs to undertake an annual audit of crime, disorder and the misuse of drugs within their areas and then publish a 3-year

CSP Plan

The CSP is a strategic partnership whose key aim is to address crime and disorder reduction at borough level. The CSP Plan is refreshed annually:

<https://democracy.havering.gov.uk/ieDecisionDetails.aspx?Id=6539>

Key Functions

- To ensure its effectiveness and continual development in reducing levels of crime and disorder in Havering as well as fear of crime
- To take a Havering-wide approach to tackling existing and emerging crime and disorder issues and responding to shared challenges
- To commission the production of the annual partnership strategic assessment to analyse volumes, trends and projections and use that data, alongside partner intelligence and community views to help determine priorities
- To agree borough level community safety priorities and the summation of those within the annual Community Safety Plan
- To monitor, disseminate and translate changes in legislation, national strategy and procedures to partners including businesses and the community, highlighting the need for policy development and funding, if appropriate
- To maintain legal, accurate and effective information-sharing arrangements with partners
- To ensure that risks to community safety are anticipated, communicated and documented together with mitigation arrangements
- To establish, maintain and review effective strategic and operational groups to deliver against the CSP Plan's priorities and ensure that progress is communicated regularly to the CSP
- To collaborate effectively with existing boards/panels linked to the CSP and proactively develop new links with others so that, collectively, risk of becoming a victim of crime and disorder is reduced through crime awareness, crime prevention and safeguarding the most complex, vulnerable people in the community. This should include being 'critical friends' to each other

- To proactively identify and work to remove barriers to successful partnership-working and seize opportunities to develop new associations
- To establish, maintain and review a communication strategy including partners and the community to reduce fear of crime in the borough including building community resilience to prevent and deter crime and disorder
- To conduct reviews of domestic homicides as required by the Domestic Violence Crime and Victims Act 2004 and advise partners including the Office of the Police and Crime Commissioner (OPCC) on lessons learned
- To provide the OPCC with a single point of contact and engagement
- To oversee/advise and ensure effective deployment of partnership community safety funds, where they exist

North East London Integrated Care Board (NEL ICB)

The Integrated Care Board devolves governance to **North East London Health and Care Partnership** which then creates a joint plan for how local services will be delivered in a joined-up way. There is a Havering borough **Place Based Partnership**, a formal sub-committee to the Integrated Care Board (ICB), outlined below.

Purpose and Function

NEL HCP is a formal alliance of partners with a role in improving the health and wellbeing of local residents. They set the overall strategy that will guide collective work and hold the wider health and care system to account for how services are delivered in a more joined up way.

The Place Based Partnership has the following key functions:

- Understanding and working with communities
- Joining up and coordinating services around people's needs
- Addressing social and economic factors that influence health and wellbeing
- Supporting quality and sustainability of local services

Governance and Accountability

In April 2022 the Health and Care Act achieved Royal Assent. As a result on 1 July CCGs (Clinical Commissioning Groups for Local Authority areas) were disestablished and replaced by Integrated Care Boards (ICB). Our ICB is known as NHS North East London (NHS NEL). It is led by a Board and Senior Executive.

Terms of Reference and Membership

Havering Place Based Partnership has members from primary care, the GP Leadership Group, NHS Trusts, the Local Authority, the Health and Wellbeing Board, Compact, voluntary, community and social enterprise sectors. The Board has a Chair and System Convenor (Chief Executive Officer). Partnership workstreams are Children in Care, and Prevention. Work around finance, digital, contracts and enablers will be place based. Priorities include Children and Young People, Workforce, Long Term conditions, Community Connections and High Intensity Users.

A smaller 'steering committee' plans and coordinates the business of the ICP. The membership of the ICP 'steering committee' includes the ICB Chair, two elected members – inner and outer London boroughs, two NHS trust chairs –acute and mental/health, the ICB chief executive, a VCSE nominee, a Healthwatch group nominee and a primary care collaborative leader.

Havering is then divided by GPs into four primary care networks North, Havering Crest, Marshalls and South.

Agreed Constitution: <https://www.england.nhs.uk/wp-content/uploads/2022/06/8-nhs-north-eastlondon-icb-constitution-010722.pdf>

Havering Place Based Partnership Board

The Havering Place Based Partnership Board (the **Partnership Board**) is the collective governance vehicle established by the partner organisations to collaborate on strategic policy matters and oversee joint programmes of work relevant to Place, ie the London Borough Havering. It is a non-statutory partnership forum, which commenced its operation on 1 July 2022.

Purpose and Function:

The vision of the Partnership Board is to create person-centred, seamless care and support that is designed around the needs of local people throughout their life course, with a strong focus on prevention, addressing inequalities and the wider determinants of health by:

- (a) Developing joined up support and services that prevent people becoming ill;
- (b) Ensuring that when people do need advice it is easy to access and seamless between different agencies;
- (c) Ensuring that services for people who are ill are high quality and can be accessed without delay.

The Partnership Board will work in a way which:

- (a) Promotes positive cross-system conversations and collaboration at Place;
- (b) Communicates key messaging across organisations at Place, encouraging broader involvement when required;
- (c) Listens to the voice of patients, service users and residents at Place, and advocates for the issues they experience within the system.

The overall purpose of the Partnership Board is to bring together partners across Place with the aims of: (a) Improving how residents experience support and services, in accordance with our vision set out above; (b) Working together to continually improve the partnership in the interest of Havering residents/patients; (c) Resolving issues that may be preventing the successful delivery of integrated services and collaborative partnership working.

The Board is chaired by the London Borough of Havering's Lead Member for Adult Social Care and Health and a member of the Partnership Board who is from the primary care sector.

Terms of Reference: <https://northeastlondon.icb.nhs.uk/wp-content/uploads/2022/11/NELHCP-Havering-place-based-partnership-ToR-v.20.pdf>

HOW THE BOARDS AND PARTNERSHIPS WORK TOGETHER

The boards and partnerships have distinct, yet complementary functions. Safeguarding is not the core purpose for all of the boards and partnerships, but it is a key theme that unites them all.

The information provided in the section above, outlines the roles and responsibilities that each board / partnership has in relation to safeguarding. This section sets out how they will work together to safeguard and promote the welfare of children and adults in Havering.

Key principles:

We will offer mutual challenge and support:

The HSAB and HSCP have a specific remit to ensure the effectiveness of safeguarding arrangements across partners. As such they will work with, and where necessary offer challenge to the HWB, NEL ICB, CSP, PB, and CPP to ensure that they safeguard and promote the welfare of children and adults in the work that they do.

Independent of the scrutiny roles of the HSCP and HSAB, the boards and partnerships will offer each other mutual challenge and support in order to optimise safeguarding arrangements and ensure we are achieving the best possible outcomes for our children, young people and adults.

- **We will share good practice and resources**

To help each of the boards and partnerships to develop and improve, relevant good practice and resources will be shared. This could include policies and practices, including those identified in other authorities, or opening out training and development opportunities across the wider partnerships.

- **We will work together on themes of common interest:** Some themes have relevance across a number of the boards and partnerships. In such cases there will be joint working to reduce duplication of effort. Arrangements for this are set out in more detail in the next section.

- **We will be open and honest:**

The key partnerships will work together in a way that is open and honest, recognising that we are all seeking to achieve the best possible outcomes for Havering residents.

- **We will talk to each other about areas of risk**

We will share information on key risks or concerns. This will help the different boards and partners to maintain a good understanding of emerging risks that may be relevant to their work and support the principle of offering mutual challenge and support.

- **We will think partnerships**

All of the partnerships and boards will seek to adopt a mind-set where they stop and consider the wider partnerships context in relation to the work that they are doing. Where

there is benefit in informing, or working together with other partnership they will seek to do this.

Reporting arrangements between partners

The reporting arrangements for regular / annual reports will support closer working between the partnerships. It is expected that reports will clearly state the response and / or action that is required from the receiving Board and that reports will be tabled with sufficient time for appropriate discussion and challenge, for issues relevant to that partnership to be identified and necessary action agreed.

- The SAB will present their Annual Report to the HWB, CSP and HCP in the Autumn. The SAB will receive the Annual Report from the CPAP and the HWB strategy and JSNA.

In the case of issues or exception reports which fall outside of the above fixed reporting protocol:

- Any of the Chairs can make a written request to another partnership for information or consideration of any area of concern
- Any of the Chairs can make a request for an item to be placed on another partnership meeting agenda
- Any of the Chairs can request a meeting with one or more of the other partnership Chairs to consider and agree a way forward regarding specific issues

Where an area of concern cannot be resolved within the above framework, a resolution meeting will be held between the Board Chairs and officers at Director / Head of Service level.

Havering Safeguarding Strategic Group

The Chairs of the CSP, CPP, HWB, HSCP and HSAB meet on a quarterly basis in the Havering Safeguarding Strategic Group. There is a standing agenda item providing updates on issues within the partnerships and boards. This enables greater understanding of each other's structures, reporting mechanisms and shared priorities. Officers who serve the groups will map common themes, issues and gaps to help shape priorities, via a Task and Finish Group.

Common membership

Where there is common membership between the partnerships, these common members have a role in ensuring that relevant information is communicated across the partnerships, and they should raise relevant issues to the appropriate board or partnership Chair. In particular, the following people will have a key role in ensuring continued strong relationships between the partnerships.

Director of Public Health (DPH)
Cabinet Member for Children, Young People & Education
Cabinet Member for Adult Services, Health & Housing
The Local Authority Chief Executive

4 WORKING TOGETHER ON THEMES OF COMMON INTEREST

There are a number of pieces of work or themes which are relevant to more than one partnership. In such cases the default position should be that partnerships seek to work together to achieve the best outcomes and reduce duplication of work.

When a piece of work or theme is identified that is likely to have relevance across more than one partnership:

The other partnerships should be contacted to discuss the relevance of the theme / piece of work

- There should be agreement across those partnerships for whom the theme / piece of work is relevant on the following:

The approach to be taken

- Which partnership will lead and how all partners will contribute
- Responsibility and accountability for that particular piece of work / theme
- Communication / reporting arrangements