Enabling our children and families to lead happy, healthy lives.

Havering Local Safeguarding Children's Board

Annual Report April 2017- October 2018
The last two years have seen profound and positive changes in the safeguarding landscape across Havering, following the OFSTED inspection in October 2016 where services to children and families were found to be “requiring improvement” we have worked hard across the LSCB partnership to respond to this challenge. The Havering LSCB brings together senior staff from all key agencies involved in safeguarding children across the borough, we have representation from Education and Schools, The Police, Probation Services, Health and Social Care. In each of the partner agencies I have seen how they have worked to ensure that all of our services to children and families are safe, secure and work together effectively. The individual achievements in Barking, Havering and Redbridge University Trust (BHRUT), North East London Foundation Trust (NELFT) the Police and other partners alongside the local authority have been significant, and have contributed profoundly to the way that safeguarding work with children families takes place in Havering.

We can now be confident that the individual agencies each have robust systems in place that ensure compliance with our local and national requirements. So we know, for example, that compliance with safeguarding supervision requirements in BHRUT are now at 99% and that in NELFT relevant staff are all accessing appropriate safeguarding training. It is these sort of incremental changes, each requiring hard work and focus to achieve and maintain. That taken together has enabled us to get to a position where in June 2018 our services to children and families were judged to be “good” by OFSTED. As chair of the LSCB, I have seen how the changes have been steadily happening in a sustained manner over the last couple of years, this way of doing business is now embedded in our partners and has been the subject of audit, inspection and oversight from a variety of agencies including CQC and OFSTED.

The statutory framework for safeguarding partnerships is changing and by the autumn of 2019 we will have a new local safeguarding partnership in place. I believe that in Havering we are handing over an effective partnership that is well placed to respond to the future challenges. The progress that we have made, means that rather than just focusing upon the basics of agency compliance with statutory and best practice requirements we are well placed to develop innovative and creative responses to the developing issues, such as safeguarding of young people in the community, that require a multi-agency response to be effective.
What we know about children and young people in our local area…

21.7% of our population are aged 0-17

16.6% of children and young people living in poverty

10% of school age children and young people are recorded as having SEND

Havering is the 3rd largest London borough

83% of our population are White British and 17% are BAME

80% increase in lone parent households between 2001 and 2011

From 2011 – 2016 Havering experienced the largest net inflow of children across all London boroughs

It is predicted that the largest increase in population will occur in children (0-17) up to 2032
Our safeguarding cohort – who we are supporting

- **c.53000** children and young people in Havering
- **1331** children receiving Early Help intervention in 2017/18 (March 18)
- **2554** social care assessments completed in 2017/18
- **9653** contacts received via the front door in 2017/18
- **132** ICPCs held in 2017/18
- **455** children/young people subject of a Child in Need Plan (March 2018)
- **221** children/young people subject of a Child Protection Plan (March 2018)
- **248** Looked After Children (March 2018)
- **27** UASC Looked After Children (March 2018)
- **133** Care Leavers (March 2018)
- **9** children adopted in 2017/18
- **221** children/young people subject of a Child Protection Plan (March 2018)
- **7** children living in a private fostering arrangement (Jan 2018)
Havering LSCB Learning and Improvement Events

Our training programme runs from April to March each year, our training offer changes slightly each year and reflects the priorities of the board and key partner agencies. In the year from March 2017 to April 2018 there were a total of 51 LSCB courses scheduled with a total of 1010 places available. Of these places available, 756 participants attended courses equating to 75% of capacity reached. Attendance was up by 15% compared to last year. The non-attendance fee that was implemented during 2016-17 was not applied during this period due to a shortage of administrative resources.

The most popular course was Introduction to Safeguarding and has been since we started running it in 2015-16. The attendance rate was 107% which means the course was well oversubscribed. This is likely because this is the only level one course offered by Havering LSCB and is accessible to a much larger audience who require some level of safeguarding awareness because of their role. In addition to this, in 2017 all Chaperones, who work with children in entertainment, require mandatory safeguarding training when applying for a license within Havering. This means all Chaperones who apply or wish to renew their license must undertake safeguarding training. The LSCB are the only agency within the Borough that provides this level of face to face training at no cost to the delegate.

Transitions conference May 2017

Following on from the publication in May 2017 of a major review of a single case, known as SM, LSCB members felt it was important to highlight the learning identified within the review around how a child with care and support needs transitions into adulthood. The conference was jointly convened by the Children’s and Adults’ Safeguarding Boards and welcomed over 100 attendees across both service areas. The focus of the day was on the complexities of vulnerable young people, how they might cope with the risks and difficulties of adulthood and the associated challenges faced by professionals who work with them. The conference was opened by National Children’s Commissioner’s Anne Longfield who gave a keynote speech on importance of having support in place for care leavers.

The feedback from the conference was very positive. In particular delegates commented on the young care leaver’s presentation, which gave an insight into their lived experience and how services can better support them. Additionally, delegates fed back that they found the senior managements presentation on transitions, change and resilience very engaging, thought-provoking and relatable.
LSCB Learning Events this year included

- Chelsea’s Choice- CSE Production
- Child Sexual Exploitation Awareness Day Briefing
- Learning from Audits
- Safeguarding Week
- Fabricated and Induced Illness Workshop

Children

- Gangs and Youth Violence
- LADO Effective Investigations
- Children Mental Health First Aid
- Child Sexual Exploitation
- Introduction to Safeguarding Children
- Identifying Risk to the Child
- Legal and Procedural Mandate
- Safeguarding Children at Risk of Neglect
- Culturally Sensitive Practice
- Working Below Children’s Services Assessments & Referral Thresholds
- Working with Challenging Families
- Safeguarding Supervision Level 3
- Identifying Risk to the Child Level 3
- Legal and Procedural Mandate Level 3

Joint Adults and Children Training

- Harmful Practices
- Domestic Violence Champions
- Risk Identity Checklist training
- Motivational Interviewing
- Identifying and Talking about Suicide
- Gangs and Youth Violence
- Appropriate Adults Training
What do we know about the quality and impact of safeguarding practice in Havering?

How do we know it?
Our Partner Agencies

Amongst the most significant areas of progress that we have seen in Havering over the last two years has been the profound improvements in safeguarding practice across Barking Havering and Redbridge University Trust. The Trust runs our local hospitals at Queens and King Georges. Their safeguarding strategy has been implemented and monitored with a degree of rigour and determination that has made a profound difference to the local partnership.

BHRUT SAFEGUARDING CHILDREN’S STRATEGY 2015-2018 AND SAFEGUARDING STRATEGY 2018-2020

The Trust’s Safeguarding Children’s Strategy (2015 - 2018) was approved in February 2016 by the Safeguarding Strategic and Assurance Group. Significant progress has been made during this reporting year, 2017/18, in delivering the targets agreed in the Strategy which include:

- Consistent achievement of CCG’s KPI of 85%.
- Safeguarding Children’s Supervision - exceeded CCG’s KPI of 85%
- Audit undertaken including “The Voice of the Child with limited or no voice - Learning Disability”
- The Trust delivered a robust action plan in relation to the recommendations arising from the Lampard Review. All recommendations were delivered within their timeframes
- Harmful Practice e-Learning modules have been added to the essential training for staff requiring Safeguarding Children level 3 training.

In addition to the above, in May 2017 the Trust commissioned an external review to understand the current form and function of the Trust’s safeguarding service following a significant investment and the resulting restructure of the Safeguarding Team. One of the recommendations identified was to combine the two existing Safeguarding Children’s and Adult Strategies into one overall strategy.

To facilitate the development of the new Strategy, the Director of Nursing, Safeguarding & Harm Free Care, organised a Safeguarding Strategy Workshop which took place in September 2017. External stakeholders and patient partners, along with Trust staff from all Divisions, came together to discuss safeguarding topics and agree on what should be the Trust’s priorities for the next 2 years.

The new combined Safeguarding Strategy 2018-2020 was produced (including an easy read version) and will be displayed across the Trust from Q1 2018/19. Progress on the delivery of the strategy will be presented regularly to the Safeguarding Operational Group and Safeguarding Strategic & Assurance Group meetings.
**North East London Foundation Trust**

NELFT are the main provider of health services such as Child and Adolescent Mental Health services, school nurses health visitors and therapy services such as speech therapy and Occupational Therapy. NELFT are also the main providers of adult mental health services in Havering in partnership with Adult Social Care.

NELFT has been making strides over the preceding financial year in developing and embedding safeguarding practice into existing everyday governance systems and practices. For example, the successful links forged between safeguarding adult practice with other parts of the wider governance and safeguarding systems, such as the Serious Incident (SI) process, Children’s Safeguarding and Domestic Violence (DV) and adopting the ‘Think Family’ approach. Moreover, the NELFT Safeguarding team have written or updated the following policies: Managing Allegations Against Staff; Exploitation (an all age / all forms of exploitation policy); Management of Missed Appointments; Advanced Decision to Refuse Treatment, Advanced Planning and Responding to Sexually Harmful Behaviour.

Following the NELFT review of board assurance, the Safeguarding team publish a quarterly report to Quality and Safety Committee in line with the cycle of business. This commenced in January 2018 with publication of the annual report in February 2018. The Safeguarding Bi-Annual Report was published in August 2018.

The Trust safeguarding intranet page has been fully redesigned and very positive feedback has been received from NELFT staff following the launch in February 2018. To further strengthen the ‘Think Family’ approach the first joint Safeguarding adults & children Link Practitioners workshop was held on 12th December 2017. This was well attended and was positively evaluated. The Link Practitioners were updated on harmful sexual behaviours; professional curiosity; trafficking and modern day slavery; homelessness and the NELFT safeguarding teams work to implement the learning disability mortality review project (LeDeR). The last Link Practitioners forum was held in November 2018 and was very well attended. Attendees all thought the day was particularly relevant and they welcomed the coverage of Safeguarding Older Adults and the MAPPA presentation. Coverage regarding Fraud in the NHS highlighted practices that we may not fully realise could result in prosecution or loss of employment. The MCA and best interest decisions was well received. The Children’s team had a presentation on FGM and breast ironing and Lindsay Royan closed the day with a mindfulness session that was very well received.

The NELFT Safeguarding team now produce a quarterly newsletter using a ‘think family’ approach. Each quarter focuses on a particular theme and the content includes information, national statistics and general information about that theme and useful resources and signposting to support adult and/or children practitioners when managing safeguarding risk. The newsletter also features learning from Safeguarding Adults Reviews (SAR), Safeguarding Case Reviews (Children) and Domestic Homicide Reviews (DHR). It will also other include other reviews such as LeDeR and Serious Incidents moving forward. The first edition was published in August 2018 and the theme was modern slavery. This was well received in NELFT and a presentation, which included the newsletter was presented to NELFT senior management teams. A further edition was produced in October 2018, which featured Domestic Abuse as part of ‘National Domestic Violence Awareness month’.
Metropolitan Police East Area BCU

In the Metropolitan Police Service (MPS) locally, since its amalgamation into the Basic Command Unit (BCU) early 2017 have made great progress in safeguarding adults and children in DA and Child Protection. The latest figures in October show East Area as having the highest detection rate in London for these offences and the highest charge rates of 92% BUT the lowest conviction rate of 58%. These figures fluctuate on a monthly basis but form a consistent barometer. This equates to roughly a quarter of investigations not proceeded with at court for various reasons. Police, partners, and court time is costly, and effects public confidence of victims and relatives who have placed their trust in the criminal justice system.

The new Eastern Area BCU Safeguarding Structure has now been firmly established and in business as usual phase. MPS data shows that East Area BCU now deliver the second highest detection rate for Domestic Violence and in recent months have been top in London and there has been a significant reduction in wanted persons for Safeguarding offences. The charge rate compared to Police Caution – East Area consistently charge at the highest level in London compared to Caution.

A notable success has been the building of two specialist victim suites at Romford Police Station for victim/witness interviews. Due to complete early 2019 allowing for best evidence to be obtained from vulnerable victims and witnesses (adult and child). Being able to offer this provision locally is of major benefited to us all, in being able to provide an appropriate local resource for victims.

The MPS challenges locally for the next two years include continued work to reduce repeat victimisation in domestic abuse cases as East Area has the highest domestic violence repeat offending rate in London. Further work to improve Criminal Justice Outcomes – East Area were consistently towards the bottom if not bottom across London for DA conviction rates with some areas delivering over 80% conviction rate as the norm. East Area are typically in the 60%’s. Continuing the work to increase arrest rates for DA perpetrators and a reduction in outstanding offenders.
Is our training working?
Safeguarding Health Check Summary 2017/18

The Children’s Safeguarding Health Check Survey 2017 / 2018 summary report was completed by 230 respondents across all partner agencies within Havering. The questionnaire was completed by a mixture of managers, practitioners and senior staff. When asked, within the last 3 months, has your multi-agency training helped you deliver a better service? 60% of respondents said yes, the multi-agency training offer had helped them deliver a better service and supported their practice. 5% of respondents said no, 13% said don’t know and 22% of respondents had not attended training in the last 3 months. The main responses came from NELFT-NELCS, BHRUT, primary schools and LB Havering. This reflects the feedback that is generally received from evaluation forms.
A full list of respondents by organisation can be found in Health Check Summary Report 2017/18
Havering Safeguarding Week
1-5 October 2018

The annual Havering Safeguarding Week is our opportunity to raise awareness in relation to how we identify and respond to the risks and concerns affecting some of Havering’s most vulnerable residents. Safeguarding week is when the professional network can think about how we work together and what are the important issues that we need to respond to as new priorities arise and our population changes. This year’s theme was Managing Risk Together and brought together complementary themes from across adult and children’s services. In both adult and children’s services we are getting better at understanding the complexity of how we understand, and respond to, identified risks for vulnerable individuals and families. This year we were looking at some of the areas where we are particularly challenged to work together across disciplines and organisations, in areas such as parental mental health, domestic violence, forced marriage, female genital mutilation and modern day slavery the boundaries of adult and children’s service are constantly challenged. It is only when we bring together the perspectives from both adults and children’s practitioners that we are able to develop responses to these issues that really make a difference to the life experience of people.

For the first time, Havering Safeguarding Adult and Children Board hosted a joint conference which explored how decisions about understanding and responding to risk are influenced by personal experience and training, as well as organisational culture.

The conference heard from a variety of speakers, including carers and service users, to explore how we assess the level of risk within our roles, how we communicate risk across agencies and how these decisions impact upon the outcomes of Havering’s most vulnerable children, adults and families.

Over 120 people attended the conference as part of the wider safeguarding week.

During the week there were a total of 27 events that ran over four days, with one day during the week dedicated to the joint safeguarding conference. Over 340 professionals attended across a variety of services and events were generally well attended throughout the week with an attendance rate of 69% of total capacity. However, it should be noted on average of 5 attendees did not attend per event and one course was cancelled due to the facilitator dealing with an emergency safeguarding concern. The week included a number of new learning events, workshops and briefings that had not previously been included in the Board training programme before. Subjects included, Hate Crime, Coercive and Controlling Behaviour, Safeguarding Young People in Education and Fabricated and Induced Illness. This will be discussed at Board level.
In June 2018 Havering children’s social care, were inspected under the new ILACS framework. The outcome of this was an overall ‘Good’ rating and this comprised of three category judgements;

- The impact of leaders on social work practice with children and families - Good
- The experiences and progress of children who need help and protection - Requires improvement
- The experiences and progress of children in care and care leavers - Good

The inspection report highlighted several areas, which need to be improved, in order to raise standards further. A key factor is to ensure greater consistency and quality assurance across the service, and compliance with case recording.

The Children’s Services Management Team have developed an Improvement priorities report. The Children’s Senior Management team have analysed the report, and identified seven key project areas within this programme of work.

**Theme 1: Pathway Planning and Transitions to Adulthood**
This theme builds on progress made across the Leaving Care and Intervention and Support service. The aim is to further improve the quality of care planning.

**Theme 2: SMART Planning (Including risk assessments and support for children returning home from care)**
This theme relates to the approach to planning and recording across Children in Need, Child Protection, Strategy Discussions and risk assessments. The aim is to set out a consistent approach to ensuring plans are SMART and recorded in a clear, concise and consistent manner.

**Theme 3: Supervision**
The aim is to clarify what ‘good’ supervision looks like, and set out clear guidance and principles. This also involves looking at new ways of delivering case supervision including group and peer supervision models.
Theme 4: Case recording and data quality
Alongside the implementation of the new case management system, clear expectations of how practice should be recorded will be developed, and a rigorous quality assurance framework for data quality will be put in place. The aim is to ensure a more consistent approach to record keeping.

Theme 5: Adolescent Safeguarding
The aim of this theme is to ensure there is a coherent approach to the range of risk issues that affect young people, including Serious Youth Violence, Child Sexual Exploitation, Missing, Criminal Exploitation, County Lines, and Radicalisation. A review of the governance structure, new strategy, model of practice, partnership working and intelligence will be developed as part of this work. The aim is to ensure we consider all contextual safeguarding issues together when reviewing risks and safety plans for young people.

Theme 6: Quality Assurance
This theme will consider the auditing and other quality assurance activities across the services to ensure there is a robust framework to which supports us to achieve a more consistent quality of practice.

Theme 7: Workforce and Practice development
This theme will progress the work of the Social Care Academy and set out a route of professional development for all practitioners and managers within the service. This will include a review of career progression and fast-track options.
Overall in 2017-18 we have seen a higher front door demand than in 2016-17. In the last quarter of 2017-18 there was a decrease in contacts compared to the same period of previous year, which coincides with the removal of the Blue RAG rating.

Weekly data is shared with managers to ensure there is strong oversight of trends and themes emerging.

The percentage of referrals becoming assessments has consistently sat above the 85% target in 2017-18. This suggests that the decisions being made in MASH are proportionate. The rate of repeat referrals within a year has remained stable.

The decrease in the percentage of contacts resulting in no further action (NFA) shows that the majority are appropriate and lead to an offer of support, signposting or intervention. The removal of the Blue RAG rating has also contributed to the reduction in NFA.
Consistent management scrutiny is applied to the timeliness of assessments. Any variations in performance have been quickly identified by managers through performance reporting. Issues are then explored and rectified. A 10 day review process is in place to ensure that all cases have a clear plan and direction.

For the percentage of assessments completed in 45 days, our outturn in 14/15 was 49% and 69% in 16/17, with the 17/18 figure of 86% demonstrating a significant improvement.

The percentage of assessments with an outcome of no further action has decreased from 61% in 2015-16 to 31% in 2016-17 and now an average of 25% in 2017-18.

Audit activity looks at whether outcomes are being achieved as a result of intervention to help us ascertain whether or not assessments ending are in the best interests of the family.
LSCB Evaluation of Multi Agency Practice in MASH & Assessment

Over the last 18 months, a significant amount of improvement work has been undertaken regarding practice in the Multi-Agency Safeguarding Hub (MASH), alongside a backdrop of rising demand. The single front door provides a joined up approach between social care, Early Help and NELFT and BHRUT and the Police, as well as delivering an aligned process for the assessment and identification of need.

**Partnership Working**

To ensure continued development of the joint working between all partner agencies, a rolling series of workshops between MASH representatives, Police and a specified group of partners (for example, education) have taken place. The purpose of these workshops is to share knowledge and learning as well as ensuring that thresholds are understood. Since September 2017, 7 workshops have been held and on average 14 attendees have been at each workshop. The joint Education and CAIT workshop in January 2018 had 37 attendees and a waiting list of people wanting to attend. This workshop was repeated in May 2018 due to the high response rate. The evaluation of the feedback from the workshops shows that overall the training has been well received and recommendations were made about rolling out wider to training to other local partners.

Over the last 12 months we have seen an increase in the presence of partner agencies co-located in the MASH, for example the CAIT and Sapphire teams from the Metropolitan Police. This co-location encourages joined up decision making and creates more efficiency within the process to ensure that responses are timely and proportionate. In 2017, senior managers from Adult Social Care, NELFT and Education undertook systemic leadership training alongside the social care senior management team. Joining up the systemic approach has encouraged the development of a shared language and a common approach to understanding need. This development of relationships also extends to the Business Support Team who have undertaken their own bespoke systemic training and will continue to do so at regular intervals.

**Audit Activity**

A sample of children’s social care internal audits are undertaken in MASH and Assessment every quarter by Group Managers. External partner agency audits are also undertaken and participation in these is increasing. LSCB audit activity also involves MASH and partner agencies. An independent audit of all contacts and referrals has also enabled us to better understand the impact of our interventions and the outcomes that are being achieved.
Positively Work with families to identify strengths
Throughout 2017/18 Havering has seen a 64% increase in the number of CiN plans. This increase has in part been due to step-downs from Child Protection Plans, leading to a greater complexity of work being held at the level of children in need. The data suggests that this change is working, delivering effective support and engagement with families that enables positive change to take place.
Throughout 2017/18 we have seen a gradual decline in the number of child protection plans. Improved scrutiny over thresholds means there is careful consideration about the added value this process is likely to contribute.

The below data shows the length of time ceased plans were open for in 2017-18. Since November 2017 we have not had any plans cease which had been open for more than 24 months and there are no plans which have been open for more than 24 months as of April 2018.

As of April 2018 18% of our CP plans had been open for more than 12 months. In 2017/18 28 children became subject to a CP plan for a second or subsequent time, this is 36% lower than in 2016/17 (44).
CSE & Missing
Children exhibiting harmful behaviours such as going missing or are at risk of child sexual exploitation are monitored by the CSE & Missing Coordinator. The monthly Missing Panel and CSE Operational Panel ensure that cases are monitored and discussed from a multi-agency perspective and that social workers are supported to ensure that children remain safe. At the end of every week the DCS, ADCS and Head of Service for ISS receive an update on all children who are still missing from home or care and what the plan is. The quality of practice with regards to Return Home Interviews is an area children’s social care are improving; the CSE & Missing Coordinator is working with the service to develop creativity and flexibility with the way that the interviews are conducted in order to maximise the impact.

Radicalisation
Between June 2017 and May 2018 11 young people aged under 25 have been referred through PREVENT; 2 of these resulted in a Channel Panel. One of the Panels was chaired by the YOS under a Youth Conditional Caution, this was the first time in the country a channel intervention was done this way. The second panel was chaired by the Prevent Team and was well attended by multi-agency representatives. Schools are very engaged with the Prevent Agenda and are very active in sharing of relevant information and attending Channel Panels. Over the last 4 quarters 565 delegates within schools have been trained in Prevent. Training has also been delivered to Childminders, Havering Music School and trainee/newly qualified teachers. The Prevent and Hate Crime Coordinator from the Community Safety Unit (CSU) has visited MASH, Assessment and YOS to promote the PREVENT strategy/action plan and deliver training in Prevent. From June 2017 to April 2018 320 staff across the Local Authority have received Prevent Training including the LSCB, Adult Social Care and the Community Learning Disability Team. A new 3 hour face to face training for Foster Carers was also delivered in April 2018.

Serious Youth Violence
Historically, Havering has had one gang, however in 2018 evidence suggest that this gang has fragmented out. The issue we are now facing is the gang problems of other boroughs which are either enticing our young people out of Havering or offenders are re-settling in Havering as a result of YOS intervention or gang exit. The CSU have regular contact with MASH, YOS and the Safer Schools Officer. 339 frontline professionals have been trained in level one Gangs Awareness and further training is being targeted to Pupil Referral Units, foster carers and supported accommodation providers. Exploration is also being given to fund ‘street doctors’ to teach young people aged 12-25 how to administer first aid, specifically in relation to wounds from blades. Awareness is also being raised around the increase in acid attacks in the borough (39 in 2017-18 compared to 27 in 2016-17) and how to effectively respond to these. Since April 2017 The East Area Gangs Unit has coordinated a tri-borough response to serious youth violence. Monthly partnership meetings take place with regards to the gang nominal's causing the highest amount of harm or posing the greatest risk to Havering, Barking & Dagenham and Redbridge. Discussions are held around management plans, prison releases, relocation of gang nominal's and enforcement options.

We have a relatively low number of reports with regards to other harmful behavior's such as FGM, modern day slavery and forced marriage. Our links to the Community Safety Unit, partner agencies through the MASH and the Early Help Partnership Board ensure we have a robust response in place when needed.
Children in Care

Improve the life experiences of children in care and listen to their voice.
The number of Children in Care has remained stable throughout 2017/18, with an average of 254, and the increase in visit timeliness in Q4 is a positive sign of improvement. There has been a focus over the last 12 months with regards to developing our cohort of in-house foster carers and the flexibility of the care they provide. We have seen a positive increase towards the end of the year in the number of Children in Care placed with our in-house carers as opposed to agency placements or residential. The aim is to deliver greater stability for our Children in Care as they can remain in a familiar area and continue to access services they are used to (for example, school or health services).

Over the past 18 months across Havering there has been a great deal of investment in creating stability and permanency within our workforce. Currently 70% of our social workers are permanent and further progress is planned through the development of the Havering Social Care Academy. The increase in stability in our workforce means more time can be invested in creating meaningful relationships. A longer term relationship enables the social worker to develop a greater understanding of the child or young person as an individual and the story they have to tell. A noticeable benefit in a more stable workforce is the reduction in the number of children experiencing 3+ changes of social worker in 12 months. This has reduced from 14.9% in March 2017 to 4.9% in March 2018. The advocacy service has grown considerably over the last year and as of January 2018, 19% of our Children in Care had an advocate allocated to them.

Permanency
Permanency Planning is a process embedded throughout the children's social care service and is supported by partnership activity particularly from health and education, meetings are often held in conjunction with a member of the adoption and SGO service to ensure long term planning is considered from the earliest opportunity. A benefit of early planning is the reduction in the amount of time between a court decision and a child being matched with perspective adopters. This has reduced from an average per child of 247 days in 2016/17 to 136 days in March 2018. In 2017-18, 11 children were adopted which an increase from 7 in 2016-17.

In 2017-18 we have seen a gradual increase in the number of children achieving permanency through a special guardianship order, from 9.3% in March 2017 to 19% in March 2018. In addition to this, in 2017-18 we achieved 39 long term fostering matches for children and young people in care. To continue developing practice to support permanency outcomes, the adoption team are working with the social work teams to develop skills in life story work and raise the quality of child permanence reports.

Placements
As part the CSC Face to Face Pathways Programme, they have recruited Pathway Carers specifically to care for children and young people with complex needs who may have otherwise been in residential or agency placements. There are currently have 7 Pathway Carers. Support for these placements is provided by a dedicated Advanced Practitioner to supervise the carers and a Systemic Family Therapist to support both the carer and the young person. Working with carers to reframe behaviours that young people may exhibit and responding differently is helping to create stability for young people who may not have previously experienced this. This approach also encourages foster carers to adapt to the child rather than expecting the child to adapt to the placement. Local placements enable young people to access local and familiar services which may have otherwise been unavailable. Where possible, pre-placement planning meetings also take place to ensure that all professionals involved with the child, particularly the foster carer, are aware of the needs of the child and the plan that is in place to respond to them. Over the last 12 months we have seen a reduction in residential placements from 15 to 9 young people and the number of Children in Care placed in in-house provision has increased from 75 to 85.
Virtual School
The creation of the Children’s Services directorate has meant that the Virtual School is now more integrated with social care, strengthening the links to education for Children in Care. Part of the Virtual School offer is to provide training for social workers with regards to the importance of educational attainment for Children in Care and the quality of Personal Educations Plans (PEPs).

Participation and Celebration
Participation from Children in Care and ensuring their voice is heard is an area of practice we are constantly working to improve. In 2016 we invested in MoMO (Mind of My Own), a web-based app for children to share their views, concerns and good news with their social worker or IRO. The Children in Care Awards were held to celebrate the achievements of our Children in Care and in 2018 a film premiere event was held to show case a film made by Children in Care about their experiences through the See Change Films project.

Transitions to Adulthood
In May 2017 the Transitions Panel was set up in order to ensure Children in Care experience a smooth transition into adulthood and Leaving Care Services. Young people are discussed at the multi-agency panel from the age of 16 and the intention is that young people don’t experience the ‘cliff-edge effect’ of services ending as soon as they turn 18. The new approach was also developed based on learning from a serious case review due to the death of a care experienced young adult in 2015. The LSCB Transitions Conference in 2017 focused on successful transitions to adulthood and what good practice in this area looks like, since that conference we have seen significant change and continual improvement in this area as demonstrated by the June 2018 OFSTED inspection which identified some areas of outstanding practice in this area of work across Havering.
Care Leavers

Providing opportunities to thrive
WHAT OUR DATA TELLS US ABOUT MULTI AGENCY PRACTICE FOR CARE LEAVERS

Following the Ofsted SIF Inspection in October 2016, an improvement plan for the Leaving Care Service was developed and implemented. This was further bolstered by the receipt of £2.4m funding from the DfE for our Face to Face Pathways Programme, a significant amount of which focused on improving services for care leavers.

Over the last 18 months a significant amount of our improvement activity has been focused on the Leaving Care Service, alongside an increase in demand for services (the number of Care Leavers has increased from 121 in April 2017 to 133 in March 2018).

Throughout 2017/18 we have seen an increasing proportion of our Care Leavers with a pathway plan and the average caseload of our Pathway Co-ordinators has increased from 4 to 8. We know that as a partnership we are getting better at responding to the needs of young people who have experience of the care system. In particular the very positive response from young people to the variety of services now offered at The Cocoon in Romford has demonstrated the impact of these changes.
Support and Contact
As part of the Face to Face Pathways Programme, Pathway Coordinator roles were developed and recruited to in 2017. Each Pathway Coordinator has a different specialism, for example substance misuse or employment, education and training, and uses their skills, knowledge and connections to ensure Care Leavers have access to the services they need. The Pathway Coordinators also spend time co-located within their linked organisations to promote interconnectivity. Representatives from Housing, DWP and Virtual School all spend time at The Cocoon to enable access to informal support and advice. We have also developed a corporate parenting support pledge around training, apprenticeship and employment opportunities which 15 local businesses have signed up to. The intention of the new way of working is to create a cohesive team around the young person leaving care so that they feel safe and supported. All Pathway Coordinators, Young Person Advisors (YPA) and managers within the Leaving Care Team have undertaken systemic training or are in the process of doing so. The development of relational practice ensures focus on the needs of the young person as an individual and the intention is that the formation of positive relationships will encourage Care Leavers to stay in touch with the service.

Planning
Revised Pathway Plans for Care Leavers were implemented from April 2017. The new template includes a section specific to capture the views of the young person and their parent/carer, as well as encouraging thinking around contingency planning and financial entitlements. As at March 2018 90% of Care Leavers had an operational pathway plan and 88% had had their plan reviewed within the last 6 months. In March 2018, 22 Pathway Plans were audited and for the majority of the cases reviewed a clear and purposeful pathway plan was in place and there was evidence of positive outcomes being achieved for young people. It was identified that reviews of Pathway Plans need to be more consistent and evidence of multi-agency working needs to be explicit. Since the summer of 2017 we have been working in partnership with Social Finance to co-produce with Care Leavers a digital pathway planning tool, called 'Leaving Well'. This is due to be piloted in June 2018.

Co-production
We have partnered with MAC-UK and their INTEGRATE model of working which puts young people at the heart of designing and delivering services, supporting our Face to Face vision of ‘doing with not to’ young people. In October 2017 we opened a community space for Children in Care and Care Leavers called The Cocoon. Since its opening, over 140 young people have visited The Cocoon and it has predominantly been used a place for young people to meet with their YPA or other professionals. The DCS, ADCS and Head of Service for Leaving Care all spend time at The Cocoon to maintain contact with young people and obtain feedback. A number of events and activities have also taken place at The Cocoon, some of which have been designed and set up by young people, for example the UASC group. Our partnership with See Change Films (a charity which uses film to give a voice to young people who have direct experience of the care system) has been based at The Cocoon, with plans for this to continue in stage 2 of their project. Since February 2017 the Corporate Parenting Panel has a specific focus on participation and hearing from care experienced young people.
Quality Assurance Framework & Audit Activity

USE information effectively to inform practice
The LSCB Q&E Group is chaired by the Director of Public Health and has representation from the partnership including NELFT, BHRUT, CCG, Police, Education and Children’s Social Care. The function of the group is to ensure:

- that there is a comprehensive approach to quality assurance
- scrutiny of performance data
- scrutiny of findings from single agency audits
- completion and review of multi agency audits
- tracking of recommendations and action plans

During 2017/2018 two multi-agency audits were planned (Child Protection Neglect Review & Contacts and Referrals Review).

**Themed Child Protection Review and Multi-Agency Audit:** A thematic audit of CSC Child Protection cases took place during Quarter 2 and 3 due to the high number of children on child protection plans. Following this work a multi-agency audit was carried out.

**What did we do?**

- **June-July 2017:** an in-depth data analysis of child protection cases took place to understand the key trends and to inform audit activity commissioned for September 2017.

- **August 2017:** ISS Group/Team/Deputy Team Managers reviewed the effectiveness of core group meetings as part of the quarterly audit programme for the service.

- **September 2017:** feedback forms were distributed to families and professionals after each CP Conference to ask about the effectiveness of Child Protection Conferences to support planning and improve outcomes for families.

- **An independent review of 136 children from 70 families (62% of children on a CP Plan) took place in September 2017. The auditor sat with social workers and IROs in October 2017 to feedback findings, address any drift and to support action planning.**

- **A multi-agency audit took place December 2017- January 2018.** Five Child Protection cases with a main category of need ‘neglect’ were reviewed by CSC, NELFT, BHRUT and Schools. A key lines of enquiry tool was used to review the effectiveness of planning, information sharing and joint working to improve outcomes for children and families.
CP Conference Feedback and Audit Findings

CP Conference Feedback (38 respondents):

- The majority of respondents fed back that they were prepared for the conference and had reports beforehand. They felt they were able to take part in the conference, have their views heard and were involved in the planning. Respondents fed back positive outcomes for families, and (66%) felt that the plan would help to support the family with 24% suggesting that the plan would partially help.
- Examples of good practice were identified including good timeliness of informed decisions around ending CP plans and regular monitoring of cases.

What do we need to work on?

- Consistent application of thresholds
- Strengthening the risk assessment at the point of strategy discussion and S47 investigation
- CP planning processes and management oversight

What have we done so far?

- Since October 2017 the number of children on a Child Protection Plan has reduced.
- The S47 template has been updated to support risk analysis and planning. Quarterly audits of strategy discussions/S47 investigations have been taking place during Q4 2017-18 and Q1 2018-19.
- Discussions around CP minutes have taken place with IROs and CP minute takers to improve the quality and detail recorded. The Business Support Team are tracking minutes to ensure they are saved to CCM.
- Discussions have been held with partner agencies around escalation processes to avoid drift/delay in cases as well as strategies for engaging families to support multi-agency planning.
- Feedback has been provided to managers to strengthen supervision. The frequency of supervision is monitored through performance data and the quality of records through the audit programme. A themed audit around supervision recording has been planned for 2018/2019.
- The March 2018 PW found an improving picture where there is evidence of more robust management oversight and innovative working to support engagement with families.
LSCB Multi Agency Contacts and Referrals audit

Findings from the audit and additional work showed that:

A. Professionals identify children and young people in need of help and protection. Professionals understand thresholds; they make appropriate referrals to children’s social care and are able to access social work expertise and advice.

B. There is a timely and effective response to referrals that leads to children and families receiving effective, proportionate and timely interventions.
   i. Referrals to MASH
   ii. Referrals to the Emergency Duty Team (EDT)
   iii. Referrals to the Local Authority Designated Officer (LADO)

The multi-agency audits show that professionals identify children and young people in need of help and protection. They make appropriate referrals to children’s social care and are able to access social work expertise and advice.

The audit found that for the majority of cases referred (including repeat contacts) agencies were making timely referrals that met the threshold for social care. There was evidence of agencies calling MASH to ask for information and advice.

Although the audit found evidence of some detailed, good quality MARF’s, the quality of referrals was not consistently good, risk and safeguarding concerns were not always clearly recorded. Work has been undertaken in response to this finding to help staff across the LSCB partnership to improve the quality of their referrals. A number of very successful workshops were run in 2018 and more are planned for 2019. The workshops have brought together staff from schools, health, and other referrers, to help spread best practice across all agencies.

The independent data analysis commissioned by the service analysed trends in the volume of referrals and repeat referrals over 2016/2017 and 2017/2018. This analysis found that there have been an increasing number of referrals from all agencies coming into MASH.