

GATESHEAD HEALTH AND WELLBEING BOARD AGENDA

Friday, 6 September 2019 at 9.00 am in the Whickham Room - Civic Centre

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies for Absence
2	Minutes (Pages 3 - 12) The minutes of the business meeting held on 19 th July 2019 and Action List are attached for approval
3	Declarations of Interest Members of the Board to declare an interest in any particular agenda item. <u>Items for Discussion</u>
4	Transforming care: older persons care home model - Barry Norman (Pages 13 - 22)
5	CAMHS New Structure - Judith Turner (Pages 23 - 24)
6	Consultation on Public Health Green Paper 'Advancing our health: prevention in the 2020s' - Gerald Tompkins (Pages 25 - 32)
7	Better Care Fund 2019/20 - John Costello (Pages 33 - 36)
8	Gateshead Health & Care System Update - All <u>Assurance Items</u>
9	Safeguarding Annual Reports & Plans: Adults and Children - Sir Paul Ennals (Pages 37 - 142) Links to reports: <ul style="list-style-type: none">• SAB 201819 Annual Report• Safeguarding Adults Board Strategic Plan 2019-2024• LSCB Annual Report 2018-19• MASA Safeguarding Plan
10	Updates from Board Members
11	A.O.B.

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GATESHEAD METROPOLITAN BOROUGH COUNCIL

HEALTH AND WELLBEING BOARD MEETING

Friday, 19 July 2019

PRESENT: Councillor Lynne Caffrey (Gateshead Council) (Chair)

Councillor Leigh Kirton	Gateshead Council
Councillor Mary Foy	Gateshead Council
Councillor Gary Haley	Gateshead Council
Councillor Michael McNestry	Gateshead Council
Caroline O'Neill	Care Wellbeing and Learning
Dr Mark Dornan	Newcastle Gateshead CCG
James Duncan	Northumberland Tyne and Wear NHS Foundation Trust
Alice Wiseman	Gateshead Council
Lynsey McVay	Tyne & Wear Fire & Rescue Service

IN ATTENDANCE: Andy Graham	Gateshead Public Health
Sir Paul Ennals	Local Safeguarding Children's Board
Joe Corrigan	Newcastle Gateshead CCG
Michael Laing	Gateshead Community Partnership
Steve Nash	Newcastle Council for Voluntary Services
Felicity Shenton	Healthwatch
Lynn Wilson	Gateshead Council
Helen Williams	GMTS
Caroline Willis	Northumberland Tyne and Wear NHS Foundation Trust
David Muir	Northumberland Tyne and Wear NHS Foundation Trust

HW122 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Beadle, Councillor Gannon, Councillor P Foy, Sally Young, Mark Adams, Bill Westwood, Elaine Devaney and John Costello.

HW123 MINUTES

RESOLVED:

- (i) The minutes of the last meeting held on 7 June 2019 were agreed as a correct record.

HW124 DECLARATIONS OF INTEREST

RESOLVED:

- (i) There were no declarations of interest.

HW125 DECIDING TOGETHER, DELIVERING TOGETHER - JAMES DUNCAN, DAVID MUIR AND CAROLINE WILLS, NTW AND MICHAEL LAING, GATESHEAD HEALTH TRUST (PRESENTATION)

It was noted ahead of the presentation that the Child and Adolescent Mental Health Team were expected to do a presentation at the meeting; it was stated that their attendance would be expected at the September meeting of the Board.

The Board received a presentation providing an overview of the Deciding Together principles in addition to provider delivery group priorities. It was highlighted amongst other priorities that there will be a focus on access to mental health services and making this more streamlined and easier to navigate.

Key headlines from the NHS Long Term plan were also provided in the context of the changing landscape of the NHS. The Board were also advised that a newsletter has been created to provide an update on the Deciding Together, Delivering Together project with the aim of widening communication and providing transparency to the process.

More detail on the Provider Delivery Group priorities was provided from the presentation; in the context of access to mental health services it was noted that online information services would not be suitable for all users. The Board were further advised that as part of the priorities, engagement with GPs was important to improve links with primary care and local authority and joint improvement work.

The Board were provided with an overview of the proposed acute ward moves and a timeline of the project to allow for improvement and building works to be carried out. Information was also provided on bed days from 2018-19 to 2019-20 in addition to an overview of the shared activities of Gateshead mental health services.

The presentation highlighted the partnership work taking place highlighting that patient pathways will be mapped across the whole journey from community to inpatient and intermediate care.

A comment was made acknowledging the hard work of the Trust but concern was noted about providing interventions when services were already in crisis. Further comments were made noting that there needs to be more work done on intervention and prevention of poor mental health to reduce pressures on services. It was stated that early intervention is critical and that pathways in to schools are being made as part of the strategy. It was further stated that prevention is everybody's business.

It was said that the information and updates from the presentation would be welcomed by those working in the voluntary sector; it was requested that a further update be provided in the Autumn on the engagement with the voluntary sector as

part of the plans. It was also suggested that the head teacher of Whickham School be invited to discuss his experiences at a future meeting.

RESOLVED:

- (i) The Board noted the contents of the presentation.
- (ii) The Board requested a further update on the involvement of the voluntary sector be provided at a future meeting.
- (iii) The Board wished to invite the head teacher of Whickham School to a future meeting to share his experience of prevention work in schools.

HW126 HEALTH AND WELLBEING STRATEGY UPDATE - ALICE WISEMAN (PRESENTATION)

The Board received a presentation providing an update on the Health and Wellbeing Strategy. It was noted that the landscape has changed since the original strategy was written making the strategy out of date.

From the presentation it was noted that THRIVE is the agreed strategic approach for the strategy with the continuing need to address inequalities. It was also noted that over 50% of people and families in Gateshead are either managing or just coping and over 30% are in need or in vulnerable situations.

The Board were advised of the pledges to tackle inequalities which included putting people and families at the heart of everything we do. An overview of the policy aims was also provided based on the principles of Sir Michael Marmot. The Board were also advised that talks have taken place with Chris Bentley to develop the vision of the strategy.

From the presentation, the Board were advised of the actions to be taken in order to meet the pledges of THRIVE in the context of the strategy. It was stated that the recommendations are all based on evidence but are challenging.

It was noted from the presentation that further engagement will take place with Councillors, partner organisations, residents and the voluntary and community sector. It was also stated that the final strategy would come back to the Board for approval before action planning takes place to deliver the strategy.

A comment was made noting that the CCG, Gateshead Housing Company and Unions could be involved in the consultation; these were noted for consideration. It was also asked whether air pollution was included in the THRIVE agenda; it was stated that it is covered in the Council's climate change policy.

The Board were advised that the working title for the new strategy is 'A job, a home, good health and friends.'

A further comment was made noting that the new strategy was exciting and was praised for acknowledging social determinants as part of health and wellbeing.

RESOLVED:

- (i) The Board noted the contents of the presentation.

HW127 GATESHEAD HEALTH AND CARE SYSTEM UPDATE - SUSAN WATSON AND MARK DORNAN

The Board received a report providing an update from the Gateshead Health and Care System on progress in taking forward a place-based approach to the integration of health and care in Gateshead following on from the workshop held in June 2018.

From the report a summary of key successes were highlighted noting that the 'skeleton' has been created for the Gateshead Health Care system through a Memorandum of Understanding and Terms of Reference. There is also an increased awareness of each other's challenges, including the particular challenges faced by providers.

It was also noted from the report that there has been significant commitment from partners as evidenced by weekly meetings to maintain momentum from the report-out and keeping to the promise of meeting regularly. A summary of the agreed programme of work was also provided that identified three priority areas:

- Children and Young People's Health and Wellbeing
- Frailty
- People with Multiple and Complex Needs

as well as a number of key transformation programmes. Additionally, it was noted that collaborative working has enabled a whole system response to the Council's budget proposals and the national LGA consultation on an adult social care Green paper and the local air quality consultation. Further details of the measures taken were summarised to the Board from the report.

The Board were also provided with an overview of areas for further development which included the system leadership and planning arrangements. It was stated that the areas noted in the report were being looked at.

From the report, the Board were advised of the plans looking forward in the context of 'guiding principles' which included system integration and prioritisation. The Board were also advised that consideration has been given to requirements of the system in terms of:

- Infrastructure development
- Budgetary and planning arrangements
- Cultural change across the system
- Embedding prevention in ways of working and,
- Priority programmes of work to be progressed.

A comment was made commending the work and the direction of travel detailed in the report. It was also stated that the contributions of the voluntary sector should be further recognised as part of the plan.

RESOLVED:

- (i) The Board considered the progress update and noted the contents of the

- report.
- (ii) The Board endorsed the key areas of focus for 2019/20 as outlined in the report.

HW128 AIR QUALITY UPDATE - GERALD TOMPKINS (PRESENTATION)

The Board received a presentation on Air Quality and Health.

From the presentation the Board were advised that air quality refers to a variety of pollutants including nitrogen dioxide, sulphur dioxide and carbon monoxide. It was also highlighted that air pollution can come from a variety of sources such as construction sites, aircraft, road transport and farming.

A summary of the human effects that pollutants can have was given. It was stated that the body can be affected in a variety of ways from itching and irritated eyes to strokes.

The Board were further advised Gateshead Town Centre was declared an Air Quality Management area in 2015 and were provided with a breakdown of air pollution levels and statistics from 2006 – 2018 for Lychgate Court, Bottle Bank, the A1 at Dunston and the Tyne Bridge.

It was stated that measures have been taken to further improve air quality in Gateshead, this includes investment in walking and cycling infrastructure and a substantial improvement of the bus fleet going through the town centre using government grants to fit exhaust cleaning equipment.

The Board were advised that the North East has poorer health than England, with shorter life expectancy and healthy life expectancy. It was also stated that the major causes include cancer and cardio vascular and respiratory disease. In the wider context, it was also noted that measures to improve air quality may be of particular benefit in the poorest communities within the region.

It was highlighted from the presentation that Gateshead Council will continue to raise awareness of road traffic related air pollution to change people's behaviour in addition to making internal improvements. Internal improvements included improving the Council's fleet of vehicles and to support active travel with employees.

A comment was made noting that the information provided in the presentation reinforced the Council's recent motion in declaring a climate change emergency. It was also noted that the Tyne and Wear fire service have trialled the use of electric vehicles.

RESOLVED:

- (i) The Board noted the contents of the presentation.

HW129 UPDATE FROM BOARD MEMBERS

HW130 AOB

RESOLVED:

- (i) It was noted that future Board meetings will commence at 9am (i.e. from 9am to 11am).

HW131 FOR INFORMATION

RESOLVED:

- (i) The Board noted the items for information provided within the agenda pack.

**GATESHEAD HEALTH AND WELLBEING BOARD
ACTION LIST**

AGENDA ITEM	ACTION	BY WHOM	COMPLETE or STATUS
Matters Arising from HWB meeting on 19th July 2019			
Deciding Together, Delivering Together	An update on the involvement/ engagement with the voluntary sector be provided at a future meeting. Also, to invite the head teacher of Whickham School to a future meeting to share his experience of prevention work in schools.	J Duncan M Mallam-Churchill	To feed into the Board's Forward Plan.
Matters Arising from HWB meeting on 7th June 2019			
Climate Change Motion	Steps being taken by Partner organisations to reduce carbon footprint to be brought to future Board meeting.	Partner organisations on HWB	To feed into the Board's Forward Plan.
Achieving Change Together	Update on progress of ACT to be brought to Board in 6 months.	Louise Hill and ACT Team	To feed into the Board's Forward Plan.
Partner Updates (Re: Whorlton Hall)	Report on how care for Gateshead residents is quality assured.	Caroline O' Neill	To feed into the Board's Forward Plan.
Matters Arising from HWB meeting on 26th April 2019			
Early Help: outcomes and the	To receive performance reports	Gavin Bradshaw	To feed into the Board's Forward

AGENDA ITEM	ACTION	BY WHOM	COMPLETE or STATUS
impact on children, young people and families	from the Early Help Service (Targeted Family Support) and to support early help approaches.		Plan.
Matters Arising from HWB meeting on 30th November 2018			
Delivery of Children and Young People's Mental Health and Wellbeing Service	The receive a further update in June 2019.	Chris Piercy	To feed into the Board's Forward Plan.
Annual Report on Permanent Exclusions (2017/18)	The receive further updates as required.	Jeanne Pratt	To feed into the Board's Forward Plan.
Matters Arising from HWB meeting on 19th October 2018			
JSNA Update / Refresh	A further update/ refresh of the JSNA to be received by the Board in September 2019.	Alice Wiseman	To come to the Board on 18 th October 2019.
Matters Arising from HWB meeting on 7th September 2018			
Update on Integrated Care System / Integrated Care Partnership	To receive further updates as required.	Mark Adams	To feed into the Board's Forward Plan.
Local Safeguarding Adults Board Annual Report	To continue to receive updates from the SAB as required.	Sir Paul Ennals	On agenda of 6 th September Board meeting.
Matters Arising from HWB meeting on 20th July 2018			
Gateshead Healthy Weight Needs Assessment	To bring back an update on progress in developing a whole system strategy in approx. 6 months' time.	Emma Gibson / Alice Wiseman	To come to the Board on 18 th October 2019.

AGENDA ITEM	ACTION	BY WHOM	COMPLETE or STATUS
Drug Related Deaths in Gateshead	The Board agreed to receive a further update later in the year.	Gerald Tompkins / Alice Wiseman	To feed into the Board's Forward Plan.

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TITLE OF REPORT: Transforming Care – Older Persons Care Home Model

Purpose of the Report

1. To seek the views of the Health & Wellbeing Board on the current Older Persons Care Home (OPCH) model in Gateshead along with recommendations to transform the way services are delivered and contracted.

Background

2. Gateshead Council has held commissioning responsibility for contracting with the Residential and Nursing care market for many years. The council set the fees annually except for people who have Continuing Health Care (CHC) needs as this is the responsibility of the CCG

The OPCH market has been commissioned in a very similar way across England and Wales since 1993 when Local Authorities became responsible for Residential Care provision. Gateshead has been no different and has followed the standard route to contract and set fees by having a general contract, which in turn puts the responsibility on each organisation to determine which people they can care for through their CQC registration.

Organisations are paid per each individual with a blended fee approach set each financial year. This had been a fit for purpose model for many years where service users had similar needs and there were minimal people with complex care needs in residential or nursing care homes

Market Analysis

3. An analysis of the current OPCH market was carried out recently which has given a strong evidence base that the delivery model is already fragmented.

There are currently 28 care homes in Gateshead with 12 of these who deliver residential care only services, the remaining 16 are dual registered services.

Key findings:

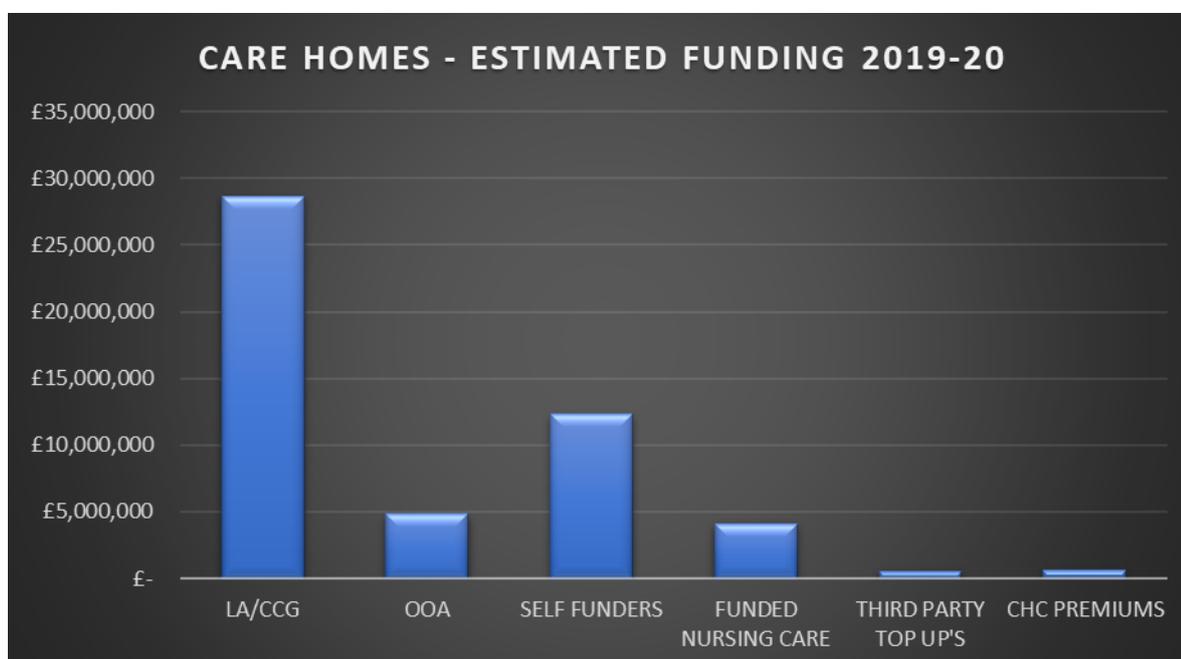
- There continues to be an oversupply in the market with 9% vacancies
- The main oversupply is in the 'East of the Borough' across Felling, Deckham and High Fell wards
- Affluent wards have a greater percentage of the self-funder market
- 87% of self-funders are in residential care placements with a good proportion of these going into long term residential care before they really needed to
- CHC account for 10% of placements with the majority of these within dual registered homes
- 49% of people in care homes have a dementia need

- Out of area placements into Gateshead may be due to lack of EMI Nursing provision in neighbouring authorities
- 79% of homes have a CQC rating of Good or Outstanding
- There has been a 25% drop in quality bands following the QEF assessments in 2018/19

The main conclusion from the data analysis is that there is already a small proportion of homes in Gateshead who are dealing with the most complex needs. The evidence suggests 6 homes have a high mix of CHC placements, Nursing and EMI Residential care.

System Spend

4. For 2019-20 it is estimated that the 28 care homes will receive around £51m to provide care and support. Around £33.3m (65%) of the funding is controlled by the LA/CCG via placements made by us and the FNC contributions.



In addition to the £51m that is paid directly to the care homes, there is a range of wrap around services that also support people living in OPCH. These include:

- Gateshead Equipment Service
- Linked GP services
- Linked Nursing services
- GCP services including OT's, Nurses etc
- Quality Monitoring and contract support across the CCG/LA

Intermediate Care and Assessment beds are also provided within the Council's 3 Promoting Independence Centres (PIC's). Mental Health Concern are contracted by the CCG to provide dementia services at 3 homes; Alderwood, Briarwood and Pinetree Lodge.

Gateshead Contract Model

5. The approach for the delivery of care within the OPCH for Gateshead is the same as per much of the country:
- Generic 'Spot Contracts' for each placement
 - Fees set on a blended rate basis
 - Quality banding approach to promote quality
 - Providers deliver both the social and nursing care needs
 - Wrap around services provided by Primary Care

Placements are made on an individual basis with the service user and/or their representative choosing the home that they wish to live in. Financial consideration is also needed as each home can set their own rates that may be above the rates that the Council set. For people who aren't self-funders, a third party top up may be required where rates are higher than the Council rates.

The CCG are responsible for the payment of 100% CHC funded placements, however the Council make payments for the FNC element on behalf of the CCG

Market Challenges

6. There has been a rapid shift in the needs of people being cared for in OPCH. Pressures on the NHS system has resulted in services transferring into the community to support people with more complex needs. This support both prevents people from hospital admissions and also supports more timely discharges following a hospital stay.

Funding streams such as the Better Care Fund (BCF) was introduced to support Health and Social care to provide financial support to improve and sustain provision outside of hospital. Whilst there have been some fantastic services developed or maintained in Gateshead using the BCF which has contributed to the delivery of care within care home settings, there has been little investment into the care home market to support the needs for the most complex people.

There are 5 main challenges to the Care Home Market;

- Sustainable Market
- Financial Viability
- Workforce
- Quality of Care
- Complexity of Needs

Sustainable Market – Providers are leaving the market with both National and Regional organisations struggling to operate a healthy business model. There are many factors for this, with the two main reasons are the occupancy levels and the fees paid to deliver care. Gateshead has an oversupply of beds along with our blended fee rates are not suitable for people with the most complex needs.

Financial Viability – The market is now competing for placements due to the oversupply of beds. Some of our homes are operating well with a good mix of people to balance the blended fees, along with very high occupancy levels. Over 20% of our homes have high levels of vacancies which brings into question the long-term financial viability of these homes.

Workforce – In my opinion the biggest pressure to the Health and Social Care system. Approximately 76,000 care worker vacancies exist around the UK and with an ageing workforce this is likely to increase in the years ahead. Pre-2010, care workers were paid well above national living wage and care was a good area to work in especially in the North East. Since Austerity, the fees that LA's have paid for Care have overtime resulted in Providers having no choice but to pay care workers NLW and are now not even competing with other sectors such as retail.

Quality of Care – Due to all the challenges faced, the quality of care is dropping in Gateshead. Over 30% of our homes have been in the 'Serious Provider Concerns' process in the last 2 years and most recently, the Quality Excellence Framework that determines which quality band a home is in and paid, has seen a net shift of 25% homes dropping down in bands.

Complexity of Needs – The needs of people being looked after in Care Homes are continuing to become more complex. People are going into Care Homes at later stages of their life with more complexities. General residential care numbers have been dropping significantly over the last few years with more admissions for advanced dementia and end of life care. People with Nursing needs are now going into care homes on average for the last 9 months of their life, and those with residential care needs for less than 2 years.

Principles for Transforming the Delivery of Care

7. The complexities of people within care homes are more challenging than ever before and with people living longer services won't be the same in the next 5 years.

The vanguard project enabled Gateshead and Newcastle to test and introduce a range of inventions to support the Care Home provision and bring improvements into the system. Through this work, Gateshead is in a prime position to look at a different approach as to how we support older people living in care homes over the next decade.

By default, the market has evolved, and providers have determined their own business models to determine their target client group for each of their care homes.

Through the data analysis work there is a clear indication of a core set of care homes who are already working with the more complex people in the system. There are however still many homes who continue to target the lower level needs

service users and decline referrals for people with complex needs from the outset

The system has two choices:

1. Continue as we are and hope the market responds to the rapidly changing needs
- or**
2. Take control and look at transforming how we care and support people living in care homes

Over the last 12 months conversations has taken place with a range of stakeholders with regards to the challenges the system face and areas of opportunities have started to be explored

Now that the funding for CHC has been resolved, the Care Home Association have started to fully engage in working together to look at different delivery approaches

Consultation

8. Over the last 6 months consultation has been carried out on the principle of a new Integrated Model.

A 'Walk the Wall' has been at both the Council and CCG Offices with regular sessions taking place taking key colleagues through the approach. This has included senior management across both organisations as well as operational workers.

A Members seminar was held on 27th February 2019 regarding the future Integrated approach and feedback was very positive on the proposals

The Care Home market has been engaged on the future approach via both the Joint Provider Forums and through individual discussions. On the whole providers are extremely positive around a different approach and see this as the only way their homes can improve quality and outcomes as well as becoming sustainable for the long term

There are several providers who have concerns though as they see a different approach impacting on their current services. A new way of working won't suite all providers and some will need further convincing to part of it or they decide to continue to deliver standard care outside of our future contract arrangements

Transformation Plan

9. We need to a new approach as to how we commission services to gain control of how and by whom services are delivered within care homes.

The current approach is no longer fit for purpose for both the OPCH market or for the Council and CCG. In order to address some of the major challenges the Market is facing, a new approach will ensure that we have the right number of care homes in Gateshead that are sustainable, offering choice and good quality care.

The Council and CCG are willing to work together to transform services by pooling resources across the system and exploring the potential approaches for Gateshead over a 10 year plus period.

The full transformation of service delivery will take several years however we need to agree in the next phase the outcomes needed to help design the contract and fees model.

A steering group needs formed with key stakeholders across the system to drive the transformation agenda forward. A detailed project plan will be developed and monitored by the steering group against achievable timescales.

Delivery models will be co-produced and with will be designed in partnership with the care home market alongside current and future users of services.

To ensure that every pound in the system is effectively spent, a blank canvas approach is needed with a fit for purpose model of care introduced. By looking at a whole system approach, this will ensure that we can have the right services in place, in the right locations and delivered by the most appropriate organisations who can deliver good quality care that is affordable.

Potential Timeline

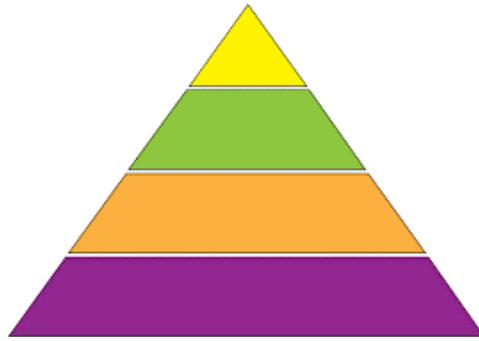
KEY STAGES	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
Report to relevant LA/CCG Groups	Yellow												
Steering Group Formed	Yellow												
Project Plan Agreed with Resources	Yellow												
Provider Engagement	Yellow	Yellow	Yellow	Yellow	Yellow								
Delivery Models Considered		Yellow	Yellow	Yellow	Yellow	Yellow							
Recommended Model Agreed			Yellow	Yellow	Yellow	Yellow	Yellow						
Cabinet Report & Public Consultation				Yellow	Yellow	Yellow	Yellow						
Contracts & Specifications Developed				Yellow	Yellow	Yellow	Yellow	Yellow					
Contract Award Process followed								Yellow					
Award of Contracts								Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Service Transition								Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Contracts Commence								Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Phase 3 Commences - Wrap Around Services								Yellow	Yellow	Yellow	Yellow	Yellow	Yellow

Delivery Model Example

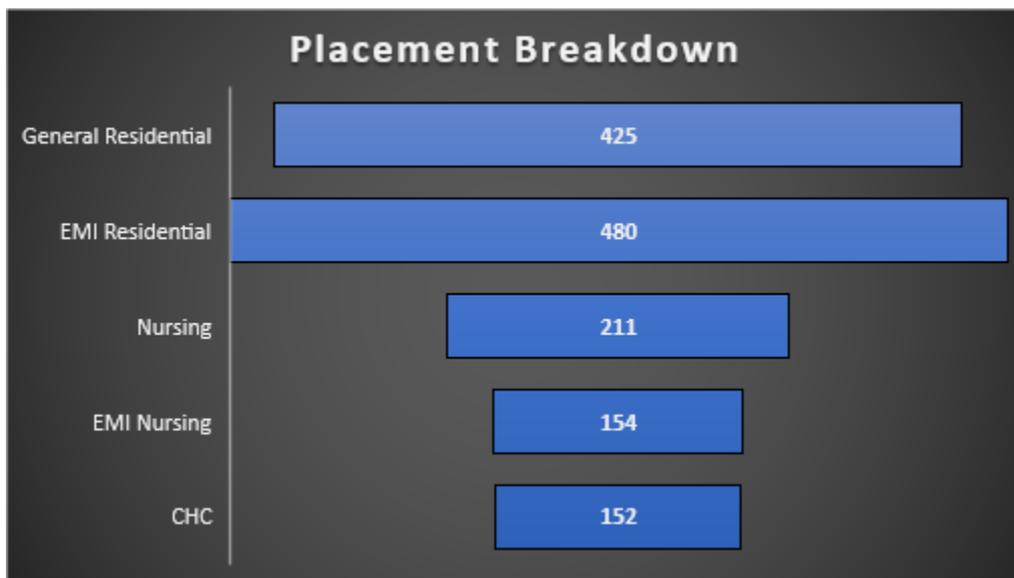
- From the market analysis and the feedback from the ‘Walk the Wall’ sessions, there is already a sense that a proportion of care homes already deliver care for the most complex people but have the same funding levels and wrap around services as those who deliver lower level care.

As the system is already under severe financial pressure, we need to look at a way to have a financial sustainable model that recognises to different complexities of individuals.

The traditional pyramid concept with the lower level people being on the bottom with the most complex at the top is no longer a fit for people in care homes;



The number of general residential placements is reducing with demand increasing for the top 3 areas; Nursing, EMI Nursing and CHC.



The assumption is that most complex care is within the nursing provision with the current numbers of 517 beds being occupied across 16 dual registered homes. We already know that 6 of these are dealing with the majority of the most complex (CHC & EMI) yet the other 10 are contracted the same and have the same blended fees being paid.

It would seem to make sense to contract with a set number of homes on a block basis / preferred provider route to create specialist care home provision in the borough

Outline Specialist Contract Concept

1. Each of the homes would have a specification that would cover the required beds and in turn they would be responsible for the equipment, technology, nursing and staffing of the service for the required number of beds being purchased.
2. The price would be set for the duration of the contract (10 years) to cover the above costs and would have annual price increases mechanisms pre planned.
3. The average number of beds per contract would be 43 with each having on average; 15 CHC, 13 EMI Nursing and 15 General Nursing placements

4. This equates to 80% of EMI Nursing, 80% of CHC and 50% General Nursing placements being paid via a block approach given the confidence to those homes they will fill those beds
5. All other placements will be made on a spot basis as this will cover people's choice as well as give us the safety net should demand ever drop which is unlikely
6. Spot placements may happen outside of the specialist homes if needs can be met and people choice alternative homes
7. Wrap around services will be reviewed for best value and new approaches to be considered to put more resources within the specialist provision
8. Performance measures introduced which links into payments for both the contract homes and some of the wrap around provision to promote innovation and joint working

Additional Benefits of Integrated Model

11. As well as improving quality and having a more sustainable market, the integrated approach will have other key benefits to the system. This includes;
 - Control of system budget if demand can be managed and forecasted appropriately each year
 - Long term mechanism within contract to set fee rates each year which takes away the long-negotiated approach with the Care Home Association
 - One contract and specification for Providers
 - Payments to providers may through one system
 - Standard fees across the system
 - Future joined up teams for Case Management
 - Streamline panel process for charging purposes
 - Removal of quality band approach
 - Payment by results/performance approach meaning providers held to account
 - Potential joint quality monitoring team supporting specialist provision
 - Focus away from working with poor quality homes and resources working with the best performing homes
 - Reduction in hospital admissions and delayed discharges
 - No further delays for appropriate equipment for specialist provision

Recommendations

12. The Health and Wellbeing Board is asked to consider the potential integrated approach for the delivery of care within the OPCH and support:
 1. A joint approach for the LA and CCG along with an agreed pooled budget approach
 2. The formation of a Steering Group with representation across all key stakeholders
 3. The project with the required resources across the various teams to drive forward the transformation

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TITLE OF REPORT: CAMHS New Structure

Purpose of the Report

1. To provide an update to the Health & Wellbeing Board on the CAMHS New Structure.

Background

2. Children and young people's mental health services (CYPS) for Newcastle and Gateshead have adapted and changed dramatically over the past year to incorporate the shift in demand and capacity and the new commissioned "lead provider" contract.
3. Northumberland, Tyne and Wear Foundation Trust (NTW) have begun leading the work to transform the CYPS pathway across the Newcastle and Gateshead patch with a clear goal of moving more towards early intervention and prevention.

Update

4. The 1st April 2019 saw a change in the commissioning of Children's mental health services from the CCG. NTW became the lead provider directly commissioning 5 VSOs:
 - Streetwise
 - NE Counselling
 - Counselling Northeast
 - Kalmer Counselling / EWT
5. This new contract allowed for Children's mental health provider services to all come under one umbrella, to be able to capture and monitor the demand, capacity and footprint of children's mental health demand and outcomes city wide. Within the first year of the arrangement a consolidation and review of the existing service model will occur leading to transformation plans from year two going forward.
6. The VSO's have come together with NTW to provide the "getting help" and "getting more help" (previously Tier 2 and Tier 3 services) service in Newcastle and the getting more help service only in Gateshead. It is important that all the providers consider the holistic needs of the child/young person and where appropriate delivers a wide range of support which may include access to therapies and therapeutic activities. The lead provider model supports this need.

7. All these services contracts receive their referrals through the single point of access (SPA) situated within the NTW children service. The SPA provides a fully integrated and direct clinician support for all providers and all referrers to children's mental health services. Thus providing a quicker and more robust platform for ensuring young people are directed to the most appropriate service to meet their current needs. The SPA is the first point of contact for all requests for advice and referrals for emotional health and wellbeing, mental health treatment and support. The benefit of the SPA is it allows co-ordinate access to Getting More Help, emergency and out-of- hours provision to reduce complexity of entry and navigation to support systems for children, young people, their families and workers.
8. The SPA is led by a clinician who allows clinical decision making and interaction at access point by gathering information.
9. To date the lead provider model is working well with no significant issues to report. Contract meetings, pathway review meetings and weekly SPA meetings have been established and taken place throughout quarter one. The performance data now captures all providers' data in order to provide a full picture of the Childrens and Young persons' pathway. Significant work has also taken place in quarter one regarding clients waiting over 18 weeks for both assessment and treatment. This targeted work has resulted in a significant reduction in over 18 weeks. SPA continues to work well with a significant increase in referrals to SPA from GP practices, education and other health and social care organisations.
10. NTW and the other providers thrive to improve the service and therefore all the mental health providers meet weekly in which to review and adapt the pathways to identify any gaps in provision and meet the needs of our clients.

Recommendations

11. The Health and Wellbeing Board is asked to consider the update on the new CAMHS structure.

Contact: Judith Turner, Community Clinical Manager, Newcastle/Gateshead Children and Young People's Service judith.turner@ntw.nhs.uk



TITLE OF REPORT: Government Green Paper “Advancing our health: prevention in the 2020s”

Purpose of the Report

1. To seek the views of the Health & Wellbeing Board on the Government’s Green Paper “Advancing our health: prevention in the 2020s”.

Background

2. The Government published its Green Paper <https://www.gov.uk/government/consultations/advancing-our-health-prevention-in-the-2020s/advancing-our-health-prevention-in-the-2020s-consultation-document> in July, and consultation runs until the middle of October.
3. The Green Paper describes the 2020s as “the decade of proactive, predictive, and personalised prevention”, which means “targeted support; tailored lifestyle advice; personalised care; and greater protection against future threats.”
4. There have been a number of commentaries on the Green Paper, including reactions from the President of the Association of Directors of Public Health¹, the King’s Fund² and the Health Foundation³. These generally give a mixed response, welcoming areas such as the recognition that health should be treated as an asset to be invested in over the lifetime, and ambitious targets on smoking and childhood obesity, but also offering a number of criticisms. These include the failure to address the need for a strategic, long-term, preventative approach, too much of a focus on individual lifestyles rather than creating the conditions that allow people to lead healthy lives, and the absence of recognition of the need to invest in prevention.
5. The consultation itself is based around a series of specific questions on topics covered in the Green Paper. There is no open comment section or email address for responses, just an online form to complete, with a limit of 250 words per question.

Proposal

6. Given the approach the Government is taking to the consultation, we have identified a number of themes that we propose to use to underpin our responses to the individual questions. These are:

¹ <https://www.themj.co.uk/What-price-timidity/214263>

² <https://www.kingsfund.org.uk/blog/2019/07/public-health-spending-blog>

³ <https://www.health.org.uk/news-and-comment/news/a-healthy-economy-needs-a-healthy-population-to-power-it>

- Recognition of the need for action on the wider determinants of health, with investment in public services to address these;
- A population approach to prevention across the life course, rather than a focus on individuals taking action on lifestyle;
- A clearer focus on reducing inequality based on the Marmot 'proportionate universalism' principle;
- For our responses to take account of our Thrive strategy;
- That producing appropriate evidence-based policy is vital but must be supported by effective implementation of that policy.

These will be captured explicitly in the response to the first consultation question

7. It is proposed that the Health and Wellbeing Board asks the Director of Public Health to finalise and submit a response to the Green Paper building on the attached outline, by the closing date of 14 October 2019.

Recommendations

8. The Health and Wellbeing Board is asked to consider and discuss the draft response set out in Appendix 1, and to request that the Director of Public Health finalises and submits the response on behalf of the Board in consultation with the Chair.

Contact: Gerald Tompkins, Consultant in Public Health, Gateshead Council (0191) 4332914

Advancing our health: prevention in the 2020s – OUTLINE DRAFT response

1. Which health and social care policies should be reviewed to improve the health of people living in poorer communities or excluded groups?

- The Government's approach to prevention needs to move away from a focus on individual responsibilities and the 'choice' narrative and towards population approaches.
- The priority policies to be reviewed to improve the health of people living in poorer communities and excluded groups extend beyond those related to health and social care to those which influence the wider determinants of health, as argued in Fair Society Healthy Lives for example. This is covered in more depth at Q17.
- A clearer focus on reducing inequality based on the Marmot 'proportionate universalism' principle – for example the universal call/recall system for screening could be adapted in areas of low uptake.
- Appropriate, evidence-based policy is key, but more important is the effective delivery of this policy – for example the NHS Plan's commitment to systematise and scale up the NHS's role in prevention has not yet been agreed (?) or implemented.
- An evidence-based Social Care Green Paper which is fully integrated with health care policy should be produced as a matter of urgency, and the resources to implement it secured.
- Local Authorities need adequate funding to tackle wider determinants and the NHS needs funding, for example to invest in primary care in areas with the poorest health.

2. Do you have any ideas for how the NHS Health Checks programme could be improved?

- Our response will address issues including targeting, greater flexibility linked to local need, and the need for action to support change.

3. What ideas should the government consider to raise funds for helping people stop smoking?

The Government should impose a mandatory "polluter pays" levy on tobacco manufacturers and importers, to raise funds to help pay for the recurring costs of implementing the evidence-based comprehensive approach to tobacco control. This would allow population level measures to create smokefree environments to drive down smoking prevalence by reducing uptake and supporting smokers to stop. In line with WHO Framework Convention on Tobacco Control Article 5.3, this should include no partnership with the tobacco industry.

4. How can we do more to support mothers to breastfeed?

- Our response will cover the need for investment in support for mothers through the NHS, as well as through early help services in the community, and training;
- There is still a need to normalise and support breast feeding and enable parents to make informed choices - in line with the UNICEF call to action on infant feeding.

5. How can we better support families with children aged 0-5 years to eat well?
 - Our response will focus mainly on the wider determinants that need to be addressed to enable all families with children to eat well and the proportionate universal approach to support families in need.

6. How else can we help people to reach and stay at a healthier weight?
 - Our response will focus mainly on the wider determinants in the environment that have led to the growth in levels of excess weight and obesity, and the need for whole system approaches to prevention.

7. Have you got examples or ideas that would help people to do more strength and balance exercises?
 - We will cover awareness of the importance of exercise, the need for a systematic approach to identifying risk, brief interventions, and investment in community services.

8. Can you give any examples of any local schemes that help people to do more strength and balance exercises?
 - We will give examples of local Otago and Staying Steady classes which target those who are identified as at risk of falls or frailty with the aim of increasing their physical and mental wellbeing and supporting their ability to stay independent for longer.

9. There are many factors affecting people's mental health. How can we support the things that are good for mental health and prevent the things that are bad for mental health, in addition to the mental health actions in the green paper?
 - We will focus on the wider determinants of health which underpin many of the protective factors for good public mental health. This will require investment in communities and local services;
 - There needs to be a joined-up approach to potentially vulnerable people and those with complex needs;
 - We will acknowledge the need for action on physical health for those with mental ill health, including smoking, alcohol and physical activity.

10. Have you got examples or ideas about using technology to prevent mental ill-health, and promote good mental health and wellbeing?
 - No local examples but will stress the importance of evidence of effectiveness for population level prevention before costly implementation.

11. We recognise that sleep deprivation (not getting enough sleep) is bad for your health in several ways. What would help people get 7 to 9 hours of sleep a night?
 - Stress is major factor in insomnia so need action at population level on major causes of stress, such as having a secure home, secure income;
 - Need to promote better public awareness and understanding of the health harms of lack of sleep, its causes (including caffeine and nicotine consumption, screen

use, lack of exercise, the menopause, etc) and what people can do to address these.

12. Have you got examples or ideas for services or advice that could be delivered by community pharmacies to promote health?

- All pharmacy staff should have the skills to provide brief interventions on smoking, alcohol, mental health, physical activity and falls prevention, healthy eating, weight management;
- Services that could be provided through pharmacies include smoking cessation, weight management, sexual and reproductive health (not just emergency hormonal contraception), blood pressure testing and hypertension management (example: British Heart Foundation project in Gateshead and Newcastle).

13. What should the role of water companies be in water fluoridation schemes?

- Current role of water companies should continue, with Local Authorities and the Secretary of State responsible for decisions on fluoridation, and water companies responsible for implementation. Query the need for local determination on fluoridation which should be universal (excepting private supplies).

14. What would you like to see included in a call for evidence on musculoskeletal (MSK) health?

- Evaluation of the implementation of NICE guidance on MSK;
- Impact of reductions in access to professions allied to medicine.

15. What could the government do to help people live more healthily: in homes and neighbourhoods, when going somewhere, in workplaces, in communities?

- We will highlight population-level, policy and environmental interventions across the life course on tobacco control, alcohol and obesity, based on the principle of proportionate universalism;
- It should revitalise the social housing sector (and regulate the private sector more robustly, including rent controls), invest in and promote active travel and public transport, discouraging car use in urban areas. It needs to safeguard and extend access to green space for all, favour local business growth and protect high streets rather than support out-of-town developments. It needs to reduce poverty;
- It needs to invest in Local Government and schools;
- We would welcome a New Zealand style focus at national level on the long-term impact of policies on the quality of people's lives rather than on short-term output measures. Should all public bodies have a statutory duty to promote health and wellbeing through their decision-making?

16. What is your priority for making England the best country in the world to grow old in, alongside the work of PHE and national partner organisations?

This question gives us 6 options to choose one from:

- Support people with staying in work
- Support people with training to change careers in later life
- Support people with caring for a loved one
- Improve homes to meet the needs of older people

- Improve neighbourhoods to meet the needs of older people
- Other:

We suggest 'other', with a focus on tackling ageism.

17. What government policies (outside of health and social care) do you think have the biggest impact on people's mental health and physical health? Please describe a top 3:

- Austerity – gains in life expectancy have stalled and there has been a widening in inequality. The cuts to LA funding have reduced support for essential preventative services crucial to action on the wider determinants of health – employment, education, child care, housing, transport, etc.;
- The changes to the welfare system in recent years, for instance Universal Credit, have negatively affected the physical and mental wellbeing of many people. Universal Credit in particular has impacted on people's financial security, health and wellbeing, social and family relationships, employment prospects, and on support staff and the wider health and social care system. Because these impacts have predominantly fallen on those in most need they risk increasing poverty and inequalities. These policies should be reviewed to ensure they are less punitive and support those in most need to thrive;
- Need to invest in Early Help children's services and focus on the prevention of adverse childhood experiences.

18. How can we make better use of existing assets – across both the public and private sectors – to promote the prevention agenda?

- We need investment in protecting and promoting those assets, particularly in the community sector to them;
- Support workplace health promotion schemes;
- More flexibility in commissioning/procurement rules to permit investment in recognised assets;
- This requires investment in Local Authorities.

19. What more can we do to help local authorities and NHS bodies work well together?

- Commit to the 'primacy of place' as a key principle that should underpin joint working and integration initiatives across local government and the NHS, where 'place' refers to natural LA boundaries;
- Align NHS commissioner geography to that of upper tier and unitary local authorities;
- Then end the constant (especially top-down) change in NHS structures which hinders development of constructive long-term relationships that are essential to joint working (in the 'forming-storming-norming-performing' cycle it is hard ever to get past 'storming' before we get sent back to 'forming' through a restructure);
- Align NHS Planning requirements and cycles more closely to the annual budget round within local government where public consultation on LA proposals takes place in October/November and budgets are finalised in February for the forthcoming year;
- Ideally, there should be one planning submission for the NHS to NHS England at Place (LA) level rather than individual submissions from NHS commissioners and providers currently;

- Promote, support and facilitate a focus on the local 'Place' £, as distinct from different organisational £'s at place level;
- Support a greater focus on LAs and NHS working together to improve the wellbeing of communities most in need and enabling those communities to Thrive.

20. What are the top 3 things you'd like to see covered in a future strategy on sexual and reproductive health?

- A strategy should provide the mandate and necessary resource to ensure a fully integrated response to SRH and include:
- Pooled budget/clear joint commissioning arrangements set out between LA's, NHSE and CCGs including regional commissioning or combination approaches between LAs that are 'natural neighbours' to realise savings;
- highlight relationship & opportunities to work between broader PH strands and poorer SRH outcomes e.g. mental health, offender health, substance misuse, existing inequalities – pathways between services.

21. What other areas (in addition to those set out in this green paper) would you like future government policy on prevention to cover?

- Alcohol: including implementation of minimum unit price; public health should be added as a licensing objective; further focus on delivery of brief interventions in the NHS and other agencies; change the relationship between Government and the alcohol industry in line with the evidence; increases in alcohol duty to fund the costs from alcohol related harm;
- Drugs: action on drug-related deaths should be a national priority; recognition of links between organised and violent crime and drug misuse; harm from cocaine; need to review national policy on heroin-assisted treatment and supervised consumption;
- Gambling – the health harms arising from gambling need to be recognised; there is very limited availability of treatment for gambling addiction;
- Review of regulation for alcohol and gambling advertising and sponsorship;
- Adverse Childhood Experiences;
- Violence – a public health approach to violence is required. Apply learning from Glasgow, Chicago and other cities.

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TITLE OF REPORT: **Gateshead Better Care Fund 2019/20: Submission requirements and update**

Purpose of the Report

1. To provide an update to the Health & Wellbeing Board on the Better Care Fund Plan submission requirements for 2019-20 and to set out the current position in relation to the development of the Gateshead submission.

Background

2. The Better Care Fund (BCF) was originally announced by the Government in the June 2013 spending round, with the goal to secure a transformation in integrated health and social care. The BCF created a local single pooled budget to incentivise the NHS and local government to work more closely together around the needs of people, placing their wellbeing as the focus of health and care services, and shifting resources into community and social care services for the benefit of local people, communities and the health and care economy.
3. The HWB approved the Better Care Fund (BCF) 2017-19 submission for Gateshead at its meeting on 8th September 2017, which in turn was approved by NHS England.
4. NHS England published the BCF Planning Requirements for 2019/20 in July. The guidance set out the details of national conditions to be met, metrics to be included in plans (against which the progress made by local areas will be monitored), and requirements relating to the narrative components of the Plan. Details were also provided on funding arrangements and requirements, the process for agreeing plans and providing necessary assurance to NHS England. The deadline for the submission of agreed plans to NHS England is the 27th September 2019.
5. The BCF in 2019-20 will continue to provide a mechanism for personalised, integrated approaches to health and care that support people to remain independent at home or to return to independence after an episode in hospital. The continuation of the national conditions and requirements of the BCF from 2017-19 to 2019-20 provides opportunities for health and care partners to build on their plans from 2017 to embed joint working and integrated care further.

National Conditions and Metrics

6. For 2019-20, there are four national conditions relating to the BCF, similar to those for the previous round of the BCF programme:
 - (i) Plans to be jointly agreed and signed off by the HWB and by the constituent local authorities and CCGs.
 - (ii) NHS contribution to adult social care is maintained in line with the uplift to the CCG's minimum contribution.
 - (iii) Agreement to invest in NHS commissioned out-of-hospital services, which may include seven-day services and adult social care.
 - (iv) A clear plan on managing transfers of care, including the implementation of the High Impact Change Model for Managing Transfers of Care. As part of this, all HWBs must adopt centrally-set expectations for reducing or managing rates of delayed transfers of care (DToC) during 2019/20 into their BCF plans.
7. The BCF Policy Framework sets out the four national metrics for the fund, which will remain as:
 - Non-elective admissions (Acute);
 - Admissions to residential and care homes;
 - Effectiveness of reablement; and
 - Delayed transfers of care (DToC).
8. All BCF plans must include ambitions for each of the four metrics and plans for achieving these are a condition of access to the fund.
9. Expectations for reducing DToC will continue to be set centrally for each HWB area – for Gateshead, the DToC target for 2019/20 will continue to be based on quarter 3 performance in 2017/18 which was one of the best performing quarters (an average of 6.5 daily delays). In setting targets for the other metrics, consideration has been given to performance against the targets set for 2018-19.
10. The main change in the BCF Planning Requirements is that separate narrative plans will be replaced with a single template that will include short narrative sections covering:
 - the local approach to integration;
 - plans to achieve metrics; and
 - plans for ongoing implementation of the High Impact Change Model for Managing Transfers of Care.

BCF Schemes 2019-20

11. As for the previous BCF submission (2017-19), schemes are being grouped under five broad areas which reflect key priority areas and arrangements in place to address them:
 - Service Transformation
 - Market Shaping and Stabilisation
 - Managing discharges and admission avoidance

- Planned care
- Service pressures

BCF Funding

12. Details of the BCF financial breakdown for Gateshead for 2019/20 is set out below:

BCF Contribution	2019-20 (£)
Minimum NHS (CCG) Contribution	£16,235,688 *
Disabled Facilities Grant (capital funding for adaptations to houses)	£ 1,860,611
Improved Better Care Fund	£ 9,918,556
Winter Pressures Grant	£ 1,133,285
Total	£29,148,140

* i.e. an uplift of 4.3% on the CCG's Minimum Contribution for 2018/19

13. The Improved BCF grant will be pooled into the BCF similar to 2017-19. In addition, there is a new requirement that winter pressures funding is also pooled into the BCF from 2019-20. The BCF Plan will need to set out an agreed approach to the use of the grant, including how the funding will be used to ensure capacity is available in Winter to support safe discharge and admissions avoidance.
14. The BCF submission template will need to include details of scheme level expenditure plans, the metrics that schemes are intended to influence and indicative outputs.
15. In advance of the submission of plans to NHS England, there is also a requirement for the CCG to submit a template by 6th September relating to the uplift to the social care element of the fund i.e. an uplift of £263,000.

Developing Gateshead's BCF Submission for 2019-20

16. As in previous years, existing working arrangements in place are being used to develop our BCF submission for 2019-20. A further report will be brought to the 18th October meeting of the Health and Wellbeing Board seeking retrospective approval of the BCF submission.

Approval of BCF Plans

17. BCF plans will be approved by NHS England following a joint NHS and local government assurance process at regional level. In addition to the national conditions and the requirement to set the four national metrics, NHS England is also placing the following requirements for approval of BCF plans:

- That all funding agreed as part of the BCF plan must be transferred into one or more pooled funds.
- That all plans are approved by NHS England in consultation with the Department of Health & Social Care (DHSC) and Ministry of Housing, Communities & Local Government (MHCLG).

18. NHS England will approve plans for spend from the CCG minimum contribution in consultation with DHSC and MHCLG as part of overall approval of BCF plans.

Recommendations

19. The Health and Wellbeing Board is asked to:

- (i) note the key components of the national BCF planning requirements for 2019/20 and the arrangements for developing the Gateshead BCF Plan;
- (ii) receive a further report at its meeting on 18th October to formally agree the Gateshead BCF Plan retrospectively (which will need to be submitted to NHS England by 27th September).

Contact: John Costello (0191) 4332065



TITLE OF REPORT: Safeguarding Annual Report & Plans: Adults and Children

Purpose of the Report

1. To seek the views of the Health & Wellbeing Board on the 2018/19 Annual Reports of the Safeguarding Adults Board (SAB) and Local Safeguarding Children Board (LSCB), to provide an overview of the new multi-agency safeguarding arrangements for children in Gateshead and present the 2019-2024 SAB Strategic Plan

Background

2. The Care Act 2014 states that a SAB must publish an annual report and strategic plan. The Gateshead SAB continues to provide leadership, accountability and vision for safeguarding adults. The Board has a strong commitment to working together, holding each other to account and seeking to learn and improve together. It has been a year of change throughout many of the partner organisations that make up SAB and a number of changes to Board representatives. Despite this, along with ongoing public-sector austerity measures, the Annual Report illustrates that good progress has been made.
3. As set out in Working Together to Safeguard Children (2015), every Local Safeguarding Children Board is required to produce and publish an annual report on the effectiveness of safeguarding in the local area (s.14A Children Act 2004). The annual report sets out the arrangements to safeguard and promote the welfare of children in Gateshead and provides an assessment of those arrangements. The report also sets out how the LSCB discharges its statutory functions. The Local Safeguarding Children's Board continues to provide leadership, accountability and vision for safeguarding in Gateshead. The LSCB has a strong commitment from partners to working together, holding each other to account and seeking to learn and improve together.

Gateshead Safeguarding Adults Board Annual Report 2018/19 and Strategic Plan 2019-24

4. The SAB 2018/19 Annual Report provides a policy context and an overview of the SAB Structure, governance and scrutiny arrangements and performance information. Key achievements of the SAB during 2018/19 are documented within the report and are aligned to the five Strategic Priorities. These include:
 - Adult Sexual Exploitation practice guidance and implementation of the Adult Missing, Sexually Exploited and Trafficked group
 - Development of a case file audit tool
 - Successful joint Adverse Childhood Experiences conference with the LSCB and Public Health
 - Delivery of bespoke training courses, including voluntary sector management trustees and resident groups

- Launch of Safeguarding in Gateshead website and @Gatesheadsafes twitter account
- Development of the Gateshead Multi-Agency Adult Referral Team (MAART)
- Maintaining compliance with Deprivation of Liberty Safeguards

Link to full report: [SAB 201819 Annual Report](#)

5. The SAB Strategic Plan 2019/24 was developed following a period of consultation involving service users, key partners and providers. Importantly, the Strategic Plan also focuses upon areas of work identified from local and national Safeguarding Adult Reviews and other inquiries. The consultation identified that the five SAB strategic priorities that had been in place since 2016 remained fit for purpose for 2019-24, those are:

- Quality Assurance
- Prevention
- Community Engagement and Communication
- Improved Operational Practice
- Implementing Mental Capacity Act / Deprivation of Liberty Safeguards.

Link to full report: [Safeguarding Adults Board Strategic Plan 2019-2024](#)

6. Each strategic priority is accompanied by a series of key actions that the Board are committing to deliver during the five-year period. The Strategic Plan is supported by an annual business plan to assist the SAB Executive Group to prioritise workstreams and keep on track with delivery. The Plan will be refreshed on an annual basis to ensure that new legislation and emerging issues are reflected and that the Strategic Priorities remain fit for purpose.

Gateshead LSCB Annual Report 2018-2019 and MASA Safeguarding Plan 2019-2020

7. The [LSCB Annual Report 2018-19](#) details developments for both the LSCB itself and its partner agencies, in relation to safeguarding and promoting the welfare of children in the borough. Key areas include developing early help strategy and work regionally, developing integrated tools and further integration of processes – performance datasets, QA frameworks, policies & procedures, training, and practice review arrangements.
8. The report also contains an analysis of data, numbers of contacts and notifications have reduced. The number of children on child protection plans have decreased, as have numbers of children in care. The timeliness of assessments and conferences remains high.
9. A major focus of work during 2018-2019 has been around developing our new multi-agency safeguarding arrangements (MASA) and safeguarding plan – [link to safeguarding plan](#)
10. The proposals for implementation in September 2019 represent a transitional process. Some streamlining is proposed to the current arrangements, with greater integration between the children and adult boards; however, much of the current structure will be retained for at least 12 months.
11. During the course of 2019-20, further work will be completed on integrating functions across the Northumbria footprint, and a wider structure review will be

undertaken in the spring of 2020. It is envisaged that in September 2020 new arrangements will be introduced.

Proposal

9. It is proposed that the Health and Wellbeing Board consider the content of the reports and comment on how the Board can contribute towards the Safeguarding agenda.

Recommendations

10. The Health and Wellbeing Board is asked to continue to receive safeguarding updates.

Contact: Paul Ennals – Independent Chair
Carole Paz-Uceira - Safeguarding Adults Business Manager
Saira Park – Safeguarding Children Business Manager

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Gateshead Safeguarding Adults from Abuse

Safeguarding Adults Board

Annual Report
- 2018/19 -

July 2019

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Introduction

It has been a pleasure and a privilege to be Independent Chair of the Gateshead Safeguarding Adult Board for this last year. Partners understand the importance of working together in order to keep vulnerable people safe, and they have shown enthusiasm and commitment to the joint working that the Board has led.

The harsh face of austerity has been evident in the city this last year. Private providers of residential and home care have faced tight budgets, whilst statutory services from all agencies have undergone further cuts. In some other areas I have known austerity to provoke competition and defensiveness amongst staff – but here in Gateshead I have seen a real commitment to partnership, to rethinking how services can still be provided with less, and to supporting each other at a time of difficulty. It will be important that this commitment continues, as it seems as if our country is not yet through the worst of the financial crisis.

We have worked ever closer with the children's board, and with colleagues across the region, in order to share best practice and learning. This report catalogues some excellent practice by partners in taking forward some of the complex new issues that we are all battling with, such as the impact of Adverse Childhood Experiences on later lives.

The board is in good shape, and ambitious for the future. Much of this can be attributed to the major contributions of partner agencies who chair subgroups, lead on the programmes of work, and ensure that people in Gateshead remain safe. In particular, though, my thanks are due to Carole Paz-Uceira and Joe Lowrey for ensuring that the Board's ambitions are translated into concrete outcomes.



Sir Paul Ennals
Independent Chair, Gateshead SAB



Policy Context

The Care Act 2014 enshrined in law the principles of Safeguarding Adults, which aim to ensure that the most vulnerable members of society are afforded appropriate support and protection, and help them to live as independently as possible, for as long as possible.

Chapter 14 of the Care and Support Statutory Guidance issued under the Care Act replaces the No Secrets document as the statutory basis for all safeguarding activity. This was updated in March 2016 by the Department for Health.

The Care Act identifies six key principles which underpin all adult safeguarding work and which apply equally to all sectors and settings:

- **Empowerment** – people being supported and encouraged to make their own decisions and give informed consent
- **Prevention** – it is better to take action before harm occurs
- **Proportionality** – the least intrusive response appropriate to the risk presented
- **Protection** – support and representation to those in greatest need
- **Partnership** – local solutions through services working with their communities
- **Accountability** – accountability and transparency in safeguarding practice

The Care Act sets out the Safeguarding Adult responsibilities for Local Authorities and their partners. It places a duty upon Local Authorities to establish Safeguarding Adults Boards (SAB) and stipulates that SABs must produce a Strategic Plan and Annual Report. The Statutory Guidance encourages the SAB to link with other partnerships in the locality and share relevant information and work plans.

Safeguarding in Gateshead

Gateshead SAB

The Gateshead SAB became a statutory body in April 2015. The Board's vision for adult safeguarding in Gateshead is:

'Everybody in Gateshead has the right to lead a fulfilling life and should be able to live safely, free from abuse and neglect – and to contribute to their own and other people's health and wellbeing'

The Board is responsible for assuming the strategic lead and overseeing the work of Adult Safeguarding and Mental Capacity Act arrangements in Gateshead. Within Gateshead we have commissioned an Independent Chair to enhance scrutiny and challenge. The Board has a comprehensive Memorandum of Understanding, which is updated annually, and provides a framework for identifying roles and responsibilities and demonstrating accountability.

In law, the statutory members of a SAB are defined as the local authority, the local police force and the clinical commissioning group. However, in Gateshead, we recognise the importance of the contribution made by all of our partner agencies and this is reflected by the wider Board membership (correct as of July 2019):

- Gateshead Council
- Northumbria Police
- Newcastle Gateshead Clinical Commissioning Group (CCG) – on behalf of NHS England, North East Ambulance Service and incorporating GP lead for Adult Safeguarding
- Lay Member
- Gateshead NHS Foundation Trust
- South Tyneside Foundation Trust (STFT)
- Northumberland Tyne and Wear NHS Foundation Trust (NTW)
- Gateshead College
- The Gateshead Housing Company (TGHC)
- Tyne and Wear Fire and Rescue Service (TWFRS)
- Northumbria Community Rehabilitation Company (CRC)
- National Probation Service
- Oasis Community Housing and Advocacy Centre North, on behalf of the voluntary sector

The SAB is supported by an Executive Group that meets quarterly. The Executive Group brings together the Independent Chair, the three statutory authorities and the Sub-Group Chairs. The role of the Executive is to monitor the effectiveness of the Board and its sub groups and to report directly to the Board on any emerging themes, risks, areas of good practice and learning. The Executive Group scrutinises the annual Business Plan to ensure that progress is on schedule.

During 2018/19 the SAB and Executive Group were supported by five Sub-Groups:

- **Practice Delivery Group** (Chaired by a senior manager from The Gateshead Housing Company)

The role of the Practice Delivery Group is to ensure that the Multi-Agency Safeguarding Adults policy and procedures and supporting practice guidance continue to be fit for purpose. The Group has responsibility for keeping up to date with national policy changes that may impact upon the work of the SAB, and for the development and implementation of the Communication and Engagement strategy.

- **Safeguarding Adult Review and Complex Case (SARCC) Group** (Chaired by a senior nurse from Newcastle Gateshead Clinical Commissioning Group)

The Safeguarding Adult Review Group was reviewed by the Board in July 2018. The remit of the group was expanded to include complex cases, which resulted in a name change to the Safeguarding Adult Review and Complex Case (SARCC) group. The inaugural meeting of the SARCC was held in September 2018. The SARCC considers Safeguarding Adult Review referrals, commissions reviews and subsequently monitors their progress. The SARCC may also oversee discretionary reviews into cases that do not meet the criteria for a Safeguarding Adult Review, where the group feel there are multi-agency lessons to be learned. The SARCC also scrutinises complex safeguarding adult cases. Complex cases appropriate for the SARCC are:

- Safeguarding Adult Cases which have been in review for a prolonged period, but risks remain high and future options appear limited. These are cases that may require more creative interventions and / or a more co-ordinated and bespoke response
- Complex cases transitioning from Children's Services which will require multi-agency interventions to manage risks
- Cases which have demonstrated particularly good practice and from which lessons could be captured and disseminated

- **Quality and Assurance Group** (Chaired by a senior manager from Gateshead Council)

The Quality and Assurance Group has developed and implemented a Quality and Assurance Framework that provides a structure for scrutinising activity that is undertaken by Board member agencies and relevant services or organisations. The group monitors and scrutinises the quality of activities to ensure that the interventions offered are person-centred, proportionate and appropriate. It is also responsible for the performance dashboard and for considering lessons learned that are identified nationally, regionally and locally from any cases requiring a Safeguarding Adults Review (SAR), Serious Case Review or any other review process relevant to the Safeguarding Adults agenda. The Group will also undertake more detailed bespoke analysis to address issues of concern that have arisen from the performance dashboard or the quality assurance frameworks. This can involve tasks such as undertaking case file audits, seeking further performance data or benchmarking. Details of inspection results for partner organisations are also shared at the Quality and Assurance Group and the SAB.

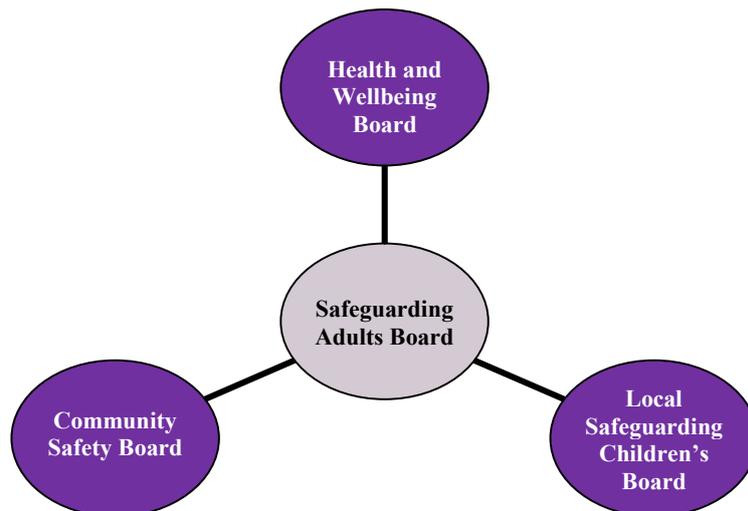
- **Training Group** (Chaired by a senior manager from Gateshead Council)

The Training Group coordinates and develops Safeguarding Adults training and Mental Capacity Act / Deprivation of Liberty Safeguards training that is accessible for practitioners and managers in a multi-agency setting. For the purposes of quality assurance, data is monitored regarding attendance, cancellation and evaluation of training courses. The group develops and implements ad-hoc bespoke training courses to meet evidenced demand in addition to core training courses. The group was disbanded in April 2019, with training and learning integrated within the remainder of the Sub-Groups.

- **Strategic Exploitation Group** (Chaired by an officer from Northumbria Police)

The Strategic Exploitation Group is a sub-group of both the SAB and the Local Safeguarding Children's Board (LSCB). The group is responsible for overseeing all work with respect to sexual exploitation, modern slavery, trafficking and female genital mutilation in Gateshead.

The Board and the five sub-groups regularly commission time limited task and finish groups to undertake specific pieces of project work.



The SAB has developed strong links with other local multi-agency partnerships

Partner Governance Arrangements and Scrutiny

Board members are responsible for ensuring that governance arrangements for Safeguarding Adults are incorporated within the structure of their own organisations, and that there are mechanisms for disseminating and sharing information from the SAB. Examples of the governance and scrutiny arrangements for the three statutory partners include:

- Gateshead Council – The Care, Health and Wellbeing Overview and Scrutiny Committee receive updates from the SAB and key pieces of work are submitted to Cabinet. The SAB performance dashboard and annual mandatory Safeguarding Adults Collection are scrutinised within the Adult Social Care performance clinic and strategic items are shared with the Care, Wellbeing and Learning Group Management Team. The Gateshead Council Internal Audit service provide assurance that the Board and Gateshead Council are meeting their statutory duties.
- Newcastle Gateshead Clinical Commissioning Group – An Executive Director holds the lead for the safeguarding portfolio. A Children and Adults Safeguarding Committee meets bi-monthly and a strategic safeguarding forum is held with providers three times per year. The CCG safeguarding committee reports to the CCG Quality, Safety and Risk Committee which in turn reports to the CCG Governing Body.
- Northumbria Police – All learning from national and local serious case reviews are scrutinised through the organisational delivery group and the organisational learning log. The organisational learning log is focused on the importance of identifying learning opportunities and drivers, embedding the value of lessons learned, and helping the organisation to become focused on the importance of continuous

learning. Each Area Command and Department has a responsibility to consider drivers for lessons learned and to encourage organisational learning within their areas of business. The organisational learning log is submitted to each Operational Delivery Group (ODG) and Board for discussion and agreement of new actions, and to ensure organisational wide learning has been considered. Agreed recommendations and actions from the relevant ODG or board will be managed by the assigned learning owner. Areas of learning and best practice that require Force wide communication or change are escalated through Strategic Management Board.

Strategic Plan 2016/19 and Annual Business Plan 2018/19

The Gateshead Strategic Plan 2016/19 was approved by the SAB in March 2016 and was updated in April 2018. The three-year plan incorporates five strategic priorities:

- **Quality Assurance**
- **Prevention**
- **Community Engagement and Communication**
- **Improved Operational Practice**
- **Implementing Mental Capacity Act / Deprivation of Liberty Safeguards**



The three-year Strategic Plan is supported by an Annual Business Plan 2018/19 to enable the Board to prioritise and focus activity over the three-year period.

As 2018/19 was the final year of the Strategic Plan, the SAB undertook a period of consultation for the next Strategic Plan utilising an online survey, face to face consultation with service users and workshops with residents. The SAB decided that the next Strategic Plan would cover a period of 5 years to enable the Board to plan for the longer term. The draft plan was approved by the Executive Group in March 2019 and was ready for the first Board meeting of 2019/20.

Key Achievements 2018/19

The Annual Report must demonstrate what both the SAB and its members have done to carry out and deliver the objectives of its strategic plan. The key achievements for 2018/19 are documented below and are aligned to the SAB Strategic Priorities.

➤ Quality Assurance

- **Implementation of regional Quality Assurance Framework (QAF)**

The Safeguarding Adults QAF is a useful tool that enables partner organisations to reflect upon their progress within the Safeguarding Adults agenda and drive forward continuous improvement. The Quality and Assurance Group responded to concerns from regional partners that there was duplication throughout the region with respect to quality assurance processes. The Gateshead Quality Assurance Framework had been adapted from the North of Tyne model. During 2018/19 we approached Sunderland and South Tyneside who agreed to adopt the same QAF, with slight local variances.

- **Development of Performance Dashboard**

The Quality and Assurance Group continue to refine the performance dashboard to ensure that it is fit for purpose. The first dashboard was presented to the Board in April 2018.

Gateshead SAB Performance Scorecard 2018/19											
LATEST UPDATE: March 2019		Previous Years								Comment - Narrative and recommendations	
Ref. No.	Measure	Sub measure	14/15	15 / 16	16 / 17	17/18	latest figure 2018/19	Trend Line	North East Average	National average	Narrative, comment, Action
Theme 1 - Safeguarding Concerns											
1.1	Volume of concerns			2034	1259	1097	1262				
1.2	Concerns per 100,000 population			1259	779	674	776		1596	902	HE and P National average 2017-18
1.3	Category of abuse	Physical abuse (%)		21.9%	20.6%	20.8%	22.0%				
		Sexual abuse (%)		3.6%	4.1%	3.5%	2.5%				
		Psychological abuse (%)		10.6%	13.4%	9.8%	11.7%				
		Financial or material abuse (%)		14.9%	16.0%	14.7%	11.5%				
		Discriminatory abuse (%)		0.9%	1.3%	0.6%	0.2%				
		Organisational abuse (%)		0.6%	0.4%	1.0%	0.6%				
		Neglect and acts of omission (%)		40.9%	39.2%	45.3%	45.5%				

The dashboard contains standard Safeguarding Adult data with regards to Safeguarding Concerns and Section 42 Enquiries. It also incorporates information on Making Safeguarding Personal, Safeguarding Adult Referrals, Provider Concerns, Training and Deprivation of Liberty Safeguards. The Quality and Assurance Group analyse the dashboard information to determine future workstreams. The dashboard was refined and amended during the course of 2018/19, with further development planned in 2019/20 in light of relevant legislation changes.

- **Case File Audit Tool**

A case file audit tool has been developed by the Quality and Assurance Group and is supported by an accompanying guidance note. The Audit tool was developed based on statutory guidance in the Care Act (2014) which places a responsibility on SABs to ensure that local agencies are clear about their responsibilities, learn from experience and improve services as a result. The Quality and Assurance group recognise that learning together helps to influence and promote multi agency understanding and practice.

Gateshead Safeguarding Adults Board Standard Case Audit Tool	
Audit Theme	Date Completed
Case ID	
Section 1	
Safeguarding Adults Concern	
1.1	Was the referral made within appropriate timescales?
Analysis	
1.2	Is the detail of the abuse /neglect / self-neglect clear?
Analysis	
1.3	Has the action to manage immediate risk been recorded appropriately?
Analysis	
1.4	Was consent from the victim/representative sought? And if not has the reason for not informing them been made clear?
Analysis	

The case file audits follow a themed approach using an evidenced based approach. The first case file audit theme in 2018/2019 was with respect to the provider concern process. The results from the audit have greatly assisted with more effective triaging of adult concerns, ensuring that the most appropriate pathway is instigated. Subsequent changes in practice were reflected in performance data contained within the performance dashboard.

- **Learning from Regional and National Safeguarding Adult Reviews (SARs)**

The Quality and Assurance Group review regional and national SARs and relevant Domestic Homicide Reviews. Case details are summarised and the group consider key findings relevant for Safeguarding Adults in Gateshead. The Gateshead Safeguarding Adults Business Manager has become one of seven regional SAR champions. The Local Government Association Care and Health Improvement Programme (CHIP) commissioned Research in Practice for Adults (RiPfa), in partnership with SCIE, to develop a national Safeguarding Adults Review Champions network. SAR Champions support SABs in their region by raising awareness of the national SAR library, raising awareness of the SAR Quality Markers and producing learning in SARs that fits with the national SAR library.

- **Single Agency Inspections / Scrutiny**

A number of partners within the SAB are subject to single agency inspections and / or invite external scrutiny to improve practice. The results are shared with the Board where there are implications from a Safeguarding Adults perspective. Examples include:

- Northumbria Police invited the Modern Day Slavery Police Transformation team into the Safeguarding Department during the summer of 2018 to do a debrief of some of their Modern Day Slavery Investigations. This was in order to identify best practice which could be rolled out to police forces across the country. The “What Works team” spent three days in force and identified an area of strength as the partnership working around vulnerable adult victims of slavery. It was identified that the multi- agency victim hubs were best practice in terms of victim engagement and safeguarding support.
- South Tyneside NHS Foundation Trust undertook an external audit inspection of safeguarding and MCA/DOLS processes across the Healthcare group. Overall findings indicated: - “Governance, risk management and control arrangements provide a good level of assurance that the risks identified are managed effectively. A high level of compliance with the control framework was found to be taking place. Minor remedial action is required”. The remedial action included that each Ward and Department will have their nominated Safeguarding Adult / Children Champion and MCA Champion details identified on the Trust Safeguarding Intranet site. The link to the Intranet site will be publicised via the safeguarding Newsletter and attendance at champion forums will be monitored. Furthermore, safeguarding compliance at Level 2 will be achieved. All remedial actions were completed within the allocated timescales.
- Northumberland Tyne and Wear NHS Foundation Trust (NTW) invited colleagues from the Local Authority to visit their Trust HQ in February 2019 to quality assure their safeguarding adult processes. The Gateshead Council Safeguarding Business Manager, Safeguarding Adults Team Manager and Adult Social Care Direct Team Manager had the opportunity to view the NTW safeguard system and were satisfied with the current arrangements. NTW were able to provide key contact details within the Trust to support with Multi-Agency Safeguarding Adult Section 42 enquiries and were happy to share their performance dashboard. NTW subsequently provided a list of all cases referred to the Local Authority in 2019 so that the Local Authority could track the journey of the cases once they have been received within Gateshead Council.

➤ Prevention

• Adverse Childhood Experience's across the life course

Gateshead SAB and Local Safeguarding Children's Board worked in partnership with Public Health to host a conference in February 2019 about Adverse Childhood Experiences (ACEs) and the impact upon the life course. Over two hundred delegates attended from a wide variety of partner organisations.

Following the conference, work has commenced to consider how the SAB can champion the importance of understanding and responding to the impact of Adverse Childhood Experiences and Adult attachment theories. As such, this has been included as a challenge within the 2019/24 SAB Strategic Plan.



• Care Market Challenges

The SAB have worked closely with commissioning colleagues in the Local Authority and the Clinical Commissioning Group to understand the challenges facing the care market nationally and locally in Gateshead. Local authority and CCG finances are under pressure, demand for services is rising and the risks of market failure have been made clear by the high-profile potential collapse of several care providers. With pressured finances for providers, workforce recruitment and retention issues, people entering care with more complex needs for example, this current climate brings a higher risk / potential for failure within the local care market. During 2018/19 the Board discussed these challenges at a number of the Board meetings, and scrutinised the new Standard Operating Practice (SOP) for emergency incidents in the care market in Gateshead. The Serious Provider Concern process is fully integrated with Safeguarding operational practice in Gateshead.

• Training

The SAB Training Sub Group worked alongside the LSCB and Community Safety Partnership to produce a comprehensive training directory for 2018/19. Training courses advertised within the directory are free of charge to

practitioners and volunteers within Gateshead. Key training highlights for the SAB in 2018/19 include:

- ✓ A recruitment drive was held to encourage partner agencies to nominate officers to join the multi-agency Level 1 Raising Concerns trainer pool. A train the trainer session was subsequently held for all of our multi-agency trainers. As a result, the volume of training courses increased from 14 in 2017/18 to 31 in 2018/19. The number of delegates attending Level 1 subsequently increased from 594 in 2017/18 to 707 in 2018/19.
- ✓ Both the Level 1 and Level 2 training courses were updated to incorporate more recent case examples and learning. In addition, the courses were updated to include a section around the duty to refer in accordance with the homelessness reduction act.
- ✓ The Gateshead Council Workforce Development Advisor, SAB Business Manager and LSCB Business Manager worked with their counterparts in Newcastle to develop safeguarding training for voluntary and community organisation trustees. The sessions were promoted via Newcastle Council for Voluntary Services who provide an independent voice for voluntary and community organisations and social enterprises in Newcastle and Gateshead and excellent feedback was provided by attendees



- ✓ The mate crime training course, led by Community Safety, includes a Gateshead safeguarding adult case study – the Safeguarding Business Manager and Community Safety Policy Officer met with a victim of mate crime who had been within the safeguarding adult process to ensure that their experiences were accurately portrayed within the training.
- ✓ The Training Sub group considered the guidance contained within the Intercollegiate Document published by the Royal College of Nursing which articulates required competencies for health care staff within safeguarding and sets out minimum training requirements. A robust programme of training was already being implemented across General

Practice and internally within the CCG, with internal training within the CCG at Levels 1, 2 and 3 being in excess of 90%.

- ✓ Female Genital Mutilation (FGM) training courses were commissioned during 2018/19. These Level 3 courses were aimed at staff from voluntary, statutory and independent agencies whose work may bring them into contact with those who have experienced or could be at risk of FGM. Practitioner feedback was very positive, with comments such as 'I now have an awareness of countries in which FGM is prevalent'
- ✓ A safeguarding adults awareness raising session "looking after your neighbour" was held for residents of The Gateshead Housing Company. The session was a trial with the aim of developing an awareness raising training course that can be adapted for future sessions within resident / community settings in relation to identifying and reporting concerns in the community.

- **Adult Sexual Exploitation**

The Strategic Exploitation Group produced Practice Guidance for front line practitioners with regards to Adult Sexual Exploitation and this was approved by the SAB in April 2018. This guidance is relevant for all cases of Adult Sexual Exploitation, regardless of whether the individual meets the Safeguarding Adult definition. The Practice Guidance includes our Gateshead referral pathway, allocation process, screening tool and case management procedure. A series of awareness raising sessions have been held about sexual exploitation procedures in Gateshead for front line practitioners from a number of different partner organisations.

The SAB was successful in obtaining funding from the Northumbria Police and Crime Commissioner Supporting Victims Fund to support training in sexual exploitation. Ten full day sessions and ten bespoke half day sessions were delivered by Changing Lives on behalf of the SAB. Recipients included A&E and security staff at the Queen Elizabeth Hospital, Adult Social Care staff from Gateshead Council, front line practitioners from The Gateshead Housing Company and supported living workers from the Home Group. Three sessions were held to examine the recommendations from the Newcastle Joint Serious Case review on Sexual Exploitation.



Subsequently, in response to Recommendation 10 from the Newcastle Joint Serious Case Review a 'Sexual Exploitation and Grooming Risk Identification Checklist' was launched throughout the urgent care settings in November

2018. The aim of this tool is to be used by practitioners that have 'time limited' contact with patients (Emergency Care/ Walk in Centre Staff), to help them quickly identify risk of sexual exploitation and grooming.

The Adult Missing, Sexually Exploited and Trafficked (AMSET) Group was established to provide a multi-agency forum for partners to discuss Adult Sexual exploitation referrals and cases in Gateshead. The multi-agency group is also responsible for analysing trend information, mapping hotspot areas and sharing good practice. The AMSET collaborates closely with the police led multi-agency Sanctuary sexual exploitation hub South of Tyne. The AMSET group has received interest from colleagues throughout the region and beyond in terms of tackling sexual exploitation.

- **Hate Crime Champions**

The Gateshead Council Community Safety team, on behalf of the Community Safety Partnership, have launched a hate crime champion scheme. This is in recognition that the impact of hate crime on an individual and their family can often be devastating, affecting social, psychological and physical wellbeing. There are now over 100 Champions in Gateshead, acting as a point of contact, who understand the different ways to report and advise on the support that is available to victims.



Hate Crime Champions within the Queen Elizabeth Hospital

- **Self-Neglect**

A multi-agency one day workshop was held in May 2018 on self-neglect, facilitated by an independent expert on the subject. Feedback from the workshop was gathered and draft practice guidance was subsequently produced for front line practitioners. This will be published once the multi-agency policy and procedures have been revised in 2019/20.

- **Responding to high number of drugs deaths**

Operation Salvator was ran within the Central Area Command between October 2018 and March 2019. This was a pro- active operation designed to tackle the supply of class A drugs and associated harm. The strike phase of

this operation was mounted in March 2019 and resulted in 34 arrests. As part of this Operation a number of vulnerable adults who had been “cuckooed” in their own properties were identified and safeguarded by police and local authority partners working alongside housing associations.

- **Housing**

The SAB worked alongside colleagues within Gateshead Council and The Gateshead Housing Company (TGHC) to assist in raising awareness about the new ‘Duty to Refer’ within the Homelessness Reduction Act 2017. A workshop was held for Board members and information was disseminated widely.

The Northumbria Community Rehabilitation Company (CRC) Gateshead Local Management Centre have worked in partnership with TGHC to develop the strategy and approach to meeting housing needs for vulnerable offenders and potentially victims of offending. They have developed a partnership whereby service users are housed, helping to contain and manage risk and subsequently protect victims. This strategy includes supporting victims of multiple traumas including mental health, drug use, alcohol related difficulties and domestic abuse. The CRC see many of their service users as ‘hidden victims’ as often it is their offending that becomes the key identifier or label and their underpinning experiences and traumas, or victimisation is not met.

TGHC recruited an officer with specific responsibility to develop and maximise their approach to safeguarding and raise awareness across the organisation. TGHC were invited to attend a Northern Housing Company (NHC) seminar in Leeds to present to other social landlords on best practice approaches in Safeguarding.

- **Claire’s Law**

In December 2018 Northumbria Police ran a publicity campaign to highlight Claire’s law (Domestic Violence Disclosure Scheme) which allows disclosures to the public about their partners domestic violence history in order to assist them in making safe relationship choices. Since the campaign the numbers of applications for disclosure have doubled and in the first three months of 2019 there has been a month on month increase in the number of disclosures made in the Gateshead Area. This has helped in safeguarding Gateshead’s vulnerable domestic abuse and sexual exploitation victims.

➤ **Community Engagement and Communication**

- **Safeguarding Conferences**

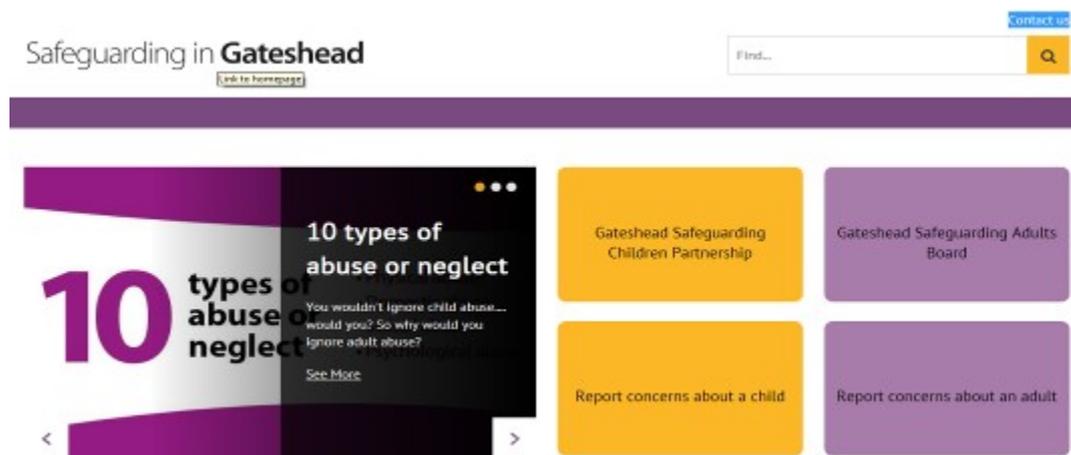
Gateshead NHS Foundation Trust – A Safeguarding Conference was held at the Queen Elizabeth Hospital Education Centre in September 2018. The Conference was organised by the Children and Adult Safeguarding Teams within Gateshead NHS Foundation Trust as a collaborative project to raise

awareness of the diverse range of areas covered by Safeguarding and that Safeguarding is 'Everyone's Responsibility'. Speakers included Jasvinder Sanghera talking about honour-based violence and forced marriage and the Brook Foundation providing comprehensive information about online safety. 102 delegates attended the conference from a wide variety of disciplines within the Trust along with colleagues from the Local Authority, Housing, Police and Probation services.

South Tyneside Foundation Trust - In March 2019, the Safeguarding Adults and Children team organised a multi-agency "Think Family" Safeguarding Conference. This featured a number of external speakers, was very well attended and received positive feedback.

- [Safeguarding in Gateshead website](#)

The SAB and the LSCB developed and launched their bespoke safeguarding website www.gatesheadsafeguarding.co.uk. We have received excellent feedback from partners in Gateshead and beyond.



The website includes:

- ✓ information about the Board
- ✓ policy, procedures and practice guidance
- ✓ details about Safeguarding Adult Reviews (SARs) and an online SAR referral form
- ✓ practical information and advice, including publications and our training directory
- ✓ news and updates
- ✓ a direct link to the Gateshead Council website online safeguarding adults concern form

- [Launch of the @GatesheadSafe twitter account](#)

The SAB and LSCB launched their twitter account in February 2019. The account is very active and at the time of writing the annual report (June 2019) the @GatesheadSafe account had 232 followers and over the previous 28 days had experienced 5,463 tweet impressions. The twitter account allows the

SAB and LSCB to share news stories, launch new publications, promote events and link with partners locally, regionally and nationally.

- **Safeguarding Adults Champion Scheme**

The Practice Delivery Group developed the Safeguarding Adults Champion Scheme. The scheme provides a link between the SAB and our voluntary, community and statutory services in Gateshead. Safeguarding Adults Champions are named individuals within organisations that operate in Gateshead. Gateshead Safeguarding Adults Champions will be responsible for:

- Raising awareness about Safeguarding Adults within their organisation;
- Ensuring that all staff, volunteers and service users within their organisation are aware of the Gateshead Multi-agency safeguarding adult policies and procedures;
- Disseminating updates on key legislation, policies, training and other information
- Being a single point of contact within your organisation for Safeguarding Adults information and advice

In return for signing up, Safeguarding Adult Champions can expect:

- Bespoke awareness raising sessions;
- Invitation to an annual Safeguarding Adults Champions event;
- Information regarding learning and training opportunities; and
- Regular Safeguarding Adults update

- **Posters and Visual media displays**

The Practice Delivery Group produced new posters and visual media displays for TV screens. The group wanted these publications to focus upon raising awareness about the 10 categories of abuse and include information about how to report. Partners can download these resources from the Safeguarding in Gateshead website.



➤ Improved Operational Practice

• GP Toolkit

Newcastle Gateshead CCG has worked very actively with the 30 GP Practices in Gateshead to develop a new GP Toolkit for Adult Safeguarding and Public Protection, in order to provide clear guidance to enable front line practitioners to offer support to the vulnerable individuals they work with on a daily basis.

• Development of the Gateshead Multi-Agency Adult Referral Team (MAART)

The MAART in Gateshead evolved from the previous adult MASH which had been funded via the Home Office Police Innovation Fund. The Gateshead Multi Agency Adult Referral Team (MAART) co-locates Northumbria Police and Adult Social Care in order to improve the initial response to adult concerns in relation to vulnerable adults. The role of the MAART is to bring together key partners and forge stronger links with other agencies which enables information to be shared quickly and effectively and allows better informed decisions to be made by social care. MAART provides an early intervention for residents of Gateshead who are experiencing chaotic lifestyles, multiple exclusions and negative social outcomes for themselves, families and communities but do not meet eligibility criteria under the Care Act and are not engaging with services. The MAART held a multi-agency workshop in December 2018 to define the terms of reference.

• Adult Social Care front door

A Local Authority multi-disciplinary core project team worked on the Adult Social Care Front Door work programme to improve efficiencies, particularly in relation to call waiting times. This was the establishment of online forms, and some small telephony changes:

- 12th November 2018 – Adult Social Care Initial contact, Care Review and General Enquiry forms went live
- 10th December 2018 – Safeguarding Adult concern form went live

All forms can be accessed via the Gateshead Council website. The Safeguarding Adult Concern form can also be accessed via the Safeguarding in Gateshead website. Performance data illustrates significant improvements in efficiency at the Adult Social Care front door.

• NEPO Portal for Procurement of SAR Chairs

Gateshead instigated the need for a regional approach for the procurement of SAR Chairs and Authors due to the limited number of providers operating in the North East. The North East Procurement Organisation (NEPO) portal for the procurement of Independent Chairs of Safeguarding Adult Reviews, Serious Case Reviews and Domestic Homicide Reviews went live on April 1st 2019. A final meeting took place on 13th March 2019 in Newcastle to finalise the process with the 12 participating localities. Approved providers on the portal include a mix of sole traders and organisations. Providers can join the

portal at any time and will only be required to go through the comprehensive tendering process once.

➤ **Implementing Mental Capacity Act (MCA) / Deprivation of Liberty Safeguards (DoLS)**

• **Maintain compliance with Deprivation of Liberty Safeguards**

Gateshead Council, as DoLS Supervisory Body, continues to remain legally compliant with the judgement despite the national challenges and evidence to suggest there are significant backlogs elsewhere, both regionally and nationally.

Gateshead Council has continued to invest in the DoLS staff team responsible for the processing and managing of all DoLS applications by increasing ability to meet most of our demands “in-house”, thereby improving efficiency.

• **Practical Application of MCA work**

Throughout 2018/19 a task and finish group has been working to revamp the training with respect to Mental Capacity, with a focus upon its practical application. This has been in response to recommendations from local and national Safeguarding Adult Reviews and a general recognition that practitioners require more practical tools and guidance to support them.

• **Preparation for implementation of Liberty Protection Safeguards**

The landscape with respect to the proposals for the introduction of the Liberty Protection Safeguards via the Mental Capacity (Amendment) Act 2019 continues to be fluid and ever changing and is being closely monitored by partners within Gateshead. The Local Authority Strategic Lead for MCA / DoLS is the Chair of the regional DoLS steering group and is also on the national DOLS Leads group.

Our Performance 2018/19

Safeguarding Adults Headline Performance

A summary of the headline performance information is provided below.

- **Volume of Concerns and Enquiries**

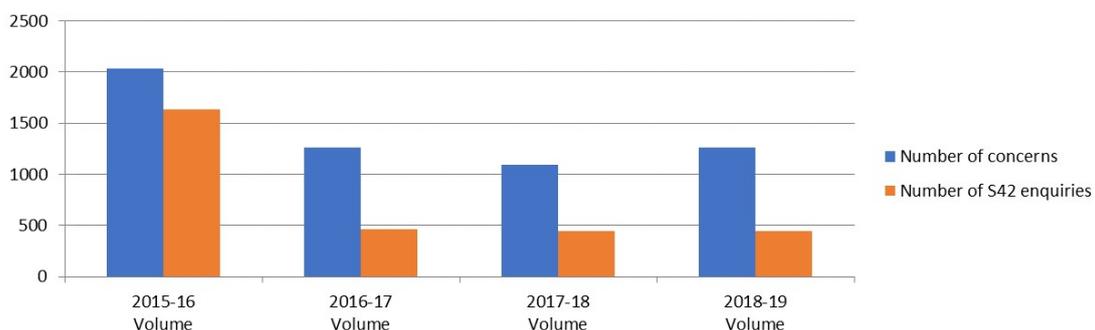
For a Concern to progress to a Section 42 Enquiry it must meet the statutory criteria. The Safeguarding duties apply to an adult who:

- Has needs for care and support (whether or not the local authority is meeting any of those needs)
- Is experiencing, or at risk of, abuse or neglect
- As a result of those care and support need is unable to protect themselves from either the risk of, or the experience of abuse or neglect

In 2018/19 there were 1262 Safeguarding Adult Concerns which led to 442 Section 42 Safeguarding Enquiries. In percentage terms, 35% of Concerns led to a Section 42 Enquiry. The number of concerns progressing to an enquiry is similar to the 2017-18 NE (36.4%) and England (33.4%) averages.

The graph below illustrates that the volume of S42 Enquiries has largely remained static over the last three years. There has been a slight fluctuation in the volume of concerns. Partners at the Quality and Assurance Group and Executive Group believe that the fluctuation can be attributed in part to audit of the provider concern process and further strengthening of adult social care 'front door' arrangements. Both of these ensure that cases are progressed into safeguarding if they meet the statutory criteria

Volume of concerns and S42 enquiries



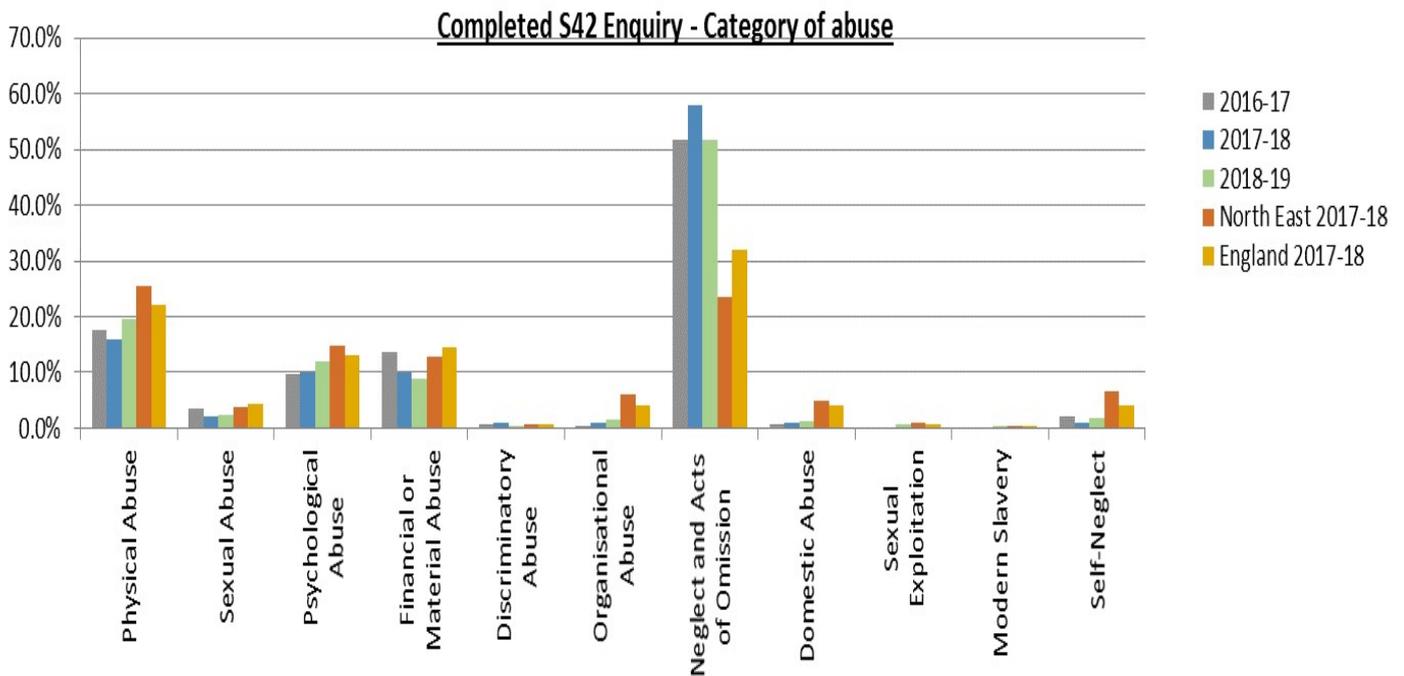
- **Categories of Abuse**

Utilising a count of completed Section 42 Enquiries, and allowing for multiple recording of abuse, the most common category of abuse in Gateshead continues to be Neglect and Acts of Omission which represented 51.7%. This was followed by Physical Abuse (19.6%) and Psychological (14.95%).

Neglect and Acts of Omission in Gateshead continues to be an outlier compared to North East and England averages, however it does show a drop from the 58.0% of last year. The Quality and Assurance Group subsequently commissioned a case file audit of Neglect and Acts of Omission cases in May 2019 which demonstrated a recording issue. This will be rectified and reported upon in the 2019/20 annual report.

The new categories of abuse introduced by the Care Act represented relatively small volumes in 2018/19:

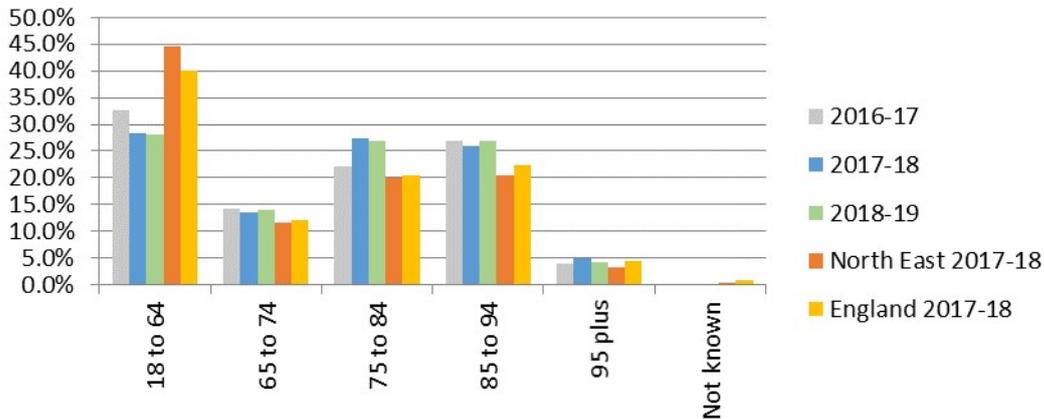
- Domestic Violence – 8 cases, 1.3%
- Modern Slavery – 1 case, 0.2%
- Self Neglect – 10 cases, 1.7%



- Age

In Gateshead, 72% of Concerns were raised for adults aged 65 and over.

Concerns: percentage of individuals by age



Deprivation of Liberty Safeguards (DoLS)

For the period April 2018 to March 2019 Gateshead Council received 2121 Deprivation of Liberty Safeguard applications. This was a slight increase in activity from the previous financial year (2113) and compared to activity from previous years represents a continued levelling out of the demands placed on local authorities in meeting statutory obligations.

The highest rate for DoLS applications remains with those over the age of 65. Within Gateshead this represents 1853 applications (87% of all applications) for those aged over 65 and 268 for those under 65.

There were 339 applications which have not been authorised, due to various standard reasons. The primary reason for non authorisation of a DoLS was down to a 'Change in Circumstances', which took place in 244 cases.

Our demographics remain in accordance with previous data with predicted higher percentages of those 85+ being more likely to be subject to DoLS authorisations, (39%) and those more likely to be female (59%).

Safeguarding Adults Reviews (SARs)

The SARCC Group is responsible, on behalf of the Gateshead SAB, for statutory SARs introduced by the Care Act 2014. The SAB has produced a SAR Practice Guidance note to provide a framework for SARs in Gateshead. All reviews and enquiries are reported back to the SAR Group for scrutiny and challenge. Learning from reviews is fed into the Quality and Assurance Group and Training Group when there are specific actions or learning that needs to be taken forward.

During 2018/19 the SAR referral form was placed online, providing an accessible and secure mechanism for partners to refer SARs.

During 2018/19 the SARCC received 6 Safeguarding Adult Referrals. Of those:

- 0 progressed to a SAR
- 2 resulted in other reviews
 - Drug Related Death review
 - Joint report was requested by CCG, Gateshead Council and Gateshead NHS Foundation Trust
- 1 case formed part of a serious provider concern process
- 2 cases are still being considered as further information is required
- 1 case required no further action
- **Winnie Smith Appreciative Inquiry**

In March 2019 the SARCC group completed an appreciative inquiry that was instigated in 2017. Winnie Smith is the pseudonym chosen by the Adult at the centre of this inquiry. Winnie has been involved in all stages of the inquiry, supported via an advocate chosen by herself and her social worker.

The inquiry was instigated following a significant and sustained period of abuse and neglect experienced by Winnie. She alleged that she had been held for approximately two years by her perpetrators in a property in Gateshead, during which she was regularly abused. When she was found by the police she was so malnourished that she was hospitalised for a month. She had to be sedated during the evenings to assist her to sleep. Two years after she was found, Winnie resides within 24/7 residential care and is subject to a Deprivation of Liberty Safeguard. The effect of the abuse and neglect upon Winnie has been profound.

Organisations that work within the safeguarding adult arena increasingly talk about the challenges of working with complex cases. The life of Winnie Smith was, and continues to be, complex. Winnie experienced significant levels of abuse and neglect as a child and this continued into adulthood. Winnie has been involved with a myriad of services, both statutory and non-statutory, throughout her life and professionals have struggled to identify her health and social care needs. Winnie has at times been a prolific user of services, and at other times has determinedly refused to engage.

The Inquiry identified some elements of good practice and some areas for future consideration. The inquiry recognises that some improvements have already been made within Gateshead and that operational practice has evolved. Key challenges emanating from the inquiry have been included within the Gateshead SAB Strategic Plan 2019/24:

- Explore how partners can understand and respond to the impact of Adverse Childhood Experiences (ACEs) in adulthood
- Develop a shared approach to missing
- Enhance our approach to managing risk. This is to include:
 - Understanding perpetrator motivations
 - Person Centred approach v managing risk
 - Identifying and responding to coercive and controlling behaviour
- Explore the use of 'vulnerability' markers
- Understand health diagnosis in the context of the practical application of the Mental Capacity Act

Gateshead Safeguarding Adults Board

Strategic Plan 2019-2024

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Introduction

This is the second Strategic Plan for the statutory Gateshead Safeguarding Adults Board (SAB) post implementation of the Care Act (2014) on April 1st 2015.

The Gateshead SAB remains committed to making Safeguarding in Gateshead person-led and outcome focussed whilst ensuring that there is an underpinning ethos of prevention. The Board have worked hard to ensure that they are Care Act compliant and have demonstrated via internal and independent scrutiny that we deliver quality services.

The Gateshead SAB continues to provide strategic leadership for our approach to responding to statutory duties detailed within the Mental Capacity Act. As such we are preparing for imminent changes to legislation proposed via the Mental Capacity (Amendment) Bill which includes the abolition of the Deprivation of Liberty Safeguards (DoLS) and the subsequent introduction of Liberty Protection Safeguards.

The challenges faced by the Board are evolving. Since the commencement of our last Strategic Plan in 2016 we have seen challenges in relation to the stability of the care market, a growth in mechanisms for responding to complex cases and extensive learning from national, regional and local Safeguarding Adult Reviews. This is combined with uncertainties caused by continued austerity and Brexit.

As part of the consultation process for this Strategic Plan an anonymous responder said:

'In this very challenging economic climate keep up the good work as a lot of what you do goes unnoticed, but it is vital to the individuals that are being safeguarded'

The national and local policy landscape is constantly changing, and we will review the Strategic Plan on an annual basis to ensure that the Strategic priorities remain right for Gateshead. We have a strong commitment from its members to implement the Strategic Priorities identified within this plan. This five-year Strategic Plan is supported by annual Business Plans to enable the Board to prioritise and focus activity.

Policy Context

The Care Act 2014 has enshrined in law the principles of Safeguarding Adults, which will ensure that the most vulnerable members of society are afforded appropriate support and protection, and help them to live as independently as possible, for as long as possible. Chapter 14 of the Care and Support Statutory Guidance issued under the Care Act replaces the No Secrets document as the statutory basis for all safeguarding activity. The Care Act sets out the Safeguarding Adult responsibilities for Local Authorities and their partners and places a duty upon Local Authorities to establish SABs.

A corner stone of the Care Act is the general responsibility placed on all local authorities to promote wellbeing. The Care Act emphasises the assumption that individuals are best placed to judge their own wellbeing, and that protection from abuse and neglect is fundamental.

The Care Act identifies six key principles which underpin all adult safeguarding work, and which apply equally to all sectors and settings:

- **Empowerment** – people being supported and encouraged to make their own decisions and give informed consent
- **Prevention** – it is better to take action before harm occurs
- **Proportionality** – the least intrusive response appropriate to the risk presented
- **Protection** – support and representation to those in greatest need
- **Partnership** – local solutions through services working with their communities
- **Accountability** – accountability and transparency in safeguarding practice

Schedule 2 of the Care Act (2014) stipulates that SABs must publish a Strategic Plan each financial year, identifying how the Boards and their members will protect adults in their respective areas from abuse and neglect.

Gateshead Safeguarding Adults Board

Our vision

Our vision for Adult Safeguarding in Gateshead is:

'Everybody in Gateshead has the right to lead a fulfilling life and should be able to live safely, free from abuse and neglect – and to contribute to their own and other people's health and wellbeing'

In Gateshead we believe that Safeguarding is everyone's business. This means - whoever you are, wherever you are and whatever position you hold – you have a responsibility to take action to help protect our local residents when you hear about allegations of abuse or neglect.

We know you share our vision and it is practiced by all our partner organisations. Safeguarding cannot be fully delivered by agencies acting in isolation – and can only be achieved by working together in partnership to help protect and support adults at risk of, or experiencing, abuse or neglect.

Governance arrangements

The Gateshead SAB became a statutory body in April 2015, assuming the strategic lead and overseeing the work of Adult Safeguarding arrangements in Gateshead. We have commissioned an Independent Chair to enhance scrutiny and challenge. The Board has a comprehensive Memorandum of Understanding, which provides the framework for identifying roles and responsibilities and demonstrating accountability. We have developed strong links with the Local Safeguarding Children's Board, Health and Wellbeing Board and the Community Safety Board.

In law, the statutory members of a SAB are defined as the local authority, the local police force and the relevant clinical commissioning group. However, in Gateshead, we recognise the importance the contribution made by all of our partner agencies and this is reflected by the wider Board membership (correct as of April 2019):

- Gateshead Council
- Northumbria Police
- Newcastle Gateshead Clinical Commissioning Group (CCG) (on behalf of NHS England, North East Ambulance Service and incorporating GP lead for Adult Safeguarding)
- Lay Member
- Gateshead NHS Foundation Trust
- South Tyneside Foundation Trust
- Northumberland Tyne and Wear NHS Foundation Trust
- Gateshead College
- The Gateshead Housing Company
- Tyne and Wear Fire and Rescue Service
- Northumbria Community Rehabilitation Company
- National Probation Service
- Oasis Community Housing
- Advocacy Centre North

The SAB is supported by four Sub-Groups:

- **Practice Delivery Group** (Chaired by a senior manager from The Gateshead Housing Company)

The role of the Practice Delivery Group is to ensure that the Multi-Agency Safeguarding Adults policy and procedures and supporting practice guidance continue to be fit for purpose. The Group has responsibility for keeping up to date with national policy changes that may impact upon the work of the SAB. The Group also has responsibility for the development and implementation of the Communication and Engagement strategy and implementation of the Dignity Strategy.
- **Safeguarding Adult Review and Complex Case Group (SARCC)** (Chaired by a senior nurse from Newcastle Gateshead Clinical Commissioning Group)

The Safeguarding Adults Review Group (SARCC) will consider Safeguarding Adult Review (SAR) referrals, commission reviews and subsequently monitor their progress. The SARCC may also oversee discretionary reviews into cases that do not meet the criteria for a SAR, where the group feel there are multi-agency lessons to be learned. It will collate and review recommendations from SARs and other reviews, ensuring that achievable action plans are developed and that actions are delivered. The SARCC also provides a forum to discuss complex Safeguarding Adult cases that require additional scrutiny and support.
- **Quality and Assurance Group** (Chaired by a senior manager from the Local Authority)

The Quality and Assurance Group have developed and implemented a Quality and Assurance Framework that provides a structure for scrutinising activity that is undertaken by Board member agencies and relevant services or organisations. The group monitors and scrutinises the quality of activities to ensure that the interventions offered are person-centred, proportionate and appropriate. The Quality and Assurance Group is responsible for updating and analysing the performance dashboard. They also consider lessons learned that are identified nationally, regionally and locally from any cases requiring a SAR, Serious Case Review or any other review process relevant to the Safeguarding Adults agenda.
- **Strategic Exploitation Group** (Chaired by a senior officer from Northumbria Police)

The Strategic Exploitation Group is a sub-group of both the SAB and the Local Safeguarding Children's Board. The group is responsible for overseeing all work with respect to sexual exploitation, modern slavery, criminal exploitation, trafficking, missing and female genital mutilation in Gateshead.

A SAB Executive Group, which includes the Sub Group Chairs, meets on a quarterly basis to monitor the effectiveness of the Board and to discuss emerging themes, risks, good practice and learning opportunities.

Developing the Strategic Plan

The Gateshead SAB Strategic Plan 2019-24 has been developed in consultation with a variety of stakeholders. It is underpinned by performance information, learning from reviews and feedback from members of the general public and safeguarding adult service users. Targeted consultation includes:

- Board member consultation
- Online survey which was circulated to all Sub Group members, key stakeholders, commissioned providers and members of NCVS who support voluntary organisations within Gateshead
- Face to face consultation with:
 - Shared Lives carers
 - Young women in supported housing provision
 - The Gateshead Housing Company residents

Strategic Priorities and Key Challenges

The consultation process identified that the five SAB Strategic Priorities that had been in place since 2016 remained fit for purpose for 2019-24, those are:

- Quality Assurance
- Prevention
- Communication and Engagement
- Operational Practice
- Mental Capacity

1. Quality Assurance

The SAB will continue to prioritise Quality Assurance in its widest sense. This will enable the Board to demonstrate quality and effectiveness at both strategic and operational levels. It aims to support a better understanding of how safe adults are locally and how well local services are carrying out their safeguarding responsibilities in accordance with the Care Act and the Gateshead Multi-Agency Policy and Procedures. In particular, the Board will ensure that quality is driven by learning.

Key Actions 2019 - 24 include:

- Develop training for front line practitioners that is guided by learning from reviews and inquiries
- Develop and implement annual Quality Assurance challenge event utilising the regional Quality Assurance Framework
- Enhance our multi-agency approach of sharing learning with front line practitioners
- Revise the Safeguarding Adults Review Policy and Practice Guidance to include a strengthened approach to practical application of learning

2. Prevention

Prevention is one of the six Principles of Safeguarding. Within Gateshead we have prioritised preventative work and have produced a range of practice guidance notes and bespoke training courses to support our front-line practitioners. The Board would like to see Prevention at the forefront of all Policies, Procedures and Practice Guidance and woven into practice.

Key Actions 2019 - 24 include:

- Strengthen and embed our Multi-Agency Adult Referral Team (MAART) as a mechanism for supporting vulnerable residents who do not meet the statutory criteria for Safeguarding Adults
- Support closer integration of public services, including the work of Public Sector Reform and the Gateshead Care Partnership
- Become Adverse Childhood Experiences (ACE) / Adult Attachment informed
- Revise the Self-Neglect Practice Guidance note and deliver updated multi-agency practitioner training
- Revise the Financial Abuse Practice Guidance note, taking into account the issues arising from implementation of Universal Credit
- Strengthen multi-agency arrangements for Modern Slavery in Gateshead; to include awareness raising, responding to pre-planned and unplanned incidents and quality assurance
- Raise awareness about Criminal Exploitation
- Build community resilience so that our residents are better equipped to keep themselves safe from harm

3. Community and Engagement

The Safeguarding Adults Board has made significant improvements in Making Safeguarding Personal to ensure that those adults involved within the safeguarding process have their wellbeing promoted and, where appropriate, that regard is given to their views, wishes, feelings and beliefs when deciding any action. Consultation has demonstrated that there continues to be a lack of understanding about Safeguarding within the wider community, which can impact upon the effectiveness of Safeguarding Adults as a whole.

Key Actions 2019 - 24 include:

- Effectively communicate and champion our good practice
- Enhance communication and engagement with partners and providers who are not routinely engaged with the Board and Sub-Groups
- Promote Safeguarding Adult key messages within our communities
- Widely promote our Safeguarding website and social media presence
- Implement our Safeguarding Adult Champion Scheme and develop Safe Reporting Centres
- Develop a safeguarding adult resource library which includes communication and engagement tools, including visual media aids

4. Operational Practice

Whilst this is a Strategic Plan, the SAB must ensure that operational practice is fit for purpose. Whilst significant improvements have been introduced by the SAB and our key partners we know from our quality assurance processes and the sharing of best practice nationally and regionally that further improvements can always be made.

Key Actions 2019 - 24 include:

- Work with the Health and Wellbeing Board and Community Safety Board to improve how our partner organisations identify and respond to complex cases
- Refresh the SAB Multi-Agency Policy and Procedures by enhancing accessibility and simplifying the procedures
- Enhance our approach to managing risk, to include:
 - Understanding perpetrator motivations
 - Person centred approach v managing risk
 - Identifying and responding to coercive and controlling behaviour
- Improve communication flow with referrers, providers and Adult at risk after a concern has been submitted
- Strengthen multi-agency transition arrangements
- Develop a shared approach to missing adults, including consideration of the use of 'vulnerability markers'

5. Mental Capacity

Understanding and applying the Mental Capacity Act is central to the Safeguarding Adults process. It remains one of our most common areas for improvement in Gateshead, and beyond. Legislative changes are again on the horizon with the proposed Mental Capacity (Amendment) Bill which will reform the Deprivation of Liberty Safeguards (DoLS) and replace them with Liberty Protection Safeguards. The agenda will continue to evolve as new ways of working and case law is embedded into practice. Practitioners need tools and guidance to support them with the practical application of the Mental Capacity Act within everyday safeguarding, assessment and care provision.

Key Actions 2019 - 24 include:

- Understand, and effectively respond, to changes within the Mental Capacity Act (Amendment) Bill
- Develop a mechanism for assuring that the proposed Liberty Protection Safeguards are effectively implemented within Gateshead
- Develop and implement a programme of awareness raising for front line practitioners, providers, partners and the wider public about the application of the Mental Capacity Act
- Explore how a health diagnosis supports the practical application of the Mental Capacity act



Produced by Gateshead Adults Safeguarding Board, June 2019

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Gateshead
local safeguarding
children board

Gateshead LSCB

Annual Report

2018-2019



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1. INTRODUCTION AND WELCOME

Foreword – Sir Paul Ennals, LSCB Independent Chair

It has been a pleasure and a privilege to chair the Children’s Safeguarding Board for a further year – indeed, for its last year, since in July 2019 we published our plans to become the Gateshead Safeguarding Children Partnership. The essentials will remain – the engagement of all agencies who are working with children and families, the commitment to work together to improve outcomes, and to hold each other to account. “High support, high challenge” remains our approach. The new arrangements, however, streamline our systems somewhat, allow us to focus more directly on local practice, and build on the collaboration across the Northumbria region.

The year has been very constructive, with significant progress being made on several fronts. Just after the year ended, Ofsted inspected the council’s Children’s Social Care; the judgement of “good” was a proper reward for their hard work, and the report was very praiseworthy of the quality of partnership working in Gateshead.

I am grateful to all partners for their input, and particularly to the Business Manager Saira Park and her assistant Joe Lowrey for all their hard work. The children and families of Gateshead can be grateful for their commitment.

A handwritten signature in black ink, appearing to read 'Paul Ennals', with a long horizontal flourish extending to the right.

Sir Paul Ennals
Independent Chair, Gateshead LSCB



2. SUMMARY OF PROGRESS

2.1 Purpose of report

As set out in *Working Together to Safeguard Children*, every Local Safeguarding Children Board (LSCB) is required to produce and publish an annual report on the effectiveness of safeguarding in the local area. This report sets out the arrangements to safeguard and promote the welfare of children in Gateshead and provides an assessment of those arrangements. The report also sets out how we discharge our statutory functions.

2.2 Overall LSCB progress

A major focus of work during 2018-2019 has been around developing our new multi-agency safeguarding arrangements (MASA) and safeguarding plan – [link to safeguarding plan](#)

Current safeguarding arrangements within Gateshead are robust and well respected. Outline plans for a more streamlined structure and system were agreed in principle by statutory partners during 2018-19, subject to final approval. Since then, real progress has been made in strengthening regional collaboration across Northumbria, with the support of DfE Early Adopter funding. This programme is exploring which key safeguarding functions can be more effectively undertaken across a wider footprint, and which functions need to retain a place-based focus at local authority level.

The proposals for implementation in September 2019 represent a transitional process. Some streamlining is proposed to the current arrangements, with greater integration between the children and adult boards; however, much of the current structure will be retained for at least 12 months.

During the course of 2019-20, further work will be completed on integrating functions across the Northumbria footprint, and a wider structure review will be undertaken in the spring of 2020. It is envisaged that in September 2020 new arrangements will be introduced.

Considerable work has also been undertaken between LSCB meetings by our sub groups, task and finish groups and highly committed members.

2.3 Progress against last year's objectives

Our Business Plan was monitored by LSCB Executive. By year end all of our priorities were signed off or due to be signed off imminently.

In terms of **Leadership** we strengthened our links with our local communities, education settings and other partnerships to improve the visibility of the LSCB and ensure that safeguarding children was still a priority for groups with an adult or community focus. We also continued with work to engage children and young people with the work of the Board.

2.3.1 Early Help & Early Intervention

The Early Help (EH) Strategy has been updated, with input from LSCB. Ofsted commented positively about the EH strategy and the EH service, and their impact on children and their families.

“Early help arrangements in Gateshead are a strength. There is a coherent multi-agency strategy which underpins the delivery of these services.” OFSTED

Children and families are benefiting from a broad range of targeted family support delivered by well-trained, skilled staff. Partners are well engaged in the delivery of the early help offer, completing a high number of early help assessments. Pathways into targeted early intervention are clear and the threshold is appropriately applied.

Higher risk cases are escalated swiftly to children’s social care or are stepped down when risks are reduced. Early help workers stay involved with their families when cases step up to statutory services. This means that children and families are benefiting from consistent support from a worker with whom they have established effective relationships. The service is making a positive difference to families and is reducing the number of children needing statutory help and support.

During the last year Early Help has developed a robust performance management framework and workbook, modelled on that of children’s social care. It has also developed a comprehensive data dashboard which details performance. The Early help team are able to evidence low re-referral rates into Tier 3 services which are measured at 6 and 12 monthly intervals. The Early help team have also gathered strong qualitative feedback from families.

Scrutiny for the performance and effectiveness of Early Help is provided through Early Help performance clinics, Gateshead LSCB (performance sub group), Children’s Services Portfolio meetings, Overview and Scrutiny Committees and Health and Wellbeing Board.

Following the Team Around the School pilot in 2017/18, the programme has been extended to include more schools. Gateshead is the regional lead for the Reducing Parental Conflict Programme and has strongly reinforced Early Help as “everyone’s business”.

Domestic Abuse is highly prevalent in the experience of children who are referred to children’s services. A review of the existing service was completed in July 2018 and a single domestic abuse team is now in place to respond across Early Help, Safeguarding and Care Planning and the IRT. This new service ensures a consistent response to those who are referred by social workers. Children and adults are now seen by the same service.

- **Operation Encompass**

A total of **85** schools in Gateshead participate in the Operation Encompass model for sharing information on domestic abuse incidents the morning after an incident where children are part of the family involved, with **1,113** notifications made during 2018-2019.

Since the restructure of the service, the new domestic abuse team have introduced a dedicated twenty-four hour, seven day a week telephone line and mail box which makes it easier for service users to access support. A referral pathway and operational procedures have been developed and the service is currently developing a child/young person friendly risk indicator checklist.

Governance of Domestic Abuse is through the Community Safety Board and the LSCB, as well as the council’s own governance arrangements.

- **Integrated Referral Team (IRT) - Front Door**

The local authority has recently restructured its front door, supporting an effective response to referrals. Professionals appropriately contact the integrated referral team (IRT) when they are concerned that a child needs help or protection.

“The front door is strong and effective, and thresholds are well understood.” OFSTED

The co-location of the police, early help and health 0–19 service, with the addition of other partners through virtual arrangements, supports effective screening, triage and referral systems. The daily screening of all police notifications, including children who are missing and domestic abuse concerns, is effective and means that children receive an appropriate and timely response, with the swift identification of services.

The introduction of an Edge of Care Team now provides timely support to families in crisis, including out of hours, intensive intervention to prevent family breakdown. It delivers a systemic approach which focuses on strength-based relationships.

2.3.2 Voice of the child

Views of children and young people have been sought and fed back via partner agency engagement and surveys.

The LSCB held an event with young people in January 2019. Further events will be held during 2019-2020 (as well as attendance at Children and young People’s events being held by partner agencies, where appropriate). The Voice of the child is an overarching priority in the new arrangements – more information about the Young People’s event and other consultations is included at appendix 5.

2.3.3 Child Sexual Exploitation & Missing Children

The process for reviewing young people who are missing, sexually exploited or trafficked has been reviewed. The name of the MSET group has been redefined to incorporate all types of child exploitation (Missing, Slavery, Exploitation, Trafficking). The Exploitation Framework has also been updated and is now shared regionally. This means a more consistent approach to risk assessment and disruption across the region. A comparable structure for adults has been established and is being piloted (AMSET), with progress and learning shared. The shared children and adults approach is anticipated to improve the quality of partnership scrutiny at the point of transition into adulthood of some very vulnerable young people.

The protocol for responding to missing children has been updated, and all children who go missing will now be offered a Return Home interview (RHI), regardless of how long they have been missing or how often. The RHI form has been reviewed and updated, to ensure push and pull factors are considered and to allow for more narrative (including any previous missing episodes). Guidance notes for completion are available for workers who complete RHIs. RHIs are now recorded on Carefirst (the social care system).

2.3.4 Communication & engagement with the frontline (including schools)

Distribution lists have been reviewed and updated, so that information can be targeted to the right people. LSCB members are proactive in ensuring information is shared within their own agencies.

The LSCB and Safeguarding Adults Board (SAB) have developed and launched a new bespoke safeguarding website www.gatesheadsafeguarding.co.uk. Child protection referrals are submitted online via the website and information is kept updated. We have received excellent feedback from partners in Gateshead and beyond.

The website includes:

- Information about reporting concerns and online child protection referral form
- information about the safeguarding boards
- policy, procedures and practice guidance
- practical information and advice, including publications and our training directory
- advice and support for parents and carers
- news and updates

We are continuously reviewing information on the website and have updated the section for advice and support for parents and carers which now also includes safer sleeping advice (learning from regional serious case reviews).

As well as the new website, we are also able to communicate via social media. The LSCB and SAB launched a twitter account (@GatesheadSafe) in February 2019. The account is very active and it is an excellent way to engage with other safeguarding partnerships, the Voluntary and community sector (VCS), and the local community. The twitter account allows the safeguarding boards to share news stories, launch new publications, promote events and link with partners locally, regionally and nationally.

Communication with frontline staff has improved. School staff, social workers and early help workers have all reported they feel more involved and aware of the work of the LSCB.

Gateshead NHS Foundation Trust – A Safeguarding Conference was held at the Queen Elizabeth Hospital Education Centre in September 2018. The Conference was organised by the Children and Adult Safeguarding Teams within Gateshead NHS Foundation Trust and was chaired by Sir Paul Ennals. Speakers included Jasvinder Sanghera talking about honour-based violence and forced marriage and the Brook Foundation providing comprehensive information about online safety. Gateshead's LSCB business manager and sanctuary social worker also stepped in at the last minute (due to a planned speaker having to drop out) and took the opportunity to talk about the MSET process, screening tool and risk assessment. 102 delegates attended the conference from a wide variety of disciplines within the Trust along with colleagues from the Local Authority, Housing, Police and Probation services. Feedback was extremely positive.

2.4 Board effectiveness

We continue to collaborate with LSCBs across the region regarding future safeguarding arrangements. The final shape of arrangements across all 6 areas will be determined by how much agreement can be reached on integrating the safeguarding processes and how we can coordinate delivery around some specific safeguarding issues

The LSCB Business Managers across the 6 areas have a workplan for developing integrated tools and further integration of processes – performance datasets, QA frameworks, policies & procedures,

training, practice review arrangements, and CDOP arrangements are being considered, in light of new statutory guidance.

More information about the new safeguarding plan and regional collaboration can be found at section 5.

We are satisfied that we have highly effective partnership arrangements in Gateshead which are built on trust and honesty. Agencies have the confidence to challenge each other due to robust working relationships.

The LSCB Business Manager's role is crucial to the work of the Board to ensure compliance with statutory requirements and drive delivery of the Board's Business Plan. The Business Manager provides a link between the Board, sub groups and other partnerships. The LSCB Chair also chairs the SAB and this further strengthens joint working and the transition agenda.

As a Board, we are confident that we have effective training that responds well to LSCB priorities. Despite increasing pressures on partner agency staff we have a skilled pool of trainers who deliver a significant number of our sessions "in house", but we also have the resources to commission specialist sessions when appropriate. We continue to carry out work to ensure that our training has an impact on frontline staff to ensure that the sessions lead to improved outcomes and provide the Board with best value for money.

2.5 Summary of sub group progress

At the Executive group meeting held in January 2019, members agreed both the training and policies & procedures sub groups should be streamlined and joined with the learning & improvement group, in readiness for the proposed new structure.

At year end we had five sub groups, one of which is shared with the Safeguarding Adults Board (SAB). They are:

- Gateshead Local Child Death Review Group
- Joint LSCB & SAB Strategic Exploitation Group
- Learning & Improvement Sub Group
- Licensing Sub Group
- Performance Management Sub Group

The LSCB Missing, Slavery, Exploitation and Trafficked Sub Group (MSET) also reports into the Strategic Exploitation Group.

The **Education Reference Group (ERG)**, continued during 2018-19. The group includes wide representation from primary and secondary schools, and from all parts of the borough, including our Jewish schools.

It is sometimes difficult for all members to attend every meeting, due to school commitments, however use of email ensures good communication and engagement between meetings and members remain committed.

Feedback has been positive, and several key issues such as domestic abuse, child exploitation, and training have been discussed. The group have also been involved in testing out the new regional safeguarding audit tool for schools.

The reference group provides a means whereby school concerns can be brought to the board, issues discussed within the Board can be brought to the attention of schools, and schools can increase the level and quality of their multi-agency working. A lot of work happens outside of the ERG meetings, including seeking feedback on multi-agency strategies and procedures; members of ERG are also included in any task & finish projects to ensure education input.

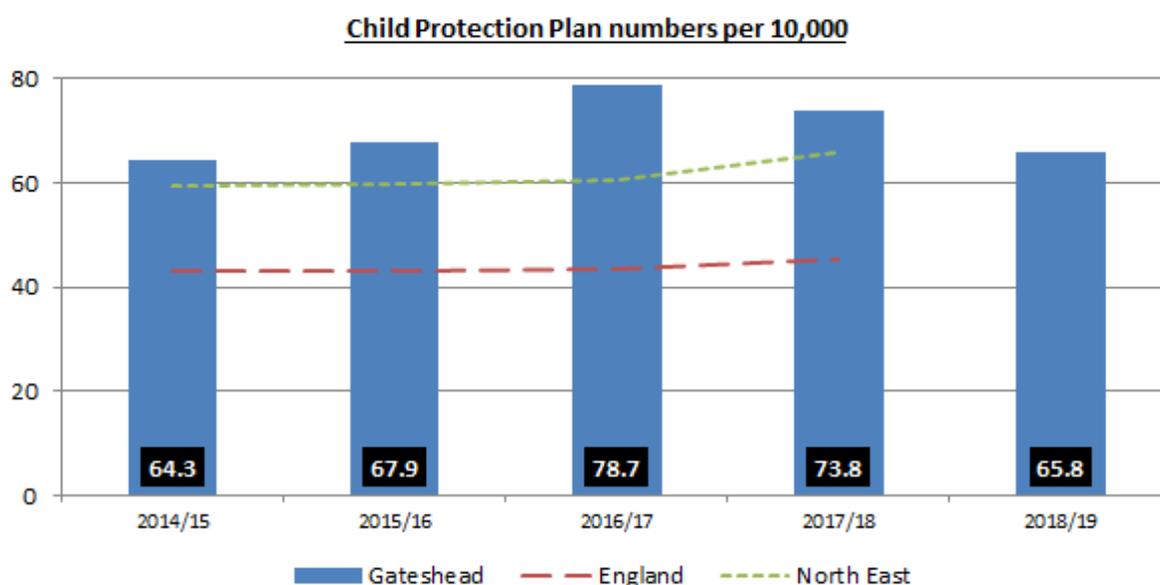
Some successful workshops have been held with schools, to help staff to understand thresholds to services, and the interface between Early Help and statutory services (including step-up and step-down). There is evidence of some excellent work amongst many senior leadership teams in schools.

Throughout the year our sub groups continued to work towards their own work plans and towards one or more of our priorities of **Leadership**, **Challenge** and **Learning** and specific details of this are found in the sub group reports in Appendix 4.

3. PERFORMANCE DATA AND INFORMATION

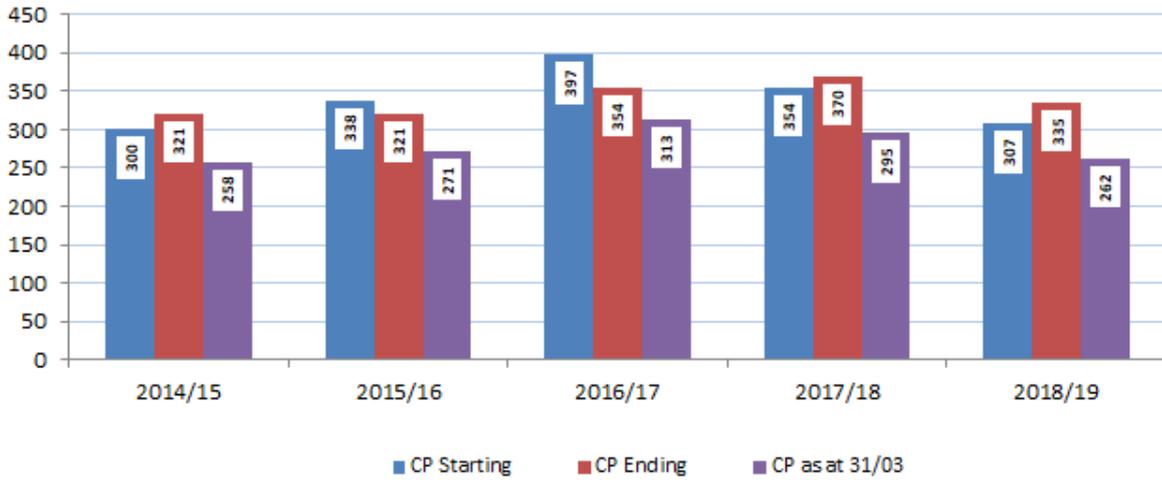
3.1 Performance Data

The LSCB Performance Management Sub Group monitors performance information on behalf of the LSCB and reports regularly to the Board against an agreed data set/performance dash board linked to priority areas.

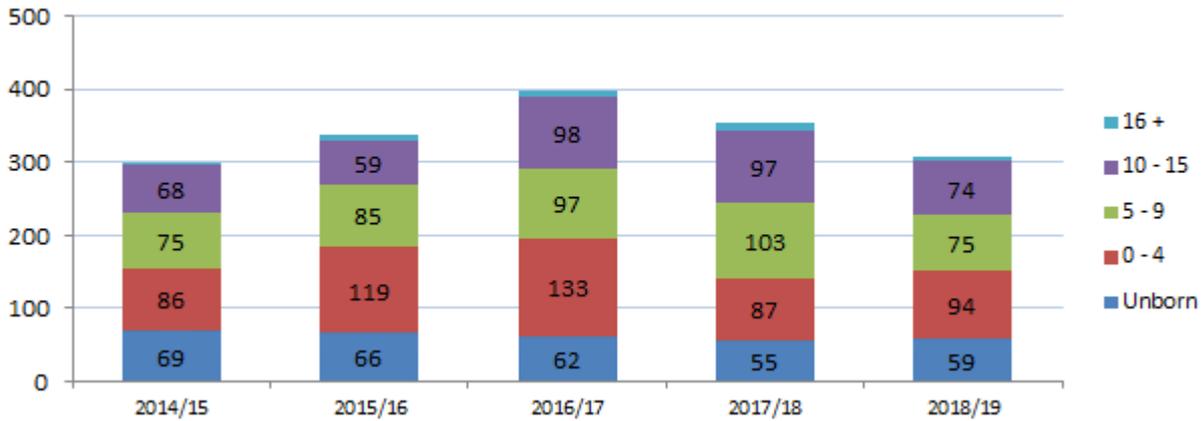


At year end there were **262** children from Gateshead subject to a Child Protection Plan, which is a rate of 65.8 per 10,000, which is higher than the England rate of 43.3 per 10,000 reported in 2016-2017. However, it is in line with the North East rate of 65.7 and a decrease of 8 per 10,000 on the previous year in Gateshead.

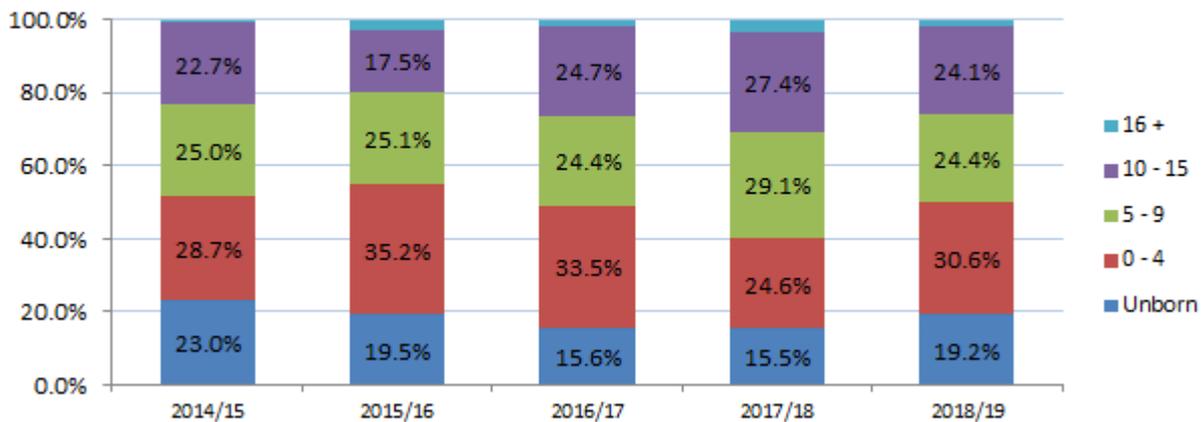
Child Protection Numbers



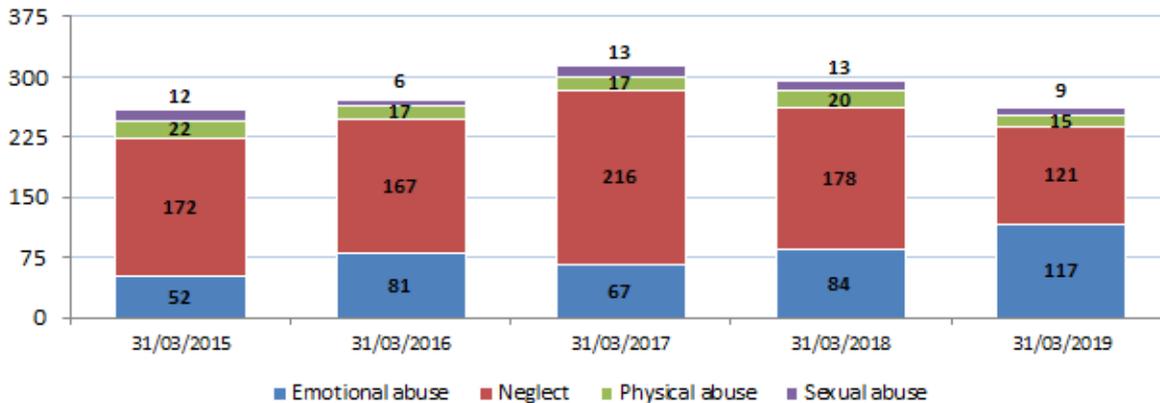
Age of Children when placed on a Child Protection Plan (Apr-Mar)



Age of Children when placed on a Child Protection Plan (Apr-Mar)

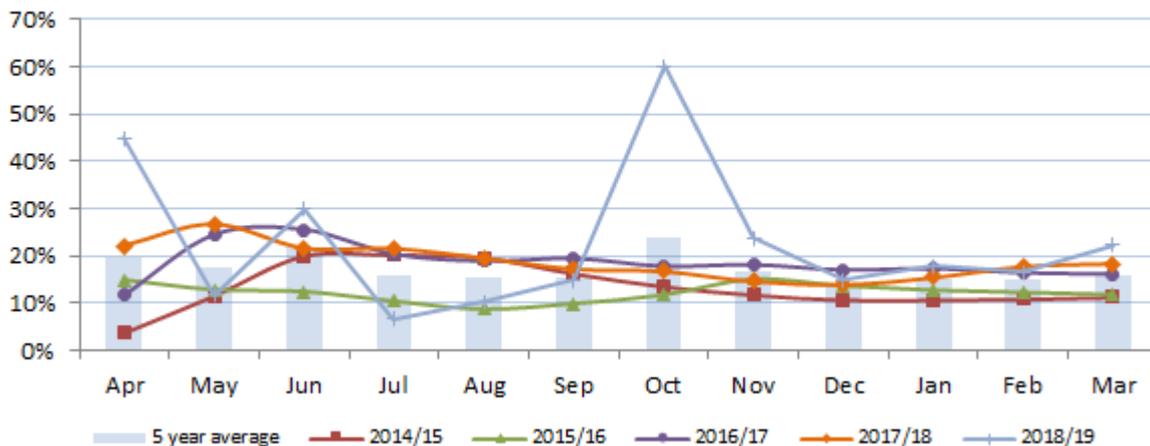


Child Protection Category at month end



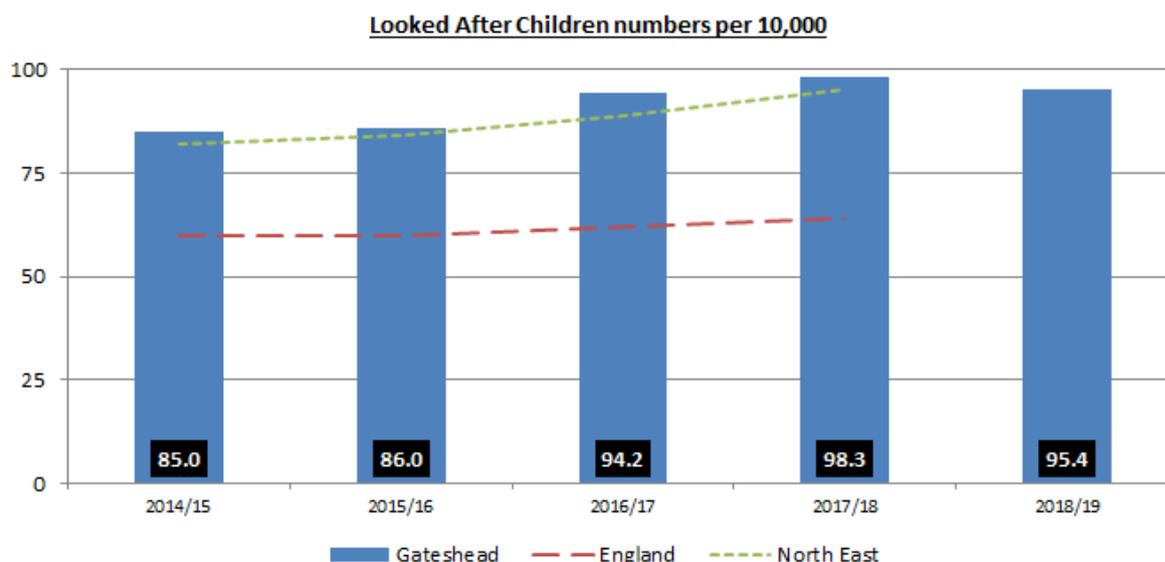
The category of neglect remains the highest at 46.2% of all plans; however, this is a significant drop from the figure reported at the end of March 2018, when the proportion of plans on neglect stood at 60.3%. Emotional abuse now accounts for 44.7% of plans, which is an increase on the 28.5% of plans listed under emotional abuse in March 2018.

Performance Indicator: Percentage of children becoming the subject of Child Protection Plan for a 2nd or subsequent time



There was a small increase noted in the numbers of children who became subject to a plan for a second or subsequent time (69 of 307 plans that started in 2018-2019 or 22.5%) and work is underway to understand this. October 2018 saw 15 out of 25 children being made subject to a plan for a second or subsequent time although this did include one family group of 4 siblings and 4 family groups of 2 siblings.

This reporting period also saw a small decrease in the number of children who are Looked After by Gateshead Council. At year end the rate showed a 3% decrease from the previous year end and the rate is still higher than the England rate of 64, but is in line with the North East rate of 95. The Looked After Children performance information indicates good placement stability and timely performance planning. This data and information on outcomes is monitored regularly by Gateshead Council Children’s Social Care Performance Clinic, the Corporate Parenting Partnership, the Looked After Children Overview and Scrutiny Committee and a number of other partner agency forums. The LSCB established a task & finish group to examine ways of safely reducing this figure.



Other data to note included:

- Child Concern Notifications and contacts to Children’s Social Care decreased from previous years by 38%; the number of referrals also decreased by around 10.4%.
- A high number of assessments undertaken by Children’s Social Care identified mental health (33.2%) and domestic abuse (34.2%) as a factor. Other common factors included alcohol or drug misuse, socially unacceptable behaviour, neglect and emotional abuse. Whilst the numbers of cases where domestic abuse is a factor is high, it is much lower than the England average of 2017-2018 (51.1%) whereas the socially unacceptable behaviour rate (14.4%) is higher (8.4%).
- There was a 4.6% decrease in Child In Need (CIN) Assessments being completed in 2018-2019 compared to 2017-2018, and there was also an increase in CIN assessments being authorised within timescales. The % of CIN assessments completed in timescales (89.4%) is higher than the latest reported national average (82.7%) and regional average (81.9%). There was a 4.2% decrease in Section 47 investigations but a similar percentage of these progressed to Initial Child Protection Conference (ICPC). Of those cases going to ICPC, 83.7% went on to require a Child Protection Plan, which indicates multi-agency agreement on the way to progress these cases
- 96.5% of ICPCs were held within the 15 day timescale (well above the regional average of 82.9% and national average of 76.9%). Attendance and contribution to CP conferences is monitored and remains strong overall, particularly for some partners e.g. Police. Work is ongoing to improve the contribution of some agencies to the process e.g. GPs. and also ensure sustained improvement against timescales for distribution of minutes
- In the 2018-19 period **54** children and young people have been supported to share their views for child protection conferences. This has been facilitated using Mind of My Own or paper-based tools. 32 were for initial CPC and 22 were for review CPCs.

3.2 Summary of thematic information

3.2.1 Missing children

The LSCB Missing, Slavery, Exploitation and Trafficking Sub Group (MSET) monitors and coordinates multi-agency activity for children who are reported missing from home or care.

In total, there were **917 episodes** in 2018-2019 where a young person from Gateshead was reported missing or absent to police. **610 (66.5%) of these episodes were children/young people looked after by Gateshead Council.** There were 841 missing/absent episodes in 2017-2018 (of which 493 or 58.6% related to Looked After Children) therefore this represents a **9% increase year on year** on the total episodes and an **23.7% increase in missing from care episodes.**

During 2018-2019 All children who went missing or absent on two or more occasions in a six month period or for a single episode lasting more than 24 hours were offered an Independent Return Home Interview. This differs from a police Safe and Well Check (which all missing people receive on return) and is carried out by skilled and experienced youth workers to determine underlying reasons for the missing episode and wider risks and vulnerability factors. The interviews are also used to identify broader trends, including "CSE hotspots" and there are clear links into MSET meetings and intelligence sharing with police.

In total there were **407** requests for a return interview in 2018-2019 (as the 917 missing episodes relate to a smaller number of individuals as a small cohort of young people were reported missing more than once). All children who met the criteria were offered a RHI, however not all chose to accept the offer. 218 interviews were carried out (54%), 176 young people refused (43%) and 13 interviews were no longer required or not appropriate (3%). This equates to 54% completion rate.

The procedure has been reviewed and updated and now all children who go missing will be offered a return home interview.

3.2.1 Child Exploitation

The MSET sub group of the LSCB also has oversight of cases where there are concerns about child exploitation. There were **46 cases** discussed at MSET due to concerns about them in 2018-2019, **8** of which were discussed on more than one occasion

This is a **42% decrease** from 2017-2018 when there were 79 cases discussed (20 of those were discussed more than once).

It is not possible to separate how many of those cases were discussed due to missing episodes and how many due to sexual exploitation or criminal exploitation due to the overlap between the concerns, but an MSET risk assessment was carried out for each case that was discussed and disruption plans put in place.

It is thought that this decrease represents improved screening and assessment of risk, rather than decreased incidence of exploitation. Police Child Concern Notifications (CCNs) are now picked up as part of the Police Triage and Integrated Referral Team Process. The Police MASH officers advise of concerns regarding exploitation and missing, during triage, and invite the worker to consider MSET referrals and risk assessment. This has led to more appropriate referrals to MSET, focussing on high

risk cases. It has also meant that lower risk cases that do not meet criteria for MSET can be managed appropriately to manage risks and work done to disrupt exploitation and try to prevent concerns escalating. More detail on the work of the MSET is set out in Appendix 4.

The LSCB Business Manager has reviewed how child exploitation is recorded on the Social Care System and is continually working with the management information team to improve recording to ensure data is accurate and up-to-date. This review has also looked at the way risk assessments are recorded, how we can improve the quality of risk assessments and how they inform care planning. This work was carried out alongside the wider review of the whole social care system, and will inform the specification for the new system, which is currently going through procurement process.

3.2.2 Child Deaths

The Gateshead LSCB Child Death Review Sub Group reviews the death of every child in the borough and reports into the sub regional Child Death Overview Panel (CDOP) which is shared with Sunderland and South Tyneside LSCBs. More information on the work of the sub group and CDOP is set out in Appendix 4.

In 2018-2019 the LSCB was notified of the deaths of 5 children from Gateshead. There were no significant safeguarding issues in any of the deaths. Detailed information is not presented in this report so that the children cannot be identified but it should be noted that the majority of deaths were premature babies or babies born with life limiting conditions who died within a short period of their birth.

3.2.3 Pupil Exclusions

The increasing numbers of pupils being excluded from schools; primary and secondary is a national issue. However, within Gateshead the rates of secondary exclusions would appear to be even greater than both regional and national averages over recent years.

This issue was identified by the LSCB and officers were asked to carry out research to identify why exclusions were increasing at such a rate and more importantly how this could be addressed. This work was led by Service Manager for Education Support Service and a report presented to LSCB in the spring 2017. The report identified a number of factors were likely to be driving up secondary exclusions. A key outcome was that a range of children's services, Early Help, health and school professionals would need to try to address the issue by working more closely together.

A conference in the summer of 2017 resulted in a number of actions being implemented, monitored and evaluated in relation to the reduction of secondary permanent exclusions across the borough.

The following academic year 2017/18 showed a significant decline of 32% in secondary permanent exclusions. The autumn and spring terms of the academic year 2018/19 has again shown a slight increase in secondary permanent exclusions but not to the extent of previous years.

Subsequently, a further conference 'Gateshead's Response to Timpson' is planned for the autumn term 2019 to build on the actions from 2017. The conference seeks to highlight good practice in the areas of leadership, building resilience and alternative provision.

The LSCB and The Council's Families Overview and Scrutiny Committee will continue to receive regular updates on exclusions.

4. SUMMARY OF LEARNING FROM INSPECTIONS AND REVIEWS

4.1 Inspections of partner agencies in 2018-2019

A number of Board partner agencies were inspected or had recent inspections published in 2018-2019:

Northumbria Police: PEEL (police effectiveness, efficiency and legitimacy) Assessment.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) visited Northumbria Police in January 2019 for a post inspection review, following the original inspection in January 2018. The inspection, part of a national programme of thematic inspections of all forces in England and Wales, sought to examine all aspects of response of all the organisation, including leadership, governance, partnerships, initial contact, investigations, decision making, management of those who pose a risk to children and the detention of children and young persons.

HMICFRS inspection found a clear commitment to protecting children and recognised examples of good work across the organisation, with good engagement with partner agencies across the six local authorities. This continues to be the case in 2019, showing the force's commitment to reviewing and improving its approach to child protection.

Gateshead Council – Ofsted inspection of Local Authority Children's Services (ILACS)

An Ofsted inspection of Local Authority Children's Services (ILACS) across children's social care services took place in April 2019 which looked at early help, social work, commissioning of services and education. The LA was rated **Good**. Ofsted reported that children and families in Gateshead are benefiting from a good-quality service from skilled and passionate staff who care deeply about them, there are well-established and developed strategic partnerships which are supporting effective multi-agency working and Children's services have been effective in helping partners to understand the threshold to services – [link to full report](#)

Gateshead LSCB was not subject to a Joint Targeted Inspection in 2018-2019 by Ofsted, the Care Quality Commission (CQC), Her Majesty's Inspector of Constabulary (HMIC) and Her Majesty's Inspector of Prisons (HMIP).

Newcastle Gateshead Clinical Commissioning Group

NHS England has a statutory duty to undertake an annual assessment of CCGs. This is done under the auspices of the Improvement and Assessment Framework (IAF), with the overall assessment derived from CCGs' performance against the IAF indicators, including an assessment of CCG leadership and financial management. Newcastle Gateshead CCG received a rating of **Outstanding** for 2018/2019.

Northumberland, Tyne and Wear NHS Foundation Trust

In 2018, the Care Quality Commission (CQC) conducted an inspection of Northumberland, Tyne and Wear NHS Foundation Trust (NTW) services and once again rated them as **Outstanding**. NTW are one of only four Mental Health and Disability Trusts in the country to be rated as such, as at 1 April 2019. The CQC reported the leadership, governance structures and culture within the trust were used to effectively drive and improve the delivery of high quality person-centred care and the trust worked collaboratively with other organisations to ensure the highest provision of care for patients – [link to full report](#)

Schools

A number of our **schools** were inspected by Ofsted in 2018-2019 and, once again, no safeguarding concerns were identified. Overall 33% of our schools are outstanding, which is higher than the national average of 21.6%.

Of 70 primary, junior, infant and nursery schools (including primary special schools), 34% are outstanding, 60% are good and 6% require improvement. Of 10 secondary schools and academies 3 are outstanding, 3 are good, 2 require improvement and 1 is rated inadequate. 100% of Gateshead's maintained secondary schools are good. One re-brokered academy has not yet been inspected. 50% of the total number of special schools are outstanding and the others are good. The Pupil Referral Unit has recently academized and has not yet been inspected - [link to access Ofsted ratings and reports for all schools and colleges in Gateshead](#)

4.2 Learning from reviews in 2018-2019

The LSCB Learning and Improvement Sub Group manages learning from Serious Case Reviews (SCRs) and other reviews on behalf of the Board. There have been no SCRs initiated or published by Gateshead LSCB in the past 12 months.

One SCR commenced during 2018-19 (initiated March 2018), but a decision was made, following advice from the police, to put the SCR on hold due to ongoing criminal proceedings. The National Panel and Ofsted were informed and agreed with our decision.

In 2018-2019, five Serious Incident Notifications were submitted to Ofsted/Department for Education. Two cases were subject to Rapid Review. None of these cases met the criteria for a SCR; however, it was agreed that further learning could be gained from carrying out a learning review for one of the cases, using systems methodology. The National Panel agreed with our recommendations.

Durham LSCB have carried out a SCR of a case that was previously open to Gateshead. The report has now been published – [link to report](#)

Despite the fact that no formal reviews were required in 2018-2019 the sub group worked within the Board's Learning & Improvement Framework to drive forward multi-agency learning and changes to practice.

The sub group carried out detailed reviews of the cases of 7 children and young people where potential lessons were identified.

The sub group also considered a diverse range of SCRs from other areas to ensure that any relevant learning is disseminated and applied to practice in Gateshead. More detail on the work of the Learning and Improvement Sub Group is set out in Appendix 4.

Newcastle Gateshead Clinical Commissioning Group held 2 workshops in July and September 2018 to consider the recommendations and findings from the [Newcastle Joint Serious Case Review](#). A wide range of health agencies and services were invited across Newcastle and Gateshead as were key partners from the LSCB; the session was led by the Named GP for Newcastle and Clinical Director for Children, Young People and Families. An action plan was formulated from these sessions some of which included the use of an existing sexual exploitation risk assessment tool to be more widely introduced and utilized by GPs, North East Ambulance Service, Pharmacists and maternity services to include this

in their ante natal assessments. This work is progressing and the impact will be evaluated in the next reporting period.

Safeguarding Board Business Managers across the region have developed a regional learning resource – [link to regional learning resource](#)

5. NEW MULTI-AGENCY SAFEGUARDING ARRANGEMENTS - PLANS TO DATE AND GOING FORWARD

Local – it is anticipated that the key focus of the revised safeguarding arrangements will be based on a dual 'Back to Practice'/ 'Think Family' basis where there will be a stronger connection between strategic and operational safeguarding functions that better aligns with safeguarding practice within the Partnership, demonstrating compliance, overview and evidencing impact for children and families.

There is the potential to strengthen the current MSET arrangements both at a local and regional level with greater alignment with Operation Sanctuary.

In addition, further collaborative working will be progressed with the Adult Safeguarding Board and the Community Safety Board. The more we progress towards a joint collaborative model the more we can add more substance and evidence to the 'Think Family' approach. In addition, we will be evidencing maximising the use of partner's time, commitment and wider understanding of safeguarding across the life course.

It is important to consider the current and/or future arrangements within the organisations of the three statutory partners which may influence any local plans and /or arrangements.

[Link to Safeguarding Plan 2019-2020](#)

Regional – the Business Managers across the region have made considerable progress on securing robust integrated and collaborative arrangements. These have included:

Safeguarding Policies and Procedures – an agreed shared regional set of safeguarding policies and procedures. This will ensure greater levels of consistency across the region in terms of practice and provide some level of efficiency in relation to costs, maintenance and review.

Next Steps: Following the success of this piece of work the next steps are to explore the development of a regional joint multi-agency threshold / effective help document and referral form.

Performance dataset and score card – Led by the Sunderland LSCB Business Manager on behalf of the region a draft dataset and procedure has been developed and shared for consultation, it is anticipated this dataset and report will be introduced during 2019. This will provide more substantial opportunities for comparative analysis, trends, themes, gaps and strengths in provision from which a regional approach can be taken.

Next Steps: improve the quality of the narrative and analysis and explore what elements of the performance dataset could be undertaken regionally and within which areas. Develop the role and actions of the local quality assurance process to align with the potential of a regional thematic approach to areas of data / performance.

Learning from Serious Case reviews and learning reviews – successful regional collaboration has resulted in the production of a regional electronic learning resource based on the theme of vulnerabilities in babies. The resource allows access to all materials produced across the region on this theme. This is both a cost and time effective resource in terms of increasing the level of shared learning across all areas.

Next steps: Develop additional regional learning resources across both children and adults.

Section 11 Safeguarding Audit – a shared S11 audit tool has been agreed across the region. It is anticipated that this will take place at the same time in each area. This will be a great saving of time for those partners who work across the region. Having one audit tool will allow for both a local and regional comparison and analysis of findings. The regional themes can then support the development of future regional priorities.

Next steps: consider building the S11 audit into wider multi-agency audit process and develop a similar model for a regional Section 175 audit for schools and GPs.

Missing, Slavery, Exploitation and Trafficking – there has been an agreed regional approach to the running of MSET groups, incorporating adult exploitation. The areas of transitions and involvement of adult cases of concern needs to be strengthened in order to be a robust regional approach.

Next Steps: explore the possibility of developing one regional strategic MSET group. This group would have oversight of the trend, hotspots and data analysis across the region from which agreed collaborative actions could be implemented and monitored.

Local Safeguarding Practice Review Guidance - work is in progress on developing an agreed shared procedure. There is already a joint commissioning platform for securing independent chairs and authors where required.

Next steps: consideration to be given to a shared regional approach to the approval and learning from reviews. The regional resource is a good starting point that has the potential to be developed.

Domestic Abuse Prevention - mapping work has already been completed to explore the potential for a shared prevention regional strategy. Proposals for a joint public awareness campaign are expected September 2019.

Next Steps: explore the opportunities for the shared commissioning of domestic abuse programmes and sharing of resources.

Domestic Abuse is just one of the issues common across the region. Additional issues that could be tackled include neglect, early help and children in custody.

Multi-Agency Training – as safeguarding training is common to all Safeguarding Partnerships there is a real opportunity to take a regional approach. This could be a ‘hub and spoke’ model whereby one area co-ordinates the training offer with the potential for the other local areas, the spokes, delivering bespoke local training dependent upon local needs.

6. HOW SAFE ARE CHILDREN IN GATESHEAD?

It is never possible to say categorically that all children are safe. However, external scrutiny of our services within Gateshead suggests that our services are at least as good as most other areas, and in most cases better. If we add this to the learning from our audits, from our consultations with young people, and from the performance data, we can feel optimistic of the safety of our children. This is a significant achievement, since the authority scores highly on most deprivation indices, and all the public services have faced very severe reductions in funding.

We know that Gateshead schools are more likely than most to be rated outstanding, and that no schools in the area have been identified by Ofsted as having weaknesses relating to safeguarding. However, one school has been rated inadequate and some have been rated as requiring improvement during the course of this year. Good schools are normally safe schools, and schools play a vital role in helping children learn how to keep themselves safe, as well as providing us with a great opportunity to check on how children are doing.

External inspections paint a positive picture of the quality of services operating across Gateshead. The Council's inspection of Children's Social Care was rated as "good" in April 2019. The most current inspection reports for the hospital trusts, the CCG, the mental health trust and the police have all been positive. Where issues have been presented, partners have responded vigorously to the challenges presented to them, and the partnership itself has been strengthened through the process.

We know too that many of the child health indicators in Gateshead are worrying; our rates of child poverty, smoking in children, under 16 conceptions, smoking amongst expectant mothers, obesity, and hospital admissions for injuries and for self-harm, all remain high.

The safeguarding data presents an improving picture. We had a reduction in the number of contacts and notifications, to bring us closer to the averages. The improvements that have been introduced to the front door have been bearing fruit – numbers of children on child protection plans have decreased, as have the numbers of children in care, though both these figures remain higher than the average. The timeliness of assessments and conferences remains high.

We remain concerned about the numbers of children with mental health issues, and the time it can take for them to access effective services. The rates of domestic abuse remain high within Gateshead, though there have been important improvements made to the services available. We know that nationally there is concern about increases in Child Criminal Exploitation – whilst we have not seen firm evidence of this within Gateshead as yet, we need to ramp up our preparation. The numbers of children reported missing has increased, though we believe this is more down to improvements in our recording practices.

At a time when all public agencies face great uncertainty and continued significant reductions in funding, it remains crucial that we keep a collective eye on the safety of our children. Partners in Gateshead remain committed to this.

APPENDIX 1 – SUMMARY OF STATUTORY ARRANGEMENTS

Legal duties and general summary

Chapter 3 of *Working Together to Safeguard Children* (2015) and *Regulation 4 of the Local Safeguarding Children Board Regulations* (2006) set out the statutory objectives and functions of LSCBs. Gateshead LSCB was judged to meet statutory requirements in the 2015-2016 Ofsted inspection and compliance is monitored by both the Board and LSCB Executive as well as the Independent Chair and Business Manager.

Policies and Procedures – the LSCB has web-based multi-agency child protection procedures which set out actions to take where there are concerns about a child, thresholds for intervention, guidance on recruitment and supervision, investigation of allegations, management of private fostering arrangements and cross border working (in line with 1(a) of Regulation 5). This is managed by the LSCB business manager on behalf of the Board and joint work is carried out with Sunderland and South Tyneside LSCBs.

Communicating the need to safeguard and promote the welfare of children – A number of methods are used in Gateshead to communicate the need to safeguard and promote the welfare of children depending on the audience and subject matter. For example, the LSCB has a website which contains detailed information for professionals on the work of the Board, Serious Case Reviews, Child Death Reviews, child exploitation and missing children and links to key documents such as *Working Together to Safeguard Children*, the LSCB Annual Report and the referral form for safeguarding concerns. There are also links to the online LSCB Inter-agency Child Protection Procedures for professionals to access.

For the last few years a summary version of the LSCB's annual report has been produced with the assistance of Gateshead Council's Communications Team and this has been shared with groups of young people including all school councils. This sets out what key issues have been noted in the past year and also how to raise concerns about a young person at risk.

The LSCB has a full training programme of face-to-face and e-learning modules to raise awareness of the need to safeguard and promote the welfare of children. Professionals are encouraged to attend the sessions and some sessions are mandatory for some practitioners.

All LSCB members are aware of their roles and responsibilities as Board members and partner agency representatives. This includes a requirement to promote the role of the Board and promote safeguarding in their own organisation/service. The LSCB's lay member is also aware of his responsibilities and his unique role in linking the Board to the community which it serves.

Training – A full LSCB, Safeguarding Adults Board and Community Safety Board Training Programme is in place. This is managed by the workforce development team and business manager on behalf of the Board, and informed by LSCB priorities and learning from local, regional and national case reviews. See Appendix 3.

Monitoring and evaluating effectiveness – Gateshead LSCB operates under the principles of high support and high challenge with and between partners. The theme of challenge is a key business priority for the Board and this is monitored at each meeting. Effectiveness is also monitored via single agency audit reports, and areas of the Learning & Improvement Framework.

APPENDIX 2 – BUDGET

Section 15 of the Children Act 2004 sets out that statutory Board partners may:

- Make payments towards expenditure incurred by, or for the purposes conducted with, a LSCB directly, or by contributing towards a fund out of which payments may be made
- Provide staff, goods, services, accommodation or other resources for purposes connected with a LSCB.

Cafcass, Gateshead Council, National Probation Service, Newcastle Gateshead CCG, Northumbria Police and Northumbria CRC all made contributions to the LSCB in 2018-2019.

Income 2017-2018 (£)	
Gateshead Council	58,440
Newcastle Gateshead CCG	44,023
Northumbria Police	5,000
National Probation Service	932
Cafcass	550
Northumbria CRC	250
TOTAL	109,195

In 2018-2019:

- **£74,131** was spent by the LSCB in salaries and on-costs for the LSCB Business Manager and business support post.
- **£16,053** was spent by the LSCB on fees which included £3,600 on the maintenance of the online LSCB Inter-Agency Child Protection Procedures, £500 to the National Working Group (for CSE) and the remainder was payment to the LSCB Independent Chair
- **£8,500** was spent on the multi-agency training programme
- **£6,191** was spent on Adverse Childhood Experiences (ACEs) conference – costs were shared with SAB and Public Health

The budget for Child Death Reviews is shared with Sunderland and South Tyneside LSCBs and is not reported here.

Funding new multi-agency safeguarding arrangements

Safeguarding partners will be required to provide equitable and proportionate funding to the new Gateshead Safeguarding Partnership. The funding needs to be sufficient to cover all elements of the arrangements, including the cost of local child safeguarding practice reviews.

In order to support the transitional plans the budget for 2019-2020 will remain the same as previous year. Future funding will be reviewed in January 2020.

APPENDIX 3 – TRAINING REPORT

The 2018-2019 LSCB training programme saw the delivery of 39 training events with 918 professionals and volunteers attending classroom-based training. The table below provides a comparison.

	Number of learning events	Face-to-face attendees
2016-2017	59	1109
2017-2018	60	1166
2019-2019	39	918

The following sessions were delivered in the reporting period:

Title:Course	Number of sessions delivered	Number of People
ACEs Conference	1	200
Child Protection Awareness (LSCB)	7	150
Common Assessment Framework (LSCB)	1	22
Effective Child Protection Conferences and Core Groups (LSCB)	2	37
Female Genital Mutilation (LSCB)	1	19
Foetal Alcohol Syndrome (LSCB)	2	39
Introduction to Child and Adolescent Mental Health (iCAMH) (LSCB)	2	36
Neglect (LSCB)	3	64
Responding to Allegations of Abuse Against Professionals/Volunteers who work with Children (LSCB)	2	29
Safeguarding Babies from Abuse & Neglect (LSCB)	1	23
Safeguarding Children and Young People in the Digital Age (LSCB)	2	46
Safeguarding Children for Health and Social Care Professionals (LSCB)	3	59
Sandstories (LSCB)	2	37
The Challenges faced by Unaccompanied Asylum-Seeking Children (LSCB)	1	21
Trustees Safeguarding Training	2	20
Working with Disguised Compliance (LSCB)	1	23
Working with Hostile or Uncooperative Families (LSCB)	1	21
Young people at risk of sexual exploitation	1	21
Young People who Self Harm (LSCB)	4	51
	39	918

The total actual attendance at LSBC courses during 2018/19 was 86%, this represents an improvement in attendance from 80% in 2017/18 and 78% in 2016/17

This year has seen the phenomenally successful Adverse Childhood Experiences (ACEs) conference with 200+ multi-agency partners benefitting from experts in the field of Adverse Childhood experience. Encouraging agencies to develop a universal and proportionate approach to identifying and responding to ACEs as part of understanding a person or family situation.

Trustee safeguarding workshops - Workforce Development across Newcastle and Gateshead arranged this training alongside the Newcastle and Gateshead Safeguarding Adult and Children's Boards and CVS. The sessions were for anyone who has a trustee role within a voluntary or community sector organisation. Two sessions were held, with good attendance and positive feedback; some have asked for additional workshops re writing policies, which we are exploring.

Training has been introduced on 'Young People at Risk of Sexual Exploitation'. This has raised awareness of how perpetrators target and groom young people to exploit them. This training has also provided information on how referrals can be made into the various services available to support the young people at risk of exploitation.

Responses from impact evaluation questionnaires highlighted the positive impact that the training had on learners' thinking and practice.

"This will influence my practice through understanding what ACE's our service users experienced as a child and how this can impact on decision making, relationship building etc in adult life." (ACEs Conference)

"I have learned so much from today, reflective working, diffusing or thinking about difficult situations and self-nurture" (Working with Hostile Families)

"I will be more mindful when working with children and young people that their behaviours may be the result of ACE's. Also it was good to learn that there can be recovery from them. (ACEs Conference)

"Better understanding of the challenges faced and their reluctance to trust and engage due to fear" (Challenges Faced by Asylum Seeking Children)

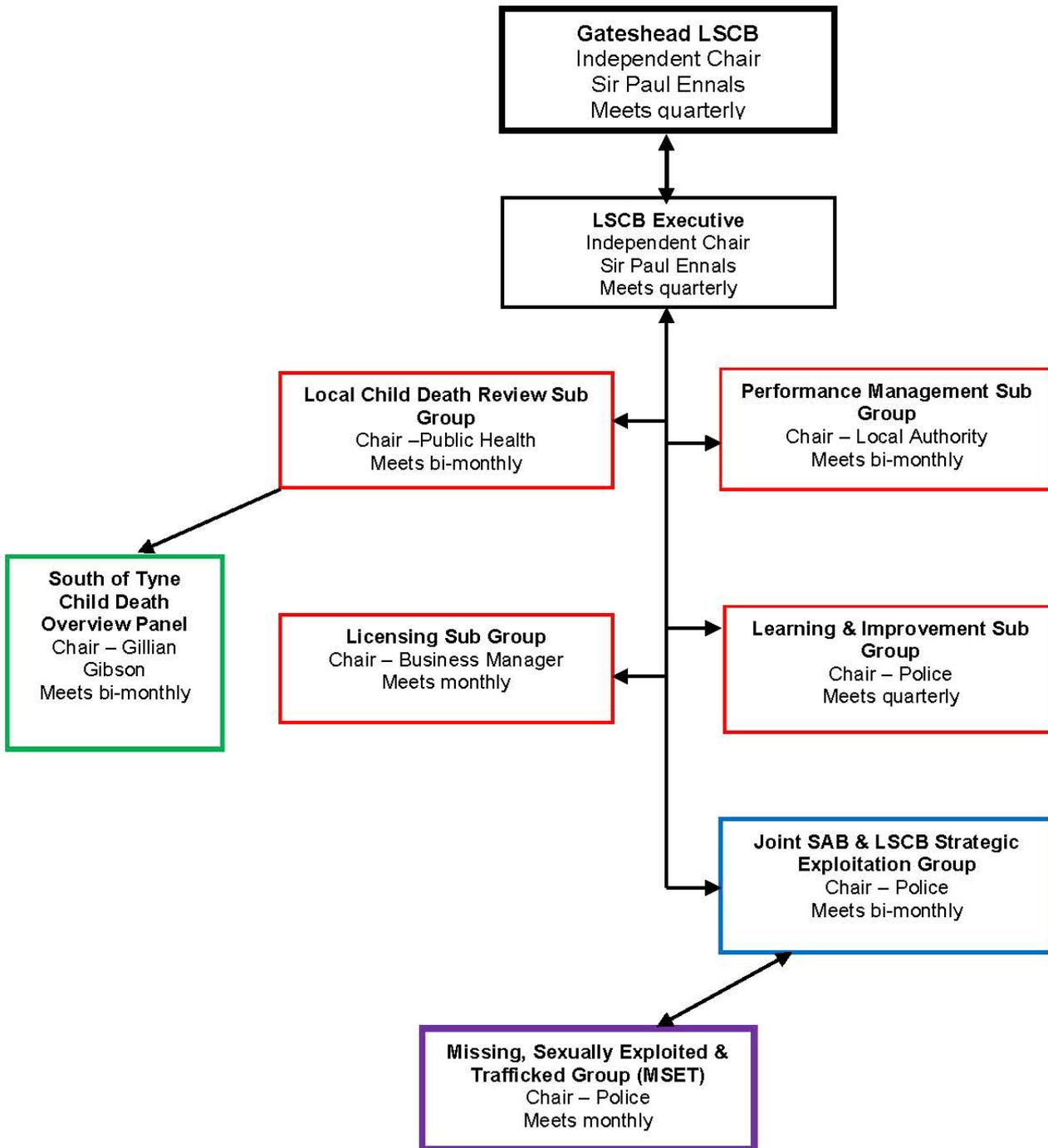
"This event was fantastic. The range of knowledge of the speakers was mind blowing and really got the point across." (ACEs Conference)

The LSCB Training Sub-Group worked throughout the year to develop and implement ad-hoc bespoke training courses. It was decided to disband this group from January 2019, with training and learning integrated within the remainder of the Sub-Groups to ensure the programme is receptive to and supports the LSCB priorities for 2019-2020.

Multi Agency trainers continue to deliver a number of LSCB courses sharing their knowledge and experience to support effective working together to safeguard children and young people.

APPENDIX 4 – SUB GROUP ACTIVITY

At 31 March 2019 Gateshead LSCB had five sub groups, one of which was shared with the Safeguarding Adults Board and operated the following structure.



All sub group chairs provide an update at each meeting of the LSCB Executive Group, reporting on progress and plans for the future.

Joint SAB & LSCB Strategic Exploitation Group (SEG)

The Strategic Exploitation Group is a sub-group of both the Safeguarding Adults Board and the Local Safeguarding Children's Board. The group is responsible for overseeing all work with respect to sexual exploitation, modern slavery, trafficking and female genital mutilation in Gateshead.

The **Missing, Slavery, Exploitation and Trafficking Group (MSET)** is a sub group of the SEG. In 2018-2019 there were **46** cases discussed at MSET, 8 of them more than once. MSET members are also clear that after each meeting they must share current intelligence (e.g. hot spots, new social media apps of concern etc.) with all members of frontline staff in their team/service/agency.

Regional Review of MSET / Risk Management Group (RMG) – North & South of Tyne Strategic Safeguarding Forum asked for a review of current arrangements in each area, with a view to aligning the process across the region. A development session was held, with the aim to agree on the single name of this meeting, what a successful risk assessment toolkit should look like, the terms of reference in relation to who should be discussed and why, the escalation process, the governance and reporting mechanism to the safeguarding boards and the chairing arrangements. A regional framework was agreed, in principle, based on the model currently used South of Tyne.

The framework will be used by all LSCBs in the region to ensure a more consistent approach and improve referrals into Team Sanctuary.

The Gateshead embedded social worker attends MSET to ensure that there is early effective sharing of information and an efficient referral and allocation into the team and partners.

It is not possible to share specific case studies to demonstrate how the work of the MSET has helped reduce risks to young people and improve outcomes as this may lead to young people being identified in this report. Disruption plans have included specific actions to reduce missing episodes, disrupt relationships with inappropriate adults and work to promote self-esteem and improve individual young people's awareness of risk.

The LSCB Business Manager and Social Worker for Sanctuary South have visited schools and attended team meetings to provide training and support use of the screening tool. This included sessions to GPs and other health staff. A number of workshops and roadshows are planned for 2019-2020.

Work will also continue with regard to intelligence sharing between agencies to ensure that as many preventative and disruption tactics can be introduced and considered. This will ensure that all agencies are working together (coordinated by Team Sanctuary Intelligence) to keep children and young people safe from child exploitation, modern slavery and human trafficking. Through robust challenge by MSET panel members appropriate and effective individual safeguarding plans will be devised to reduce the risk presented in relation to child exploitation and missing and trafficked children.

Learning & Improvement Sub Group

The Learning & Improvement Sub Group has been developed to further promote the role of the Board in providing scrutiny of safeguarding practices and ensuring that multi-agency learning from practice is effectively disseminated and drives improvement in safeguarding and the promotion of children's welfare in Gateshead. The Learning & Improvement Framework approved by the Board sets out the

approach and time frame for activity. The framework is consistent with the requirements in *Working Together* (2015) and includes learning from:

- Local and regional Serious Case Reviews (SCRs)
- Child Death Reviews
- Reviews of child protection/child in need cases that fall below the threshold for a SCR
- Review or audit of practice in one or more agencies

The sub group reviewed 7 cases over the last year (and continued the work from some reviews initiated in the previous year). Two cases were subject to Rapid Review, none of these cases met the criteria for a SCR; however, it was agreed that further learning could be gained from carrying out a learning review for one of the cases, using systems methodology.

The sub group considered a range of SCRs from other LSCBs and cases across partner agencies. Some cases have been subject to deep dive management reviews where all relevant agencies across the LSCB have actively taken part to consider the learning for their agency. Learning from these cases has been identified across multi-agency services to improve practice in Gateshead.

Partners within the sub group have worked effectively to scrutinise and challenge practice, systems and frameworks taking actions back to their own agencies in order to continuously improve service delivery.

Licensing Sub Group

The purpose of the Licensing Sub Group is to ensure that the LSCB fulfils its responsibilities as the “Responsible Authority” with regard to the “protection of children from harm”, which is one of the licensing objectives of the Licensing Act 2003.

The workload of the group is largely dependent on licensing applications. The group meets on a monthly basis and considers all applications submitted to Gateshead Council under the Licensing Act 2003 for premises licences, club premises certificates) and also review applications on existing licenses submitted by other parties.

The group considers each application individually and determines whether there are any implications from a child protection or safeguarding point of view. Other aspects of the licensing process, such as anti-social behaviour, are considered by other responsible authorities. If there are any concerns then the applicant may be asked to provide further information and this could lead to a representation being made to Gateshead Council’s Licensing Committee. This could then lead to a licence not being granted, or being granted with conditions in the case of a new application, or a licence being revoked in the case of a review application.

The sub group reviewed 46 applications in 2018-2019, an increase from 2017-2018 when there were 37 applications. There were no safeguarding issues identified in the majority of applications – most of these were from individuals or businesses for premises licences, for example new restaurants/pubs/supermarkets opening and due regard had been given to protecting children e.g. “Challenge 25” procedures for the sale of alcohol.

The LSCB had cause to submit representations against 3 premises who had applied for review of their licence due to concerns regarding the sale of alcohol to children under 18.

A Responsible Authority Group was set up during 2018-2019 – [list of Responsible Authorities](#)

This group brings together all of the responsible authorities in Gateshead, in order to share information and consider applications against all four of the licensing objectives:

- the protection of children from harm.
- the prevention of crime and disorder.
- public safety.
- the prevention of public nuisance.

This group may supersede the Licensing Sub Group in 2019-20. This group will continue to respond to applications for new licences or reviews of existing licenses and challenge any issues that impact on the protection of children.

The LSCB Business Manager will continue to act as a link between this group and other related groups such as MSET and the Strategic Exploitation Sub Group to ensure robust links between safeguarding and licensing.

Local Child Death Review Sub Group (CDRG)

The purpose of the CDRG is to undertake multi-disciplinary reviews of the deaths of all children who were resident in Gateshead at the time of their death to better understand how and why children die. These findings are used to take action to prevent other deaths, where relevant/appropriate and improve the health and safety of Gateshead's children. The sub group's remit is determined by the statutory functions of the LSCB as set out in Regulation 6 of the LSCB Regulations 2006, made under section 14(2) of the Children Act 2004 and Chapter 5 of *Working Together* (2015).

The work of the CDRG feeds in to the South of Tyne Child Death Overview Panel (CDOP). The group collects and collates an agreed minimum data set of information on all child deaths in Gateshead, Sunderland and South Tyneside. This data set reflects the national requirements. CDOP produces a separate annual report and this is published on the LSCB website.

Sub group members continued to deliver training to clinicians and other professionals involved in child deaths as outlined in the LSCB training programme and specific to individual cases.

The LSCB was notified of the deaths of 5 children who were resident in Gateshead in 2018-2019. The majority of these deaths were neonatal cases, particularly premature babies or babies born with life limiting conditions. There were also a small number of Sudden Unexpected Deaths in Infancy (SUDI) (numbers not listed to ensure anonymity). There were no significant safeguarding issues identified with any of the cases.

Due to the timescales involved in the Child Death Review process, the group also reviewed the cases of some children who died in previous years. Again, the majority of cases were neonatal deaths.

It has been agreed that Gateshead CDRG will be part of a wider piece of work in 2019-2020 as the CDOP South of Tyne links with CDOP North of Tyne to hold a regional event and explore current child death themes. There is also consideration being given to future arrangements and how learning is shared, both regionally and nationally.

The workload of the group is determined by regional and national events and the group will continue to respond as appropriate in 2019-2020. Changes to legislation and statutory guidance may impact on the work and governance of the sub group but arrangements will continue as they are until this is clearer.

Performance Management Sub Group

The purpose of the Performance Management Sub Group is to support the LSCB in fulfilling its statutory duty to monitor and evaluate the effectiveness of what is done by the local authority and Board partners, individually and collectively, to safeguard and promote the welfare of children, and advise them on ways to improve.

Continuous performance management is at the core of ensuring the effectiveness and impact of inter-agency safeguarding activity. The sub group supports the LSCB in the monitoring, promotion and planning of high-quality practice in line with the inter-agency Performance Management Framework. The framework is used to monitor and analyse a range of quantitative and qualitative information, both via ongoing and set pieces of work. The sub group reports regularly to the Board highlighting any areas of practice that need to be addressed and identifying areas of good practice.

During 2018-19, work was carried out to refine and develop the set of performance indicators and produce a dashboard.

The LSCB continued to receive performance and data reports on the agreed set of indicators (this was coordinated by Gateshead Council on behalf of the Board). A summary of this is provided in Section 3 of this report.

Regionally, the Business Managers and Local Authority Performance Leads for all areas have developed a proposal for a shared regional dataset, scorecard and reporting templates.

The dataset has been developed to support the new multi-agency safeguarding arrangements (MASA) to have a clear, robust understanding of how children and young people are safeguarded across the individual areas but also on a wider regional footprint.

This regional approach will support analysis and comparison across the 6 areas and will facilitate sharing learning and undertaking work on a wider footprint where relevant and making it easier for agencies covering more than 1 area

The full dataset proposal will be shared with each LSCB/MASA by July 2019 for all Boards to agree the draft. Once it is agreed the next stage will be consultation with relevant partners including the police, health trusts, CCGs and any other relevant service. This will be done on a regional basis wherever possible.

Policy & Procedures Sub Group

The LSCB commissions Tri.X, an external provider, to host the online LSCB Inter-Agency Child Protection Procedures Manual as part of a sub-regional agreement with Sunderland and South Tyneside LSCBs.

In 2018-2019 the sub group was able to manage the online LSCB Inter-Agency Child Protection Procedures on behalf of the Board.

Task and finish groups were set up in order to review and update procedures including FGM and bruising in non-mobile children protocol.

LSCB Business Managers across 6 Northumbria Police area LSCBs have reviewed procedures as part of the regional work. New shared regional procedures will go live in September 2019.

APPENDIX 5 - VOICE OF THE CHILD

LSCB Event

Gateshead Youth Assembly, Gateshead Youth Council, One Voice Youth Network and the Local Safeguarding Children's Board worked together to deliver a priority setting event for young people and LSCB members. This event integrated members of the board with a range of children and young people. Discussions took place in round table discussion, themed around the Boards priorities and safety in the community.

Early Help – summary

From the Early Help table, there was some confusion about what 'early help' is as they didn't recognise the term. However once it was explained, all young people could give examples. Young people want to get help before it gets 'too bad' especially around emotional wellbeing. There was a bit of discussion about the use of social media to promote Early Help. The feeling was that most young people use Instagram, Snapchat and YouTube, but a specific advert wouldn't work because people tend to skip those. The young people also mentioned attending PSHE lessons or in assemblies. The PSHE would be better because there are set topics, so any information or key messages could fit in with those. Also, it was felt that teachers would be best at delivering the message rather than a council worker or, even better, an older young person would probably make the young people listen.

Mental health emotional wellbeing – summary

Young people said they have access to counselling facilities in school. They said there is usually a named person they can speak to in school, however they would like to have the option to choose someone they are comfortable with to speak to.

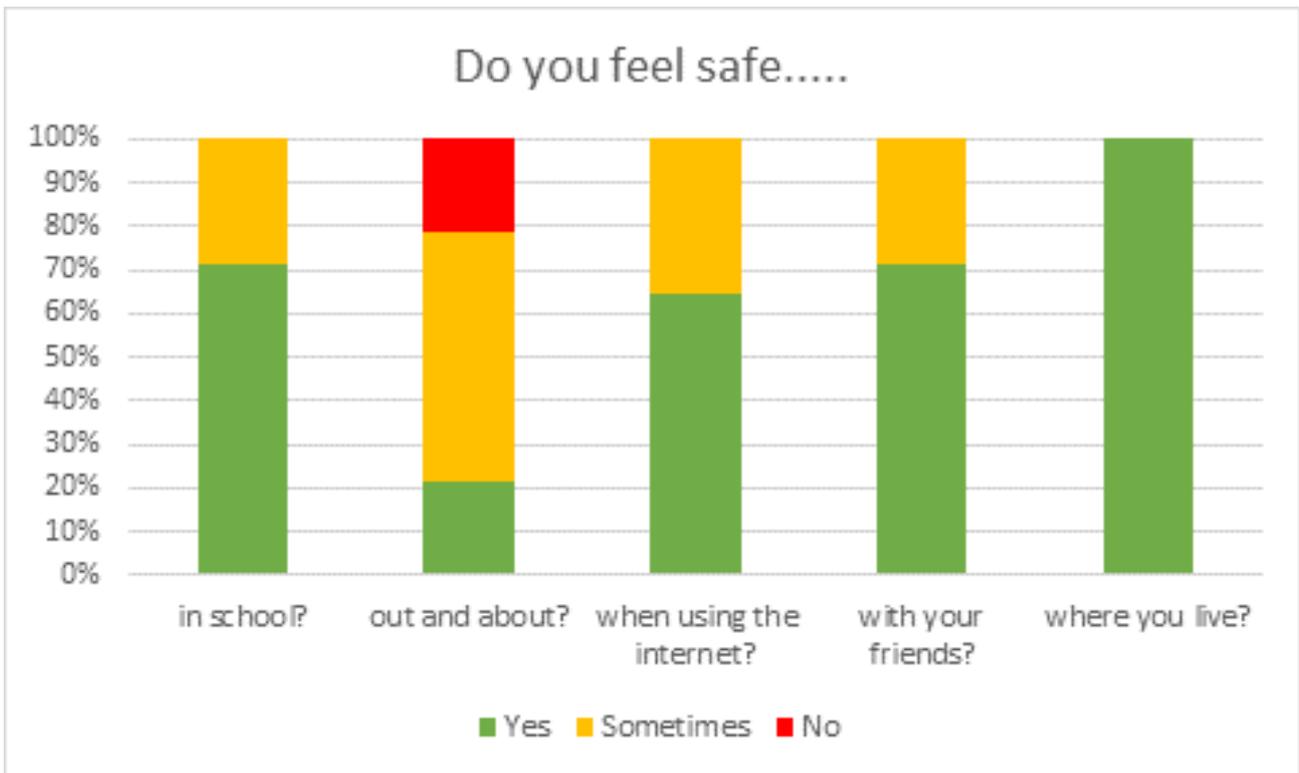
All young people could recall an assembly or presentation on the Kooth app/website. When asked how they would find out information, although some would search online, they said it is wrong to assume that young people always want web-based info, should use different ways to get information out. More needs to be done to encourage young males to talk about problems and services should remove stigma, perhaps sessions could be offered in private settings. No young people had heard of the 'single point of access'.

Safety in the Community – summary

The discussion on the 'safety in the community' table was mainly about anti-social behaviour and alcohol. There were certain areas that young people avoided (parks and metro stations in the main). We found the discussion about alcohol and how most 15 or 16 year olds get alcohol bought by their parents quite interesting, it seems some parents felt it would be safer for young people to drink indoors, rather than on the street. They also think it is easier to source cigarettes than alcohol ("everyone knows someone dodgy who can get them tabs").

We asked young people at the event to identify if they felt safe:

- In school
- Out and about
- When using the internet
- With their friends
- Where they live

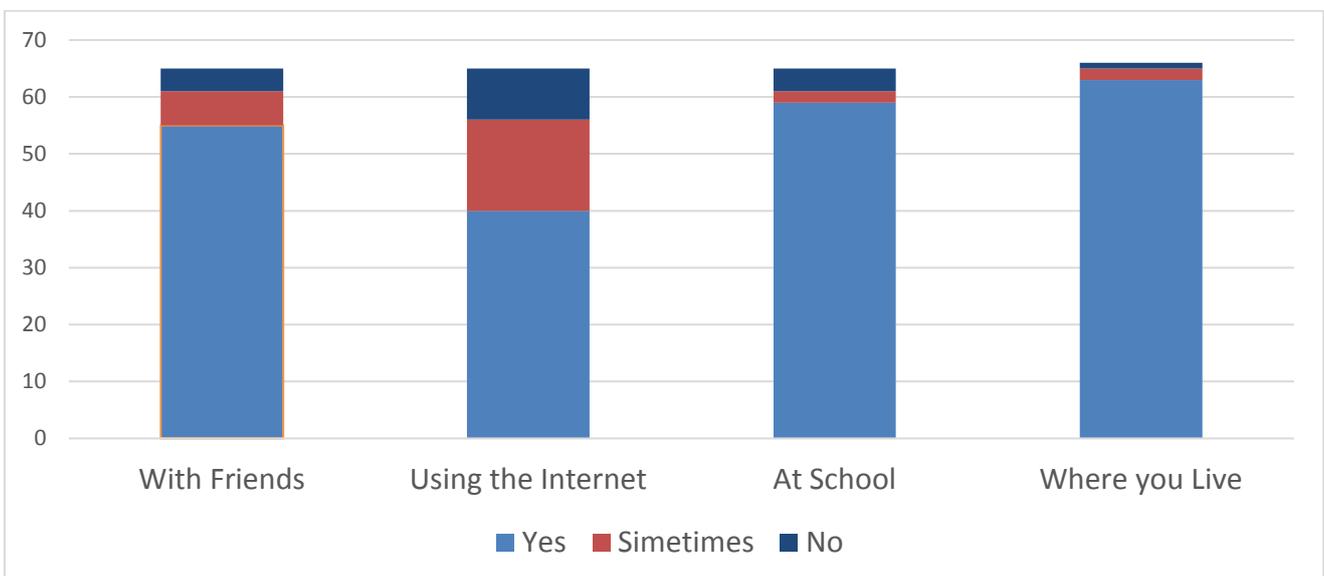


Further events will be held during 2019-2020 (as well as attendance at CYP events being held by partner agencies, where appropriate). Voice of the child is a priority in the new arrangements.

Fostering Fun Day

Gateshead foster families were invited to attend the annual fostering fun day. Various activities and workshops were available. Members of One Voice Youth Network (Gateshead’s Children in Care Council) planned and delivered a consultation activity for younger children, with support from the Children’s Rights Officer, and agreed to include a question about safety. **65** children took part and were asked their views about safety - See chart below.

Do you feel safe...



Internet Safety was the biggest concern for children at the event. Whilst many children were aware of how to keep themselves safe online, many children commented that they felt that the internet was dangerous. Some talked about not being allowed to use the internet as they might get into trouble. We are exploring further training for foster carers about safe internet use and will be refreshing guidance around internet safety.

Gateshead Youth Assembly (GYA)

GYA had another busy year in 2018/19. A copy of the GYA annual review is available via this link and the edited highlights (relating to safeguarding) are below:

- GYA continued to deliver a drop-in session for Refugee and Asylum seekers to engage with parents in order to engage with young people. GYA held a Christmas Party to over 200 people and distributed over 100 gifts to refugee and asylum seekers, with help from charity '[peace of mind](#)'. Families also went home with a big bag of culturally appropriate groceries to help over the school holidays.
- GYA are working with Gateshead Young Women's Outreach Project to develop signposting information for LGBTQ+ young people.
- GYA are delivering a range of courses around confidence and self esteem with the support of engagement officers.
- GYA wrote to CEOP to try and engage with them about the information given to young people in schools around online safety, they received a fairly bland email back not really answering their questions, so they are doing it themselves. GYA are working on a package for schools, probably in the form of a PowerPoint for assemblies – it is hoped that this will be developed and taken forward with help from the Education Reference Group (as this links to recommendations from the Durham SCR)
- One of GYA members is a St John Cadet trainer and is designing a session for young people around what to do if their friends are in danger through alcohol and drugs when they are out and about.
- GYA have worked with QE Gateshead on their 15 steps initiative, looking at the way things work for children and young people when they are admitted to hospital and how improvements can be made.

Action Plan

Thematic Priorities

Action	Lead Officer	Target Date	Comments	Outcome
Voice of the child				
Receive reports throughout the year regarding partner engagement with young people including case studies and examples of good practice.	Business Manager (all Board members to contribute)	ongoing	This will continue in 2019-2020	
Through new or existing arrangements seek the views of children on safeguarding issues and represent these to the LSCB.	Business Manager (all Board members to contribute)	March 2019	Views of children and young people sought and fed back via partner agency engagement and surveys.	
Host an engagement event with Board members and young people and seek the views of young people on LSCB priorities.	Business Manager	November 2018	Event held in January 2019. Further events will be held during 2019-2020 (as well as attendance at CYP events being held by partner agencies, where appropriate).	
Ensure that consideration is given to capturing the Voice of the Child when establishing the new arrangements in Gateshead	Independent Chair and Business Manager	March 2019	Voice of the child is overarching priority in the new arrangements.	
Communication & engagement with the frontline (including schools)				
Review and develop LSCB's communication & engagement Strategy	Business Manager	October 2018	Communication and engagement for the new safeguarding partnership to be developed in 2019-2020	

Action	Lead Officer	Target Date	Comments	Outcome
Review LSCB Communications to ensure the right information is being disseminated to the right people.	Business Manager	September 2018	Distribution lists have been reviewed and updated, meaning that information can be targeted to the right people. LSCB members are also proactive in ensuring information is shared within their own agencies.	
Develop and maintain LSCB website and information updates to ensure appropriate information is being disseminated correctly.	Business Manager	Ongoing	New website shared with SAB – child protection referrals are submitted online via the website. Information is kept updated.	
Raise awareness of the LSCB across the children's workforce and local communities.	Business Manager (all board members to contribute)	ongoing	As well as new website, we are able to communicate via social media. Active twitter account which is used daily. Excellent way to engage with other safeguarding partnerships and local community.	
Audit the LSCBs effectiveness in providing key safeguarding messages to frontline staff.	PQA Chair	March 2019	Communication with frontline staff has improved. Schools staff, social workers and early help workers have all reported they feel more involved and aware of the work of the LSCB.	
Early Help & Early Intervention				
Monitor the impact of the new Early Help Strategy and re-model of services and receive assurances on the impact on safeguarding children (including new domestic abuse service)	Service Director Early Help	March 2019	Early Help Strategy has been updated, with input from LSCB. Ofsted commented positively about the EH strategy and the EH service, and the impact on children and their families.	
Evaluate the effectiveness of different aspects of the child's journey into help and services, the quality of the decisions made by individual agencies and the quality of multi-agency processes.	PQA Chair & L&I Chair	March 2019	During the last year Early Help has developed a robust performance management framework and workbook, modelled on that of social care. It has also developed a comprehensive data dashboard which details performance.	

Action	Lead Officer	Target Date	Comments	Outcome
			Scrutiny for the performance and effectiveness of Early Help is provided through Early Help performance clinics, LSCB, Children's Services Portfolio meetings, Overview and Scrutiny Committees and Health and Wellbeing Board.	
Mental health & Emotional Wellbeing				
Receive assurances that mental health services commissioned for children in Gateshead are adequate in terms of safeguarding, including waiting times.	Executive Director, Patient Safety and Designated Nurse, CCG	Ongoing	Regular reports to LSCB – this continues to be priority for safeguarding partnership in 2019-2020	
Through good links with the Health & Wellbeing Board (HWBB), continue the LSCB oversight of CAMHS and the "whole system" approach to Emotional Wellbeing, specifically with regard to emotional resilience for CYP.	Independent Chair & Business Manager	March 2019	Good links with HWBB, through membership and sharing of information. This will continue in 2019-2020.	
Child Sexual Exploitation & Missing Children				
The Strategic Sexual Exploitation Group and MSET group will raise awareness of and develop best practice guidance relating to Child Sexual Exploitation and Missing Children (regional collaboration)	Strategic SEG Chair & Business Manager	March 2019	MSET process and Exploitation Framework updated and now shared regionally. This will mean consistent approach to risk assessment and disruption across the region. AMSET established and being piloted, with progress and learning shared.	
The Strategic Sexual Exploitation Group will oversee multi-agency support for children and their families through MSET and Return Home Interview arrangements.	Strategic SEG Chair	March 2019	Missing protocol updated, all children who go missing will be offered RHI, regardless of how long they have been missing.	
Develop regional C/SE strategy (regional collaboration)	Business Manager (via BM Network)	March 2019	This is being included with the regional work that is ongoing.	

Action	Lead Officer	Target Date	Comments	Outcome
Ensure that missing children interviews are being undertaken in a timely manner and that information is being used to help disrupt and prevent further exploitation.	Strategic SEG Chair	Ongoing	RHI form reviewed and updated, to ensure push and pull factors are considered and allows for more narrative (including any previous missing episodes). Guidance notes for completion are now available. RHIs are now recorded on carefirst.	
Complete an audit of the effectiveness of multi-agency working in improving outcomes for children identified as at risk of CSE	PQA Chair	March 2019	This will be completed during 2019-2020 but will focus on child exploitation (including sexual and criminal).	

Strategic Priorities

Action	Lead Officer	Target Date	Comments	Outcome
Leadership				
Work to ensure that future arrangements are fit for purpose and enable the Gateshead Safeguarding Children Board to build on the work of the LSCB and strengthen the position further.	LSCB Independent Chair and Business Manager	March 2019	<p>Current safeguarding arrangements within Gateshead are robust and well respected. The new arrangements are designed to offer us the opportunity to work more effectively and with joint purpose to protect children and young people at both a local and regional level.</p> <p>Real progress has been made in strengthening regional collaboration across Northumbria, in 2018-19. During 2019-20, further work will be completed on integrating functions across the Northumbria footprint, and a wider structure review will be undertaken in the spring of 2020.</p>	

Action	Lead Officer	Target Date	Comments	Outcome
			It is envisaged that in September 2020 new arrangements will be introduced.	
Challenge				
Further strengthen joint working between boards (e.g. the SAB, HWB and CSB) in particular re those areas of work that cross over, such as domestic abuse, mental health and PREVENT	LSCB Independent Chair and Business Manager	March 2019	The proposals for implementation in September 2019 represent a transitional process. Some streamlining is proposed to the current arrangements, with greater integration between the children and adult boards. During 2019-20 we will be progressing and developing our collaborative work with the Safeguarding Adults Board as well as across other key partnerships (including the Health and Wellbeing Board and the Community Safety Partnership). This is reflected in the new plan.	
Receive assurances that services operate with a "think family" approach where there is adult mental health, substance / alcohol use and domestic abuse and this is impacting on children's safety	Executive Director, Patient Safety and Designated Nurse, CCG	March 2019	The commitment to maximising the 'think family' approach is reflected in the new safeguarding plan. Business Manager is a member of the Substance Misuse Strategy and Drug-related Deaths Oversight Group	
Learning				
Review cases where there are lessons to be learned and ensure lessons are disseminated and actioned as appropriate	Chair of Learning & Improvement Sub Group and Business Manager	Ongoing	A number of cases have been reviewed by L&I sub group, with procedures and training being updated, and lessons disseminated across agencies. There is SCR which is currently on hold due to criminal proceedings.	

Gateshead LSCB Annual Report 2018-2019

Action	Lead Officer	Target Date	Comments	Outcome
Implement and embed the findings of any Board or partner agency inspections and cascade the learning as appropriate	Relevant LSCB Executive members and Business Manager	Ongoing	Reports re inspections have been presented at LSCB, and learning/actions cascaded. This has resulted in some changes to processes, which LSCB has supported.	



GATESHEAD
**safeguarding
children**
partnership

Gateshead's Safeguarding Plan

2019-2020



Gateshead's Safeguarding Plan 2019

Summary:

Current safeguarding arrangements within Gateshead are robust and well respected. Outline plans for a more streamlined structure and system were agreed in principle by statutory partners during 2018-19, subject to final approval. Since then, real progress has been made in strengthening regional collaboration across Northumbria, with the support of DfE Early Adopter funding. This programme is exploring which key safeguarding functions can be more effectively undertaken across a wider footprint, and which functions need to retain a place-based focus at local authority level.

The proposals for implementation in September 2019 represent a transitional process. Some streamlining is proposed to the current arrangements, with greater integration between the children and adult boards; however, much of the current structure will be retained for at least 12 months.

During the course of 2019-20, further work will be completed on integrating functions across the Northumbria footprint, and a wider structure review will be undertaken in the spring of 2020. It is envisaged that in September 2020 new arrangements will be introduced.

We are committed to the aspirations and content set out in this plan and will engage widely to ensure its success. We are also committed to the need to respond flexibly and creatively to new challenges as they arise.

Our new arrangements are designed to offer us the chance to work more effectively and with joint purpose to protect children and young people and support those who most need our help into adulthood. We agree and state our intention to ensure these plans help us continue to promote and improve the safety, welfare and health of children and families in Gateshead.



Caroline O'Neill

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Strategic Director
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Scott Hall

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Introduction

The Children and Social Work Act (2017) set out provisions which replaces Local Safeguarding Children Boards (LSCB) with new flexible working arrangements led by 3 safeguarding partners (local authorities, chief officers of police and clinical commissioning groups), and places a duty on those partners to make arrangements to work together with any relevant agencies for the purpose of safeguarding and promoting the welfare of children within the area.

Under the new legislation, the responsibility for Serious Case Reviews (SCRs) has also changed. Responsibility for SCRs will move to a National Child Safeguarding Practice Review Panel (the Panel).

The Panel will commission and publish reviews of serious child safeguarding cases which it thinks raise issues that are complex or of national importance. Local safeguarding partners will still be required to complete local reviews where the partners believe there are lessons to be learned.

The Government published new guidance in 2018 that set out how local areas should work to replace Local Safeguarding Children Boards (LSCB) with new partnership arrangements.

This plan sets out the transitional arrangements for Gateshead from September 2019.

Working Together to Safeguard Children 2018 requires that as local safeguarding partners we set out arrangements to work together to safeguard and promote the welfare of local children including identifying and responding to their needs.

A safeguarding partner in relation to our local authority area is defined under the Children Act 2004 (as amended by the Children and Social Work Act, 2017) as:

- Gateshead Council
- Newcastle Gateshead Clinical Commissioning Group
- Northumbria Police

Our Safeguarding Plan sets out our intention to work together and with wider partners to safeguard and promote positive outcomes for children and young people.

Over the last two years safeguarding partners have been strengthening the levels of joint working across the Northumbria region via a Safeguarding Forum supported by Early Adopter Funding from the Department of Education. The region covers the 6 local authority areas of Northumberland, North Tyneside, Newcastle, Gateshead, South Tyneside and Sunderland; 5 CCGs of Northumbria, North Tyneside, Newcastle & Gateshead, South Tyneside, and Sunderland; and 1 Police region.

In February 2019 members of the Forum agreed on a hybrid model as the preferred option for future safeguarding developments. This reflected a wider framework with a local focus but one that creates the opportunity to adopt a wider regional footprint in partnership with

other safeguarding partnership arrangements. Often described as more of an 'evolutionary' model rather than 'revolutionary'.

The plan is based on a proven track record of working in partnership to improve outcomes.

An Ofsted inspection of Local Authority Children's Services (ILACS) across children's social care services took place in April/May which looked at early help, social work, commissioning of services and education. The LA was rated **Good**. Ofsted reported that children and families in Gateshead are benefiting from a good-quality service from skilled and passionate staff who care deeply about them, and there are well-established and developed strategic partnerships which are supporting effective multi-agency working.

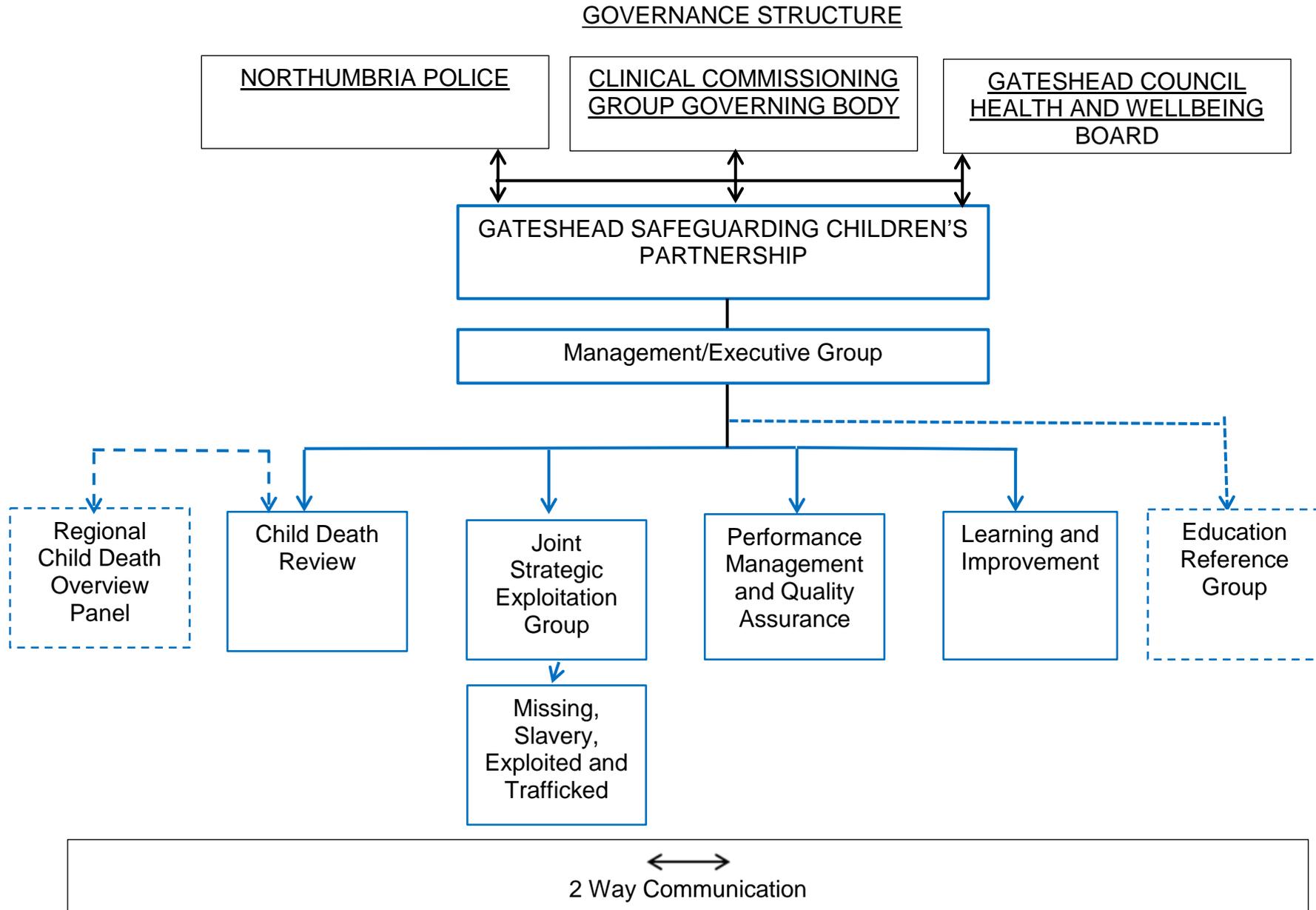
In the revisit to Northumbria Police in January 2019, HMICFRS identified that the Force is making sustainable improvements in child protection and safeguarding outcomes.

In 2018, the Care Quality Commission (CQC) conducted an inspection of Northumberland, Tyne and Wear NHS Foundation Trust (NTW) services and once again rated them as **Outstanding**. NTW are one of only four Mental Health and Disability Trusts in the country to be rated as such, as at 1 April 2019. The CQC reported the leadership, governance structures and culture within the trust were used to effectively drive and improve the delivery of high quality person-centred care and the trust worked collaboratively with other organisations to ensure the highest provision of care for patients.

Queen Elizabeth Hospital (Gateshead Health NHS Foundation Trust) was rated **Good** in 2015; currently awaiting inspection report for 2019.

Harrogate and District NHS Foundation Trust (0-19 service) was rated **Good** in 2019.

Structure: The diagram below is illustrative of the potential structure going forward.



We are committed to maximising the 'Think Family' approach by progressing and developing our collaborative work with the Safeguarding Adults Board as well as across other key partnerships. These include those relevant Boards within the three of the statutory partners, the Health and Wellbeing Board and the Community Safety Board. We believe this will better reflect the wider safeguarding context. We are committed to the aspirations and content set out in this plan and will engage widely to ensure its success. We are also committed to the need to respond flexibly and creatively to new challenges as they arise. The new arrangements are designed to offer us the opportunity to work more effectively and with joint purpose to protect children and young people at both a local and regional level.

At the heart of our work is one simple concept: ***that every child should grow up feeling safe and in a loving, secure environment, free from abuse, neglect and crime, enabling them to enjoy a happy and healthy childhood in which they can fulfil their social and economic potential***

Priorities going forward

The current priorities of the Safeguarding Board were agreed over a one year period 2018-19, having previously been over three years. Due to breadth of these priorities it is suggested to keep them the same for the next 12 months but to include the transitional arrangements with the actions for 2019-2020.

The current priorities that could be adapted are:

- Voice of the child
- Early Help & Early Intervention
- Mental health & Emotional Wellbeing
- Child Exploitation & Missing

Transitional Arrangements

The Gateshead Safeguarding children Partnership Plan will come into effect for 12 months from September 2019. The document sets out areas that will be a key part of the transitional arrangements and ones that will be subject to review and assessment of impact in Spring 2020.

Safeguarding Partners and Relevant Agencies

Leadership, Governance & Accountability

Strong leadership is critical for the Gateshead Multi-agency safeguarding arrangements to be effective in bringing together various organisations and agencies.

All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements underpinned by equitable and proportionate funding.

Locally, the lead representatives have delegated their functions to the:

- Strategic Director (DCS) of Care, Wellbeing and Learning – Gateshead Council
- Director of Nursing and Quality Newcastle Gateshead Clinical Commissioning Group*

- Designated Chief Superintendent – Northumbria Police

These safeguarding partners have the responsibility and authority for ensuring full participation with the children and young people's multi-agency safeguarding arrangements, though the lead representative remains accountable for any actions or decisions taken on behalf of their agency.

****The CCG will continue to represent NEAS/ NHS England / NTW / GHFT and STFT as part of their formal role***

The lead representatives, or those they have delegated their authority to, are able to:

- Speak with authority for the safeguarding partner they represent
- Take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters
- Hold their own organisation or agency to account on how effectively they participate and implement the local arrangements

Membership of the Safeguarding Children Partnership

The core membership of the Partnership:

- Independent Chair (during transitional period)
- Gateshead Council Chief Executive or nominated deputy
- Chief Constable or nominated deputy
- CCG Chief Executive or nominated deputy
- (all deputies will be part of the senior management team in their organisation)
- Chair of the Safeguarding Adults Board
- Director of Public Health

Relevant Agencies

The strength of local partnership working is predicated on the safeguarding partners working collaboratively together with relevant agencies, whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of children. The Gateshead Safeguarding Children Partnership will engage local organisations and agencies to collaborate and provide targeted support to children and families. The local approach also enables joint identification of, and response to existing and emerging needs, and to agreeing priorities to improve outcomes for children and young people.

The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 sets out the list of relevant agencies that are required to work under the auspices of multi-agency safeguarding arrangements.

It is important to note that:

- although safeguarding partner organisations are not referred to in the regulations, their staff are subject to the Children's Multi-Agency Safeguarding Arrangements (MASA)

- that certain key agencies are not listed in the regulations, as their functions are commissioned or otherwise overseen by one or more of the safeguarding partners – for example, GPs, dentists and mental health service providers are already represented variously through the inclusion of CCG’s NHS England and Foundation Trust.
- the list of relevant agencies is intentionally focussed at a strategic, agency-based level – it is not intended to be an exhaustive list of all bodies and individuals which come into contact with children

There are relevant agencies in Gateshead who can actively contribute to helping and protecting children. The list of local agencies (appendix) may change overtime to reflect the journey of travel.

Other organisations and agencies not identified in the relevant agency regulations will be included in the local safeguarding arrangements. Examples of these include the Fire and Rescue Service, Gateshead Housing Company and the voluntary and faith sector.

Where a relevant agency has a national remit such as the British Transport Police and CAFCASS the safeguarding partners will collaborate and take account of that agency’s individual responsibilities and potential contributions towards a number of local safeguarding children arrangements.

It is envisaged that subgroups will include representation from the three statutory partners with the added value of the partners who are currently involved. During the transitional year each agency will have the opportunity to be included on the sub groups.

Early year’s settings, schools, colleges and other education providers

Early years providers play a crucial role in safeguarding and promoting the welfare of children, as defined by their duties under Section 40 of the Childcare Act 2006. There are robust arrangements in place at a strategic and operational level to engage with early years providers to ensure they are fulfilling their safeguarding responsibilities, for example through section 11 Safeguarding audits and statutory Ofsted Inspection reports.

Safeguarding partners also acknowledge the pivotal role that schools, colleges and other educational providers play in safeguarding and promoting the welfare of children, as detailed in the statutory guidance Keeping Children Safe in Education 2018.

There are well established, collaborative relationships with schools and colleges, which are built on a variety of open and transparent partnership arrangements across Gateshead. These include the primary and secondary Head Teacher Forums. There is an Education Reference Group which we hope will continue to provide a key safeguarding reference point for the Partnership as well as having a standing agenda item for feeding back any relevant information to and from the Partnership Board.

Geographical Area

The boundaries for the Gateshead Safeguarding Children Partnership will be those of Gateshead Council. However, work will continue with the regional collaboration via the Business Managers network and the North and South Regional Safeguarding Forum as outlined on pages 14-16.

Strategic Partnership Arrangements in Gateshead

All three Strategic Partners will sign up to an updated Memorandum of Understanding that will help to clarify key issues and outline the process for escalation of concerns to other key Boards. This clarity and understanding will ensure that the partners are aligning their work and resources and supporting each other by delivering on a 'Think Family' approach to secure better outcomes.

The Partnership will deliver against an agreed work plan related to agreed strategic priorities and will report accordingly to the other aligned partnerships as well as their own, e.g. Health and Wellbeing Board, Community Safety Board, CCG Governing Body, Police and the regional Safeguarding Forum.

The long-term Independent scrutiny of the Gateshead Partnership is yet to be determined. It has been agreed to maintain the role of the Independent Chair for the 12 month transitional period.

The Safeguarding Partnership will be made up of:

Safeguarding Children Partnership Board – led by the three safeguarding partners and additional key multi-agency partners.

- Independent Chair
- Director of Children's Service or nominated deputy
- Chief Constable or nominated deputy
- CCG Chief Executive or nominated deputy
- (all deputies will be part of the senior management team in their organisation)
- Chair of the Safeguarding Adults Board
- Representation from Community Safety Board
- Director of Public Health
- (Community & Voluntary Sector)
- Education representation Nominated Headteacher / rep from Education Reference Group
- Gateshead Housing Company
- National Probation Service
- Community Rehabilitation Community
- Youth Justice Service

The purpose of the Board is to be the decision making body to oversee the agreed multi-agency plan to protect children and young people. The Board will review progress and assess strengths and areas for developments. This will include the oversight of the regional performance score card as well as other regional developments.

The Board will have a fixed core membership drawn from organisations across the safeguarding partnership in Gateshead, the list of relevant agencies as set out in Working Together 2018, and with the additional flexibility to co-opt other relevant professionals to discuss certain agenda items as and when appropriate.

Management / Executive Group – made up of representation of the three statutory partners and Chairs of the sub groups. The key aim of the group will be to keep the business of the Partnership on track and monitor the progress and impact measures against each priority. They will meet on a quarterly basis.

Sub Groups will include:

Learning and Improvement Group – focus on co-ordinating the outcome of any scrutiny and assurance activity, oversight and learning from Child Safeguarding Practice Review / Safeguarding Adult Reviews and to potentially contribute to the regional Learning and Improvement Framework

Learning and Improvement Group Cases that require a practice review will be referred on to the Learning and Improvement Group that will have responsibility for commissioning an Independent Reviewer. The Learning and Improvement Group will be responsible for maintaining oversight of the practice review and reporting progress to the Children’s Safeguarding Partnership.

Other cases that are not notifiable incidents but present opportunities for learning will be referred directly to the Learning and Improvement Group for them to consider whether a single agency review or local learning review would be appropriate.

A copy of all published reports will be sent to the National Child Safeguarding Practice Review Panel and the What Works Centre for Children’s Social Care within seven days of being published.

The purpose of the Learning and Improvement Group is to promote a culture of continuous multi-agency learning and improvement through coordination of the review of serious cases and the development and communication of training, guidance, resources and tools. The group will ensure a process exists for evaluating the effectiveness and impact of the findings and recommendations from practice reviews, performance management activity and multi-agency learning, including any areas for development from single and multi-agency inspections by regulatory bodies.

The commissioning and delivery of interagency training and learning events will be overseen by the Learning & Improvement Group and will be informed from a variety of sources. These will include, learning from local and national serious safeguarding practice reviews; other local quality assurance functions such as multi-agency case audits; and changes in national guidance or legislation.

The content of all courses will be evaluated to measure the extent of acquired learning. The Learning and Improvement Group will dip sample and audit single and multi-agency training in order to assure that the content is valid, up to date and delivered by persons with appropriate knowledge and skills – this will be achieved using task & finish group.

Joint Strategic Exploitation Group (JSEG) – The Joint Strategic Exploitation Sub Group is a sub group of both the Gateshead Safeguarding Children Partnership (GSCP) and Gateshead Safeguarding Adults Board (SAB).

The remit of the group is to lead on the development of strategic work in relation to exploitation, including Child Sexual Exploitation and Adult Sexual Exploitation, modern slavery, trafficking, and criminal exploitation.

The group will contribute to the safeguarding of children, young people and adults vulnerable to exploitation and improve outcomes by:

- Considering the implications of new policy, legislation, research and guidance.
- Exploring best practice on a regional basis and, where possible, aligning procedures
- Developing practice guidance for responding to incidents
- Developing a preventative approach
- Developing learning and improvement opportunities
- Establishing the current provision of support for victims

The group will have oversight of the Missing, Slavery, Exploitation and Trafficked Group (MSET) and the Adult Missing, Sexually Exploited and Trafficked Group (AMSET).

The group will develop and maintain links with other relevant partnerships.

Missing, Slavery, Exploited and Trafficked (MSET) – the local group will continue but strengthen the link with adults at risk of exploitation in order to give the same level of scrutiny to adult cases. This in turn will help to develop a local exploitation profile that can be fed into the regional work around exploitation.

Performance Management & Quality Assurance Group – this sub group is the key to keeping the partnership focused on safeguarding issues of a local, regional and national interest. It will lead on the multi-agency audits, quality assurance of all partners, scrutiny of external inspection reports, and input from children and young people. In addition, it will also assess the effectiveness of the help (including early help) being provided to children and families.

The PMQA will report up to the Children’s Safeguarding Partnership on what is working well and what is not so that there is a clear line of sight on the quality and effectiveness of practice.

PMQA is to be attended by Senior Managers (or Assistant Directors) across the statutory safeguarding partners, and relevant agencies and chair/ deputy chair across various partnership forums.

There are two main functions of PMQA;

- 1) to seek assurances from agencies operating in Gateshead that they are safeguarding and promoting the welfare of children and
- 2) to act as a critical friend to agencies working with children.

To achieve this the PMQA will oversee a multi-agency key performance indicator set, single & multi-agencies audits and will work with Youth Council, Children in Care Council and other youth groups to ensure children are part of the quality assurance processes.

All groups will meet on a quarterly basis and the current effective arrangements for the distribution of papers etc. remain.

Rapid Review Group – A local Rapid Review Group will be established to receive and consider whether notifiable incidents meet the criteria for a local or national child safeguarding practice review. The aim of this rapid review is to enable safeguarding partners to:

- gather the facts about the case, as far as they can be readily established at the time. discuss whether there is any immediate action needed to ensure children’s safety and share any learning appropriately
- consider the potential for identifying improvements to safeguard and promote the welfare of children.
- decide what steps Gateshead Safeguarding Children Partnership should take next, including whether or not to undertake a child safeguarding practice review.

The Rapid Review Process (see Appendix x) shows how cases should be referred to the Rapid Review Group and how that group will respond within 15 working days of becoming aware of the incident. All recommendations will be shared with the Panel, Department for Education and OFSTED.

During the transition process, the Independent Chair will be the decision point regarding child safeguarding practice reviews and any recommendations for serious case reviews.

Plans to Date and Going Forward

Local – it is anticipated that the key focus of the revised safeguarding arrangements will be based on a dual ‘Back to Practice’/ ‘Think Family’ basis where there will be a stronger connection between strategic and operational safeguarding functions that better aligns with safeguarding practice within the Partnership, demonstrating compliance, overview and evidencing impact for children and families.

There is the potential to strengthen the current MSET arrangements both at a local and regional level with greater alignment with Operation Sanctuary.

In addition, further collaborative working will be progressed with the Adult Safeguarding Board and the Community Safety Board. The more we progress towards a joint collaborative model the more we can add more substance and evidence to the ‘Think Family’ approach. In addition, we will be evidencing maximising the use of partner’s time, commitment and wider understanding of safeguarding across the life course.

It is important to consider the current and/or future arrangements within the organisations of the three statutory partners which may influence any local plans and /or arrangements.

Regional – the Business Managers across the region have made considerable progress on securing robust integrated and collaborative arrangements. These have included:

Safeguarding Policies and Procedures – agreed shared regional set of safeguarding policies and procedures. This will ensure greater levels of consistency across the region in terms of practice and provide some level of efficiency in relation to costs, maintenance and review.

Next Steps: Following the success of this piece of work the next steps are to explore the development of a regional joint multi-agency threshold / effective help document and referral form.

Performance dataset and score card – this has been agreed and will be introduced during 2019. This will provide more substance opportunities for comparative analysis, trends, themes, gaps and strengths in provision from which a regional approach can be taken to address.

Next Steps: improve the quality of the narrative and analysis and explore what elements of the performance dataset could be undertaken regionally and within what areas. Develop the role and actions of the local quality assurance process to align with the potential of a regional thematic approach to areas of data / performance.

Learning from Serious Case reviews and learning reviews – successful regional collaboration has resulted in the production of a regional electronic learning resource based on the theme of vulnerabilities in babies. The resource allows access to all materials produced across the region on this theme. This is both a cost and time effective resource in terms of increasing the level of shared learning across all areas.

Next steps: Develop additional regional learning resources across both children and adults.

Section 11 Safeguarding Audit – a shared S11 audit tool has been agreed across the region. It is anticipated that this will take place at the same time in each area. This will be a great saving of time for those partners who work across the region. Having one audit tool will allow for both a local and regional comparison and analysis of findings. The regional themes can then support the development of future regional priorities.

Next steps: consider building in the S11 audit into wider multi-agency audit process and develop a similar model for a regional Section 175 audit for schools and GPs.

Missing, Slavery, Exploitation and Trafficked – there has been an agreed regional approach to the running of MSET groups, incorporating adult sexual exploitation. The areas of transitions and involvement of adult cases of concern needs to be strengthened in order to be a robust regional approach.

Next Steps: explore the possibility of developing one regional strategic MSET group. This group would have oversight on the trend, hotspots and data analysis across the region from which agreed collaborative actions could be implemented and monitored.

Local Safeguarding Practice Review Guidance - work in progress on developing an agreed shared procedure (flow chart at appendix 1 being used to help develop regional framework). There is

already a joint commissioning platform for securing independent chairs and authors where required.

Next steps: consideration to be given to a shared regional approach to the approval and learning from reviews. The regional resource is a good starting point that has the potential to be developed.

Domestic Abuse Prevention - mapping work has already been completed to explore the potential for a shared prevention regional strategy. Proposals for a joint public awareness campaign expected June 2019.

Next Steps: explore the opportunities for the shared commissioning of domestic abuse programmes and sharing of resources.

Domestic Abuse is just one of the issues common across the region. Additional issues that could be tackled include neglect, early help and children in custody.

Multi-Agency Training – as safeguarding training is common to all Safeguarding Partnerships there is a real opportunity to take a regional approach. This could be a ‘hub and spoke’ model whereby one area co-ordinates the training offer with the potential for the other local areas, the spokes, delivering bespoke local training dependent upon local needs.

An option paper has gone to the Forum but no discussion / decision has taken place as yet.

National and Local Child Safeguarding Practice Reviews - The Learning and Improvement sub group will have responsibility for the local process for identifying and making decisions on whether to undertake reviews, how lessons are learnt and embedded in the online safeguarding policies and procedures. The sub group will manage the arrangements for commissioning and publishing national and local child safeguarding practice reviews. During the transition process, the Independent Chair will be the decision point regarding child safeguarding practice reviews and any recommendations for SCR.

The National Child Safeguarding Practice Review Panel (the Panel) is responsible for identifying and overseeing the review of serious child safeguarding cases which, in its view, raise issues that are complex or of national importance. The Panel will also maintain oversight of the system of national and local reviews and how effectively it is operating.

Scrutiny and Assurance

The new safeguarding arrangements will continue to reflect the current commitment and healthy culture of challenge and scrutiny already evident within the current local safeguarding arrangements. The current Board has evolved into an environment that is conducive to robust scrutiny and constructive challenge.

Locally, there is a culture of challenge and holding partners to account. There are embedded systems and processes for professional challenge and there is evidence of scrutiny and assurance arrangements in place at all levels across our safeguarding partner organisations.

There is an ongoing drive and commitment to ensure continuous improvement leading to better outcomes and experiences for our children, young people and families. The North East-Northumbria early adopter status has provided opportunities to further test and develop innovative approaches to scrutiny and assurance. These are outlined on pages 5-6.

Independent Scrutiny

The independent scrutiny function as set out in Working Together 2018, which will provide the critical challenge and appraisal of Gateshead's safeguarding partnership arrangements in relation to children and young people. The three safeguarding partners are responsible for determining local arrangements including involving other agencies. The role of independent scrutiny will form part of these arrangements and do the following:

- Provide assurance in judging the effectiveness of services to protect children and young people
- Assist when there is disagreement between the leaders responsible for protecting children in the agencies involved in multi-agency arrangements
- Support a culture and environment conducive to robust scrutiny and constructive challenge

The three key partners will develop a range of key questions in terms of the scrutiny function.

Whilst the decision on how best to implement a robust system of independent scrutiny is to be made locally, safeguarding partners should ensure that the scrutiny is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement.

Funding Arrangements

Safeguarding partners will be required to provide equitable and proportionate funding to the Gateshead Safeguarding Partnership. The funding needs to be sufficient to cover all elements of the arrangements, including the cost of local child safeguarding practice reviews.

In order to support the transitional plans the budget for 2019-2020 will remain the same as previous year. Future funding will be reviewed in January 2020.

Business Support – The Safeguarding Partners will provide joint funding for business support to the Partnership to ensure its effective functioning, including training.

The Local Authority will provide legal and communications advice to the Safeguarding Partners and the Partnership, however, individual organisations reserve the right to seek advice provided by their organisation.

Voice and Engagement

The ambition within the new safeguarding arrangements is to continue to engage with the ‘experts by experience’, all those children and young people who experience services, particularly the harder to engage. This remains one of our priorities.

Partners remain committed to continue and improve engaging with children, young people and families at an individual, service and strategic level. We will make use of the various systems, groups and forums in place to gather the views of children, young people and families.

We will work with established groups and forums to encourage children and young people to have their say, share their views and experiences, challenge and support local decision makers and shape and influence strategic planning, commissioning and service provision. Emerging issues, themes, and outcomes of engagement will be shared with the Safeguarding Partnership.

Multi-Agency Thresholds

The multi-agency threshold guidance outlines Gateshead’s processes involved in decision-making when determining the level of support a child and family may require.

This document has the potential to evolve as part of the transitional arrangements in terms of the way partners work collectively to support families.

Annual Report and Review

In order to bring transparency for children, families and all practitioners about the activity undertaken, the Safeguarding Partnership will publish an annual report. The report will include what the Partnership has done as a result of the new arrangements, including child safeguarding practice reviews, and how effective these arrangements have been in practice. The report will also include:

- Evidence of the impact of the work undertaken by the safeguarding partners and relevant agencies, including training, and an analysis of the difference it has made for children and families from early help to looked after children and care leavers
- An analysis of any areas where there has been little or no evidence of progress on agreed priorities
- A record of decisions and actions taken by the partners in the report’s period (or planned to be taken) to implement the recommendations of any local and national safeguarding practice reviews, including any resulting improvements
- Ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision

The report will be submitted to the relevant agencies and Boards for additional scrutiny and will be available on the Safeguarding Partnership website

Dispute Resolution

All agencies working with children and young people in Gateshead remain subject to the pan regional Safeguarding Procedures and its Escalation Policy – *‘Resolution of professional disagreements between workers relating to the safety of children’*.

The Safeguarding Partnership all relevant agencies will be expected to adhere to the policy.

Where necessary, the statutory safeguarding partners may escalate to the Leader of the Council, the Chair of the CCG and the Chief Constable of GM Police. The Independent Chair should escalate to the relevant Secretary of State only as a final resort.

Whistleblowing Procedures provide an additional important route for staff to raise concerns in a safe process that protects their position, if this is a concern. The Children’s Safeguarding Partnership will each adhere to their own whistleblowing procedures.

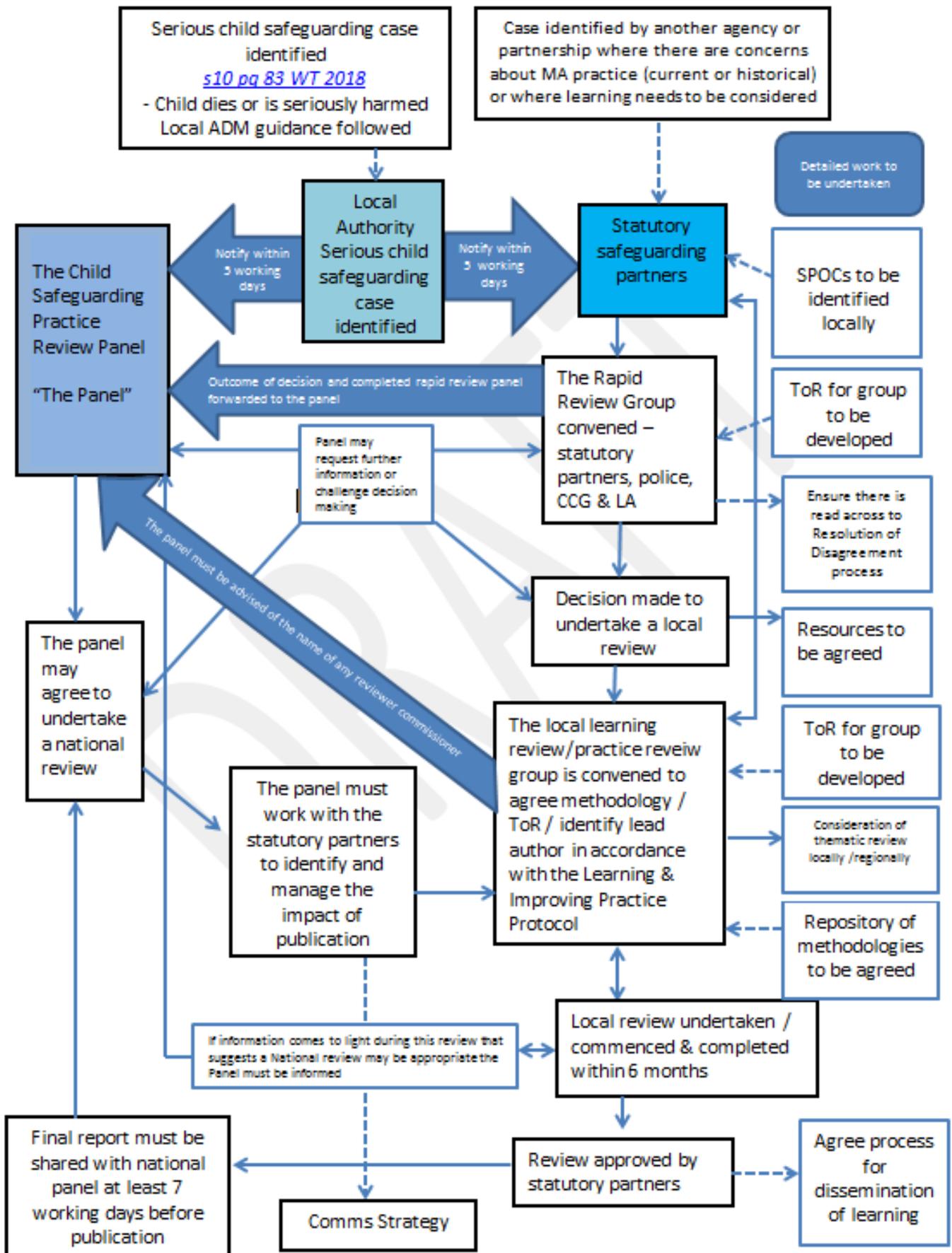
Information Sharing

The Partnership members shall keep confidential any information obtained because of inter-agency co-operation unless disclosure of the information is necessary to discharge the functions of the Safeguarding Partners as set out in Working Together to Safeguard Children (2018) and the local safeguarding arrangements.

Safeguarding partners may require any person, organisation or agency to provide them, any relevant agency, reviewer or another person or organisation or agency, with specified information. This must be information which enables and assists the Safeguarding Partners to perform their functions to safeguard and promote the welfare of children in Gateshead, including local and national child safeguarding practice reviews.

The person or organisation to whom a request is made must comply with such a request and if they do not do so, the Safeguarding Partners may take legal action against them. As public authorities, Safeguarding Partners must be aware of their own responsibilities under the relevant information law and have regard to guidance provided by the Information Commissioner’s Office when issuing and responding to requests for information.

Appendix 1: Child Safeguarding Practice Reviews



Appendix 2: Serious Incident Notifications and the Child Safeguarding Practice Review Rapid Review Process

1. SERIOUS INCIDENT NOTIFICATIONS¹

Where Gateshead Council knows or suspects that a child has been abused or neglected they must notify the national Child Safeguarding Practice Review Panel (the Panel) if –

- (a) the child dies or is seriously harmed in the local authority's area, or
- (b) while normally resident in the local authority's area, the child dies or is seriously harmed outside England

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 also includes impairment of physical health.

Gateshead Council will notify any event that meets the above criteria to the Panel and the Safeguarding Partners **within five working days** of becoming aware that the incident has occurred and will also notify the Secretary of State and Ofsted where a looked after child has died, whether abuse or not neglect is known or suspected.

Others who have functions relating to children should inform the Safeguarding Partners of any incident which they think should be considered for a child safeguarding practice review. Contact details and notification forms to notify incidents to the Panel are available from <https://www.gov.uk/guidance/report-a-serious-child-safeguarding-incident>

2. REFERRAL

Agencies should inform the Chairperson of the Gateshead Safeguarding Children Partnership, Learning & Improvement Group, of any serious incident which they think should be considered for either a national or local Child Safeguarding Practice Review, using the *Referral Form*.

3. RAPID REVIEW

When notified about an incident the Safeguarding Partners will ensure that a Rapid Review of the case is promptly undertaken.

The Rapid Review will be completed within 15 working days of notification.

4. INITIAL SCOPING, INFORMATION SHARING AND THE SECURING OF RECORDS

All relevant agencies who have (or had) involvement with the subject child or family will be required to contribute to a Rapid Review. An initial scoping of agencies' intervention will, therefore, need to be completed and other relevant information rapidly gathered using the *Initial Scoping and Information Sharing* form.

¹ 16C (1) of the Children Act 2004 (as amended by the Children and Social Work Act 2017)

The purpose of the initial scoping and information sharing is to gather the basic facts about the case, including determining the extent of agency involvement with the child and family. More detailed information will be sought if the Rapid Review concludes the case has the potential to identify national or local learning and a decision is made to recommend a national Child Safeguarding Practice Review, a local Safeguarding Practice Review or an alternative learning review.

The *Initial Scoping and Information Sharing* form will be sent out to all relevant agencies **within 2 working days** of receiving the referral, along with an accompanying letter that briefly outlines the referral and explains the purpose of this initial scoping document.

Agencies should prioritise completion of the form and return it **within 5 working days** of receiving it to the Safeguarding Partners' business support officer.

All agencies must secure all records/files in relation to the case, so they are not accessible to agency personnel other than through a nominated representative. Where access to the records is required for ongoing case work this must be agreed and monitored by a relevant manager.

5. SETTING THE DATE OF THE RAPID REVIEW MEETING

The Safeguarding Partners business support officer will convene a Rapid Review Meeting and invite key partners who have operational knowledge to attend.

The date of the Rapid Review Meeting will be set as soon as the *Initial Scoping and Information Sharing* form has been sent out. The Rapid Review Meeting will be scheduled **between 7 and 13 working days** of receiving the referral. This will allow for analysis of the initial information to establish the key events in the child's life and inform the Rapid Review Meeting whilst also allowing enough time to prepare the necessary documents for the Panel.

6. DOCUMENTATION

The following documents will be shared with all those attending the Rapid Review Meeting:

- Gateshead Council *Serious Incident Notification* form to the Panel
- Completed *Referral Form* that initiated the process;
- Copies of the completed *Initial Scoping and Information Sharing* templates from relevant agencies
- Where relevant Child Death Review Rapid Response Meeting minutes

Wherever possible the documentation will be shared with participants in advance of the meeting. However, it is recognised that it may on occasion be necessary to share documentation at the meeting.

7. THE RAPID REVIEW MEETING

The Rapid Review Meeting will:

- Review the facts about the case as presented in the documentation;
- Discuss whether there is any immediate action needed to ensure children's safety and share any learning appropriately;
- Consider the potential for identifying improvements to safeguard and promote the welfare of children;

- Decide whether to recommend a National or Local Child Safeguarding Practice Review. If the decision is not to proceed with a formal Child Safeguarding Practice Review, the meeting will also consider whether an alternative form of learning review is appropriate. In some cases, the Rapid Review process may identify key local learning that can be quickly acted upon, removing the need for further review

The *Rapid Review Meeting* record will be completed and agreed at this meeting.

8. CHAIRING THE RAPID REVIEW MEETING

The Rapid Review Meeting will be chaired by a member of the Learning & Improvement Group as and when required.

9. SHARING THE OUTCOME OF THE RAPID REVIEW

Within 2 working days of the Rapid Review Meeting, the completed *Rapid Review Meeting* record will be sent to the Panel and the attendees, by the business support officer, together with a covering letter to the Panel.

Other agencies (including the agency who made the referral) will be informed of the outcome of the Rapid Review.

The recommendation of the Rapid Review Meeting will be shared with the Case Review Group chairperson, so if required they can oversee the commission and progress of the review.

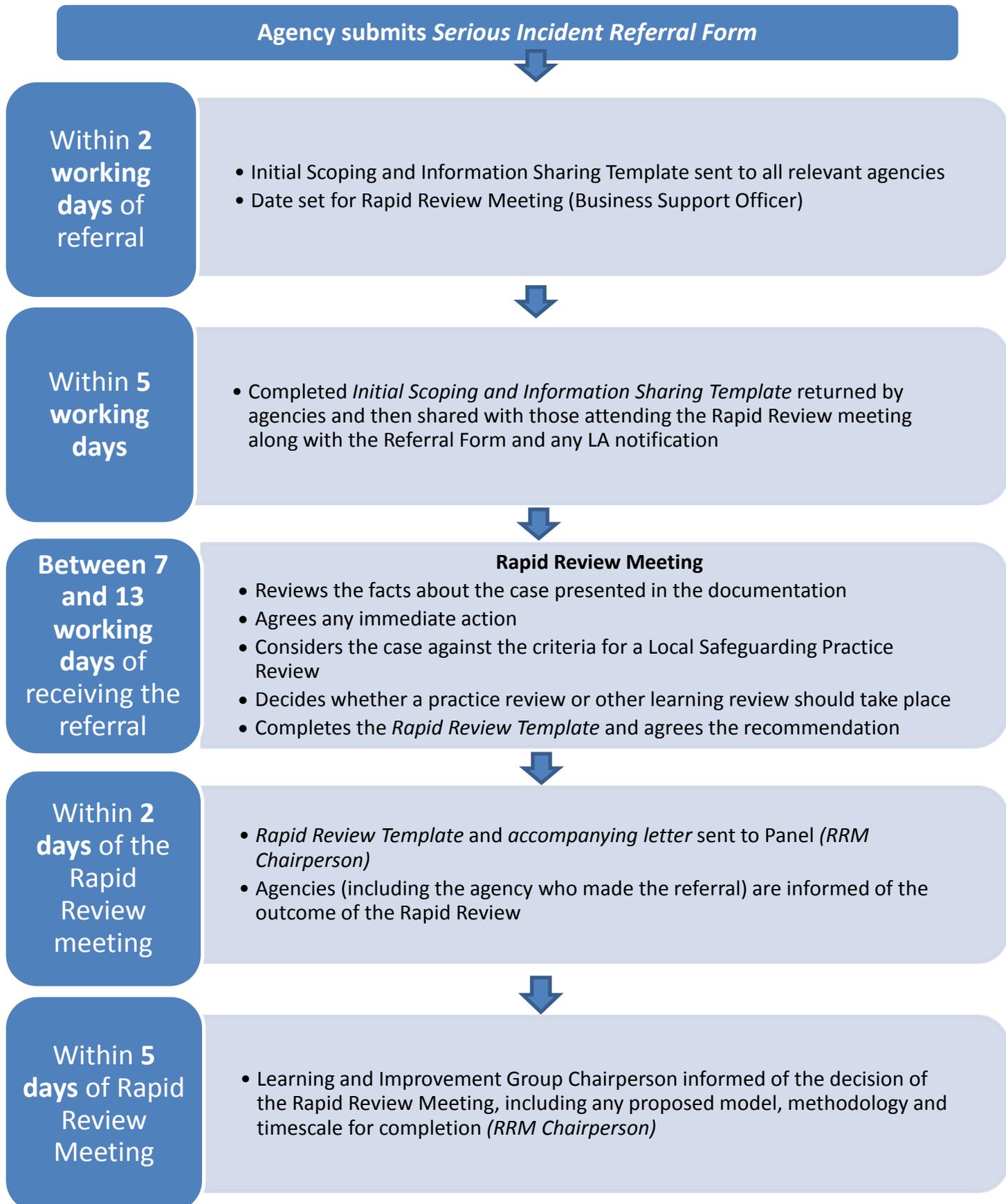
10. KEY CONTACTS

Saira Park, Business Manager, 0191 433 8010, sairapark@gateshead.gov.uk

Joe Lowrey, business support officer, 0191 433 joelowrey@gateshead.gov.uk

National Panel Mailbox.NationalReviewPanel@education.gov.uk

Overview of the process to decide whether to convene a Local Safeguarding Practice Review or alternative learning review and the associated timescales



Appendices – to be added

- Appendix 3 – Safeguarding Children Partnership terms of reference – to follow (draft ready for consideration)
- Appendix 4 – Partners’ Memorandums of Understanding – to follow
- Appendix 5 – Learning & Improvement Group terms of reference – to follow (draft ready for consideration)
- Appendix 6 – Performance Management & Quality Assurance terms of reference – to follow (draft ready for consideration)
- Appendix 7 – implementation plan
- Relevant agencies

Add links to:

- Strategic Priorities 2019-2022 – to follow
- Tyne, Wear & Northumberland Safeguarding Plan – to follow (once agreed)
- Learning and Improvement Framework – to follow (workstream BMs)
- Training Programme – to follow
- Child Death Overview Panel Guidance – to follow (workstream of forum)
- Information Sharing Agreement 2019 – to follow
- Media Protocol 2019 – to follow

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