

GATESHEAD HEALTH AND WELLBEING BOARD AGENDA

Friday, 11 September 2020 at 9.00 am. This will be a virtual meeting.

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies for Absence
2	Minutes (Pages 3 - 10)
3	Declarations of Interest Members of the Board to declare an interest in any particular agenda item.
	Items for Discussion
4	Strengthening the links between Health & Housing in Gateshead - Kevin Scarlett (Pages 11 - 24)
5	Taking forward Gateshead's Health & Wellbeing Strategy - Alice Wiseman (Pages 25 - 42)
6	Support to Care Homes (during pandemic and going forward) - Barry Norman
7	Gateshead Health & Care System Update (feedback from Gateshead System CXs meeting) - Mark Dornan/All
	Assurance Items
8	Safeguarding Adults Board Annual Report 2019/20 and Strategy Plan 2020 refresh - Lynn Wilson (Pages 43 - 76)
9	Updates from Board Members
10	A.O.B

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Thursday, 3 September 2020

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GATESHEAD METROPOLITAN BOROUGH COUNCIL
GATESHEAD HEALTH AND WELLBEING BOARD MEETING

Friday, 26 June 2020

PRESENT	Councillor Lynne Caffrey (Gateshead Council) (Chair)	Gateshead Council (Chair)
	Councillor Leigh Kirton	Gateshead Council
	Councillor Bernadette Oliphant	Gateshead Council
	Councillor Ron Beadle	Gateshead Council
	Councillor Martin Gannon	Gateshead Council
	Councillor Gary Haley	Gateshead Council
	Councillor Michael McNestry	Gateshead Council
	Councillor Paul Foy	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
	Richie Rickaby	
	Lisa Goodwin	Connected Voice
Cynthia Atkin	Healthwatch	

HW183 APOLOGIES FOR ABSENCE

Apologies for absence were received from Steph Downey.

The Chair welcomed new members to the Board; Cynthia Adkin and Richie Rickaby.

HW184 MINUTES

RESOLVED:

- (i) The minutes of the last meeting held on 6 March 2020 were agreed as a correct record.

From the Action List the Board noted that it was agreed that the Secretary of State would be contacted to highlight the Board's support of minimum unit pricing. It was further noted from the Action List that an update on the Integrated Care Partnership Suicide Prevention Developments would feed into the Board's Forward Plan.

HW185 DECLARATIONS OF INTEREST

RESOLVED:

- (i) There were no declarations of interest.

HW186 THE HEALTH & WELLBEING BOARD'S ROLE IN ADDRESSING COVID-19 - INCLUDING POTENTIAL ROLE RELATING TO 'TEST & TRACE' - ALICE

WISEMAN

The Board received a report and presentation on the Board's role in addressing Covid-19.

From the presentation the Board were provided with an overview of confirmed Covid-19 cases across Gateshead by ward. It was also highlighted that recent reporting in the local press had highlighted deaths in the borough at MSOA levels; it was noted that the presence of a care home in an area can result in higher numbers of deaths. It was also highlighted that Crawcrook Greenside MSOA covers both Addison Court and Lindisfarne Chopwell nursing homes where 30 deaths had been recorded.

It was agreed that at the next meeting a more substantive update on care homes will be presented.

The Board were presented with information comparing Covid-19 deaths versus Flu deaths by age. From the presentation the Board were provided with a summary of the 7 themes related to the Outbreak Control Plan; a more detailed draft of the plan was appended to the agenda pack.

The Gateshead Covid-19 control plan approach also highlighted areas of work in policy/strategy, evidence-based prevention and the collaborative work being done for health and wellbeing. The Board acknowledged that although the pandemic is not over, joint working across partnerships is going well.

A comment was made that one amendment to the plan be made under 'Communications' Guiding Principles; it was noted that the first bullet point referred to 'help to rebuild trust'. It was suggested that this be changed to 'help maintain trust'

It was highlighted that a Gateshead COVID Control Board will be established to take management responsibility of the Gateshead Outbreak Control framework and overall management of the local response. It was further noted that membership of this Board will include representatives of Gateshead Council, the Gateshead Housing Company, Newcastle Gateshead GGC, Gateshead Health NHS Foundation Trust, Harrogate and District NHS Foundation Trust, Cumbria Northumberland and Tyne and Wear Foundation Trust and Northumbria Police. It was also noted that the membership of the Health and Wellbeing Board is to be reviewed to ensure the most effective representation across partners in delivering the new Health and Wellbeing Strategy.

The Board noted that caution must be taken on the approach to test and trace arrangements. The Board were also provided with an overview of the proposed governance arrangements for the local COVID-19 Control Board

A discussion took place on inequalities across Gateshead; it was noted that those from the most deprived areas are most likely to be adversely affected by the pandemic. It was also highlighted that minority groups such as those classed as BME were higher risk. It was also stated that referrals for mental health support have

become more complex in nature since the lockdown measures were introduced.

It was suggested that more work can be done on prevention. It was highlighted that care homes continue to be a high-risk area and a pro-active approach is needed.

A comment was made noting that sub-regional work and opportunities have arisen to influence the national team about the areas of local concern. It was also stated that discussions had taken place with leaders of the North ICP on the matter.

It was noted that the presentation and report would be taken to the Gateshead Health NHS Trust's Corporate Management Team and Gateshead Care Partnership.

RESOLVED:

- (i) Approved in principal the draft COVID control plan for Gateshead.
- (ii) Agreed the proposed governance arrangements for the local COVID-19 Control Board.
- (iii) Delegated responsibility to update the finalised plan to the Director of Public Health.

HW187 IMPACT OF COVID-19 AND RESPONSE TO-DATE - ALL

A discussion took place on the examples of good practise taking place across the borough. A comment was made stating that it is important that partners maintain a good dialogue throughout the crisis and continue to be honest with each other.

The potential of a second wave of Covid-19 was addressed as part of the discussion. It was noted that Public Health England have advised this is a possibility from Autumn; consensus across the Board was that local partnership working is being effective despite inconsistent and unclear messages from Central Government.

It was highlighted that Gateshead have been proactive in testing in care homes, it was noted that this has resulted in a higher number of cases being reported. It was acknowledged that some regions showing lower rates of infection may not have as effective testing procedures and local arrangements in place. The excellent relationship that the Gateshead partnerships have with the independent care sector was also acknowledged.

It was noted that a "protective ring" had also been placed around care homes in Gateshead. It was highlighted that extra Community Nursing, special testing, PPE, Infection Control Nursing, GP visiting, and support had been put in place. It was further noted that 24-hour access to the Trust's Geriatric and Palliative Consultants was also available.

A comment was made that throughout discussions between partners on how to support the public during the pandemic "who is paying for what" had not been a factor in implementing measures. However, it was acknowledged that at some point costs and the financial impact across partners will be reviewed.

The Chair thanked everyone for their hard work and contributions; the Chair also

acknowledged that whilst there is much evidence of good practice, there will still be lessons to learn from the pandemic.

The Board were advised that a webinar had taken place with all GP practices sharing good ideas and ways to improve access using the new tools such as 'e-consult', video consultation but that the predominant access had been phone based. It was also noted that GP practices are promoting the NHS app.

The Board also noted that Tyne & Wear Fire and Rescue Service have continued to provide services through their P&E team, putting in place a triage system to prioritise the most vulnerable, including response to all partner referrals. It was noted that the service is also continuing to provide advice over the telephone and through social media. It was stated that safeguarding has continued and that a logistics team had been established to deliver food parcels.

RESOLVED:

- (i) The Board noted the updates.

HW188 APPLICATION TO CONSOLIDATE TWO PHARMACIES IN RYTON - ALICE WISEMAN AND SUE WHITE

The Board received a report seeking views on an application to consolidate two Boots pharmacies in Ryton.

It was highlighted that the surgeries at Dean Terrace, Ryton and Elvaston Road, Ryton are both near each other and close to a GP surgery. It was also noted that a site visit had taken place; it was also highlighted that local Councillors had been consulted on the proposed consolidation.

Concern was noted that there has been no assurance provided that those with mobility problems will have appropriate access to the building once the consolidation takes place. It was also felt that consideration should be given by Boots to providing a medicine delivery service at no cost to vulnerable individuals in the community.

Sue White advised that she would include these points in the proposed letter to NHS England.

RESOLVED:

- (i) The Board supported the consolidation. However, the Board would like to see an undertaking from Boots, with assurance from NHS England, to ensure that the pharmacy services at 2 Dean Terrace provide appropriate access for people who have limited mobility, in particular regarding wheelchair access. The Board also requested that Boots provide assurance that consideration is given to providing a medicine delivery service at no cost to vulnerable individuals in the community who, as an impact of the consolidation, are unable to collect their medicines.

HW189 BCF Q4 RETURN FOR 2019/20 TO NHS ENGLAND - JOHN COSTELLO

The Board received the BCF Q4 Return for 2019/20 to NHS England for retrospective endorsement.

RESOLVED:

- (i) The Board endorsed the report.

HW190 UPDATES FROM BOARD MEMBERS

RESOLVED:

- (i) There were no additional updates from Board members.

HW191 HEALTHWATCH GATESHEAD QUARTERLY REPORT (MARCH TO MAY 2020)

The Board received the Healthwatch Gateshead Quarterly Report (March to May 2020) for information. Cynthia Adkin also introduced herself to the Board and advised she could be contacted direct with any queries.

RESOLVED:

- (i) The Board noted the report.

HW192 A.O.B.

The Chair also noted that a discussion should take place at a future meeting on issues facing the migrant communities and their access to medical services.

RESOLVED:

- (i) The Board noted this other business.

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**GATESHEAD HEALTH AND WELLBEING BOARD
ACTION LIST**

AGENDA ITEM	ACTION	BY WHOM	COMPLETE or STATUS
Matters Arising from HWB meeting on 26th June 2020			
The Health & Wellbeing Board's role in addressing COVID-19	A more detailed update on position relating to care homes to be presented to the next Board meeting	L Wilson / B Norman	On agenda of 11 th September Board meeting
Application to Consolidate Two Pharmacies in Ryton	Include within the response to NHS England, issues raised regarding access for people with limited mobility	Letter issued to NHS England on 26 th June 2020 setting out issues raised by the Board	Complete
Matters Arising from HWB meeting on 6th March 2020			
Integrated Care Partnership (ICP) Suicide Prevention Developments	The Board agreed to receive an update on the matter in 6 months.	I Miller	To feed into the Board's Forward Plan
Matters Arising from HWB meeting on 17th January 2020			
Childhood Immunisations	The Board to receive an update report in the summer (to include details of the immunisations programme for 2020/21).	R Chapman & F Neilson, NHS England	To feed into the Board's Forward Plan

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Review of the Gateshead 'Housing Offer'

Presentation to Health &
Wellbeing Board
September 2020

Background

- Council commission's independent review of the options for the future management & maintenance of its homes in 2019
- Cabinet approves consultation on recommended option of re-integration of services back into the Council
- Consultation now underway and is due to be concluded November 2020

Expanded Scope

- Not just about the management & maintenance of Council homes
- It's an opportunity to have a conversation about the whole of Gateshead's 'housing offer'
 - All tenures
 - All housing functions
 - Strategic and operational connectivity
 - Re-design or even re-purpose services to ensure 'housing' embraces fully **THRIVE**

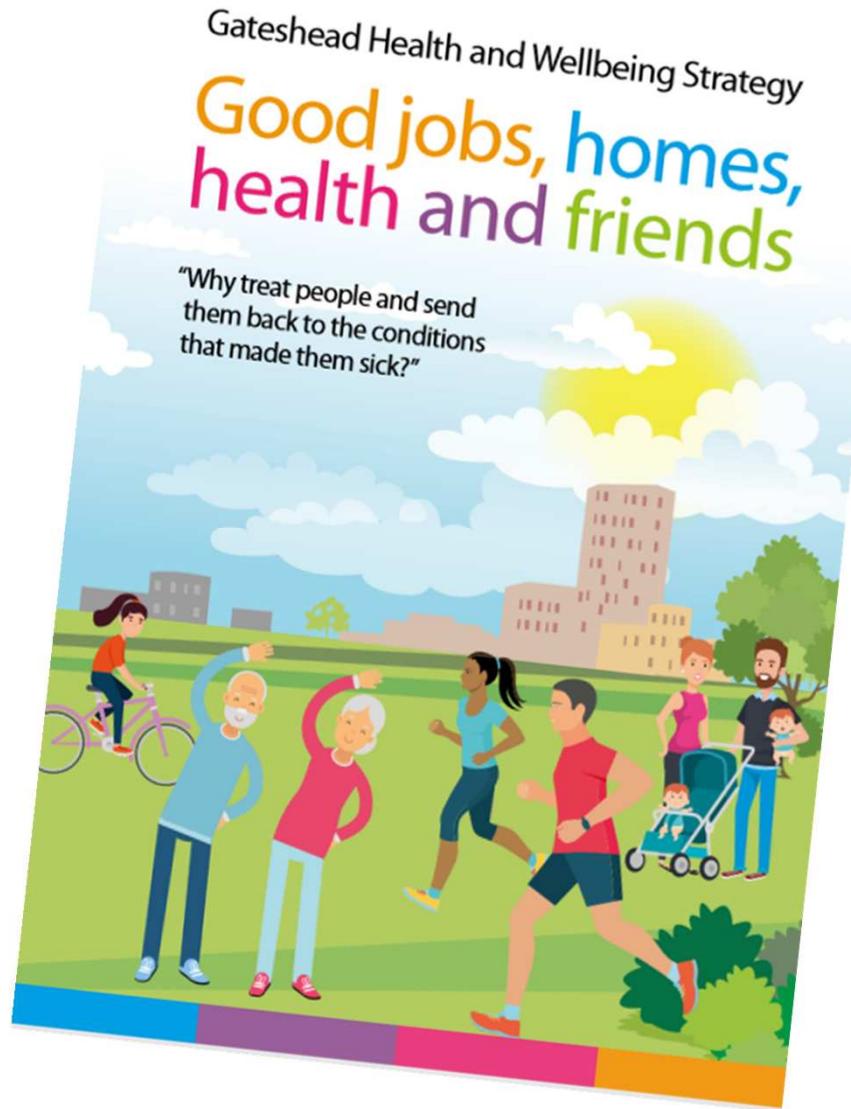
We want Gateshead to be a place where everyone thrives



We know 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. We want to change those statistics and aim to make Gateshead a place where everyone thrives.



Shared Objectives & Interdependencies



Gateshead Housing Strategy

2019 - 2030



We Want the Same Things ...

- Promote health & wellbeing
 - Good jobs,
 - Good homes,
 - Good health,
 - Good friends
- Reduce demand for costly health & care interventions
- Use our resources more effectively
- Develop new ways of providing services, community based & preventative focused

Locality Working & Connected Services

- Emerging outcome of the Housing Review
- Based on learning from PSR, best practice and Covid inc. new ways of working
- People and place focus
- Transactional but increasingly preventative case management approach
- Evidence led learning, 'Think Lab'
- New local leadership, skills and capability
- Multi-disciplinary, cross tenure & sector
- Locality partnerships

Housing as Health Providers

Many examples of excellent practice:

- ✓ Housing to Health in Nottingham
- ✓ GLA, housing providers and social prescribing
- ✓ Village 135 in Manchester
- ✓ Place based integration in Oldham
- ✓ Housing Contribution Statements in Scotland

... and in Gateshead

- Co-producing a new Gateshead Home Improvement Agency (HIA) / OT Review
- PCN care navigators & reciprocal referrals with local housing teams
- Dedicated hospital discharge worker
- Investment in community capacity & confidence building
- Making Every Contact Count

... and more in Gateshead

- Focus on ensuring homes are decent, energy efficient & meet HHSRS
- Housing development such as Angel Court or Ravensdene via Home Group
- Homelessness Strategy, Next Steps Accommodation Programme & mental health link worker
- Older Persons Housing Strategy & review
- New relationship with RP's

Housing Can Make a Difference

- Housing has assets & resources to help make a difference
- Not just to the people they provide homes and services for
- But their communities too ...
- Housing providers are 'anchor institutions' embedded in localities

Discussion: Housing & Population Health

- How can we build on housing's contribution to place based health & wellbeing?
- As well as the provision of supported housing, what about housing's wider role in community investment activities?
- And how can housing help to alleviate pressures on the NHS?

Building Blocks of Population Health

- How can housing connect effectively and help to strengthen:
 - Primary Care Networks
 - Integrated Care Networks
 - The North East & North Cumbria Integrated Care System
- How can health and housing providers collaborate more effectively

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Gateshead Health and Wellbeing Strategy

Good jobs, homes, health and friends

“Why treat people and send them back to the conditions that made them sick?”





GATESHEAD
safeguarding
children
partnership



Gateshead
Safeguarding Adults
Board



NORTHUMBRIA
POLICE & CRIME
COMMISSIONER

violence
reduction
unit

Improving lives to prevent crime



NORTHUMBRIA
POLICE
Proud to Protect



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Foreword

by the Leader of the Council

Reducing health and social inequalities is not just a matter of fairness and social justice. Inequalities are bad for everyone in society. In unequal countries; civic participation decreases, household debt rises, and child well-being is worse¹.

It is morally unacceptable that there is a direct link between lower social position and poorer health. In line with other parts of the UK, inequalities have started growing again in Gateshead.

In our economically advanced society, rising inequalities suggest that the right policies are not in place to make use of all available resources to guarantee a decent standard of living for everyone. In Gateshead, one in five children live in poverty. Last year over 7,800 people accessed foodbanks in Gateshead (including over 2,500 children), and over 3,000 people needed support and advice to prevent or deal with homelessness and insecure housing. We know from our local research that Universal Credit (welfare reform) is pushing local people into debt².



The country has had over ten years of austerity which has seen public sector funding continually reduced by central government – we have lost nearly half of our previous funding, the equivalent of £900 less to spend per year on every household in Gateshead. Austerity has resulted in a significantly reduced universal and preventative service offer which, combined with a growth in the older population alongside the local impact of welfare reform, has produced an increase in demand for more expensive crisis services.

The combination of austerity and increasing need has meant it has become ever more difficult for all services to respond with the help and support people require. Closing the inequality gap is a big challenge which will need us to look beyond ill health treatment and social care services so that the causes of illness, which are rooted in the wider social issues, can be dealt with.

Put simply, the most effective way of ensuring people have the best chance of thriving, and living an enjoyable life in good health, is to make sure they have a good start in life, a good education, a warm and loving home, access to good quality work and enough income to meet their needs.

In addition, a new challenge has emerged in the form of climate change caused by the greenhouse effect which prevents heat escaping into the atmosphere and leads to global warming. There is now widespread acceptance that human activity is responsible for negatively changing the environment in which we live. Urgent action is required, and Gateshead wants to lead by example. That is why on the 23 May 2019 Gateshead Council declared a climate emergency and why this strategy is different from the ones we have produced in the past, incorporating vital action on climate change. Some of the behaviour change necessary to address poverty and climate change is of equal importance to our health and wellbeing, for example, active and more sustainable travel, buying and growing locally, tackling fuel poverty.

Delivering this strategy will require a different approach based on fairness, human rights, justice, relationships and trust that will facilitate the circumstances that enable people to have the best opportunities in life. It will need us to focus our community development expertise to galvanise both the power and commitment of individuals, supporting communities to take greater control over what happens in their neighbourhoods, creating relationships, improving confidence and encouraging a greater sense of belonging.

This foundation is where our 'Gateshead Thrive' approach originated, and it has been critical to develop a Health and Wellbeing Strategy that supports the delivery of this ambition.

We want this strategy to set out where we focus our attention to reduce levels of inequality through altering the circumstances that lead to inequality. We want to prevent the ongoing cycle of disadvantage for future generations. As Sir Michael Marmot says; *'Why treat people and send them back to the conditions that made them sick?'*³.

This strategy is not going to be easy to deliver. It will require close collaboration between public sector organisations, our communities, the voluntary and community sector and local business. It needs to be driven by place-based approaches that are directed and influenced by local people. Within our powers, we are determined to make social rights real in Gateshead. We should not, and will not, accept anything less.

We know this will be challenging because it is complex, and it is not something that will be completed in one, five or even ten years. But if we all work together on this, fighting for a better future, we believe that Gateshead can be a place where everyone thrives.



Cllr Martin Gannon
Leader, Gateshead Council

¹ Picket, K. and Wilkinson, R. (2018) *The Inner Level*. Penguin Books

² Cheetham et al. (2019) *BMJ Open* <https://bmjopen.bmj.com/content/9/7/e029611>

³ Marmot M. (2015) *The Health Gap: The Challenge of an Unequal World*. London: Bloomsbury Publishing

Our Vision

Our vision for health and wellbeing in Gateshead:
'Good jobs, homes, health and friends.'

Our strategic approach, 'Making Gateshead a place where everyone thrives', commits us to these pledges.

We pledge to:

- Put people and families at the heart of everything we do
- Tackle inequality so people have a fair chance
- Support our communities to support themselves and each other
- Invest in our economy to provide sustainable opportunities for employment, innovation and growth across the borough
- Work together and fight for a better future for Gateshead

We want Gateshead to be a place where everyone thrives.



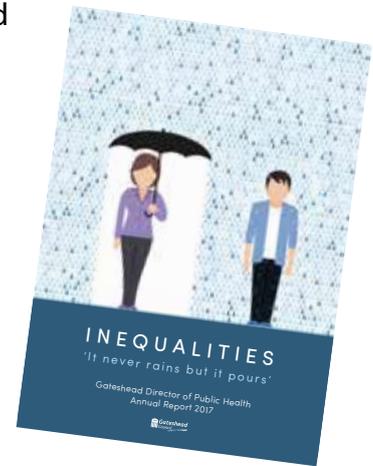
Our Current Position

[Our Gateshead Joint Strategic Needs Assessment](#) helps us to understand the key issues facing people in Gateshead. The ongoing challenges, and emerging issues, for health and wellbeing in Gateshead are set out by stage of life; Best start in life, Living well for longer and Ageing well.

We know that people in Gateshead experience significant health inequalities.

[The Director of Public Health Annual Report 2017-18 "Inequalities – 'it never rains but it pours'"](#)

focused specifically on this issue.

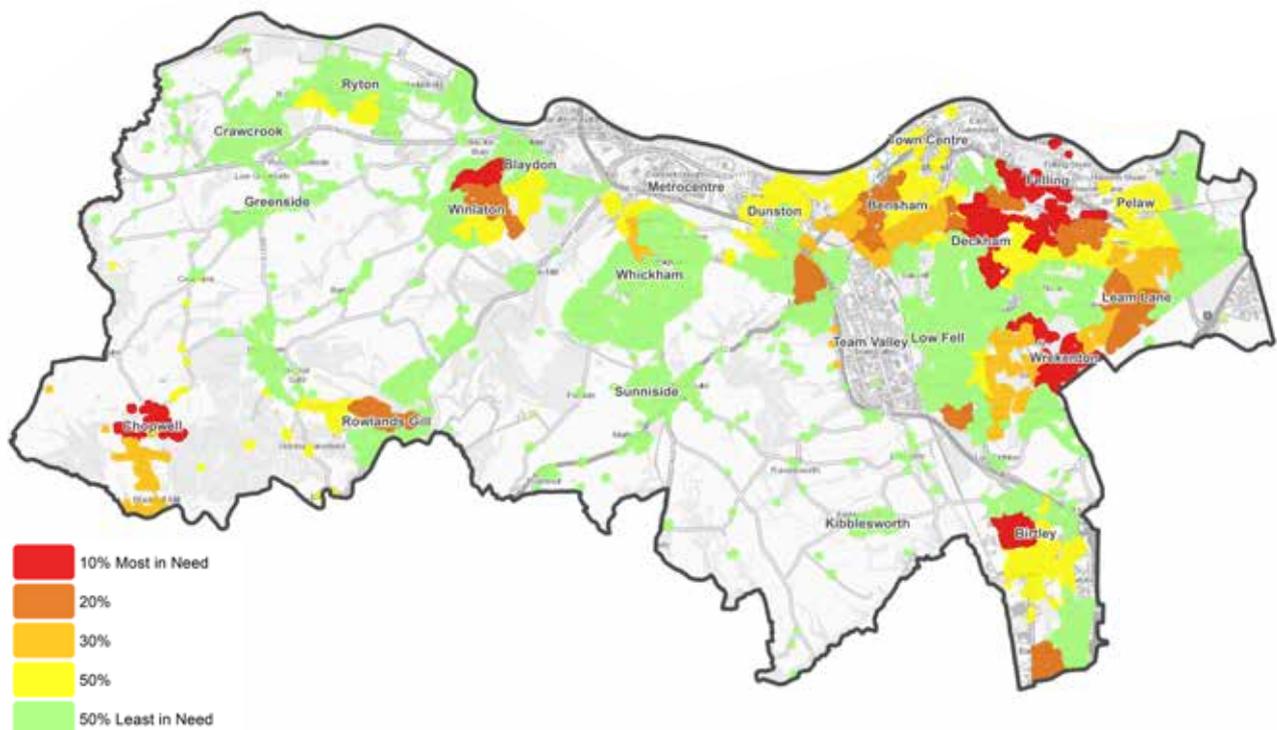


Two babies, born on this day in Gateshead, could have as much as a 10-year difference in life expectancy due entirely to the circumstances into which they are born.

If you look beyond Gateshead those same babies could have as much as a 15-year difference in life expectancy when compared to the most affluent area in Britain..

We have developed a Local Index of Need (LloN) to identify geographically where our most vulnerable communities are within Gateshead, so that we can effectively target our resources.

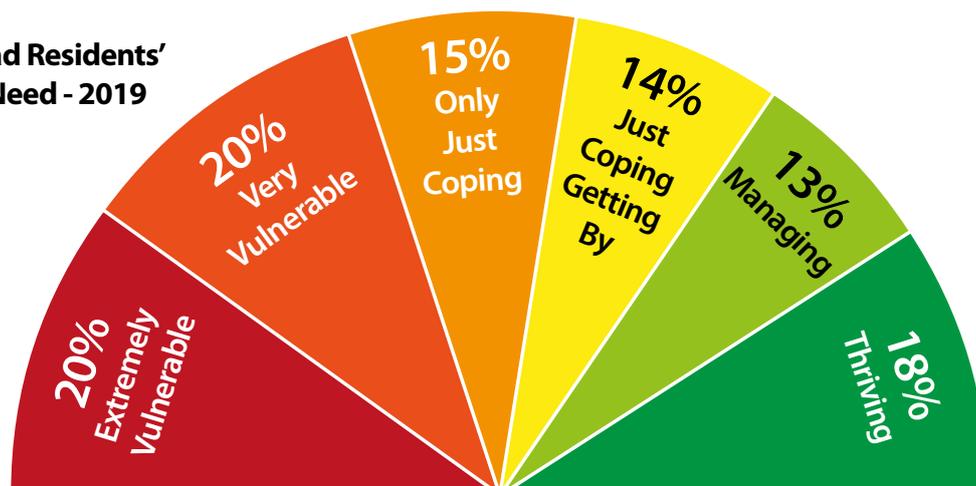
Overall Local Index of need (LloN) 2019



Contains Ordnance Survey data © Crown copyright and database right 2020

From this we know that, during 2019, 40% were in vulnerable, or very vulnerable, situations with a further 29% just coping.

Gateshead Residents' Level of Need - 2019



We want to change this, to make Gateshead a place where fewer people need direct support and more people are thriving.

We want to help our communities not just survive, but to flourish, prosper and succeed. We are working differently, with partners, to achieve the right outcome for those people and families who require more care and support.

We have reviewed available evidence on the most effective way to achieve our ambitions. In response to our review, we have adopted the six policy objectives set out in the 'Marmot Review: Fair Society, Healthy Lives' (2010)⁴, as a framework to help deliver our vision of making Gateshead a place where everyone thrives.



The policy objectives are:

Give every child the best start in life

Enable all children, young people and adults to maximise their capabilities and have control over their lives

Create fair employment and good work for all

Ensure a healthy standard of living for all

Create and develop healthy and sustainable places and communities

Strengthen the role and impact of ill health prevention

⁴ Marmot, M (2010) Available at: <http://www.instituteofhealthequity.org/resources-reports/fair-society-healthy-lives-the-marmot-review>

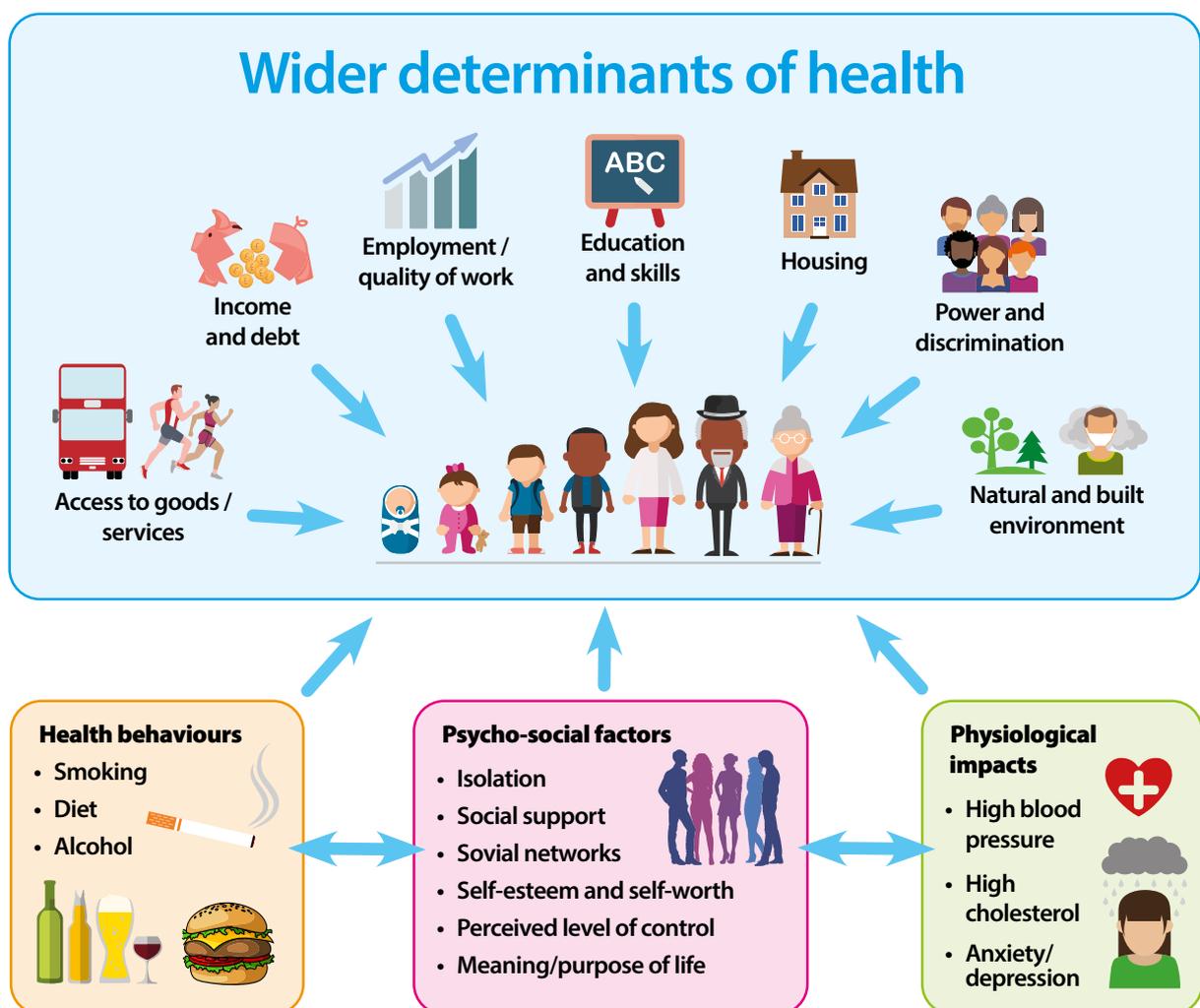
Our Approach

To achieve our vision, we know the importance of working together, across Gateshead, with communities, breaking down boundaries between organisations and services.

Our Strategy has been developed and agreed by our strategic partners. It will be delivered with the different organisations in the [Gateshead Health and Wellbeing Board](#).

Many underlying factors govern our health and well-being. They are rooted in the social, environmental and economic circumstances into which we are born and grow, the wider determinants of health. To effectively reduce health inequalities, we must understand these causes, so that we can see the opportunities for action.

The diagram below demonstrates the complexity of the issues which cause ill-health and allow inequalities to develop. It shows the different factors that impact our health, where they originate, and how they interact, multiply, and reinforce each other. At the centre of this are people and the communities in which they live. When viewed this way we can see that acting on single factors in isolation is likely to provide only a partial and incomplete response. Rather than acting on individual issues we recognise the need for a place-based approach.



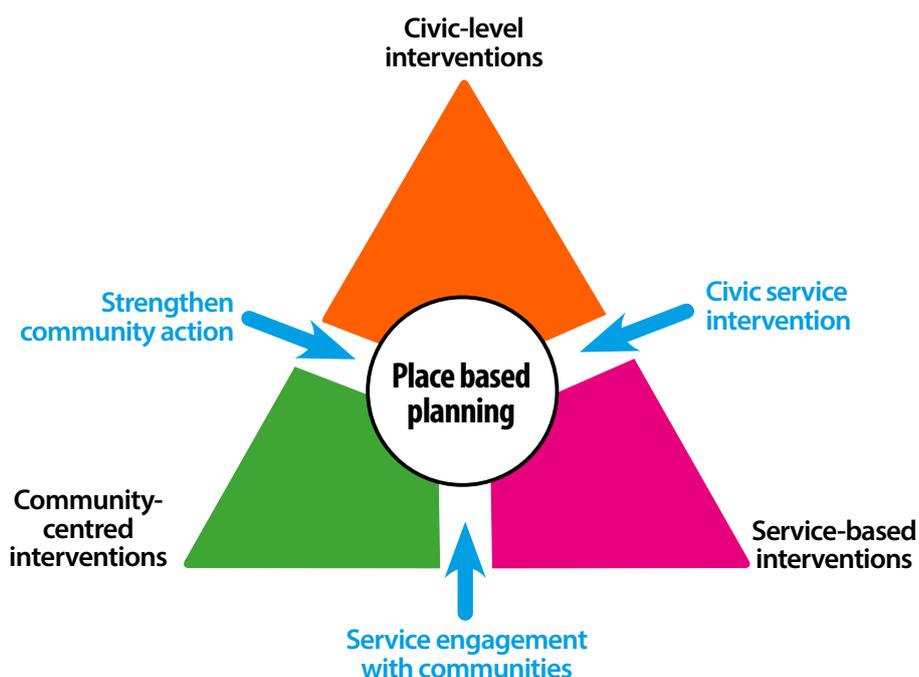
Our Health and Wellbeing Strategy recognises that to deliver improvements at a population level we will need comprehensive action across the whole system of community, civic, and service interventions. We accept that approaches which are multifaceted and complementary are more likely to be successful in reducing inequalities and helping people in Gateshead thrive.

We will develop methods which consider and address this complexity as a whole system. The Population Intervention Triangle⁵ below illustrates how the different elements required for a joined-up approach to treating a place fit together:

- Civic led interventions refer to a wide range of functions, across a range of public sector organisations, such as planning, broadband, water, housing, road infrastructure and schools
- Service-based interventions refer to the range of public services, for example the NHS
- Community centred interventions recognise the vital contribution that the community themselves make to health and wellbeing.

While each element makes an important contribution, when isolated from each other the impact is not as great as it could be. No one part is more important than any other, but the ambition must be to effectively combine these parts into a coordinated, multifaceted whole through place-based planning.

Population Intervention Triangle



We will use our Local Index of Need (LIoN) alongside conversations with local communities and professionals working with those communities, to help us understand the relative needs of different places and people. This will support us in identifying and developing appropriate interventions and where they would be best targeted within local communities.

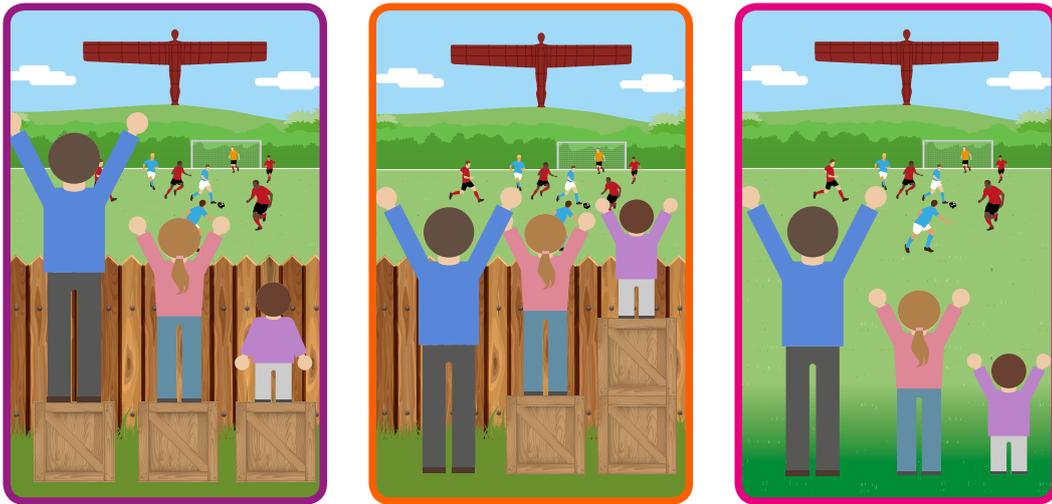
In addition to geographically defined communities we will also consider the needs of communities of interest and develop approaches which tackle health inequalities for these groups.

⁵ Bentley, C (2017) "Population Intervention Triangle Model" Available at PHE: <https://www.gov.uk/government/publications/health-inequalities-place-based-approaches-to-reduce-inequalities/place-based-approaches-for-reducing-health-inequalities-main-report>

Our Methodology

We aim to deliver the most positive outcomes for everyone, but we will focus our resources to benefit those in the most need – this will mean doing different things in different places.

We know we need to do more to address inequalities so we will prioritise the use of our collective resources to those communities in Gateshead that need us most. This is very different to how we have previously allocated resources based on equality (everyone getting the same).



Delivering on the identified aims require action across a much broader range of partners, strategies and structures. We recognise that there are already active workstreams which aim to address many of the actions required. This strategy will not replace existing work but instead acknowledge, connect, streamline and enhance current activity, within and between our partners and our communities. Each aim identifies the current ways in which actions are being delivered.

We recognise that many of the outcomes we aspire to deliver are enormously ambitious. However, we feel passionately that all Gateshead residents deserve to live in conditions that facilitate good health and wellbeing.

Our Aims

Give every child the best start in life, with a focus on conception to age two

Ensure a healthy standard of living for all, in accordance with international law on economic and social rights

Enable all children, young people and adults to maximise their capabilities and have control over their lives

Create and develop sustainable place and communities

Create the conditions for fair employment and good work for all

Strengthen the role and impact of ill health prevention

Give every child the best start in life, with a focus on conception to age two

The foundation for a healthy life starts in pregnancy and extends throughout childhood. To address inequalities, we need to reduce the differences in children's access to positive experiences in early life and eradicate adverse childhood experiences.

We know that many children and young people in Gateshead already have circumstances which enable them to have the best start in life. We understand there are some families, or communities, where additional pressures make the best start in life more difficult to achieve.

We know the importance of an environment that makes confident, resilient and positive parenting possible.

We will provide universal support to families in health and education. We will also deliver targeted support proportionately to meet health and social needs of different families.

We know that investing in interventions early on that support preschool development, is the most effective way of enhancing a child's long-term outcomes.

We also recognise the importance of transition points in children's lives. We will develop programmes to support key milestones.

The action we will take

We will:

- focus our efforts on supporting confident, positive and resilient parenting, to those who most need our support
- increase the focus of existing expenditure on early years to reduce inequalities in early development
- build the resilience and wellbeing of all children and young children
- make sure maternity services, parenting programmes, childcare and early year's education are of high quality and meet needs of all groups
- support our schools to deliver an effective curriculum that addresses the skills required for later life and supports emotional wellbeing
- develop a framework to support Gateshead as a child friendly place

We will deliver this through:

- Early Help Strategy
- Education Gateshead and Gateshead Schools
- Gateshead Safeguarding Children Partnership
- Children and Young People's Mental Health and Emotional Wellbeing Plan
- The Children's System Board
- Voice of the Child

We will know we have made a difference when:

- the circumstances which result in adverse childhood experiences are prevented
- parents can access support proportionate to meet their needs, to be the best parents they can
- all children start school ready to learn
- all permanent school exclusions are prevented

Enable all children, young people and adults to maximise their capabilities and have control over their lives

Without life skills and readiness for work, young people and adults will not be able to realise their full potential, to develop and take control over their lives.

We will strive to make sure that the emotional health and wellbeing of local people is a priority. Positive emotional health increases life expectancy, improves our quality of life, increases economic participation, improves educational attainment and facilitates positive social relationships.

We will make sure that all local people can contribute to and engage with the future of Gateshead.

The action we will take

We will:

- focus efforts on creating the conditions for people to enjoy positive emotional health and well-being. We will consider measures across the whole population alongside specific action in various settings e.g. the workplace, schools and opportunities for volunteering and social action
- prioritise our resources towards those groups and communities who are most in need
- ensure that the views and opinions of local people are represented in all aspects of our work through our democratic process and asset-based community development approaches
- focus on improving our residents' achievement in education and skills for life
- prioritise preventing and reducing the scale and impact of violence and domestic abuse giving everyone control of their lives.

We will deliver this through:

- The Mental Health and Well-being Network
- Our approaches to community development and democratic engagement
- Our Learning and Skills steering group
- Culture Strategy
- North East Strategic Economic Plan
- Local VCSE organisations and Connected Voice

We will know we have made a difference when:

- all young people are resilient, with good physical and mental health and wellbeing
- all young people are ready and appropriately skilled for the workplace
- Gateshead is a positive place in which everyone's mental health and wellbeing can flourish
- everyone is able to be an active part of their community
- all domestic abuse is prevented



Create the conditions for fair employment and good work for all

Being in good quality work is good for health and wellbeing.

We know that good quality employment is critical for people's health and wellbeing. The core attributes for good work to support a healthy life, are defined by the Health Foundation⁶ as; pay fairly and offer lasting security, ensure good working conditions, enable a good work life balance, and finally provide training and opportunities to progress.

We want to create the conditions for high quality employment for every Gateshead resident.

The action we will take

We will:

- help to create the conditions for local wealth and economic growth across Gateshead
- encourage local enterprise through self-employment and develop community led, cooperative employment opportunities
- support sustainable, diverse and flexible opportunities for employment, innovation and growth
- encourage volunteering and social action as a positive pathway to work
- encourage employers to create or adapt jobs, with flexible working patterns, that enable people to balance employment with personal commitments that support their wellbeing
- support employers to effectively promote physical and mental health and wellbeing at work
- support our local public sector to provide apprenticeships and employment
- review current ways of supporting people into employment, with consideration of those with different needs, who may be disadvantaged in the labour market

We will deliver this through:

- Gateshead's Local Plan
- Culture Strategy
- North East Joint Transport Plan
- Gateshead Goes Local, Community Led Local Development
- Community Wealth Building
- North East Strategic Economic Plan
- Local VCSE organisations and Connected Voice
- Procurement Strategy

We will know we have made a difference when:

- all working age residents have access to good quality, sustainable work with decent pay and conditions
- all people in low paid, low skilled jobs have opportunities to improve their skills base so they can more easily achieve personal progression and attain an improved standard of living

⁶ Williams, R (2018) "How is work good for our health?" Available at THF: <https://www.health.org.uk/infographic/how-is-work-good-for-our-health>

Ensure a healthy standard of living for all, in accordance with international law on economic and social rights

We know how important it is to give people the power to make the most of their money and their lives, to give people a fair chance and reduce the stress faced by people moving between benefit entitlements and work. An essential part of this is to tackle inequality so people of all ages have a fair chance and receive an income sufficient for healthy living.

Like most other countries around us, the UK has voluntarily subscribed to [international legal standards](#) that declare that everyone is entitled to an adequate standard of living, including healthy food and decent housing.

The action we will take

We will:

- commission and provide advice, information and guidance which is local and meets individuals needs
- promote the real living wage and agile and flexible working to employers
- maximise household income and improve financial skills to increase financial wellbeing across all age groups including pensioners
- encourage the availability of Credit Union facilities for all our communities
- support community-based initiatives and plural forms of ownership that aim to ensure a more sustainable community approach to living
- advocate for vulnerable people and communities to reduce differences in access to local services
- implement the socio-economic duty (Section 1 of the Equality Act 2010)

We will deliver this through:

- Tackling Poverty in Gateshead Board
- Gateshead Strategic partners
- Community wealth building
- North East Strategic Economic Plan
- VCSE networks including Connected Voice

We will know we have made a difference when:

- all working age residents receive a living wage that considers the true cost of healthy living
- individuals and families are supported to have the best possible financial wellbeing, to access debt and social welfare advice, to maximise household income and improve financial management skills
- affordable childcare is accessible to those who need it



Create and develop sustainable places and communities

Our health and wellbeing is influenced by where we live and the communities and homes we live in. Our understanding of the impact of climate change, air pollution, housing and active forms of travel, is improving rapidly. The environment, 'our place', is a major determinant of health, thought to account for almost 20% of all deaths in Europe⁷. Using place-shaping approaches, our vision is that by 2030 Gateshead will be a more prosperous, attractive and sustainable place to live with improved quality of life and thriving communities.

The action we will take

We will:

- develop policies, with health impact assessment embedded, to reduce the scale and impact of climate change and health inequalities
- support the development of quality community activities, prioritising neighbourhoods with greatest need, remove barriers to community participation and support people to be involved locally
- promote community cohesion and the prevention of crime and anti-social behaviour
- ensure all communities are able to access and benefit from the natural environment
- actively support measures that deliver clean air and environmental improvements, including energy efficiency
- ensure provision of homes at the right number, type, quality and affordability, and choice of tenure, to meet the current and future needs of all residents
- make Gateshead accessible to all, achieving a shift to sustainable forms of travel

We will deliver this through:

- Gateshead's Local Plan
- Gateshead Community Safety Partnership
- Economic, Housing and Procurement Strategies
- North East Joint Transport Plan
- The Gateshead Housing Company
- Local VCSE organisations and Connected Voice

We know we will have made a difference when:

- local communities and social networks are strong
- social connections are improved for groups in need
- all residents have access to a high quality, affordable, warm and energy efficient home
- all communities have access to good quality natural environment
- Gateshead has clean air with low levels of pollution
- Gateshead has low levels of crime and anti-social behaviour
- Gateshead is carbon neutral by 2030

⁷ <http://www.euro.who.int/en/health-topics/environment-and-health>

Strengthen the role and impact of ill health prevention

We know our health and care services are changing, and demand is increasing as our population gets older and technology advances. We must ensure that our services support everyone's needs. We will involve local communities and the voluntary and community sector in the planning of services to reflect local priorities and needs. We will integrate our health and care services whilst ensuring they are placed based and bespoke to the needs of individuals.

Our health and care system will measure success in terms of improved wellbeing, independence and social connections. We will try to move existing resources away from expensive acute care provision, so we can reinvest in prevention and early intervention measures. We will keep people who need complex support, living at, or near, home, to have the support of their family and community.

The action we will take

We will:

- prioritise funding for the prevention of ill-health and high cost intervention at all levels
- embed the local VCSE organisations in ill health prevention, planning and delivery
- integrate how we plan, make decisions and provide health, social care and housing, to respond to needs where people live
- prevent homelessness and better understand its root causes and how we address them
- ensure that no-one is living in unhealthy or unsafe accommodation
- reduce the scale and impact of substance misuse (alcohol, tobacco and drugs)
- adopt a system-wide Make Every Contact Count approach
- monitor the health of people in Gateshead together with our partners through shared long-term measures
- design how we work, and what we do, together across Gateshead, to recognise and facilitate effective social prescribing approaches

We will deliver this through:

- Gateshead Health and Care System Board
- Integrated planning, performance and commissioning plan
- Public service reform
- Gateshead Housing Company
- Homelessness and Rough Sleeping strategy
- Local VCSE organisations and Connected Voice
- Gateshead Smoke free, Healthy Weight and Substance Misuse Alliances
- Procurement Strategy

We know we will have made a difference when:

- all preventable ill health in Gateshead is reduced, to end the gap in inequalities within the borough
- no one will be homeless, or living in accommodation that does not provide a safe and healthy environment
- all residents will be able to access flexible health and care support, when and where they need it

For more information please contact:

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www.gateshead.gov.uk/health





Gateshead Safeguarding Adults from Abuse

Safeguarding Adults Board

Annual Report
- 2019/20 -

July 2020

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Introduction

This is my final annual report as Chair. It has been a privilege and a pleasure to have worked with partners across Gateshead, and to have witnessed the regular improvements in the quality of services made available to vulnerable adults from all partners within the borough. I have been Independent Chair since November 2016, and it is normal good practice to limit the number of years a Chair stays in one place, to avoid me seeming to “mark my own homework”. The statutory partners have clear plans for the coming years, and I am very confident in the strength of the partnership that I am leaving.

During that period we have streamlined the way in which the Safeguarding Adults Board (SAB) has operated, and aligned the work closely with the Children’s Partnership. The two Board Managers work extremely closely together, under the joint management of Jon Gaines, and this has brought real benefits in a more family-oriented approach.

We have made real progress also in improving the way in which we monitor performance data from all partners. Data can become a drain, whereas it is meant to be a tool to help us understand what is happening – and I believe we are now using it as a highly useful tool.

We have been making progress on prevention. We have improved the accessibility of much of the information we make available to people in the community, and our Safeguarding Week activities have been expanding each year.

As we came to the end of the year, all seemed smooth. Then out of a clear blue sky came Covid-19. Although it appeared in Gateshead at the very end of the year that this report covers, it is relevant to discuss what we learnt from it in this report. In the crisis that hit our borough and our nation, our true nature was revealed, and the partnership within Gateshead proved itself to be extremely strong.

Covid 19 hit Gateshead hard. There are high levels of deprivation within the borough, and an age profile which has higher than the average proportion of elderly people, and these factors meant we suffered high levels of infection, and deaths – in care homes, and in the wider community. The partnerships in Gateshead responded with speed and effectiveness as the extent of the pandemic became clear, and partners set up systems for supporting care homes within the borough well before the Government came to realise the full extent of the crisis. The crisis brought out the best in partners. Services adapted very rapidly to the new challenges, communications were fast and efficient, and partnership working flourished. Some of the new ways of working – using video systems for meetings, for example – have proved to be more efficient than the old ways. As I write, preparations are in hand for the possible second wave in the autumn or winter, and whilst none of us can feel relaxed about what is to come, I feel enriched by having seen the quality of the joint working that has been evident here.

Our communities may have been changed by this pandemic. It has been heartening to see the way in which volunteers have come forward to support vulnerable people in their homes. Many people have reported they have had more personal contact, calls, and offers of help during these last months than in the year beforehand. Preventative safeguarding work may be as simple as making sure that every vulnerable person living on their own can count on a personal contact from a friendly supportive person regularly. Building stronger local community hubs, as we have seen happen, might just prove to be the game-changer in improving the safety of vulnerable people across Gateshead.

We can never say confidently that everyone is safe within Gateshead. The circumstances in which people live can change suddenly, and any one of us can face life events that move us from comfort into disorder – as we have all seen in recent months. But the measure of a partnership’s strength is how they respond in a crisis – and on that measure, Gateshead’s partnership is strong. External inspection reports over the last year have been consistently positive across sectors, which provides a further assurance to the partnership. Vulnerable people living in Gateshead have cause to feel confident in the strength, and responsiveness, of the services they receive.

As ever, warm thanks are due to the work of Carole Paz-Uceira, Jon Gaines, and the numerous chairs of subgroups from partners across the borough.

As I leave Gateshead Safeguarding Board this autumn, I feel confident in the strength of the partnership, the quality of the services in place, and the engagement of the wider community with our work. It has been an honour and a joy to work with you all.



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 2020):

- 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 Members
- Gateshead Health NHS Foundation Trust
- South Tyneside and Sunderland NHS Foundation Trust (STSFT)
- Cumbria, Northumberland and Tyne and Wear NHS Foundation Trust (CNTW)
- Gateshead College
- The Gateshead Housing Company (TGHC)
- Tyne and Wear Fire and Rescue Service (TWFRS)
- Northumbria Community Rehabilitation Company (CRC)
- National Probation Service (NPS)
- Oasis Community Housing
- Connected Voice Advocacy
- Department for Work and Pensions (DWP)

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 2019/20 the SAB and Executive Group were 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, and for the development and implementation of the Communication and Engagement strategy.

- **Safeguarding Adult Review and Complex Case (SARCC) Group** (Chaired by a senior manager from Gateshead Health NHS Foundation Trust)

The Safeguarding Adults Review Group (SARCC) 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 that 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 Gateshead Council)

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 an officer from Northumbria Police)

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

The Board and the four 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 including the Health and Wellbeing Board, Community Safety Partnership and Gateshead Safeguarding Children's Partnership.

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 2019/24 and Annual Business Plan 2019/20

The Gateshead Strategic Plan 2019/24 was approved by the SAB in April 2019. The five-year plan incorporates five strategic priorities:

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



The Strategic Plan is supported by an Annual Business Plan 2019/20 to enable the Board to prioritise and focus activity over the five-year period.

Key Achievements 2019/20

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. Some of our key achievements for 2019/20 are documented below and are aligned to the SAB Strategic Priorities.

➤ Quality Assurance

- Challenge Event

The Gateshead SAB held its first Challenge Event in January 2020. Prior to the event, partners were required to complete and submit their single agency Safeguarding Adults Quality Assurance Framework. Partners were then asked to review all the frameworks utilising an online survey. This meant that at the event, partners could focus upon developing an understanding of areas of good practice and areas for improvement within Gateshead. Recommendations emanating from the event fed into the annual refresh of the Strategic Plan.

- Case File Audits

Within Gateshead the SAB case file audits follow a themed approach using an evidenced based approach. Two themed case file audits took place during 2019/20 – Neglect (May 2019) and Domestic Abuse (November 2019). Both audits resulted in a series of recommendations to improve practice.

Partner organisations continue to undertake their own internal case file audits. For example, South Tyneside and Sunderland NHS Foundation Trust have had a rigorous programme of Safeguarding audits undertaken during 2019/20 to monitor safeguarding practice across the Trust. This included compliance with routine and selective enquiry, Making Safeguarding Personal, self-neglect and MCA/DoLs.

- Winnie Smith Appreciative Inquiry outcomes

In April 2019 the SAB approved the Winnie Smith appreciative inquiry. The inquiry was instigated following a significant and sustained period of abuse and neglect experienced by Winnie. 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. Key challenges identified from the inquiry were included within the Gateshead SAB Strategic Plan 2019/24. A number of areas of work instigated by the inquiry subsequently commenced in 2019/20:

- Five Winnie Workshop Learning Events took place for front line practitioners. The workshops reflected upon the learning outcomes from the appreciative inquiry in the context of front-line practice. Feedback from participants was extremely positive. Practitioners welcomed the opportunity

to discuss the challenges of working with complex multi-faceted cases of abuse and neglect.

- Learning from the Winnie Smith inquiry was shared with the North East Association of Directors of Adult Social Services (ADASS) Safeguarding Adults network
- Gateshead Council presented a paper to the Safeguarding Adults Board about becoming an Adverse Childhood Experience (ACE) aware Council in April 2019. There was broad support from partners to adopt a commitment to raising awareness of ACE's
- The Safeguarding Adults Board commissioned Zoe Lodrick to provide Psychology of Trauma training to 195 practitioners from a range of partner agencies on 4th March 2020. Throughout the day Zoe reflected upon the findings of the Winnie Smith Inquiry



- Gateshead Council and Northumbria Police have worked together to develop a Missing Adults across Northumbria Protocol. Two workshops have been held with representatives from the five Safeguarding Adults Boards throughout the region. The protocol is expected to be launched in 2020.

- **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. Partner agencies are encouraged to share the findings within their own organisations. For example, within Gateshead Council Practice Short sessions were held for front line practitioners providing an overview of SARs from Durham, Newcastle, Northumberland and Lincolnshire. The Gateshead Safeguarding Adults Business Manager continues to be a regional SAR champion, supporting SABs in the region by raising awareness of the national SAR library and raising awareness of the SAR Quality Markers.

The SAB invited the Director of Nursing for County Durham and Darlington Clinical Commissioning Groups to a Board meeting to share early findings from a review of the abuse and neglect uncovered at Whorlton Hall by the BBC panorama programme. This instigated a series of recommendations within Gateshead, such as a review of our Serious Provider Concern process.

- **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. For example, Northumbria Police provided an overview of their position on the HMICFRS and HMCPSP joint inspection report 'The Poor Relation: The Police and CPS Response to Crimes against Older People' which was published on 17 July 2019.

➤ **Prevention**

- **Substance Misuse and Safeguarding workshop 'Exploring the difficult questions together'**

In September 2019 a co-production workshop was held to debate the role of Safeguarding Adults in supporting people impacted by substance misuse. The workshop was aimed at front line practitioners who work directly with adults who misuse substances. Sixty delegates attended from eighteen different organisations. Fulfilling Lives Newcastle Gateshead supported six Experts by Experience to co-facilitate the workshop. There were a significant number of learning outcomes from the event and all delegates were asked to complete a pledge card identifying what they would personally do to take forward the learning.



- **Training**

The Gateshead Council Workforce Development Adviser worked with the SAB, Gateshead Safeguarding Children's Partnership (GCSP) and the Community Safety Partnership to produce a comprehensive training directory for 2019/20. Training courses advertised within the directory are free of charge to practitioners and volunteers within Gateshead. Examples of training and awareness raising for the SAB in 2019/20 include:

- ✓ 38 Safeguarding Adult reporting concerns Level 1 training courses
- ✓ 3 Safeguarding Adults Undertaking Enquiries Level 2 training courses
- ✓ 13 Mental Capacity Act 2005 (MCA Level 1) Training
- ✓ 1 Safeguarding awareness training session for voluntary and community management committee trustees in October

- ✓ 6 half day County Lines training and 2 x 2 hour briefings, all delivered by Edge North East
- ✓ 1 Safeguarding awareness raising session for commissioned voluntary sector organisations working in Gateshead via a 'Business Breakfast' in March
- **Supported the launch of the Herbert Protocol**
The SAB agreed at the April 2019 meeting to support the launch of the Northumbria police led Herbert protocol initiative which is designed to improve responses to incidents of individuals with dementia who go missing. The scheme was widely publicised with our partners and providers.

➤ **Community Engagement and Communication**

- **Communication and Engagement Strategy refresh**

In January 2020 the SAB approved a refresh of the Communication and Engagement Strategy to reflect emerging issues and review how we respond to media requests following initial learning from Whorlton Hall. The Strategy includes general principles of safeguarding adult communication and engagement, key messages and a media protocol.

- **Safeguarding Adults Week**

Gateshead SAB Safeguarding Adults Awareness Week was held 18th – 22nd November 2019. The week was chosen as it coincided with national safeguarding adult awareness events co-ordinated by the Ann Craft Trust. Highlights of the week include:

- ✓ **Speed Safeguarding event 22nd November 2019** – This was a drop-in event held within Gateshead Civic Centre. Speedy bite sized safeguarding adults information was available on various aspects of safeguarding. Northumbria Police brought along their virtual reality resource to help bring to life issues such as exploitation and domestic abuse. Over one hundred delegates attended and there was excellent feedback.
- ✓ **Launch of the Safeguarding Adult Champion Scheme** – The Safeguarding Adults Champion scheme was launched during the speed safeguarding event. Anyone can sign up to be a champion via our Gateshead Safeguarding website [here](#). The Champions scheme provides a link between the Safeguarding Adults Board and our voluntary, community and statutory services in Gateshead. Over 100 Champions have signed up.
- ✓ **QE Hospital information stands** – The Safeguarding Team within the Queen Elizabeth Hospital hosted an information stand for the entire week next to Costa Coffee. Staff, patients and visitors to the hospital all visited the stand
- ✓ **Gateshead Council Adult Social Care in house provider services** – All in house providers were asked to contribute towards safeguarding adult

week. Initiatives included a safeguarding adult coffee morning at Marquisway which raised £82.50 for charity and a safeguarding questionnaire for Shared Lives carers

- ✓ **The Gateshead Housing Company resident training** – The Gateshead Housing Company held an awareness raising course on for Housing Company residents to find out more about Safeguarding adults
- ✓ **Information updates** – Regular updates were shared by twitter and Facebook. Partners supported us by sharing these, including Connected Voice who shared via their e-news.

- **Posters and Visual media displays**

The Practice Delivery Group produced a series of 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 neglect and include information about how to report. Partners can download these resources from the Safeguarding in Gateshead website.



- **Elder Abuse campaign**

In December 2019 a successful media campaign was launched by Northumbria Police with the objective of education in relation to elder abuse, The campaign reached 136,000 people on social media channels alone. During December Community Engagement Teams conducted several face-to-face initiatives across the force area in relation to the campaign.

➤ **Improved Operational Practice**

- **Review of Exploitation**

In January 2020 the SAB approved revised Sexual Exploitation and Criminal Exploitation practice guidance. This included approving a new referral pathway for sexual and criminal exploitation cases utilising the strengthened Multi-Agency Assessment and Referral Team (MAART). The practice guidance is relevant for all cases of Adult Sexual and Criminal 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.

- **Guidance for raising a Safeguarding Adults Concern**

In order to support the launch of the online Safeguarding Concern form, and to increase quality in safeguarding adult concerns, practice guidance was published to illustrate what information is required to raise a Safeguarding Adults Concern in Gateshead. This is shared at the Level one training course and is available on the Safeguarding in Gateshead website and Gateshead Council website.

- **Principles of Engagement in the Safeguarding Adult Process**

The Practice Delivery Group were supported by Fulfilling Lives Experts by Experience to develop some Principles of Engagement within Safeguarding Adults. A similar tool was first developed by Newcastle Safeguarding Adults Board and was viewed by partners as being extremely helpful. The tool has been developed taking into account learning from our Winnie Smith appreciative inquiry and our substance misuse and safeguarding workshop.

- **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.

- **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. Our Gateshead Council Adult Social Care Manager is the Chair of the regional DoLS steering group and is also on the national DoLS Leads group

Our Performance 2019/20

Safeguarding Adults Headline Performance

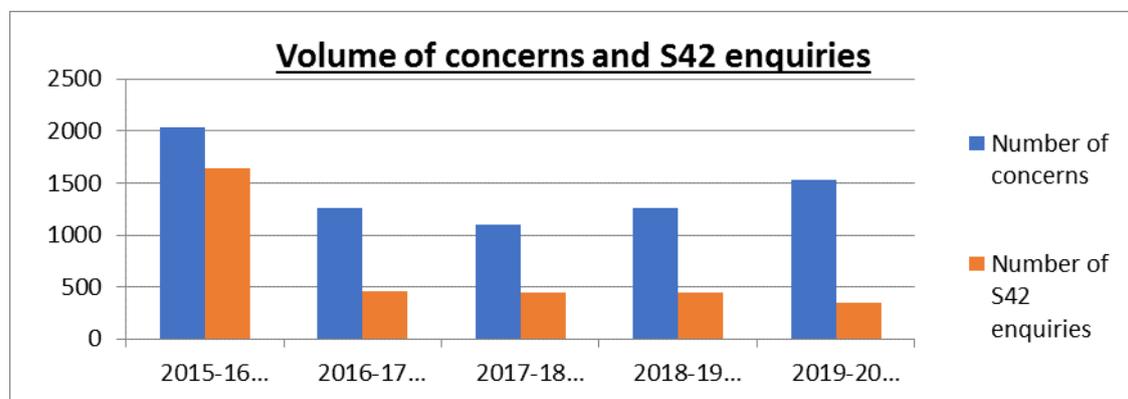
A summary of the headline performance information is provided below.

- **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 2019/20 there were 1532 Safeguarding Adult Concerns which led to 344 Section 42 Safeguarding Enquiries. In percentage terms, 22.5% of Concerns led to a Section 42 Enquiry. The number of concerns progressing to an enquiry is lower than the 2018-19 NE (37.7%) and England (34.5%) averages.



- **Categories of Abuse**

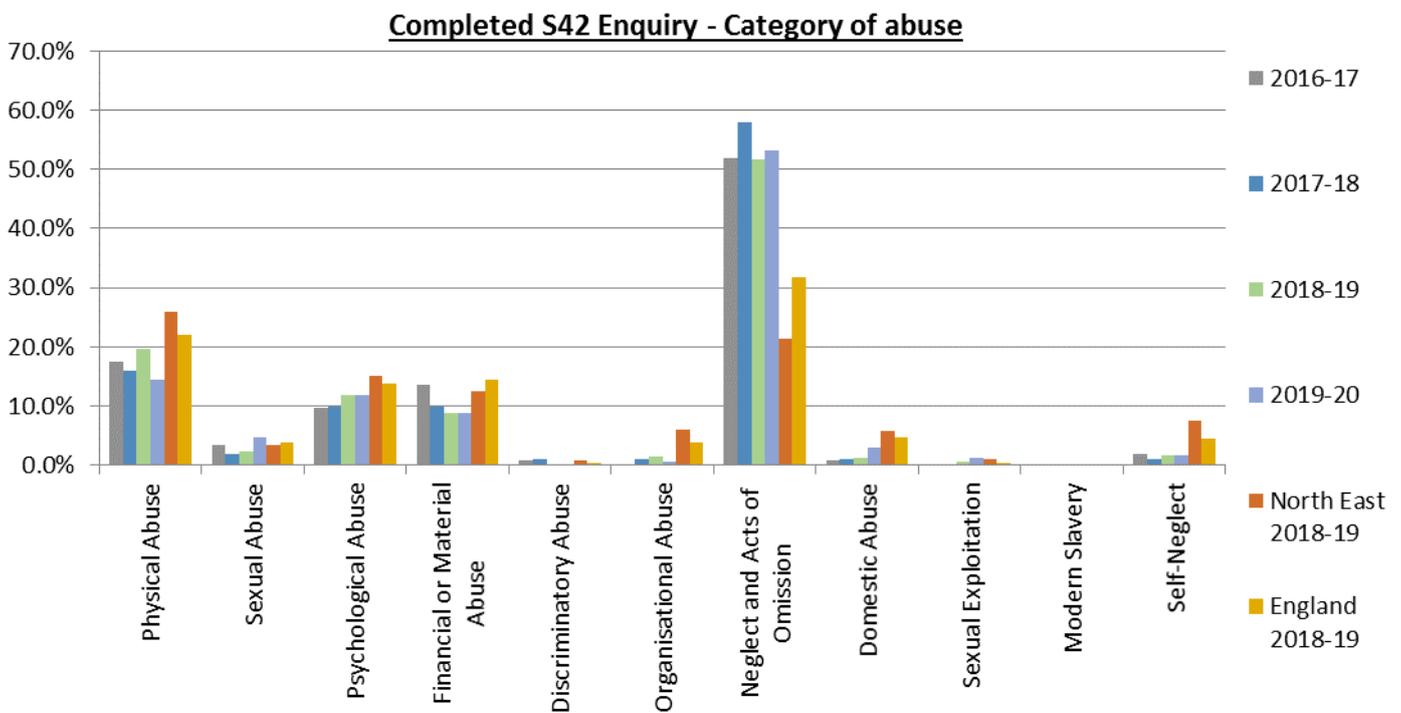
Utilising a count of completed Section 42 Enquiries, and allowing for multiple recording of abuse, the most common category of abuse in Gateshead continues to be Neglect and Acts of Omission which represented 53.3%. This was followed by Physical Abuse (14.4%) and Psychological (12.0%).

Neglect and Acts of Omission in Gateshead continues to be an outlier compared to North East and England averages, it shows an increase from the 51.7% 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 has been summarised below.

The new categories of abuse introduced by the Care Act represented relatively small volumes in 2019/20:

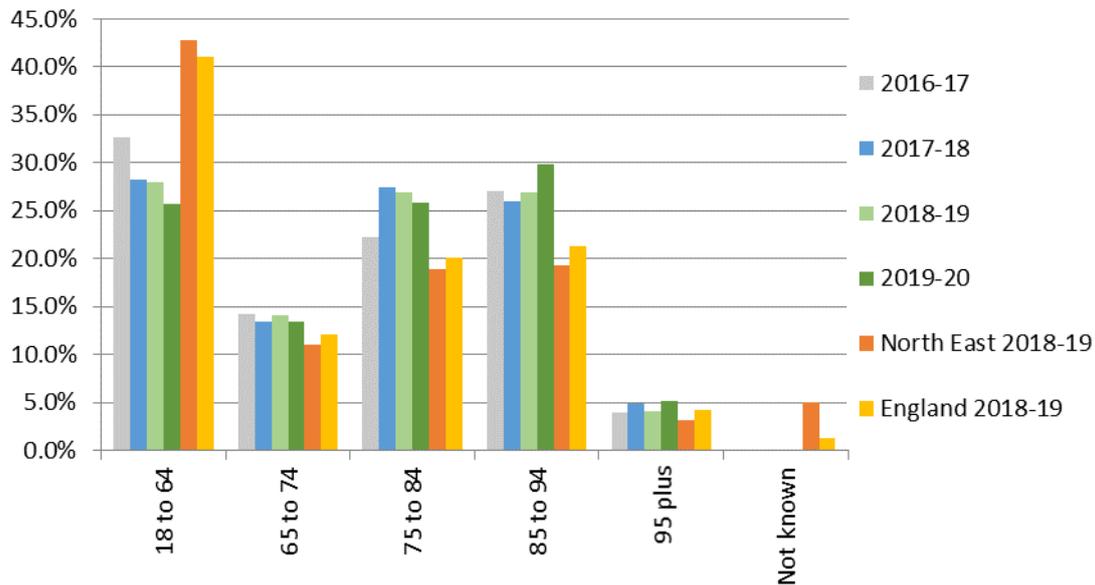
- Domestic Violence – 13 cases, 2.9%
- Modern Slavery – 0 cases, 0.0%
- Self-Neglect – 8 cases, 1.8%



• Age

In Gateshead, 74.3% 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 2019 to March 2020 Gateshead Council received 2211 Deprivation of Liberty Safeguard applications. This was a slight increase in activity from the previous financial year (2122) 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 1980 applications (90% of all applications) for those aged over 65 and 231 for those under 65.

There were 407 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 314 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, (44%) and those more likely to be female (60%).

Safeguarding Adults Reviews (SARs)

The SARCC Group is responsible, on behalf of the Gateshead SAB, for statutory SARs introduced by the Care Act 2014. 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 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 2019/20 the SARCC received 11 Safeguarding Adult Referrals. Of those:

- 0 progressed to a SAR
- 4 resulted in other reviews
 - GP Investigation
 - Joint appreciative inquiry to be undertaken with GSCP into transition cases
 - Recommended joint drug related death inquiry with Newcastle
 - Appreciative Inquiry with a focus upon whistleblowing
- 6 cases required no further action
- 1 case requires further information before decision is made

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Gateshead Safeguarding Adults Board
Strategic Plan 2019 - 2024
2020 Refresh

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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. This plan has been reviewed and updated in July 2020. This is with the recognition that the Covid-19 pandemic has resulted in unprecedented challenges placed upon our services, and is expected to have a long-lasting detrimental impact upon our communities from a socio-economic and health perspective.

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 July 2020):

- 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 Members
- Gateshead Health NHS Foundation Trust
- South Tyneside and Sunderland NHS Foundation Trust
- Cumbria, 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
- Connected Voice Advocacy
- Healthwatch
- Department for Work and Pensions

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 manager from Gateshead Health NHS Foundation Trust)

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 Actions

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
- Understand and respond to changes in Safeguarding activity due to the impact of the Covid-19 crisis and recovery

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 and the Gateshead pathways and provision
- Build community resilience so that our residents are better equipped to keep themselves safe from harm
- Develop a more flexible training programme, to include more e-learning and virtual learning opportunities

- Develop and implement organisational abuse policy and procedure

3. Communication 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

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