



GATESHEAD  
local safeguarding  
children board

# Gateshead LSCB Business Plan 2014-2017

## 2016-2017 Action Plan





## Vision

*Our vision is that every child should grow up feeling safe and in a loving, secure environment, free from abuse, neglect and crime, enabling them to enjoy a happy and healthy childhood in which they can fulfil their social and economic potential.*

### Role of the Business Plan

The Gateshead LSCB Business Plan sets the strategic direction for the LSCB. The Business Plan also reinforces the specific role of the LSCB to **lead, challenge** and support **learning**. The plan identifies specific priorities for action and is clear about roles and accountability.

### The Gateshead Approach 2014-2017

Gateshead LSCB agreed a new approach in 2014 and adopted a three year Business Plan to cover the period from 2014-2017. This document provides a focus for Year 3 of the plan, which enables the Board to focus on the specific role and remit of LSCBs in ensuring that the welfare of children is safeguarded and protected, as set out in Working Together (2015) and the Children Act 2004.

The Business Plan emphasises the role of Gateshead LSCB in **leading** the safeguarding agenda, in **challenging** the work of partner organisations, and in committing to an approach which **learns** lessons, embeds good practice and which is continually influenced by the views of children and young people.

The Business Plan can be found at [www.gateshead.gov.uk/LSCB](http://www.gateshead.gov.uk/LSCB)

In years one and two we developed and utilised a new "LSCB inquiry" model to undertake task and finish work around the specific areas of neglect and Child Sexual Exploitation (CSE). We have reviewed the use of this model and found that, whilst it provided us with useful results, the bulk of the workload fell onto one or two Board members and it was agreed that we should use a more traditional task and finish group model in year three to encourage greater participation.



## Summary of Key Achievements in 2015-2016

A full breakdown of progress in 2015-2016 can be found in the Gateshead LSCB 2015-2016 Annual Report. Highlights are shown in the table below

Area of work	Progress in 2014-2015
<b>Leadership</b>	<ul style="list-style-type: none"> <li>A sub-regional CSE event was held in October 2015 for 500 professionals in Gateshead</li> <li>Work has continued to improve engagement with young people and this has been strengthened following recommendations made by Ofsted following the inspection of the LSCB</li> <li>The Business Planning Group arrangements and effectiveness were reviewed by the chair and strengthened further following the Ofsted inspection of the LSCB</li> </ul>
<b>Challenge</b>	<ul style="list-style-type: none"> <li>The second LSCB Inquiry was completed – this focused on CSE</li> <li>The first mini-peer review took place and evidenced effective multi-agency working</li> <li>Board members and partners contributed to the Gateshead Council Families Overview and Scrutiny Review of child protection</li> <li>The Board received reports on a number of areas of challenge including contribution to child protection conferences and the response to the rising problem of Novel Psychoactive Substances aka NPS aka "legal highs"</li> </ul>
<b>Learning</b>	<ul style="list-style-type: none"> <li>The Learning and Improvement Framework was strengthened and judged to be comprehensive and proactive by Ofsted</li> <li>The Board and its partners learned from the findings of single agency inspections e.g. HMIC, CQC and Ofsted</li> </ul>
<b>Preventing harm</b>	<ul style="list-style-type: none"> <li>Revised neglect guidance was developed following the LSCB Neglect Inquiry in 2014-2015</li> <li>Task and finish work was undertaken to understand key areas e.g. children convicted of sex offences and high risk adolescents</li> <li>Work continued in relation to implementing the national Child Protection-Information Sharing Project (CP-IS), despite national delays</li> </ul>
<b>Protecting vulnerable children</b>	<ul style="list-style-type: none"> <li>Further work took place to strengthen the links between the LSCB and schools, including participation by schools in the annual Section 11 audit</li> <li>Approaches to extremism, cyber-crime and wellbeing in childhood were reviewed by the Board</li> </ul>

As set out in the annual report, the LSCB was subject to an inspection of its effectiveness in 2015-2016 and Ofsted published the outcome of this in March 2016. We have subsequently developed an improvement plan, which we will continue to implement and monitor in 2016-2017.



# 2015-2016 Action Plan

In Year 3 the focus will continue to be on the three strategic business priorities:

- **Leadership**
- **Challenge**
- **Learning**

The focus will also remain on two strategic outcomes:

- **Protecting vulnerable children**
- **Preventing harm**

We will do the following to deliver our priorities and strategic outcomes and to implement the LSCB Improvement Plan:

In relation to **Leadership** the Board will strengthen links with our local communities through our lay members and community representatives, receive reports on the redesign of Early Help arrangements in Gateshead to ensure that services are fit for purpose and continue to strengthen links with other partnerships such as the Health and Wellbeing Board and Safeguarding Adults Board and develop our visibility and influence to ensure that the importance of safeguarding children is not lost within the wider remit of partnership work in the borough. We will also continue to strengthen our engagement with young people and raise the profile of the Board with them.

In relation to **Challenge** the Board will ask partners to share their single agency audits and account for any areas of development identified, continue to build on the peer review process and receive the outcome of the Gateshead Council Families Overview and Scrutiny Committee's review of child protection services. We will also continue to challenge our own performance through the development of an Effectiveness Framework and develop an updated dataset to enable us to continue to challenge areas of single-agency and multi-agency performance as when necessary.

In relation to **Learning** we will listen to what our young people have told us during our engagement work and act on this, develop an Effectiveness Framework and learn from best practice elsewhere and build on the learning from the Government's national review of LSCBs. We will also continue to learn from practice in Gateshead and other areas via our Learning and Improvement Sub Group and Learning and Improvement Framework and build upon good practice. We will also continue to review processes to understand the impact of our training offer and maintain a focus on delivering high quality training that meets demand.

In relation to **protecting vulnerable children** we will focus on the issue of self-harm and ensure that there are robust processes in place to reduce the incidence of self-harm and to support those young people who do self-harm. We will also continue to maintain a focus on Sexual Exploitation, "legal highs" and other key areas by receiving reports from those agencies leading on operational practice. We will also continue to take a partnership approach to the local implementation of the national Child Protection – Information Sharing project (CP-IS) to ensure that agencies in Gateshead work together to share information to protect vulnerable children. We will also monitor the impact of Team Sanctuary South on some of our most vulnerable children and adults and understand the voice of the survivor in light of recommendations made in other areas such as South Yorkshire.

In relation to **preventing harm** we will review the increase in permanent exclusions in Gateshead to understand the reasons behind this and consider more effective ways of working together to prevent harm to this particular cohort of young people. We will also receive the "Threshold/ indicators of need" document once it has been reviewed by Children's Social Care. We will also consider whether a locality risk assessment model would assist the Board in understanding where and what priority need is.

## Year 2 Action Plan

Action	Proposed Lead Officer	Target Date
<b>LEADERSHIP</b>		
Strengthen links with the local community through work with lay members and community representatives	Louise Gill, LSCB Business Manager, to lead with input from Carole Paz-Uceria, SAB Business Manager	Ongoing throughout 2016-2017
Receive reports on the redesign of Early Help services in Gateshead and consider the impact on protecting vulnerable children and preventing harm	Vall Hall, Service Director, Children and Families Support	March 2017
Work with other partnerships to strengthen links and improve the visibility of the LSCB: Receive an annual report from SAB on activity and priorities Receive an annual report from the Community Safety Partnership on activity and priorities Submit an annual report to the SAB Submit an annual report to the HWB	Louise Gill, LSCB Business Manager, to lead with input from Carole Paz-Uceria, SAB Business Manager, and Adam Lindridge, Community Safety Business Manager	Ongoing throughout 2016-2017
Continue to consider a Youth LSCB structure	Independent Chair and Business Planning Group	September 2016
Carry out specific pieces of work to improve engagement with young people	Louise Gill, LSCB Business Manager to coordinate programme with all BPG members involved	Ongoing throughout 2016-2017
<b>CHALLENGE</b>		
Single agency audits to be presented to the LSCB on a regular basis to strengthen the oversight of frontline practice	Louise Gill, LSCB Business Manager to coordinate programme with all Board members involved	Ongoing throughout 2016-2017 in line with the workplan
Develop and implement an Effectiveness Framework	Louise Gill, LSCB Business Manager	July 2016
Receive the outcome of the Families OSC review of child protection and respond as appropriate	Ann Day, Service Manager Children's Commissioning	July 2016
Continue to implement a programme of mini-peer reviews to build on the learning from the 2016 Section 11 audit to demonstrate effective multi-agency working in Gateshead	Louise Gill, LSCB Business Manager to coordinate programme with all Board members involved	Ongoing throughout 2016-2017 in line with the workplan

*Continued overleaf*

Action	Proposed Lead Officer	Target Date
<b>LEARNING</b>		
Learn from what young people are telling us and incorporate the findings of the engagement work with school councils to identify themes for task and finish work and reports to the Board where necessary	Louise Gill, LSCB Business Manager to coordinate programme with all Board members involved	Ongoing throughout 2016-2017
Review the learning from the national review of LSCBs and develop an action plan to take forward local areas for development	Louise Gill, LSCB Business Manager	TBC once review published
Continue to review cases where there are lessons to be learned through the Learning and Improvement Sub Group (and Serious Case Review Panel where necessary)	Elaine Devaney, Service Director – Social Work, Children and Families with support of LSCB Business Manager	As required
Review processes to understand the impact of our training offer and maintain a focus on delivering high quality training that meets demand	Naju Khanom, LSCB Workforce Development Officer	Ongoing throughout 2016-2017
Implement and embed the findings and recommendations from inspections/peer reviews as they arise and cascade the learning across partner agencies	For Ofsted inspections of CSC – TBC For HMIC inspections of Police – Lisa Orchard For HMIP inspections of Probation – Karin O’Neill and Martyn Strike For CQC inspections of health agencies – Lead dependant on agency e.g. Maggie Lilburn/Chris Piercy, Hilary Lloyd, Damian Robinson, Kathryn Dimmick For issues arising from Ofsted inspections of schools – Steve Horne/ Jeanne Pratt For issues arising from Ofsted inspection of Gateshead College – John Gray	As required
<b>PROTECTING VULNERABLE CHILDREN</b>		
Undertake task and finish work on the issue of self-harm in Gateshead to understand the data and ensure appropriate support is in place for young people who do self-harm	Kate Jones, Named Nurse, Gateshead Health NHS FT	March 2017
Receive reports on the following areas to understand the impact of operational practice: Sexual exploitation “legal highs” TBC	Louise Gill, LSCB Business Manager to coordinate programme with all Board members involved	Ongoing throughout 2016-2017 in line with the work plan
Continue to lead on the local implementation of the national Child Protection – Information Sharing project (CP-IS)	Ann Day, Service Manager, Children’s Commissioning and Kate Jones, named nurse, GNHT	March 2017

Action	Proposed Lead Officer	Target Date
<b>PREVENTING HARM</b>		
Undertake task and finish work in relation to the increase in permanent exclusions and provide a report to enable the Board to understand this increase and areas for development required reduce the numbers of permanent exclusions if appropriate and future strategies to work together to support the young people at risk of permanent exclusion or who have been permanently excluded.	Steve Horne/Jeanne Pratt, EducationGateshead	March 2017
Receive the updated “Threshold/Indicators of Need” document from Children’s Social Care and monitor the implementation	Elaine Devaney, Service Director – Social Work, Children and Families and Ann Day, Service Manager, Children’s Commissioning	September 2016
Consider developing a locality risk assessment model to understand where and what the priority need is	Business Planning Group	September 2016



**GATESHEAD**  
local **safeguarding**  
**children** board

Produced by Gateshead local safeguarding children board.  
© May 2016 0669-SS