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All Members of the Council

My Ref: LCS-DLDS-DS-C-022
Your Ref:

Contact Rosalyn Patterson
Tel: 0191 4332088

Date: Wednesday, 17 May
2023

NOTICE OF COUNCIL MEETING

You are summoned to attend a meeting of Gateshead Metropolitan Borough Council to be held in the Council Chamber, Gateshead Civic Centre, at **2.30 pm** on **Thursday, 25 May 2023** to transact the following business:-

1 To confirm the Minutes of the meetings held on 23 March and 19 May 2023
(Pages 3 - 26)

2 Official Announcements

(announcements may be made by the Mayor, Leader of the Council or the Chief Executive)

3 Petitions

(to receive petitions submitted under Council Procedure Rule 10)

4 Questions from Members of the Public

(to consider any questions submitted under Council Procedure Rule 7)

RECOMMENDATIONS FROM CABINET

5 Information Governance Framework and Data Protection Policy (Pages 27 - 52)

**6 Housing Complaints Procedure - Compliance with Housing Ombudsman
Service Complaint Handling Code (Pages 53 - 62)**

7 Gateshead Early Help Strategy 2023 to 2026 (Pages 63 - 114)

MOTIONS AND QUESTIONS

8 Notice of Motion

(to consider any notices of motion submitted in accordance with Council Procedure Rule 9.1)

8a Notice of Motion - Pay Rise for Council and School Workers (Pages 115 - 116)

8a(1) Amendment to Motion - Pay Rise for Council and School Workers (Pages 117 - 118)

9 Questions

(to deal with any questions submitted in accordance with Council Procedure Rule 8.1)



Sheena Ramsey
Chief Executive

GATESHEAD METROPOLITAN BOROUGH COUNCIL

COUNCIL MEETING

Thursday, 23 March 2023

PRESENT: THE MAYOR COUNCILLOR D BURNETT (CHAIR)

Councillors: J Adams, V Anderson, R Beadle, M Brain, C Buckley, P Burns, L Caffrey, B Clelland, P Craig, C Davison, W Dick, P Diston, K Dodds, C Donovan, A Douglas, J Eagle, S Gallagher, A Geddes, F Geddes, J Gibson, B Goldsworthy, M Goldsworthy, T Graham, L Green, S Green, G Haley, M Hall, S Hawkins, H Haran, H Kelly, L Kirton, P Maughan, K McCartney, J McCoid, J McElroy, E McMaster, M McNestry, J Mohammed, L Moir, A Ord, C Ord, M Ord, I Patterson, S Potts, D Robson, S Ronchetti, J Simpson, J Turnbull, J Turner, J Wallace, D Weatherley, H Weatherley, D Welsh and A Wintcher

APOLOGIES: Councillors: D Bradford, S Dickie, D Duggan, M Gannon, J Green, P McNally, R Mullen, B Oliphant, R Waugh and K Wood

CL82 TO CONFIRM THE MINUTES OF THE MEETINGS HELD ON 26 JANUARY 2023 AND 23 FEBRUARY 2023

COUNCIL RESOLVED - That the minutes of the meetings held on 26 January and 23 February 2023 be approved as a correct record.

CL83 OFFICIAL ANNOUNCEMENTS

There were no official announcements.

CL84 PETITIONS

There were no petitions submitted.

CL85 QUESTIONS FROM MEMBERS OF THE PUBLIC

There were no questions submitted by members of the public.

CL86 TREASURY POLICY STATEMENT AND TREASURY STRATEGY 2023/24 TO 2027/28

Consideration was given to a report seeking approval of the Treasury Policy Statement and Treasury Strategy for 2023/24 to 2027/28.

COUNCIL RESOLVED - That the Treasury Policy Statement and the Treasury Strategy, attached at Appendix 2 of the

report, be approved.

CL87 LOCALISM ACT 2011 – PAY ACCOUNTABILITY: PAY POLICY STATEMENT 2023-24

Consideration was given to a report seeking approval of a revised pay policy statement.

COUNCIL RESOLVED - That the draft Pay Policy Statement 2023/24 be approved.

CL88 GATESHEAD LOCAL PLAN - EXEMPLAR NEIGHBOURHOOD MASTERPLAN AND SUPPLEMENTARY PLANNING DOCUMENT

Consideration was given to a report seeking approval of the Exemplar Neighbourhood Masterplan and Supplementary Planning Document.

COUNCIL RESOLVED - That the Exemplar Neighbourhood Masterplan and Supplementary Planning Document be approved for adoption.

CL89 REVIEW OF THE CONSTITUTION

Consideration was given to a report seeking approval for a number of amendments to the Constitution.

COUNCIL RESOLVED - That the proposed changes to the Council's Constitution, as set out in Appendix 2 of the report, and including an amendment to Article 18 to change Newcastle Gateshead Clinical Commissioning Group to the North East and North Cumbria Integrated Care Board, be approved.

CL90 MOTION - LIVE STREAMING COUNCIL MEETINGS

Councillor R Beadle moved the following motion:

"Council Notes:

- (1) That an increasing number of local authorities are recording and streaming Council meetings live and maintaining the recordings for public access thereafter;
- (2) That the live streaming of Council meetings during the Covid pandemic did not require additional expenditure or significant amounts of officer time;
- (3) That democracy is enhanced when electors can see their representatives taking decisions on their behalf.

Council agrees to:

- (1) Livestream all future Full Council meetings and maintain their availability

- on a dedicated YouTube channel;
- (2) Ask the Corporate Resources Committee to consider the merits of live-streaming all other Council Committee meetings, including Cabinet.”

Councillor J Adams moved the following amendment;

Delete all after “Council agrees” and replace with

“subject to a feasibility study and identification of a zero / low-cost solution:

- (1) Livestream all council meetings including cabinet meetings, and maintain their availability on a suitable online platform
- (2) Ask the Corporate Resources Overview and Scrutiny Committee to consider the merits of livestreaming all other Council Committee meetings, including Cabinet.”

The amendment was accepted by the mover of the original motion and therefore put as the substantive motion and duly carried.

COUNCIL RESOLVED -

Council Notes:

- (1) That an increasing number of local authorities are recording and streaming Council meetings live and maintaining the recordings for public access thereafter;
- (2) That the live streaming of Council meetings during the Covid pandemic did not require additional expenditure or significant amounts of officer time;
- (3) That democracy is enhanced when electors can see their representatives taking decisions on their behalf.

Council agrees subject to a feasibility study and identification of a zero / low-cost solution:

- (1) Livestream all council meetings including cabinet meetings, and maintain their availability on a suitable online platform
- (2) Ask the Corporate Resources Overview and Scrutiny Committee to consider the merits of livestreaming all other Council Committee meetings, including Cabinet.”

CL91 QUESTIONS

There were no questions submitted.

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GATESHEAD METROPOLITAN BOROUGH COUNCIL

COUNCIL MEETING

Friday, 19 May 2023

PRESENT: THE MAYOR COUNCILLOR D BURNETT (CHAIR)

Councillors: J Adams, V Anderson, R Beadle, M Brain, Brand, C Buckley, P Burns, L Caffrey, P Craig, S Dickie, P Diston, K Dodds, C Donovan, A Douglas, D Duggan, P Elliott, S Gallagher, M Gannon, A Geddes, F Geddes, J Gibson, B Goldsworthy, M Goldsworthy, T Graham, J Green, L Green, S Green, M Hall, S Hawkins, K Henderson, G Kasfikis, H Kelly, L Kirton, P Maughan, J McCoid, J McElroy, E McMaster, M McNestry, J Mohammed, R Mullen, B Oliphant, A Ord, C Ord, M Ord, I Patterson, S Potts, D Robson, S Ronchetti, J Turnbull, J Wallace, D Weatherley, H Weatherley, D Welsh, A Wintcher and K Wood

APOLOGIES: Councillors: D Bradford, B Clelland, W Dick, J Eagle, G Haley, L Moir, K McCartney, J Simpson, J Turner and K Walker.
Alderman M Henry, Alderwoman C Bradley and Alderwoman M Charlton.

CL1 ELECTION OF MAYOR

As required by Section 3 of the Local Government Act 1972, the Council proceeded to the election of the Mayor of the Metropolitan Borough of Gateshead for the ensuing municipal year.

Councillor C Donovan seconded by Councillor K Dodds, moved that Councillor E McMaster be elected Mayor of the Metropolitan Borough of Gateshead for the ensuing municipal year.

COUNCIL RESOLVED - That Councillor E McMaster be elected Mayor of the Metropolitan Borough of Gateshead for the ensuing municipal year until acceptance of office by her successor.

Councillor E McMaster accepted the office of Mayor by making and subscribing the declaration required by law and expressed her thanks for the high honour accorded to her.

CL2 ELECTION OF DEPUTY MAYOR

The Mayor invited nominations for the office of Deputy Mayor as required by Section 5 of the Local Government Act 1972.

Councillor H Kelly seconded by Councillor L Caffrey, moved that Councillor K

McCartney be elected Deputy Mayor of the Metropolitan Borough of Gateshead for the ensuing municipal year.

Councillor R Beadle seconded by Councillor J Wallace, moved that Councillor M Ord be elected Deputy Mayor of the Metropolitan Borough of Gateshead for the ensuing municipal year.

The proposed nominations were put to a vote.

COUNCIL RESOLVED - That Councillor K McCartney be elected Deputy Mayor of the Metropolitan Borough of Gateshead for the ensuing municipal year until acceptance of officer by her successor.

CL3 VOTE OF THANKS

On the motion of Councillor M Gannon, seconded by Councillor C Donovan:-

COUNCIL RESOLVED - That the Council conveys its appreciation for the work of Councillor D Burnett, Mr C Burnett and Mr Robert Waugh and Miss Jen Reay for their performance of the many duties expected of them as Mayor, Mayor's Consort, Deputy Mayor and Deputy Mayoress respectively.

CL4 ELECTION OF COUNCILLORS

The Chief Executive reported that the following Councillors were elected on 4 May 2023 to represent the wards indicated.

Ward		Elected	
No 1	Crawcrook and Greenside	Kathryn Henderson	Labour
No 2	Ryton, Crookhill and Stella	Alex Geddes	Labour
No 3	Chopwell and Rowlands Gill	Michael McNestry	Labour
No 4	Winlaton and High Spen	Maria Hall	Labour
No 5	Blaydon	Malcolm Brain	Labour
No 6	Whickham North	Chris Ord	Liberal Democrat
No 7	Whickham South and Sunnyside	Jonathan Wallace	Liberal Democrat
No 8	Dunston Hill and Whickham East	Vicky Anderson	Liberal Democrat
No 9	Dunston and Teams	Gary Haley	Labour
No 10	Lobley Hill and Bensham	Eileen McMaster	Labour
No 11	Saltwell	Leanne Brand	Liberal Democrat
No 12	Low Fell	Ron Beadle	Liberal Democrat
No 13	Chowdene	Keith Wood	Labour
No 14	Bridges	Bob Goldsworthy	Labour
No 15	Deckham	Bernadette Oliphant	Labour
No 16	High Fell	Kathryn Walker	Labour
No 17	Felling	George Kasfikis	Labour

No 18	Windy Nook and Whitehills	Jim Turnbull	Labour
No 19	Pelaw and Heworth	Paul Diston	Liberal Democrat
No 20	Wardley and Leam Lane	Stuart Green	Labour
No 21	Lamesley	Sheila Gallagher	Labour
No 22	Birtley	Paul Elliott	Liberal Democrat

COUNCIL RESOLVED - That the information be noted.

CL5 APPOINTMENT OF DEPUTY LEADER AND CABINET

The Leader announced, in accordance with the Executive Arrangements, that he had appointed his Cabinet members, including the Deputy Leader, Councillor Catherine Donovan.

COUNCIL RESOLVED - That the information be noted.

CL6 ALLOCATION OF SEATS

On the motion of Councillor M Gannon, duly seconded:

COUNCIL RESOLVED - That in accordance with Sections 15 and 16 of the Local Government and Housing Act 1989, the allocation of seats on those bodies to which the Act applies, to the various political groups represented on the Council, as set out in the attached schedule (Appendix 1b(i)) be approved.

CL7 APPOINTMENTS TO COMMITTEES OF THE COUNCIL AND OTHER BODIES EXERCISING NON EXECUTIVE FUNCTIONS

(i) Labour Group Nominations

Councillor M Gannon, duly seconded, moved that the members listed at Appendix CL7(i) to these minutes be appointed to the Planning and Development, Licensing, Regulatory, Appeals, Rights of Way, Personnel Appeals, Special Appointments, Contracts, Audit and Standards and Accounts Committees, Pensions and Pay Discretions Sub-Committee; the Health and Wellbeing Board; the Overview and Scrutiny Committees; the Northumbria Police and Crime Panel; Joint OSC for the North East and North Cumbria ICS and the North and Central ICPs; the Honours Advisory Group and outside bodies dealing with functions that are not wholly and executive responsibility for the municipal year 2023/24.

COUNCIL RESOLVED - That the nominations of the Labour Group listed at Appendix 1b(ii) to these minutes be agreed.

(ii) Liberal Democrat Nominations

On the motion of Councillor R Beadle, duly seconded:

COUNCIL RESOLVED

- That the members listed at Appendix 1b(iii) to these minutes be appointed to the Planning and Development, Licensing, Regulatory, Appeals, Rights of Way, Personnel Appeals, Special Appointments, Contracts, Audit and Standards and Accounts Committees, Pensions and Pay Discretions Sub-Committee; the Health and Wellbeing Board; the Overview and Scrutiny Committees; the Northumbria Police and Crime Panel; Joint OSC for the North East and North Cumbria ICS and the North and Central ICPs; the Honours Advisory Group and outside bodies dealing with functions that are not wholly and executive responsibility for the municipal year 2023/24.

CL8 APPOINTMENT OF CHAIRS AND VICE CHAIRS

On the motion of Councillor M Gannon, duly seconded:

COUNCIL RESOLVED

- That the chairs and vice-chairs of the bodies listed in Annex A to Part 3 of the Constitution and of the Overview and Scrutiny Committees for the municipal year 2023/24 as listed at Appendix 1b(v) to these minutes be approved.

Mayor.....

GATESHEAD COUNCIL

COUNCIL MEETING

19 May 2023

Proposed Allocation of Seats on Bodies to which Political Balance Requirements Apply.**1. Bodies dealing with non-executive functions (Annex 1A of the Constitution)**

	Labour Group Cabinet	Non-Cabinet	Liberal Democrat Group	Total
Planning and Development Committee	-	17	6	23
Licensing and Regulatory Committees	-	11	4	15
Appeals Committee	-	16	6	22
Rights of Way Committee	-	5	2	7
Personnel Appeals Committee	3	4	3	10
Special Appointments Committee	6	5	4	15
Contracts Committee	3	1	1	4
Audit and Standards Committee	2	3	2	7
Accounts Committee	2	-	1	3
Pensions and Pay Discretions Sub-Committee	2	2	1	5

2. Overview and Scrutiny Committees

	Labour Group Cabinet	Non-Cabinet	Liberal Democrat Group	Total
Families	-	14	4	18
Care, Health and Wellbeing	-	14	4	18
Housing, Environment and Healthy Communities	-	13	5	18
Corporate Resources	-	14	4	18

COUNCIL APPOINTMENTS 2023/24**LABOUR GROUP APPOINTMENTS****ANNUAL COUNCIL MEETING****19 MAY 2023**

The Labour Group's nominations to Council and other bodies for the municipal year 2023/24

DECISION MAKING BODIES OF THE COUNCIL**Planning and Development Committee**

Councillors D Burnett
 P Burns
 L Caffrey
 S Dickie
 A Geddes
 B Goldsworthy
 T Graham
 M Hall
 L Kirton
 K McCartney
 E McMaster
 L Moir
 S Potts
 J Turner
 K Walker
 H Weatherley
 K Wood

Licensing and Regulatory Committees (same membership for both Committees)

Councillors D Bradford
 P Burns
 W Dick
 K Dodds
 S Gallagher
 J Gibson
 B Goldsworthy
 H Kelly
 L Kirton
 D Robson
 D Weatherley

Rights of Way Committee

Councillors D Bradford
S Dickie
A Geddes
J Simpson
K Wood

Appeals Committee

Councillors C Buckley
B Clelland
S Dickie
F Geddes
B Goldsworthy
M Goldsworthy
J Green
S Green
K Henderson
G Kasfikis
J McCoid
E McMaster
L Moir
S Ronchetti
J Simpson
J Turnbull

Personnel Appeals Committee

Councillors D Burnett
C Donovan
M Gannon
M Hall
B Oliphant
J Simpson
J Turner

Pensions and Pay Discretions Sub Committee

Councillor C Donovan
M Gannon
M Hall
J Simpson

Special Appointments Committee

Councillors J Adams
M Brain
L Caffrey
K Dodds
C Donovan
A Douglas
M Gannon

S Green
M Hall
B Oliphant
K Wood

Contracts Committee

Councillors C Donovan
J Eagle
M Gannon
L Green

Audit and Standards Committee

Councillors L Green
H Kelly
L Kirton
J McElroy
R Mullen

Accounts Committee

Councillors C Donovan
M Gannon

Substitute B Oliphant

Health and Wellbeing Board

Councillor P Burns
L Caffrey
B Dick
L Kirton
J McCoid
The Leader of the Council
Cabinet Member for Health and Wellbeing
Cabinet Member for Adult Social Care
Cabinet Member for Children and Young People

OVERVIEW AND SCRUTINY COMMITTEES

Families OSC

Councillors D Bradford
D Burnett
L Caffrey
B Clelland
M Hall
K Henderson
H Kelly
K McCartney
E McMaster

L Moir
R Mullen
D Robson
D Weatherley

Care, Health and Wellbeing OSC

Councillors W Dick
J Gibson
B Goldsworthy
M Goldsworthy
J Green
S Green
M Hall
G Kasfikis
J McCoid
S Potts
D Robson
D Weatherley

Housing, Environment and Healthy Communities OSC

Councillors D Burnett
P Burns
B Clelland
S Dickie
K Dodds
S Gallagher
A Geddes
F Geddes
T Graham
H Kelly
J Turnbull
K Walker
H Weatherley

Corporate Resources OSC

Councillors D Bradford
C Buckley
D Burnett
B Clelland
W Dick
J Eagle
T Graham
J Green
S Green
M Hall
S Ronchetti
J Simpson
J Turner
K Wood

OTHER BODIES OF THE COUNCIL

Honours Advisory Group

Councillors J Adams
 M Brain
 K Dodds
 C Donovan (Vice Chair)
 M Gannon (Chair)
 B Goldsworthy
 L Kirton
 R Mullen
 B Oliphant

Strategic Housing Board

Chairs of the Health and Wellbeing Board and the Community Safety Board

Councillors: J Adams
 D Burnett
 J Gibson
 T Graham
 H Kelly
 L Kirton
 K McCartney
 J McCoid
 J Turnbull
 H Weatherley

JOINT COMMITTEES AND JOINT AUTHORITIES

Air Quality Joint Committee

Leader of the Council
Cabinet Member for the Environment and Transport

Northumbria Police and Crime Panel

Councillors A Douglas

Substitute: M Gannon

Joint OSC for the North East and North Cumbria ICS and the North and Central ICPs

Councillors: M Hall
 J Green

Substitutes: J Gibson
 J McCoid

OUTSIDE BODIES

Local Government Association General Assembly

Councillors K Dodds
 C Donovan
 M Gannon
 B Goldsworthy

SIGOMA

Councillor G Haley

Executive Committee

Councillor G Haley

MAJOR REGIONAL AND LOCAL BODIES

North East Combined Authority Leadership Board

Councillor M Gannon
Substitute C Donovan

NECA Audit and Standard Committee

Councillor L Kirton
Councillor R Mullen

NECA Overview and Scrutiny Committee

Councillor J Eagle
Substitute M Hall

NECA Economic Development and Regeneration Advisory Board

Councillor M Brain
Substitute J Adams

North East Joint Transport Committee

Councillor M Gannon
Substitute C Donovan

North East Joint Transport Committee Tyne and Wear Sub Committee

Councillor J McElroy

Substitute M Brain

North East Joint Transport Committee Overview and Scrutiny Committee

Councillor J Eagle

Substitute M Hall

North East Joint Transport Committee Audit Committee

Councillor L Kirton

Substitute R Mullen

ANEC Leaders and Elected Mayors Group

Councillor M Gannon

Substitute C Donovan

Collaborative Procurement Sub Committee

Councillor J Eagle

Culture Partnership Board

Councillor A Douglas

Pensions Committee – South Tyneside MBC

Councillor B Goldsworthy

Substitute G Haley

Regional Employers' Organisation

Councillors M Brain
L Caffrey
M Hall

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COUNCIL APPOINTMENTS 2023/24

LIBERAL DEMOCRAT GROUP'S APPOINTMENTS

ANNUAL COUNCIL MEETING

19 MAY 2023

The Liberal Democrat Group's nominations to Council and other bodies for the municipal year 2023/24

DECISION MAKING BODIES OF THE COUNCIL

Planning and Development Committee

Councillors V Anderson
P Elliott
J Mohammed
C Ord
I Patterson
D Welsh

Licensing and Regulatory Committees (same membership for both Committees)

Councillors D Duggan
S Hawkins
M Ord
I Patterson

Rights of Way Committee

Councillor M Ord
A Wintcher

Appeals Committee

Councillors R Beadle
L Brand
P Maughan
I Patterson
C Ord
M Ord

Personnel Appeals Committee

Councillors R Beadle
I Patterson
M Ord

Pensions and Pay Discretions Sub Committee

Councillor R Beadle

Special Appointments Committee

Councillors R Beadle
D Duggan
S Hawkins
C Ord

Contracts Committee

Councillor R Beadle

Audit and Standards Committee

Councillor R Beadle
C Ord

Accounts Committee

Councillor R Beadle

Substitute: J Wallace

Health and Wellbeing Board

Councillor P Elliott
J Wallace

OVERVIEW AND SCRUTINY COMMITTEES

Families

Councillors P Craig
A Ord
M Ord
J Mohammed

Care, Health and Wellbeing

Councillors P Diston
I Patterson
J Wallace
A Wintcher

Housing, Environment and Healthy Communities

Councillors V Anderson
L Brand
P Maughan
D Welsh
A Wintcher

Corporate Resources

Councillors R Beadle
D Duggan
I Patterson
J Wallace

OTHER BODIES OF THE COUNCIL

Honours Advisory Group

Councillors P Craig
S Hawkins
C Ord

Strategic Housing Board

Councillors P Elliott
A Ord
C Ord
A Wintcher

JOINT COMMITTEES AND JOINT AUTHORITIES

Northumbria Police and Crime Panel

Councillor P Maughan

Substitute: P Craig

Joint OSC for the North East and North Cumbria ICS and the North and Central ICPs

Councillors J Wallace

Substitutes: I Patterson

MAJOR REGIONAL AND LOCAL BODIES

NECA Overview and Scrutiny Committee

Councillor R Beadle

Substitute C Ord

North East Joint Transport Committee Overview and Scrutiny Committee

Councillor A Wintcher

Substitutes D Welsh

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GATESHEAD METROPOLITAN BOROUGH COUNCIL

ANNUAL COUNCIL MEETING

19 MAY 2023

**Nominations for the chairs and vice-chairs of the bodies listed
in Annex 1A to Part 3 of the Constitution and of the Overview and
Scrutiny Committees**

Planning and Development Committee

Chair	Councillor B Goldsworthy
Vice-Chair	Councillor J Turner

Licensing and Regulatory Committees

Chair	Councillor K Dodds
Vice-Chair	Councillor H Kelly

Appeals Committee

Chair	Councillor M Goldsworthy
Vice-Chair	Councillor J Simpson

Personnel Appeals Committee

Chair	Councillor M Gannon
Vice-Chair	Councillor C Donovan

Audit and Standards Committee

Chair	Councillor L Kirton
Vice Chair	Councillor R Mullen

Special Appointments Committee

Chair	Councillor M Gannon
Vice-Chair	Councillor C Donovan

Contracts Committee

Chair	Councillor M Gannon
Vice-Chair	Councillor C Donovan

Accounts Committee

Chair	Councillor M Gannon
Vice-Chair	Councillor C Donovan

Rights of Way Committee

Chair	Cllr K Wood
Vice-Chair	Cllr S Dickie

Health and Wellbeing Board

Chair	Councillor L Caffrey
Vice Chair	Councillor B Dick

Pensions and Discretions Sub Committee

Chair	Councillor M Gannon
Vice-Chair	Councillor C Donovan

Overview and Scrutiny Committees

Families

Chair	Councillor M Hall
Vice-Chair	Councillor D Burnett

Care, Health and Wellbeing

Chair	Councillor S Green
Vice-Chair	Councillor J Green

Housing, Environment and Healthy Communities OSC

Chair	Councillor B Clelland
Vice-Chair	Councillor T Graham

Corporate Resources

Chair	Councillor J Eagle
Vice-Chairs	Councillor C Buckley
	Councillor R Beadle



COUNCIL MEETING

25 May 2023

INFORMATION GOVERNANCE FRAMEWORK AND DATA PROTECTION POLICY

Sheena Ramsey, Chief Executive

EXECUTIVE SUMMARY

1. The purpose of this report is to seek approval of the Information Governance Framework and Data Protection Policy for implementation across the Council.
2. The Data Protection Policy sits below the Framework and sets out the management of personal data by the Council, in line with the UK GDPR and Data Protection Act 2018.
3. The Cabinet has considered the facts and issues arising from the report including alternative options and took all relevant advice before formulating their recommendation.

RECOMMENDATION

4. It is recommended that Council approves the Information Governance Framework and the Data Protection Policy, as attached at appendices 2 and 3, and for both documents to be implemented without delay.

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TITLE OF REPORT: **Information Governance Framework & Data Protection Policy**

REPORT OF: **Mike Barker, Strategic Director, Corporate Services and Governance**

Purpose of the report

1. To ask Cabinet to consider and recommend to Council the newly drafted Information Governance Framework (Appendix 2) and Data Protection Policy (Appendix 3) for implementation across the Council.

Background

2. The 2020/21 internal audit of Information Governance and Data Protection identified there was no overarching Information Governance Framework covering the management of information across the Council. Further, there was no policy specifically referring to the Council's compliance with data protection obligations.
3. The DPO team was tasked with drafting the Information Governance Framework and Data Protection Policy.
4. The Information Governance Framework is the primary statement of the Council's approach to information management.
5. The Framework covers all personal, confidential and corporate information that is created, received, managed, shared and disposed of by the Council.
6. The Data Protection Policy sits below the Framework and sets out the management of personal data by the Council. The Policy details the Council's legal obligations in line with the UK GDPR and Data Protection Act 2018.
7. It will apply to everyone – Councillors, employees, students, apprentices, volunteers, contractors and other third parties handling council information

Proposal

8. It is proposed both documents are agreed by Cabinet and recommended to Council.

Recommendations

9. Cabinet is asked to recommend Council to approve the Information Governance Framework and the Data Protection Policy as attached at appendices 2 and 3 and for both documents to be implemented without delay.

For the following reason:

To have an effective Information Governance Framework and Data Protection Policy.

CONTACT: Angela Simmons-Mather extension 2110

APPENDIX 1

Policy Context

1. The Information Governance Framework and Data Protection Policy are intended to demonstrate the Council's compliance with good data management and legislative obligations in respect of the handling of personal data.

Background

2. The Council should have a public facing document which demonstrates the principles behind how it processes, stores and destroys information.
3. The Information Governance Framework will be the Council's overarching document relating to all information held by the Council.
4. The Data Protection Policy, as with other policies dealing with how information is handled by the Council, sits below the Framework and is solely concerned with how the Council manages personal data. This document allows the Council to demonstrate its compliance with the data protection principles as set out in the UK General Data Protection Regulation.
5. The Information Governance Framework sets out broad areas:
 - a) The purpose and scope
 - b) Guiding principles
 - c) IG structure
 - d) Roles and responsibilities and the title of the relevant officer
6. The Data Protection Policy describes compliance in greater detail:
 - a) The purpose and scope
 - b) Responsibilities
 - c) Objectives
 - d) Data Protection Principles
 - e) Special Category and criminal offence data
 - f) Data Protection Impact Assessments
 - g) Data Subject Rights
 - h) Technical features eg oversea transfers, automated processing
 - i) Training
 - j) Breach of policy
7. The DPO team within Legal and Democratic Services is responsible for providing advice and support with regards to all data protection matters. They handle all data breach reports and will liaise with the Supervisory Authority, the Information Commissioner's Office (ICO), should that be necessary. The team can also manage data protection complaints or requests to exercise data subject rights from members of the public.
8. Both documents will be the subject of an annual review to ensure they remain relevant and compliant with any changes in legislation.

Consultation

9. There has been no external consultation on this report.

Alternative Options

10. There are no alternative options.

Implications of Recommended Option

11. Resources:

- a) **Financial Implications** – The Strategic Director, Resources and Digital confirms there are no new financial implications arising from this report.
 - b) **Human Resources Implications** – There are no human resources implications arising from the report.
 - c) **Property Implications** – There are no property implications arising from this report.
12. **Risk Management Implication** – The IG Framework and Data Protection Police were prepared with the primary aim of minimising risk of non-compliance with data protection legislation..
13. **Equality and Diversity Implications** – The Framework and Data Protection Policy contributes to the implementation of the Council's Equal Opportunities Policy.
14. **Crime and Disorder Implications** – There are no crime and disorder implications arising from this report.
15. **Health Implications** – There are no health implications arising from this report.
16. **Climate Emergency and Sustainability Implications** – There are no climate emergency or sustainability implications arising from this report.
17. **Human Rights Implications** – None
18. **Ward Implications** – None.
19. **Background Information** –
UK General Data Protection Regulation 2018 (UK GDPR)
Data Protection Act 2018



Information Governance Framework

Document Control	
Organisation:	Gateshead Council
Document Name:	Information Governance Framework
Purpose:	To define the governance of information management within Gateshead Council
Author:	DPO Team
Published version:	
Date published:	
Date of next review:	2 years or sooner should changes to internal processes or legislation occur

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Date	Version	Author	Comments
28/06/2022	0.1 DRAFT	HH (DPO Team)	DRAFT document for discussion
20/09/2022	0.2 DRAFT	HH (DPO Team)	Draft for current IG structures with no reforms
29/09/2022	0.3 DRAFT	HH (DPO Team)	Clean copy with tracked changes removed
1/02/2023	0.4 DRAFT	HH (DPO Team)	Amendments made following consultation.
14/04/2023	0.5	ASM (DPO)	Final version to be submitted to Cabinet

Consultees to this policy	
Title:	DPO, SIRO, Service Director – IT, Cyber Security Group, Corporate Data Protection Group, SMG Service & Performance, CMT

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This policy is required to be approved by:	Cabinet / Council

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To	Method
All staff	Article included in weekly staff bulletin alerting staff of the publication of the updated policies and policies on the Council intranet.

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Introduction

Information is one of the core assets of Gateshead Council (the Council) and is vital for the delivery of quality services and the efficient management of resources. It plays a key part in governance, service planning and delivery, and performance management.

The Council has a robust information governance framework to ensure that information, particularly personal, special category, sensitive and confidential information, is effectively managed with accountability structures, governance processes, documented policies and procedures, staff training and appropriate resources.

The framework gives accountable roles to those working with information day-to-day to reinforce information governance as a core business function.

Information Governance consists of a framework of overarching roles and responsibilities, policies, standards, procedures and guidance that covers all information disciplines and all information created, received, managed, shared and disposed of by the Council. Information governance applies to all personal, confidential and corporate information, regardless of its format, function or location. The information governance framework connects all information disciplines, as shown below:

Information governance					
Data quality	Data protection	Freedom of information	Information security	Records management	Transparency
Policies Why? identify issue, scope and responsibilities, for example, Data Protection Policy					
Standards What? Assign quantifiable measures, for example, encryption, passwords, acceptable use, data retention, roles and responsibilities, training					
Procedures and Guidance: How? Establish proper steps to take and accepted good practice, for example, Data Breach Procedure					

Purpose

The information governance framework enables Gateshead Council to meet its information governance objectives and the requirements of legislation, including the UK General Data Protection Regulation (UK GDPR).

The Council's objectives for information governance are to:

- Maintain policies, procedures and guidance where required
- Maintain an up-to-date and complete Information Asset Register for all information assets held by the Council
- Identify, assess and mitigate risks to information assets
- Integrate information governance principles into all relevant organisational processes for example, change and project management

- Ensure compliance with relevant legislation, codes of practice and government standards
- Ensure the quality of data so that it can be used to drive service design and delivery
- Inform Members, employees, third parties and agents of the council regularly about information governance requirements and their responsibilities
- Provide sufficient resource to support the implementation of this framework

Scope

Information is a collective term used to refer to content, data, documents and records in all formats. This framework covers all personal, confidential and corporate information that is created, received, managed, shared and disposed of by the Council.

This framework applies to all Members, employees, students, apprentices, volunteers, contractors and other third parties handling council information. It is the responsibility of each Councillor, employee and employed contractor to adhere to this and any supporting policies, procedures and guidance. Third parties not directly employed by the Council but involved with Council information resources are expected to comply with the law and to accept and abide by the Council's information governance requirements.

Related documents

The Information Governance Framework includes:

- Information Security Framework policies and related procedures
- Data Protection policies and related procedures
- Publication Scheme and Freedom of Information

Information Governance Principles

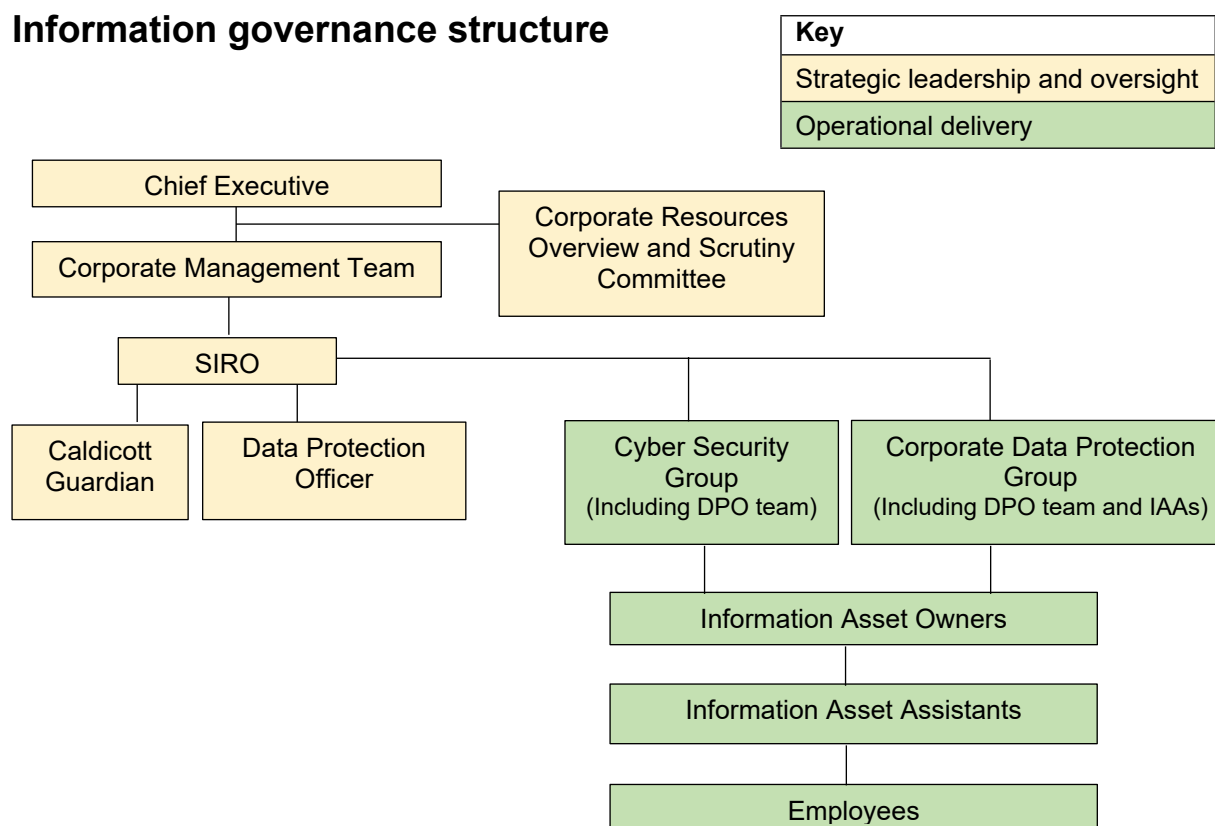
Our information governance principles describe expectations for information governance within the Council and guide the future direction of the framework.

The Council's information governance principles are set out below:

- Information is a valued asset
- Information is efficiently managed in a lawful way
- Information is fit for purpose
- Public information is published
- Residents and businesses can access information about themselves

The Council recognises that some colleagues are information professionals in one or more information disciplines and who provide expert advice to information users.

Information governance structure



Responsibilities and roles

Information governance is everyone's responsibility. Information users with access to Council information are responsible for:

Members

- Complying with this policy and related policies in line with the Members' Code of Conduct.

Managers

- Implementing this policy and related policies in their teams, including identifying and raising information risks with the relevant Information Asset Owner (IAO).

Employees (including temporary employees, contractors, consultants and volunteers)

- Understanding and complying with this policy and related policies.
- Failure to comply with this policy or related policies may result in disciplinary action in accordance with the Employee Code of Conduct, terms and conditions of employment and council disciplinary procedure.

Agency, contractors, third party suppliers

- Complying with this policy and related policies in line with their contract or agreement.
- Failure to comply with this policy or related policies may result in the termination of contracts or agreements.

Some roles have specific responsibilities:

Chief Executive

The Chief Executive has overall accountability for information governance.

Corporate Management Team (CMT)

The CMT has oversight of information governance across the council and are responsible for promoting and supporting good practice within their directorates.

Senior Information Risk Owner (SIRO)

The SIRO is a CMT member responsible for managing information risk at the highest level and who provides overall direction and leadership for information governance arrangements.

The SIRO for Gateshead Council is the Strategic Director of Corporate Services and Governance. Key responsibilities are:

- Overseeing the development of information governance policies and information risk management strategy
- Ensuring that the council's approach to information risk is effective, in terms of resource, commitment and delivery
- Owning the resolution of information governance issues, risks and decisions
- Providing overall strategic direction and alignment of information governance with other organisational change work
- Ensuring that all staff are aware of the necessity for information governance and the risks affecting the council's information
- Preparing an annual information risk assessment for the Chief Executive to inform the Annual Governance Statement
- Reporting to the relevant Oversight and Scrutiny Committee of the Council on the effectiveness of information governance controls

Caldicott Guardian

Caldicott Guardians are senior person(s) responsible for protecting the confidentiality of service users' health and care data and making sure that it is shared appropriately. The Guardian plays a key role in ensuring that the Council and partner organisations satisfy the highest practical standards for handling patient identifiable information. Their remit covers all social care records for children and adults. **The Caldicott Guardian for Gateshead Council is the Director of Integrated Adults and Social Care Services.** Key responsibilities are:

- Acting as the 'conscience' of the organisation and championing confidentiality issues with senior management
- Providing leadership and informed guidance on complex matters involving confidentiality and information sharing
- Ensuring that the council satisfies the highest practical standards for handling personal information
- Registering on the publicly available National Register of Caldicott Guardians

Data Protection Officer (DPO)

The DPO is an individual designated for the purposes of the GDPR, responsible for helping the council fulfil its data protection obligations. **The DPO sits within Legal & Democratic Services.** The DPO heads up the DPO team which provides operational and strategic advice and support to services in respect of data protection and wider information governance matters. Key responsibilities are:

- Maintaining expertise in data protection to provide advice on compliance with the GDPR and other data protection laws
- Monitoring compliance with the GDPR and other data protection laws, and with the council's data protection policies
- Raising awareness of data protection issues, training staff and conducting internal audits

- Advising on and monitoring data protection impact assessments
- Acting as the first point of contact for the Information Commissioner's Office and for individuals whose personal data is held by the council

Information Asset Owners (IAOs)

IAOs are senior managers (Service Directors) responsible for information assets and assessing, controlling and mitigating risks to information in their service areas. Key responsibilities are:

- Leading and fostering a culture that values, protects and uses information for the public good
- Knowing what information their assets hold, and why
- Knowing who has access to their assets and why, and ensure use of their assets is monitored
- Understanding and addressing risks to the asset, and providing assurance to the SIRO
- Ensuring that information governance policies and procedures are implemented including responding to information requests
- Ensuring that records management and retention guidelines are implemented
- Ensuring information governance is appropriately resourced within their service

Information Asset Assistants (IAAs)

IAAs are operational members of staff nominated by IAOs. Key responsibilities are:

- Acting as a local contact for information governance in their service area
- Representing their service area on the Corporate Data Protection Group and taking forward data protection work within their service area
- Maintaining accurate and up-to-date entries in the Information Asset Register
- Supporting the IAO in identifying and addressing risks to information

A list of IAAs will be maintained on the intranet.

Operational Groups

Operational groups (the Corporate Data Protection Group and the Cyber Security Group) deliver the information governance work programme. Each group reports to the SIRO with responsibilities that include:

- Working with services to embed the information governance principles
- Providing a focal point for managing information risks and learning from incidents
- Developing and reviewing policies, procedures and guidance for their information disciplines
- Reviewing and reporting on data protection compliance in their information area

Training

All staff will receive information governance training at induction. Further training may be provided to particular roles as appropriate.

Information governance professionals, IAOs and IAAs will receive specialist training relevant to their role. Additionally, leaders including the SIRO and Caldicott Guardian will receive suitable training.

Refresher training will be provided as described in the related policies.

Monitoring

Reporting on information risks is a core component of the overall framework

The SIRO will monitor and report on overall progress of information governance, to include:

- Owning and monitoring corporate level information risks
- Commissioning audits of information governance practices
- Reporting on the information governance work programme
- Monitoring training activities completed by the organisation

Review

This framework will be reviewed as it is deemed appropriate, but no less frequently than every 2 years.



Data Protection Policy

Document Control	
Organisation:	Gateshead Council
Document Name:	Data Protection Policy
Purpose:	Compliance with the UK GDPR and DPA 2018 for processing of personal data
Author:	DPO Team
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28/02/2023	0.4 DRAFT	DPO Team (HH)	Amendments made after consultation
14/04/2023	0.5	DPO (ASM)	Final version for approval

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Introduction

The UK General Data Protection Regulation (“the GDPR”) and the Data Protection Act 2018 (DPA) set out the requirements for public authorities when handling personal information.

The GDPR sets standards and rules and places obligations on those who process personal information while giving rights to those who are the subject of the data. Personal information covers both facts and opinions about the individuals. The rules and procedures cover the collection and use of the data; the quality and security of the data; and the rights of individuals regarding data about themselves.

Gateshead Council (‘the Council’) is a data controller as it collects and uses information about people to carry out its functions. In some cases, the Council is required by law to collect and use information to comply with central government requirements.

The Council will process personal data relating to local residents, service users, customers, current, past and prospective employees, clients and suppliers in accordance with the requirements of the GDPR, DPA, common law duty of confidentiality and other relevant legislation.

Failure to adhere to this policy may result in disciplinary action for individuals, and enforcement action, financial loss and/or reputational damage to the Council.

Purpose

This policy sets out the Council’s approach to complying with the GDPR, DPA and other laws that regulate how personal data is managed. It provides a framework to meet the requirements for data controllers under the legislation and an overview of the main obligations for officers and Members in dealing with personal information.

Scope

Data protection is part of the overarching Information Governance Framework, which describes how personal, confidential and corporate information is managed by the Council. This policy covers all personal data for which the Council is the data controller. When the Council acts as a data processor this policy must be referred to in conjunction with the relevant contract and/or data sharing agreement.

This policy applies to all staff and contractors at the Council. This includes students, temporary, casual, agency staff, volunteers, suppliers and data processors working for or on behalf of the Council.

This policy applies to all personal data collected, created or held by the council, in whatever format (for example paper, electronic, email, microfiche, film, video and audio) and however it is stored (for example ICT system/database, cloud storage, council drive filing structure, email, filing cabinet, shelving and personal filing drawers.)

This policy does not apply to information held by schools who are separate data controllers and have their own policies.

Related policies and procedures

This policy is part of the Information Governance Framework. Related documents are:

- Special Category Data and Appropriate Policy Document
- Data Breach Procedure
- Data Protection Impact Assessment Procedure
- Subject Access Request Procedure

Responsibilities

Everyone collecting, using, storing and disposing of personal data is responsible for following good data protection practice. All information users with access to council information are responsible for:

- **Members**
 - Complying with this policy when acting as a Member of the Council.
Note: when acting as a representative of residents of their ward Members are individually responsible for the processing of personal data.
- **Employees** (including temporary employees, contractors, consultants and volunteers)
 - Understanding, and adhering to this policy, the council's ICT acceptable use policy and any other relevant council policies, procedures and guidance relating to data protection and information handling
 - Completing data protection training
- **Managers**
 - Implementing data protection policies and procedures within their areas and ensuring appropriate resources are available for this

Some roles have specific responsibilities:

- **Corporate Management Team** - by demonstrating the Council's commitment to accountability and promoting good governance, CMT have the lead role in developing a data protection culture within the Council.
- **Senior Information Risk Owner (SIRO)** – the SIRO has overall responsibility for the Council's compliance with data protection legislation and this policy. **The SIRO for Gateshead Council is the Strategic Director of Corporate Services and Governance.**
- **Caldicott Guardian** – a senior person responsible for protecting the confidentiality of patient and service-user information for Health and Social Care and enabling appropriate information sharing. The Guardian plays a key role in ensuring that the Council and partner organisations satisfy the highest practical standards for handling patient identifiable information. Their remit covers all social care records for children and adults. **The Caldicott Guardian in Gateshead Council is the Strategic Director of Integrated Adults and Social Care Services.**
- **Data Protection Officer** - The council employs a suitably qualified/experienced Data Protection Officer (DPO). The DPO advises the council on all matters relating to data protection and compliance with the relevant laws. **The DPO sits within Legal & Democratic Services.** The DPO leads the DPO team which provides operational and

strategic advice and support to services in respect of data protection and wider information governance matters. The DPO's role is defined by the GDPR and is to:

- inform and advise about the obligations to comply with the UK GDPR and other data protection laws;
- monitor compliance with the UK GDPR and other data protection laws, and with the Council's data protection policies, including managing internal data protection activities; raising awareness of data protection issues, training staff and conducting internal audits;
- to advise on, and to monitor data protection impact assessments;
- to cooperate with the ICO; and
- to be the first point of contact for the ICO and for individuals whose data is processed (employees, customers etc).

The DPO / DPO team can be contacted by email at DPOcouncil@gateshead.gov.uk

- **Information Asset Owners (IAOs - Service Directors)** are responsible for ensuring that the council's data protection policies, procedures and approach of data protection by design are communicated and implemented within their area of responsibility. IAOs are also responsible for records management and document retention guidelines within their service.

Data protection objectives

The Council's data protection objectives are to:

- Protect the confidentiality and integrity of personal data
- Build and maintain the confidence of service users in the Council as a trusted partner through the correct and lawful treatment of personal data
- Fulfil its responsibilities as a data controller under the GDPR

The Council will meet these objectives through applying the data protection principles, complying with other requirements of data protection legislation, and having due regard to guidance from the Information Commissioner's Office (ICO) on best practice.

Data protection principles

All processing of personal data will follow the data protection principles set out in the GDPR.

Lawfulness, fairness and transparency

Personal data processing must be lawful and transparent, ensuring fairness towards the individuals whose personal data is being processed. Personal data should only be collected, stored and processed when the legal basis relied on under GDPR has been identified and documented. Data subjects must be provided with specific detailed information about the processing in the form of a privacy notice.

Purpose limitation

Specific purposes must be identified for processing personal data and individuals must be told of these when collecting their data. Personal data cannot be used for other purposes that are incompatible with this original purpose.

Data minimisation

Only the personal data necessary to fulfil the identified purpose must be collected. Data must be adequate, relevant and limited to what is necessary. When no longer required for the specified purpose data should be deleted or anonymized in accordance with retention guidelines.

Accuracy

Personal data must be accurate, kept up-to-date, and corrected if it is found to be inaccurate for its intended purpose.

Storage limitation

Personal data must not be stored for longer than necessary for the purposes for which it was collected including for the purpose of legal, accounting or reporting requirements.

Security, integrity and confidentiality

Personal data must be secured by appropriate technical and organizational measures against unauthorized or unlawful processing, and against accidental loss, destruction or damage. These security measures will protect the confidentiality, integrity and availability of personal data processed by the Council.

Accountability

Data controllers must take responsibility for their use of personal data and compliance with the other principles. They must have appropriate measures and records in place to be able to demonstrate that compliance. The Council will demonstrate compliance by maintaining documentation including policies, procedures, privacy notices, records of processing activity, logs of incidents and information requests, and, sharing agreements.

Special category data and criminal offence data

Some personal data is more sensitive. The GDPR sets additional conditions for the processing of special category data and criminal offence data.

The Council recognises the more sensitive nature of special category data and criminal offence data. All data is stored securely and only necessary special category data is collected by the council, its staff, councillors and partners/contractors.

The council will only process special category data and criminal offence data if the conditions of the GDPR are met or an exemption listed in the DPA applies. The Council is obliged by law to document how we process special category data and criminal offence data (refer to the Special Category Data and Appropriate Policy document for details).

Consent

One of the lawful bases for processing personal data set out in the GDPR is consent. To be valid under GDPR, consent from the data subject for processing must be:

- Obtained by opt-in through an affirmative action
- Fully informed
- Not subject to conditions
- Specific – kept separate from any other matters
- Easily withdrawn at any time at which point further processing must cease.

If you intend to process the personal data for a different and incompatible purpose which was not disclosed when the Data Subject first consented you will need to seek fresh consent.

Consent for the processing of special category data must be explicit, that is set out in a clear and explicit statement with an affirmative action from the data subject.

The Council will keep records of all consents obtained to demonstrate compliance with consent requirements.

Privacy Notices

The law requires certain information to be given to individuals at the point their personal data is collected. The Council will publish all privacy notices on its website. There is a corporate privacy notice together with specific privacy notices for each service which collects and processes personal data. The notices provide transparency to individuals as to what data is collected, by whom, from what purpose, which third parties it may be shared with, how long the information will be held and what data subject rights are available.

Privacy by design and data protection impact assessments

The Council will keep data protection at the heart of service design and delivery which includes undertaking data protection impact assessments (DPIA) for any new work which meets the basic assessment criteria (refer to the Council's DPIA Procedure). This approach ensures staff consider, up front, how our processing will impact on the individuals whose data we use and take steps to ensure data is as secure as possible throughout.

Record of Processing Activities (RoPA)

The GDPR requires the Council to record all processing activities. Each team within the Council has a RoPA which records what personal data is held, where it is held, what is done with that data, who it is shared with (including any international transfers), the lawful basis for processing the data and retention periods. This record has been prepared using an Information Asset Register which records all information held by each team (not just personal data).

Data Subject Rights

The Council will ensure procedures are in place so that individuals can exercise their rights regarding their personal data, including the rights of access, rectification, erasure, restriction, data portability, objection and those related to automated decision-making.

Information sharing with other organisations

The Council shares data with other organisations for multiple purposes but will do so only when a lawful basis for this sharing exists. The Council will be transparent and as open as possible about how and with whom data is shared; with what authority; and for what purpose; and with what protections and safeguards. When information is regularly shared with other organisations or partners such as other Local Authorities, the Police, the NHS and voluntary organisations, specific protocols will be agreed and an information sharing agreement put in place and signed by all parties. Responsibility for implementation of the agreement will lie with the Information Asset Owner. Guidance on disclosing personal data in response to one-off information requests from other organisations (those not covered by protocols) will be provided on the Intranet.

Controller-processor arrangements

When external providers process data on behalf of the council, including the use of cloud-based services, ownership of the personal data remains with the Council as data controller. In such cases, the Council determines the purposes and the manner of the processing. Formal data processing agreements will be put in place with organisations that process personal data on the Council's behalf (Data Processors) before any processing commences. The data processing agreement will contain the terms specified by the GDPR and detail the extent of the processing activity. Where necessary, additional safeguards will be put in place for more sensitive data processing.

When the Council acts as a data processor (for example in providing services to schools) it will enter a data processing agreement with the data controller.

Notification of personal data breaches

Personal data breaches will be recorded and will be reported to the Information Commissioner's Office (ICO) and affected individuals (if the relevant threshold for risk or harm is reached). (Refer to the council Data Breach Procedure)

Complying with the GDPR's restrictions on transfers of personal data outside of the UK.

The Council will have due regard to and comply with requirements of the GDPR for the security of transfers of personal data outside of the UK.

Automated processing and automatic decision making

A DPIA must be carried out before any automated processing (including profiling) or ADM activities are undertaken. The Council will fully inform data subjects of any automated processing and ensure suitable measures are put in place to safeguard the Data Subject's rights and freedoms and legitimate interests.

Information Commissioners Office (ICO)

The Council is registered with the Information Commissioners Office (ICO) who is the Supervisory Authority. The councillors of Gateshead Council, although data controllers in their own right, are exempt from registration. The Electoral Registration Officer (ERO) for Gateshead is independently registered with the ICO as are any wholly owned companies of the Council.

Training and awareness

All staff will undertake annual mandatory data protection training including advice on how and when they should contact the council's DPO.

Audit and review of data protection

The Council's internal audit function will carry out regular systematic audit of processes to ensure the council's teams maintain compliance with data protection legislation and are operating within best practice wherever possible.

Data protection is part of information governance and governed by structures described in the Information Governance Framework.

Data protection policies and associated procedures are adopted by the Council and will be regularly reviewed by the DPO. Complaints about responses to subject access requests and how the council processes data under the GDPR will be investigated by the DPO.

Breach of policy

Failure to adhere to the standards set out in this policy may result in the Council breaching its obligations under the GDPR and the possibility of regulatory action from the ICO. Breaches of this policy must be reported to the DPO and may be subject to disciplinary proceedings.

This policy is designed to ensure effective data protection practice, failure to adhere to the practices in this policy increases the likelihood of a personal data breach occurring. All personal data breaches must be reported to the DPO using the council's Personal Data Breach Procedure and will be investigated accordingly. The council will always treat any data breach as a serious issue, potentially warranting a disciplinary investigation. Each incident will be investigated, judged on its individual circumstances and addressed accordingly.

Review of policy

This policy will be reviewed as it is deemed appropriate, but no less frequently than every 2 years.

Appendix 1 Definitions

Automated Decision-Making (ADM): when a decision is made which is based solely on Automated Processing (including profiling) which produces legal effects or significantly affects an individual. The UK GDPR prohibits Automated Decision-Making (unless certain conditions are met) but not Automated Processing.

Automated Processing: any form of automated processing of Personal Data consisting of the use of Personal Data to evaluate certain personal aspects relating to an individual, in particular to analyse or predict aspects concerning that individual's performance at work, economic situation, health, personal preferences, interests, reliability, behaviour, location or movements. Profiling is an example of Automated Processing.

Criminal Offence Data: personal data relating to criminal convictions and offences, including personal data relating to criminal allegations, investigations and proceedings.

Data controller: the person or organisation that determines when, why and how to process Personal Data. It is responsible for establishing practices and policies in line with the GDPR. The Council is the Controller of all Personal Data relating to our employees and Personal Data used in our business for our own purposes.

Data processor: Processors act on behalf of the relevant controller and under their authority. In doing so, they serve the controller's interests rather than their own. A processor should only process personal data in line with a controller's instructions unless it is required to do otherwise by law.

Data Privacy Impact Assessment (DPIA): assessment used to identify and reduce risks of a data processing activity. A DPIA is mandatory for processing that is likely to result in a high risk to individuals and should also be conducted whenever a process, system, project or work activity that could have an impact on the privacy of individuals or risks to their personal data is implemented or changed.

Data Subject: a living, identified or identifiable individual about whom we hold Personal Data. Data Subjects may be nationals or residents of any country and may have legal rights regarding their Personal Data.

Personal data: Personal data means data which relate to a living individual who can be identified: a) from those data, or b) from those data and other information which is in the possession of, or is likely to come into the possession of, the data controller, and includes any expression of opinion about the individual and any indication of the intentions of the data controller or any other person in respect of the individual.

Privacy Notices: separate notices setting out information that should be provided to Data Subjects when the Company collects information about them. These notices may take the form of:

- general privacy statements applicable to a specific group of individuals (for example, employee privacy notices or the website privacy policy); or
- stand-alone, one-time privacy statements covering Processing related to a specific purpose.

Processing or Process: any activity that involves the use of Personal Data. It includes obtaining, recording or holding the data, or carrying out any operation or set of operations on the data including organising, amending, retrieving, using, disclosing, erasing or destroying it. Processing also includes transmitting or transferring Personal Data to third parties.

Special category data: information revealing racial or ethnic origin, political opinions, religious or similar beliefs, trade union membership, physical or mental health conditions, sexual life, sexual orientation, biometric or genetic data.

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COUNCIL MEETING

25 May 2023

HOUSING COMPLAINTS PROCEDURE – COMPLIANCE WITH HOUSING OMBUDSMAN SERVICE COMPLAINT HANDLING CODE

Sheena Ramsey, Chief Executive

EXECUTIVE SUMMARY

1. The purpose of this report is to seek approval of the changes to the procedure for dealing with housing complaints to ensure the Council is acting in line with the Housing Ombudsman Service Complaint Handling Code.
2. It is proposed that the process is changed to a two-stage process, with a new timescale for answering complaints of 10 days, to be implemented with immediate effect.
3. The Cabinet has considered the facts and issues arising from the report including alternative options and took all relevant advice before formulating their recommendation.

RECOMMENDATION

4. It is recommended that Council approves the change in the housing complaints procedure from a 3-stage process in line with the corporate complaint procedure, to a 2-stage process as set out in Appendix 2 of the report.

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TITLE OF REPORT:	Housing Complaints Procedure – compliance with Housing Ombudsman Service Complaint Handling Code
REPORT OF:	Mike Barker, Strategic Director, Corporate Services and Governance

Purpose of the Report

1. To ask Cabinet to consider and recommend to Council the changes to the procedure for dealing with housing complaints to ensure the Council is acting in line with the Housing Ombudsman Service Complaint Handling Code. The process would reduce from a 3-stage to a 2-stage process as set out in appendix 2.

Background

2. This report explains the context for proposing the change to the housing complaints procedure.
3. Presently, any tenant wishing to make a complaint against the Council as the landlord for their property, will follow the Council's corporate complaints procedure which involves an established 3 stage process.
4. The Housing Ombudsman Service Complaint Handling Code sets out the following recommendation at section 5.17:
Two stage landlord complaint procedures are ideal. This ensures that the complaint process is not unduly long. If landlords strongly believe a third stage is necessary, they must set out their reasons for this as part of their self-assessment. A process with more than three stages is not acceptable under any circumstances.
5. In bringing the procedure in line with the Housing Ombudsman Service Complaint Handling Code, the timescale for providing an initial response from the Council is halved from 20 days to 10 days.

Proposal

6. It is proposed that the change to a two-stage process, with a new timescale for answering complaints of 10 days, is implemented with immediate effect.

Recommendations

7. Cabinet is asked to recommend Council to approve the change in the housing complaints procedure from a 3-stage process in line with the corporate complaint procedure, to a 2-stage process as set out in appendix 2.

For the following reason:

To have an effective and timely complaints procedure in compliance with the Housing Ombudsman Service Complaint Handling Code.

CONTACT: Angela Simmons-Mather

extension 2110

Policy Context

1. The proposed change to the management of housing complaints is intended to bring the Council in line with the requirements of the Housing Ombudsman Service Complaint Handling Code, as per the compliance requirement at section 9 of the Code.

Background

2. The Council aims to respond positively to all complaints. The Council operates the corporate complaints procedure to make it easier for members of the public to raise issues of concern, ensure that complaints are responded to quickly and in a consistent manner and to enable the Council to learn from the issues raised and amend procedures and practices as necessary.
3. The Council is conscious that industry standards may develop over time and will take note of the recommended standards for the handling of complaints.
4. In 2020 the Housing Ombudsman Service introduced the Complaint Handling Code. Initially the code was provided to set out good practice to allow landlords to respond to complaints effectively and fairly.
5. In April 2022, the provisions were strengthened as part of the Ombudsman's new powers in the revised Housing Ombudsman Scheme.
6. The new procedure proposes the following two steps (in summary – please see Appendix 2 for full details): -
 - a) Stage 1 – Landlords must respond to the complaint within 10 working days of the complaint being logged. Landlords must confirm the following in writing to the resident at the completion of stage one in clear, plain language:
 - the complaint stage
 - the complaint definition
 - the decision on the complaint
 - the reasons for any decisions made
 - the details of any remedy offered to put things right
 - details of any outstanding actions
 - details of how to escalate the matter to stage two if the resident is not satisfied with the answer
 - b) Stage 2 – Landlords must only escalate a complaint to stage two once it has completed stage one and at the request of the resident. The person considering the complaint at stage two, must not be the same person that considered the complaint at stage one. Landlords must respond to the stage two complaint within 20 working days of the complaint being escalated. Landlords must confirm the following in writing to the resident at the completion of stage two in clear, plain language:
 - the complaint stage

- the complaint definition
- the decision on the complaint
- the reasons for any decisions made
- the details of any remedy offered to put things right
- details of any outstanding actions and
- details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied

7. As a member landlord of the Housing Ombudsman Scheme, the Council is required to comply with the terms of the scheme. At section 9 of the Housing Ombudsman Service Complaint Handling Code, the Council “must”:

9.1

- *establish and maintain a complaints procedure in accordance with any good practice recommended by the Ombudsman*

8. This proposal will reduce the bureaucratic process, halving the response time from 20 days to 10 days, and will streamline the procedure to the benefit of Council tenants.
9. It is acknowledged that this creates two differing complaints processes between individuals making a corporate complaint and those making a housing complaint (which may be one and the same person), therefore work has commenced to review the corporate complaints process to bring it in line with the proposed housing complaints procedure.

Consultation

10. There has been no external consultation undertaken in the preparation of this report.

Alternative Options

11. The Council could maintain its 3 stage complaints process for dealing with housing complaints, however this would bring the Council in conflict with the recommended good practice as set out in the Housing Ombudsman Service Complaint Handling Code. The Council would be required to justify the use of a 3-stage procedure in its self-assessment, however the Council can see the benefit of a 2-stage process and therefore could not justify the continued use of the 3-stage procedure.

Implications of Recommended Option

12. **Resources:**

- a) **Financial Implications** – The Strategic Director, Resources and Digital confirms that there are no financial implications arising from this report.
- b) **Human Resources Implications** – The Strategic Director, Corporate Services and Governance confirms that there are no human resources implications arising from the report.

- c) **Property Implications** – The Strategic Director, Corporate Services and Governance confirms that there are no property implications arising from this report.
13. **Risk Management Implication** – Potential failure to comply with the Housing Ombudsman Service Complaint Handling Code is minimised through the immediate introduction of these changes.
14. **Equality and Diversity Implications** – The new complaints procedure contributes to the implementation of the Council's Equal Opportunities Policy.
15. **Crime and Disorder Implications** – There are no crime and disorder implications arising from this report.
16. **Health Implications** – There are no health implications arising from this report.
17. **Climate Emergency and Sustainability Implications** – There are no climate emergency or sustainability implications arising from this report.
18. **Human Rights Implications** – There may be human rights implications in a number of housing complaints made to the Council (eg Right to respect for Family Life). Therefore, having a formal complaints procedure will assist the Council in carrying out its duties under the Human Rights Act 1988.
19. **Ward Implications** – None.
20. **Background Information** –
The Housing Ombudsman Service Complaint Handling Code
[The Housing ombudsman's Complaint Handling Code \(housing-ombudsman.org.uk\)](https://housing-ombudsman.org.uk)

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Housing Ombudsman Service Complaint Handling Code

Section 5 – Complaint stages

Stage 1

5.1 Landlords must respond to the complaint within 10 working days of the complaint being logged. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.

5.2 If an extension beyond 20 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.

5.3 Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.

5.4 Where the problem is a recurring issue, the landlord should consider any older reports as part of the background to the complaint if this will help to resolve the issue for the resident.

5.5 A complaint response must be sent to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue, are completed. Outstanding actions must still be tracked and actioned expeditiously with regular updates provided to the resident.

5.6 Landlords must address all points raised in the complaint and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.

5.7 Where residents raise additional complaints during the investigation, these should be incorporated into the stage one response if they are relevant and the stage one response has not been issued. Where the stage one response has been issued, or it would unreasonably delay the response, the complaint should be logged as a new complaint.

5.8 Landlords must confirm the following in writing to the resident at the completion of stage one in clear, plain language:

- the complaint stage
- the complaint definition
- the decision on the complaint
- the reasons for any decisions made
- the details of any remedy offered to put things right
- details of any outstanding actions

- details of how to escalate the matter to stage two if the resident is not satisfied with the answer

Stage 2

5.9 If all or part of the complaint is not resolved to the resident's satisfaction at stage one it must be progressed to stage two of the landlord's procedure, unless an exclusion ground now applies. In instances where a landlord declines to escalate a complaint it must clearly communicate in writing its reasons for not escalating as well as the resident's right to approach the Ombudsman about its decision.

5.10 On receipt of the escalation request, landlords must set out their understanding of issues outstanding and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties.

5.11 Landlords must only escalate a complaint to stage two once it has completed stage one and at the request of the resident.

5.12 The person considering the complaint at stage two, must not be the same person that considered the complaint at stage one.

5.13 Landlords must respond to the stage two complaint within 20 working days of the complaint being escalated. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.

5.14 If an extension beyond 10 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.

5.15 Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.

5.16 Landlords must confirm the following in writing to the resident at the completion of stage two in clear, plain language:

- the complaint stage
- the complaint definition
- the decision on the complaint
- the reasons for any decisions made
- the details of any remedy offered to put things right
- details of any outstanding actions and
- details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied



COUNCIL MEETING

25 May 2023

GATESHEAD EARLY HELP STRATEGY 2023-2026

Sheena Ramsey, Chief Executive

EXECUTIVE SUMMARY

1. The purpose of this report is to seek approval of the partnership Early Help Strategy for Gateshead 2023-26.
2. The Strategy sets out the vision and key deliverables for the family support system in Gateshead.
3. The Cabinet has considered the facts and issues arising from the report including alternative options and took all relevant advice before formulating their recommendation.

RECOMMENDATION

4. It is recommended that Council approves and adopts the Gateshead Early Help Strategy 2023-2026.

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TITLE OF REPORT: Gateshead Early Help Strategy 2023-2026

REPORT OF: Helen Fergusson, Strategic Director, Children's Social Care and Lifelong Learning

Purpose of the Report

1. To request Cabinet to recommend to Council the partnership Early Help Strategy for Gateshead 2023-26 for approval.

Background

2. The Gateshead Early Help Strategy 2023-26 sets out the vision and key deliverables for the family support system in Gateshead.
3. The national Supporting Families Programme Outcomes Framework is adopted as the performance model to measure progress achieved with families.
4. The Strategy recognises Early Help as a system of partnership contributions and reflects on the improvement journey from 2019 – 2023.
5. The Foreword is provided by Heather Pearson – Chair and Independent Scrutineer, Gateshead Safeguarding Children Partnership.

Proposal

6. The Gateshead Early Help Strategy 2023-26 details the following four key priorities:
 - Implementing a network of Family Hubs and Start for Life Offer;
 - Reducing parental conflict and improving family stability;
 - Preventing youth crime; and
 - Supporting a skilled, confident and knowledgeable early help workforce.
7. Furthermore, the Strategy provides a synopsis of the key enablers to delivering the above priorities, including:
 - Review of the Early Help Assessment (EHA) process used with families;
 - More advice and support for those practitioners supporting families outside of the Early Help Service;
 - Broader access to professional development opportunities in relational, trauma-informed practice and contextual safeguarding;
 - Developing collection and analysis of data to inform improvements in practice;

- Improving strategic oversight and accountability across the local Early Help system, including a review of current governance arrangements.

Recommendations

8. Cabinet is asked to recommend the Council to approve and adopt the Gateshead Early Help Strategy 2023-2026.

For the following reasons:

The Gateshead Early Help Strategy 2023-26:

- (i) reflects the partnership commitment to delivering effective support to families through a combination of universal and targeted services;
- (ii) contributes to the aims and objectives of the 'Thrive' approach and the priorities of the Gateshead Health and Wellbeing Strategy;
- (ii) strategically positions the Local Authority to respond to emerging, national policy areas, including Family Hubs and the (2021) Care Review.

CONTACT: Gavin Bradshaw

Extension: 3543

APPENDIX 1

Policy Context

1. An Early Help Strategy is an *expectation* on Local Authorities and their partners and can be examined in Ofsted inspections of Children's Services, but is not a statutory requirement. The Department for Levelling Up, Housing and Communities (DLUHC) expects a strategic Early Help document to inform the self-assessment process known as the Early Help System Guide (EHSG) which is undertaken annually as a condition for receipt of funding from the national Supporting Families Programme.
2. The Early Help Strategy should also reflect the response of the Local Authority to emerging policy initiatives around support for vulnerable families. This includes, but is not limited to, implementation of Family Hubs and a Start for Life offer (Best Start for Life – Vision for the 1,001 Critical Days, April 2021), the (Ministry of Justice) Turnaround Programme to prevent youth crime, the reduction of parental conflict (Department of Work and Pensions) and consideration of the Independent Review of Children's Social Care (May 2022) recommendations.
3. Locally, the Early Help Strategy contributes to the priorities featured in the following policy documents Gateshead Health and Wellbeing Strategy; Corporate Plan – Making Gateshead a place where everyone thrives; Gateshead Youth Justice Plan; Gateshead Children & Young People's Strategy.

Consultation

4. The Early Help Strategy has been developed following consultation with a wide range of stakeholders, including colleagues (external partners) from North-East and North Cumbria Integrated Care Board, Gateshead Youth Justice Board and Growing Healthy Gateshead. The Cabinet Member for Children and Young People has also been consulted.

Alternative Options

5. Gateshead will continue to provide a partnership approach to the delivery of early help services to families. This includes advice, support and intervention from a spectrum of staff and services working in a variety of settings across education, housing, police, primary care, probation, early years and third sector organisations under a strategic vision which sets-out early help as "everyone's business". It is not recommended that Gateshead departs from this partnership approach, nor adopts a narrow, formal definition of early help provided only by Local Authority services for those requiring intensive levels of support. Early help is best provided in settings where there are good, existing relationships between support services and families. In many scenarios, informal advice and support is required, along with connection to assets in the community or to the extended family network, without the need for longer-term professional support. Population-level challenges around mental health, increasing deprivation, insecure housing (and more) requires a full-system response and is not the preserve of specific LA services. Partnership arrangements in Gateshead for the delivery of family support are strong and the foundation of this Strategy.

Implications of Recommended Option

6. Resources:

- a) **Financial Implications** – The Strategic Director, Resources and Digital confirms the Strategy will positively position the Council to maintain national funding from the Department for Levelling Up, Housing and Communities, Department for Education, Department for Health and Social Care and Department for Work and Pensions.
- b) **Human Resources Implications** – Family Hubs will recruit to fixed-term roles to support initial implementation.
- c) **Property Implications** - Family Hubs will re-purpose the existing Sure Start estate. Increased co-location of services is likely.

7. Risk Management Implication - None.

8. Equality and Diversity Implications - None.

9. Crime and Disorder Implications – Effective Early Help services will impact positively (ie) reduce youth offending rates.

10. Health Implications – Effective Early Help services will impact positively on health/wellbeing outcomes.

11. Climate Emergency and Sustainability Implications - None.

12. Human Rights Implications - None.

13. Ward Implications - Early Help services are delivered to families in every ward in the borough.



Gateshead Early Help Strategy

2023-2026

Our partnership approach to delivering family help



Foreword



The Gateshead early help system continues to remove and minimise the risks faced by many children, young people and their families before their problems become more significant and entrenched.

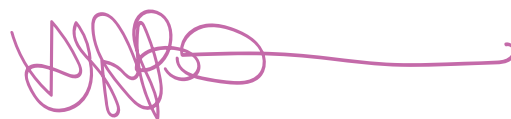
We know that the impact of the Covid-19 pandemic has widened existing inequalities across our communities and we understand how worsening cost of living pressures will lead to increased numbers of families seeking help and support. More than ever, our strong cross-system commitment to working together will be required to support those in need.

Gateshead has long-adopted a broad partnership definition of early help, where frontline practitioners across a range of sectors are clear about their responsibility to identify concerns early, understand how and when to assess those concerns and how to provide a timely and effective response.

We know that support works best when a whole-family approach is taken and when interventions are chosen on the strength of their evidence base and combined with direct, practical help. Gateshead already has much to celebrate in terms of delivering integrated, joined-up services for families, but we should remain ambitious about how we can help families build on their strengths, develop resilience and lead safe, healthy and fulfilling lives.

I wish to thank all of those across the early help workforce and beyond who will translate this strategy into action. Our success depends on families, communities, professionals and volunteers all pulling in the same direction to make the difference.

Delivery of early help in Gateshead really is everyone's business.

A handwritten signature in blue ink, consisting of stylized, overlapping loops and a long horizontal stroke extending to the right.

Heather Pearson

Chair & Independent Scrutineer
Gateshead Safeguarding Children Partnership

1. Introduction

Partners across Gateshead believe that early help and intervention is a force for transforming the lives of children, families and communities - particularly those living with existing vulnerabilities and disadvantages.

Effective early help can help to deliver our strategic priorities of supporting the whole family to make positive changes to their lives and to prevent or reduce the need for statutory services. We also aspire to build our community networks and resources to empower families to develop their own solutions.

That is why our 2023-26 Early Help Strategy reaffirms our commitment to do the best for Gateshead families through two key priorities:

1. Make it easier to get the right help, including the roll-out of a Family Hub network and Start for Life Offer across 2023-2026.
2. Increase our focus on family relationships, including an expansion of programmes and interventions to support family stability.

Implementation of Family Hubs as part of a joined-up locality system of help for Gateshead residents is a key, strategic goal – providing a universal entry point to a wide range of services for families with children of all ages.

For those with multiple/more complex needs, our Supporting Families Programme - known locally as 'Families Gateshead' - will continue to provide a whole-family approach based on the principles of 'one family, one lead worker, one plan' and always recognising the identity, faith and cultural heritage of those we support.

Furthermore, this strategy will present our approach to preventing young people from entering the youth justice system and reducing the impact of parental conflict on children and young people.

Partners across our early help system will always strive for a Gateshead where children and young people enjoy their childhood and have the opportunity to THRIVE and be their best selves.

A handwritten signature in blue ink that reads 'Helen Fergusson'.

Helen Fergusson
Strategic Director
Children's Social Care & Lifelong Learning

2. Our Vision

Our vision is that Gateshead will be a great place to grow up and live, where excellent health and wellbeing outcomes are experienced by all and where children develop well and achieve their potential. For some children, this can only be achieved with additional support.

This vision is consistent with the five key pledges set-out in Gateshead Council's Corporate Plan, 'Making Gateshead a Place Where Everyone Thrives', including the focus on putting people and families at the heart of our work, tackling inequality, supporting communities, extending opportunities for employment and working together for a better future.

The vision will support the priorities of the Gateshead SEND Strategy (2023-2026), including providing the right support at the right time, listening to families, working together across services to keep children safe and to ensure that children and young people are positive about taking their next steps.

Furthermore, our vision will help deliver the priorities of the Gateshead Health and Wellbeing Strategy to give every child the best start in life, enable residents of all ages to maximise their capabilities and have control over their lives, create fair employment and good work for all, ensure a healthy standard of living, develop healthy and sustainable places and communities and strengthen the role and impact of ill health prevention.

Helping children, young people and their families is not about doing it for them; it is about helping them to find the right solutions to improve their situation. This means that those coming into contact with children (including police, teachers, health visitors, midwives, housing officers and childcare professionals) have a responsibility to identify emerging needs at the earliest opportunity so that children are kept safe and achieve good outcomes.

Gateshead's Early Help Strategy (2023-26) underpins this vision.



3. Guiding Principles



Our guiding principles of practice shape the way we deliver services across our early help system. We will do this by:

- taking a whole-family approach;
- using interventions on the strength of their evidence base;
- personalising support, including practical help, advocacy and brokerage;
- delivering integrated, co-ordinated and sequenced services;
- listening to the voice of children and young people;
- taking a strengths-based, contextual approach with families;
- focusing on reducing the impact of parental/adult vulnerabilities on children;
- timely responses which prevent escalation of vulnerability and risk;
- targeting extra help to those with more complex needs and additional vulnerabilities.

This approach is supported by our Early Help and Children's Social Care 'Relationship Focused' Practice Model (Figure 3) on Page 19.

We also seek to ensure that:

- a clear early help offer is promoted across our borough – supported by the implementation of Family Hubs;
- the offer is understood by children, young people, families and communities;
- early help pathways are effective and draw on a recognised evidence base;
- we develop a strong, capable early help workforce across all sectors;
- more partners in a variety of contexts take responsibility for the Lead Practitioner role.

Our vision for early help in Gateshead is consistent with that set-out in the Early Help System Guide and the Family Hub Programme Guide, actively promoting the principles of 'access, connection and relationships'.

4. Early Help in Gateshead – a partnership responsibility

We already know that early help is delivered by a wide range of practitioners and volunteers across the public, voluntary and private sector in Gateshead, providing a strong existing foundation on which to develop our support to families.

The (DFE) Social Workers In Schools model was introduced in 2021 and will extend into 2022-23, providing a designated social worker for 6 Gateshead secondary schools, along with funded social work oversight of Designated Safeguarding Leads in 6 secondary and 35 primary schools.

Education partners include schools and Further Education (FE) providers and the internal workforces focused on children and young people's wellbeing and safety, including Designated Safeguarding Leads, SENCOs and pastoral teams and Emotionally Based School Avoidance (EBSA) workers.

Health and wellbeing partners include Growing Healthy Gateshead (Harrogate and District NHS Foundation Trust), Children and Young People's Service – Newcastle and Gateshead (Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust), North-East and North Cumbria Integrated Care Board and the Gateshead Health NHS Foundation Trust.

Voluntary sector partners include, but are not limited to, Citizen's Advice Gateshead, Gateshead Carers Service, Change Grow Live, Gateshead Young Women's Outreach Project, North East Young Dads & Lads, Edbert's House, St Chad's Community Project, North East Counselling Services, Relate, Gateshead Foodbank and the Children's Society.

NHS ICB colleagues are developing a version of the Little Orange Book for parents of older children - The Little Book of Useful Stuff - and are working to develop a young-person-friendly kitemark for local GP practices.

Statutory partners include Northumbria Police, Tyne and Wear Fire Service, North East Ambulance Service and Northumbria Probation Service.

NHS ICB colleagues are leading a partnership approach to preventing Sudden Unexpected Death in Infants (SUDI) by introducing new practice guidance, a new risk assessment tool, workforce training and public awareness campaigns.

Our Early Help Service provides a range of functions to support Gateshead families, including:

- Targeted Family Support – whole-family intervention through the Team Around the Family (TAF) process
- Team Around the School – designated worker time on secondary and primary school sites
- Parenting and Reducing Parental Conflict Programmes – an evidence-based menu of parenting and relationship support
- Children's Centres & Family Hubs – community-based family support for children aged 0-5 and their families, moving towards an all-age offer
- Play Service – holiday activities, SEND clubs and community outreach
- Domestic Abuse Team – support for victims of domestic abuse
- Behaviour Change Team – support for perpetrators of domestic abuse

Our Youth Justice Service (YJS) supports young people in the youth justice system subject to Out of Court Disposals – 12 weeks of support following assessment to prevent re-offending - and statutory court orders. The YJS works closely with police to reduce the number of young people going to court – known as 'divert from charge' - unless their offences are serious or they are subject to repeat arrests. Young people receive support from a designated worker. Victims of youth crime are also supported by a dedicated YJS worker who helps the victim to understand and manage the impact of the offence. .

- Family Group Conference Service – development of family-led plans and solutions, including a mediation service
- Return Home Interviews – support for children and young people following missing episodes

The Growing Healthy Gateshead service launched an innovative new App for families in February 2022, including locality content, feedback options and live chat functions.

5. Early Help in Gateshead – a partnership system

Our definition of Early Help

We have a clear definition and understanding of early help which means:

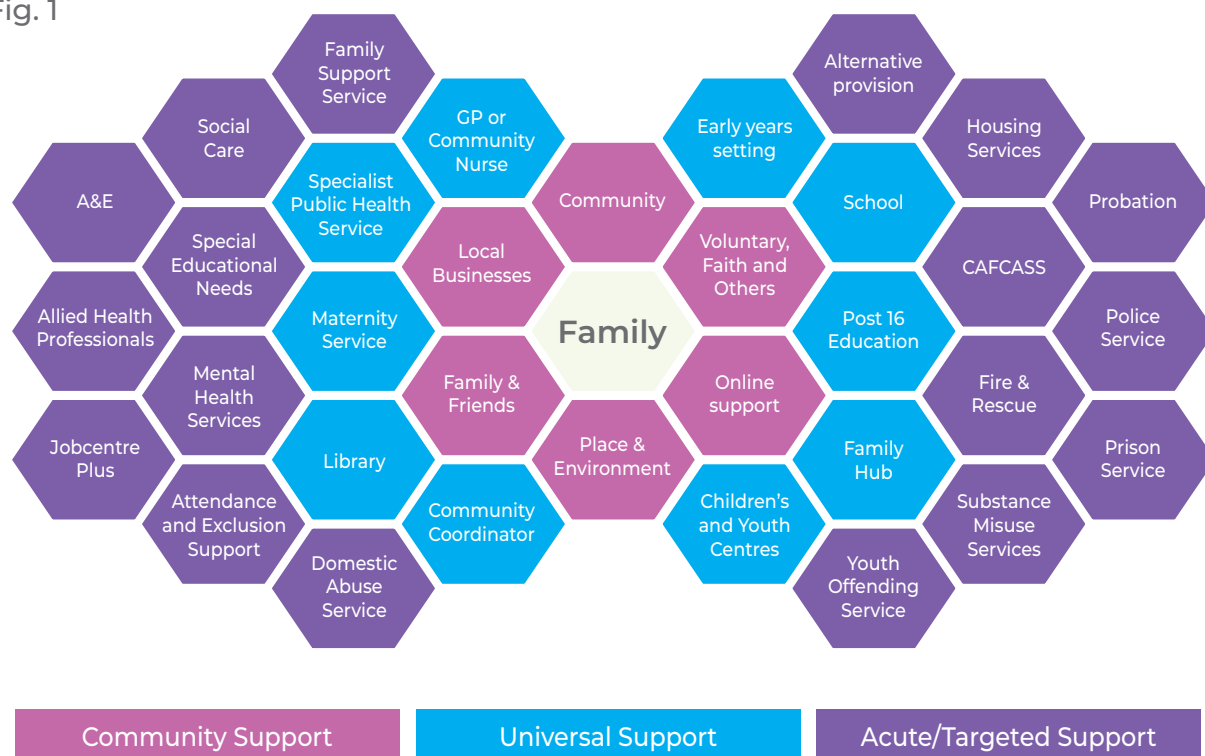
- identifying needs within families early, providing preventative support and intervention before problems become complex and entrenched;
- using evidence-based interventions which draw upon families' own strengths and promote resilience and self-reliance, starting with the capability of the family and avoiding deficit-led assessments.

We believe our definition is consistent with the broad philosophy of early help set out in the Working Together (2018) document:

“Providing early help is more effective in promoting the welfare of children than reacting later. Early help means providing support as soon as a problem emerges, at any point in a child's life, from the foundation years through to the teenage years. Early help can also prevent further problems arising”.

In Gateshead, early help is not a service but a way of ‘thinking and working’ across a varied system of support (see Figure 1) comprising universal, targeted and specialist services, along with families’ own informal and peer networks.

Fig. 1



6. Early Help as part of a continuum of need

The interplay between early help and statutory social work assessment is viewed on a continuum of need and risk.

This was highlighted in the Ofsted Focused Visit report on our 'front door' published in September 2021:

"Decisions by managers to step up and down to early help services are appropriate. Partner agencies have a shared understanding of thresholds, augmented by the daily multi-agency triage meeting, which includes the early help service. Proportionate checks are undertaken with professionals; they work closely together and collaborate well".

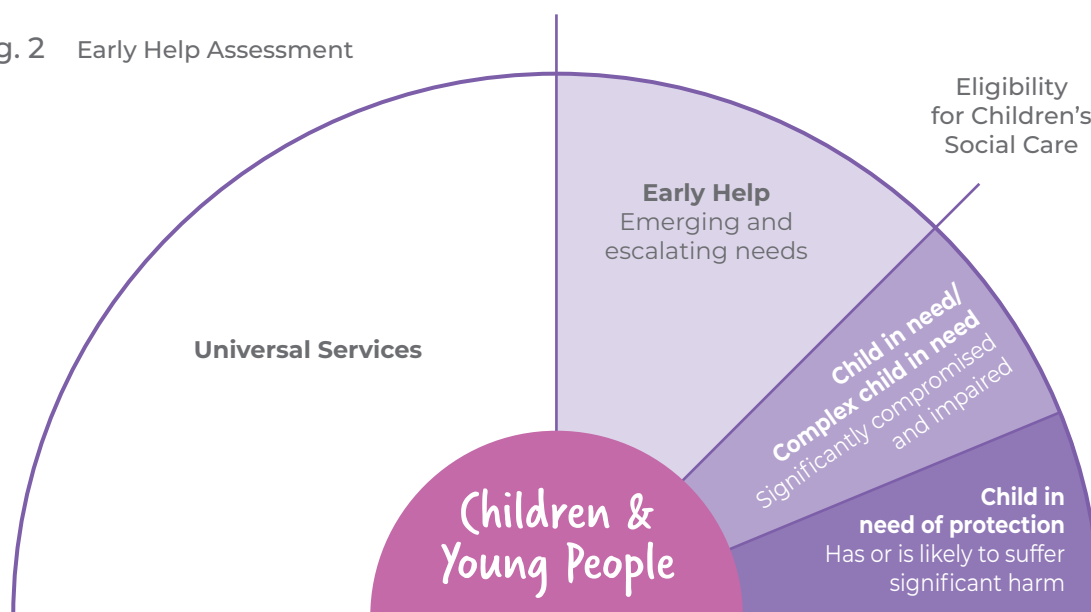
This continuum of need is underpinned further by common practice standards used by staff across the children's workforce within the Local Authority. A new 2022 practice model will also be implemented (see 'Workforce Development' section) to further embed the common approach with a thematic focus on systemic, relational, strengths-based and restorative working.

"You truly have been the glue that held my family together through a rough year. You really went above and beyond for us - thank you." - Parent

While based on a clear interpretation of safeguarding thresholds and distinct from statutory services, early help is positioned within a spectrum of support which seeks to maintain effective relationships with families and avoid 'stop-start' experiences of help and intervention - see Figure 2 below.

Gateshead's Safeguarding Children Partnership clearly defines need and risk in a multi-agency document which uses detailed guidance indicators segmented into three age categories reflecting the key stages of child development.

Fig. 2 Early Help Assessment



Universal interventions – these may be provided by voluntary and community sector organisations and/or professionals working in police, education, housing and health services. Children’s Centre and Family Hub provision can provide support at this level, differentiated according to need. These services and interventions may be referred to as ‘Tier 1’ or ‘universal’ services. Encouraging and supporting families to access services on their own and making use of community-based resources, including group provision, is a typical feature of this support level.

Targeted interventions – these may be provided by a range of providers, including the Early Help Service, where a Lead Practitioner undertakes the Common Assessment Framework (CAF) or Early Help Assessment (EHA) process and identifies if a single agency response or a multi-agency support plan is required. If more than one service intervention is needed, the Team Around the Family (TAF) process is used to co-ordinate a multi-agency support plan. The GSCP threshold guidance distinguishes between ‘emerging’ and ‘escalating’ needs within the Tier 2 threshold to guide interpretation of need and risk by professionals, volunteers and the public.

Safeguarding and social work interventions – this includes assessment and intervention under the oversight of children’s social care, including Child in Need (CIN) and Child Protection (CP) as part of ‘Tier 3’ support. Early Help, using the TAF process, will not only respond to increasing, escalated needs, but also where families have stepped-down from social work intervention. A Lead Practitioner from across the Tier 2 workforce will be identified at the point of closure to children’s social care to help sustain the family plan and work towards agreed goals.

We believe that assessment and intervention should be based on clear, consistent thresholds which have been developed using a collaborative, partnership approach. Colleagues from across the early help, health and social care sectors continue to facilitate training on thresholds as part of the GSCP (Level 3 Safeguarding) training offer to the children’s workforce.

7. Our Priorities

7a. Family Hubs & Start for Life

Family Hubs will provide a single access point – a ‘front door’ – to universal and early help services for families with children of all ages (0-19) or up to 25 with special educational needs and disabilities (SEND), with a Start for Life offer at their core.

Family Hubs involve co-location of services and professionals to make it easier for families to access the help they need and can include walk-in sites, outreach activities and online support.

Family Hubs are a way of delivering the Supporting Families Programme vision of an effective early help system, providing place-based access to SEND services, 0-5 activities, youth services, advice on debt and housing, support for mental health, smoking cessation, nutrition and weight management, help for those experiencing domestic abuse and relationship conflict, plus funded strands of enhanced support for:

- Parenting
- Perinatal mental health and parent-infant relationships
- Early language development and the home learning environment
- Infant feeding

Many services offered in a Family Hub network will be for families who do not need intensive, whole-family Lead Practitioner support; however, hubs will ensure seamless access to a whole-family Lead Practitioner where needed.

In Gateshead, we will work closely with our partners to evolve a Family Hub and Start for Life offer by utilising our Sure Start Children’s Centre sites and building upon our key assets across this estate, including excellent facilities and locations, effective partnerships, existing co-location arrangements and the great foundations of a strong, all-age, universal offer.

We believe that families’ voices should be at the heart of everything we do. New Parent/Carer Panels will be developed to actively involve local families in shaping the support they receive.

We will ensure that Family Hubs form part of a clear, recognised network of locality-based help provided by our VCS and other partners.

7b. Reducing parental conflict and improving family stability

Gateshead remains committed to raising awareness of the impact of parental conflict on children and young people. We believe that a focus on the couple and co-parenting relationship is key to understanding family functioning and how best to reach and maintain stable, healthy relationships. We also know that families who have children with SEND may be more vulnerable to experiencing relationship distress.

Gateshead has acted as the lead Local Authority for the North-East region's DWP-funded Reducing Parental Conflict Programme, providing a regional 'Referral Gateway' function from 2019 to four evidence-based pathways of provision up to September 2022.

"We would argue and he (Relate MBT Practitioner) could see the problem. It made you think how to handle it better"

Utilising further (DWP Local Grant) funding, the Early Help Service will further develop a local, sustainable Reducing Parental Conflict offer by taking the following measures:

- Fund the digital support pathways from One Plus One for Gateshead parents and co-parents
- Increase the facilitator pool for the (Parents Plus) Parenting When Separated programme
- Provide facilitator training for the (Fatherhood Institute) Becoming Dad and Staying Connected programmes
- Fund a (Relate) relationship counselling and helpline/webchat service

The Reducing Parental Conflict (Self-Assessment) Planning Tool is submitted to DWP on an annual basis.

Parenting interventions - delivering 'what works'

Advice and support for parents and carers is available from a wide variety of sources in our borough, including informal peer support opportunities and guidance online.

Where parenting programmes are delivered by the Early Help Service, we will ensure that these are:

- widely promoted across the early help workforce;
- drawn from a clear evidence base to promote real change in family life;
- delivered by trained, experienced facilitators;
- provided in a range of community settings, including school sites.

The current offer of parenting programmes includes:

- Mellow Bumps
- 123 Magic
- Incredible Years (Babies)
- Parenting When Separated
- Family Links Nurture
- Respect Young People's Programme
- ADHD Parenting Factor
- Caring for Children

From 2022/23, we will develop this offer further by:

- Recruiting a Healthy Relationships Co-ordinator to plan, evaluate and review our evidence-based offer for parenting.
- Training a multi-agency facilitator pool for Standard Teen Triple P and the (Fatherhood Institute) Family Foundations Programme.
- Working with our Family Hubs Parent/Carer Panel to identify gaps in provision and plan parenting support to meet those needs.

7c. Youth Crime Prevention

Our local partnerships work to identify children and young people displaying behaviours associated with offending to prevent entry into the formal youth justice system and offer a combination of early and targeted intervention.

This is delivered through:

- Specific, evidence-based interventions from the Early Help Service
- Support for young people suffering abuse in personal/intimate relationships from the Domestic Abuse Team
- You Only Live One (YOLO) Project for those aged 8-14 years
- Youth Navigator Role
- Criminal Justice Liaison Service
- Targeted health and substance misuse services, including Change Grow Live (CGL) from November 2022.

Supporting Families Programme

While progress against the (1-10) thematic areas of the Supporting Families Programme Outcomes Framework will reduce the triggers for offending behaviours and strengthen protective factors, it is Section 7 which focuses directly on prevention of youth crime and provides a recognised performance framework against which to measure progress.

Youth crime prevention through whole-family support

The Early Help Service's Targeted Family Support Team provide a whole-family intervention service for vulnerable families with dependent children. Referrals are taken from a variety of sources across the early help system, including police, education, housing, health and social care.

The service provides a duty response to parents/carers of around 3,000 children per year featuring in new police contacts and supports 1,200 children and their families per year with a whole-family plan as part of the Team Around the Family (TAF) process.



Support plans seek to adopt a 'child first' approach and address issues known to expose young people to an increased likelihood of offending and risk-taking behaviours, including:

- School exclusion
- Missing episodes
- Low income, debt and illegal money lending
- Adult criminality
- Alcohol and substance misuse
- Ineffective and inconsistent parenting styles
- Unsecure or transient living arrangements
- Family relationships and parental conflict
- Unmet support needs for behaviour and emotional regulation
- Negative or risk-taking peer group
- Online abuse and threats

Progress - our prevention journey

Since the publication of our 2018 Early Help Strategy, we have:

- Participated in the (DLUHC) Supporting Families, Youth Justice and Early Help deep dive exercise in January 2022
- Met the outcomes for the Troubled, now Supporting Families Programme
- Introduced a designated Family Intervention Worker into the High Fell ward where crime/ASB reports were among the highest in the borough
- Embedded the Team Around the School (TAS) and Social Workers In Schools (SWIS) models
- Improved our response to missing episodes through designated support for return interviews and information-sharing with schools (Operation Endeavour)
- Improved support for young people suffering from abuse in personal/intimate relationships (Domestic Abuse Team)
- Delivery of a comprehensive holiday activities offer through the (DFE) Holiday Activities and Food (HAF) programme, providing a menu of diversionary activities for young people

In the next 12 months, we will:

- Develop a partnership prevention strategy with a central ethos of prevention being ‘everyone’s business’
- Work with partners to map existing provision, identify gaps and utilise the early intervention or ‘Turnaround’ element of the new (2022) national funding settlement
- Develop Mosaic functionality around recording and analysis of prevention data to inform service improvement
- Work with key stakeholders to develop a network of Family Hubs to improve the universal, place-based offer in our most vulnerable communities
- Complete evaluation of the Social Workers In Schools (SWIS) pilot and work with schools to agree a sustainable funding model
- Introduce and develop a new ‘Healthy Relationships Pathway’ to broaden the offer of evidence-based interventions to improve parenting capabilities and to reduce parental conflict
- Expand the Team Around the School (TAS) model to provide designated family intervention time with primary schools in wards of identified needs and high persistent absentee rates
- Increase and develop the pool of practitioners able to offer case consultations for the Respect Young People’s Programme (RYPP).

7d. Supporting a skilled, confident and knowledgeable early help workforce

Workforce development is at the heart of our approach to delivering effective support to families and has two key strands:

- Local Authority early help and social care staff are provided with regular, high-quality supervision and professional development opportunities, including training in a range of evidence-based practice. Organisations and services across the early help sector take responsibility for the development of their workforce to deliver effective family intervention;
- the wider early help workforce is provided with a strong GSCP offer of professional development opportunities which supports effective frontline practice with families – see below.

To enable early help to become everyone's business, practitioners must feel confident and capable in their abilities to respond to presenting issues. We will support the multi-agency children's workforce to recognise and identify early signs and symptoms and understand the help and support available to children, young people and their families.

We will know that our approaches to workforce development are successful if practitioners:

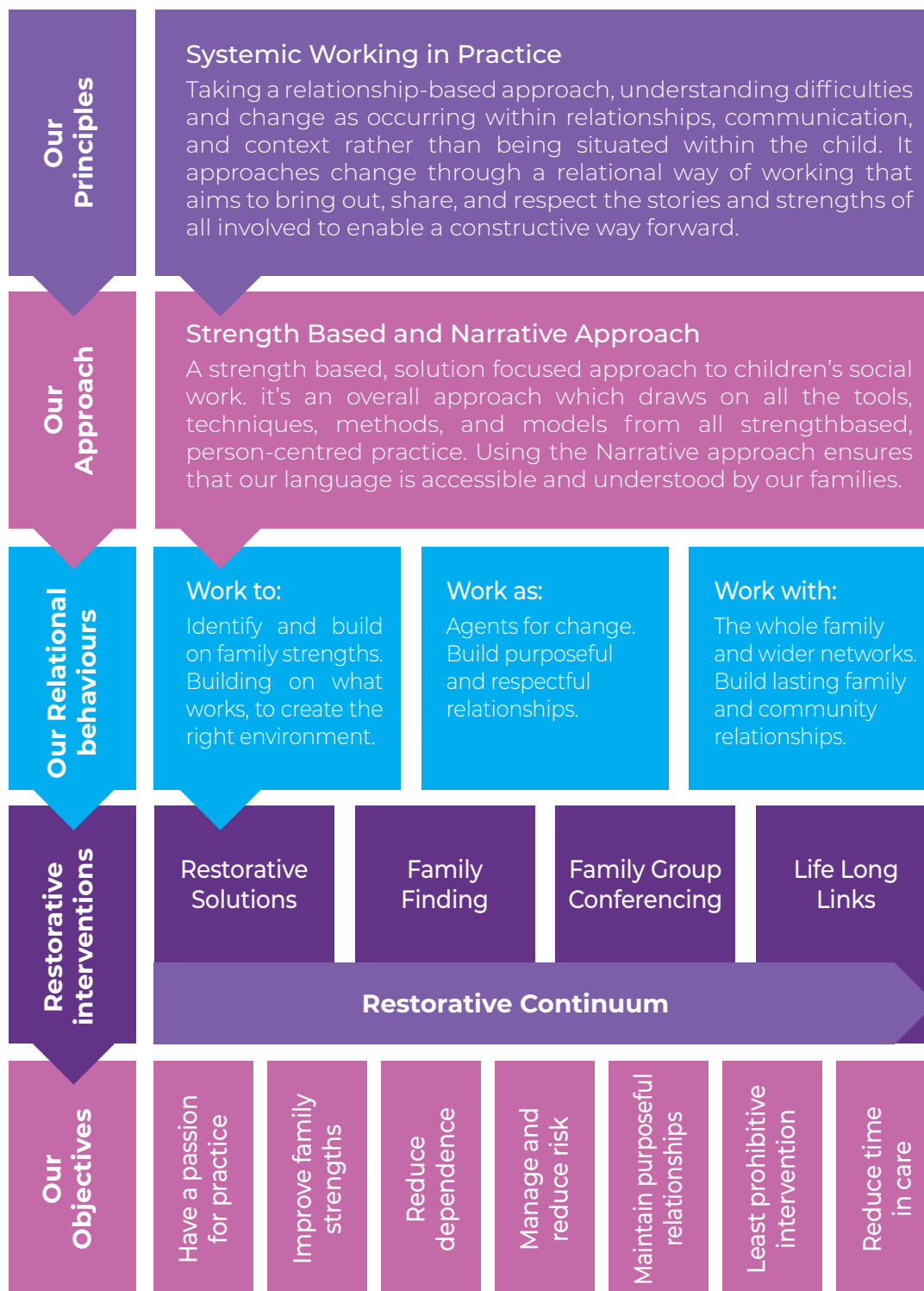
- actively identify and assess a child and family's holistic needs as they arise;
- respond to child and family's needs at the earliest opportunity;
- are confident as Lead Practitioners and collaborate effectively as members of the TAF;
- facilitate the involvement of children, young people and families in the services they receive.

Plus:

- focus first on families and their strengths;
- work closely with families to build trusting relationships;
- are skilled, knowledgeable and are co-creating new approaches;
- make time to learn, analyse, reflect in an open and honest way;
- have a shared vision and understanding of outcomes and success.

These principles and ethos are represented in our new (2022) practice model for practitioners working across early help and social care (see Fig 4 on the next page).

Fig. 3
Early Help & Children's Social Care 'Relationship Focused' Practice System



Practitioners across the early help (all sectors) and social care workforce also have access to a comprehensive training offer from the Gateshead Safeguarding Children Partnership, Gateshead Safeguarding Adults Board and Gateshead Community Safety Board.

8. Our early help improvement journey

Strengths identified in our 2019 Ofsted inspection have been developed further, as shown in this summary of key achievements from across Gateshead's family support system:

- Provided the regional 'Referral Gateway' for the national Reducing Parental Conflict (RPC) Programme – exceeding the referrals target
- Secured the maximum DWP Workforce Development and Local Grants to develop a local RPC offer

100% of Supporting Families Programme outcomes have been achieved since programme start date in 2012

- Delivered a comprehensive range of holiday activities for children and young people, supplemented by the (DFE) Holiday and Food grant
- Introduced the (DFE) Social Workers In Schools (SWIS) model into 6 Gateshead secondary schools
- Introduced Family Drug and Alcohol Court (FDAC, May 2021) and Kinship Care Teams (June 2021) in our children's social care services

Early Help work is well-embedded across partnership setting – 55% of Early Help Assessments are completed by practitioners outside of the Early Help Service in 2022.

- Introduced a Behaviour Change (Domestic Abuse Perpetrator) Service (September 2020)
- Expanded the Team Around the School (TAS) model into 4 secondary schools and a new primary school cluster from July 2022
- Restructured our Children's Centre workforce, increasing Parent Outreach Worker capacity
- Co-located a new community-based Early Help Worker with VCS partner Edbert's House in the High Fell ward

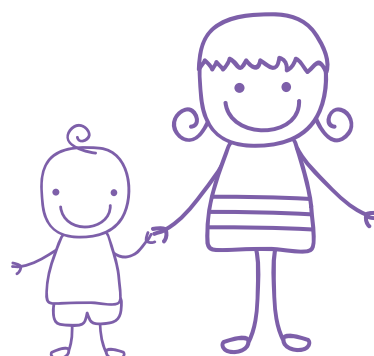
Contacts/referrals for 5,344 children were received by the Early Help Service in 2022 from a diverse referral base, including education (76 schools), police, housing, health, social care and voluntary sector

- Expanded our digital offer through a new online Family Advice Hub and new e-learning opportunities
- Introduced a new (Servelec Mosaic) system and database in January 2022
- Created a designated role for completion of return interviews following (young person) missing episodes
- Increased frontline capacity in the Early Help Service Duty Team

Only 9% of families completing their Team Around the Family (TAF) support plan with an outcome of 'all needs met' are referred to children's social care within 12 months of closure to the Early Help Service 4 children were received by the Early Help Service in 2022

- Merged the Early Help and Children's Social Care Directorates
- Increased the capacity of our Family Group Conference Service
- Expanded Play Service small group and outreach support for children and young people with SEND
- Introduced all-age community hubs in partnership with VCS partners
- Improved the SEND Local Offer online portal and set-up a SEND Young People's Forum
- Introduced Emotionally Based School Avoidance (EBSA) roles to support young people to return to/remain in education.

Total of 93 young people were diverted from the Youth Justice Service (2022)



9. Key Actions - our plan for 2023 – 2026

9a. Making it easier to get the right help, where and when families need it

What action will we take?	How will we know we have achieved this?	What difference will this make to children, young people and families?	How will this impact on outcomes for families, as defined by the Supporting Families Programme Outcomes Framework?
Implement a network of Family Hubs across Gateshead and integrate these into locality-based systems of support	Launch of four Family Hubs by March 2023 and seven by July 2023. Commission VCS partners to develop a family support offer through a network of 'Houses' in our communities of highest need by July 2023.	Easy, walk-in access to universal early help services, and improved access to support for parenting, infant feeding, perinatal mental health and parent-infant relationships, alongside an all-age offer of advice and support.	Good education and attendance, Good early years development, Improved physical and mental health, Reduce harmful substance misuse, Improve family relationships, Children safe from harm and exploitation, Preventing and tackling crime, Safe from domestic abuse, Secure housing, Financial stability
Broaden and improve the range of virtual information and support available to families, including a clear Start for Life offer for families with young children	Launch a Gateshead Family Hubs and Start for Life offer by March 2023, including an online portal with aligned social media platforms, information products and clear telephone contact/helpline details.	Access to clear, accurate information in a variety of formats on a wide range of family support topics, including a joined-up picture of support available to new and expecting parents.	Good education and attendance Good early years development Improved physical and mental health Reduce harmful substance misuse Improve family relationships Children safe from harm and exploitation Preventing and tackling crime Safe from domestic abuse Secure housing Financial stability

(Continued...)

Map and develop a range of prevention services for young people at risk of entering the youth justice system	We will publish a Gateshead Youth Crime Prevention Strategy by Sept 2023 and implement the 'Turnaround' whole-family assessment and support model from December 2022.	Broaden access to whole-family assessment and support through the 'Turnaround' model for eligible young people aged 0-17 years and their families.	Good education and attendance, Improved physical and mental health, Reduce substance misuse, Improve family relationships, Children safe from harm and exploitation, Preventing and tackling crime, Safe from domestic abuse, Secure housing, Financial stability
Improve access to early help services in education settings	We will expand the Team Around the School (TAS) model to more secondary and primary school settings.	Broaden access to a designated Family Intervention Worker in educational settings, providing direct support to the child/young person on emotional wellbeing, peer pressure, managing family relationships as part of a whole-family plan.	Good education and attendance Improved physical and mental health Improve family relationships Children safe from harm and exploitation

Increase focus on family relationships, parental conflict and engaging with fathers and co-parents

Develop and embed a clear Reducing Parental Conflict (RPC) offer for parents and co-parents	We will broaden our offer of evidence-based RPC programmes at a variety of community locations and promote our (One Plus One) e-learning options, including support for fathers and co-parents.	Broaden access to specialist interventions which remove and reduce relationship distress in families, improving stability or relationships – including those where co-parenting arrangements apply.	Improve family relationships
Develop and embed an improved offer of support for family relationships	We will introduce a 'Healthy Relationships Pathway' from January 2023 and broaden our parenting offer to include peer support options at VCS hubs and introduce new, evidence-based programmes to engage with more fathers. We will further embed the use of Family Group Conference approaches.	Parents/carers will have access to an improved offer of support to help develop positive relationships with their children, including increased access to online advice, group interventions and more informal peer support opportunities.	Improve family relationships

9.b Delivering our priorities - the key enablers driving improvement in our early help system

What action will we take?	How will we know we have achieved this?	What difference will this make to children, young people and families?
Review the common early help assessment process and with key stakeholders and align with other local assessments	We will launch the new Gateshead Early Help Assessment (EHA) in February 2023 and develop a range of accompanying practice tools.	The new EHA will provide a more usable/ bespoke process for the assessment of families' needs in a wide range of settings, helping to identify needs early and when single or multi-agency support is required.
Train and support more practitioners across the early help system to adopt the Lead Practitioner role and deliver through the Team Around the Family (TAF) process	We will develop a specific training module for the Lead Practitioner role by June 2023 and provide this to partners across the early help system.	Improved, early access to Lead Practitioner support in a variety of settings, often with a trusted professional or volunteer already working with or linked to the family without the need for later referral to more specialist services.
Broaden the range and quality of practice resources for those supporting families in a range of settings, including better connectivity to peer support for practitioners	We will develop a range of practice tools to support the assessment of and support provided to families by June 2023 (then reviewed and developed thereafter) and introduce a new social media platform to improve professional peer connectivity and understanding of the local early help system.	Improved, early access to Lead Practitioner support (as above) which uses practice tools and resources which are effective in identifying needs early and in providing direct support.
Invest further in developing a relational, trauma-informed workforce skilled in the use of narrative practice and contextual safeguarding	Delivering a robust partnership training offer through GSCP and commission bespoke training opportunities to ensure the early help and social care workforce are able to deliver the relational practice model to a high standard.	Support is delivered in line with robust principles of restorative and relational practice, engaging families early and maintaining relationships which lead to the family making sustained changes.
Develop data maturity across the early help system to further enhance analysis of performance	We will further embed the use of Mosaic across early and social care and develop analytical tools to assess/ analyse performance.	We will measure progress using the Supporting Families Programme Outcomes Framework and undertake/complete the Supporting Families Data Maturity Self-Assessment on an annual basis to measure progress and identify areas for development.
Improve the strategic oversight of, and accountability within, the early help system	We will review governance structures across the local early help system by March 2023 and identify opportunities for improved strategic collaboration to deliver shared objectives. Governance arrangements will also be reviewed and reported as part of the (DLUHC) Early Help System Guide annual self-assessment.	Services will work together to increase collaboration and integration, reducing the need for families to navigate a complex system of support. Duplication of remit will be minimised and resources deployed where they are need most – both in terms of needs/risks and geographical location.

10. Measuring Impact

Supporting Families Outcomes Framework

From October 2022, the Supporting Families Programme Outcomes Framework has been adopted as the recognised suite of performance measures for families being supported through an early help (or other) whole-family assessment and plan.

Eligible families must be assessed as meeting a minimum of 3 out of the 10 headline areas of need set out below to receive whole-family support under the programme.

Fig. 4



The Supporting Families Outcomes Framework can inform, guide and supplement existing performance management arrangements across services and sectors. Services should take responsibility for their own performance management functions. The framework also aims to embed a shared understanding of what progress and positive outcomes look like for families and to provide a common language when describing concerns, risks and changes to family life.

The overall effectiveness of the local early help system (outcomes) will be determined by the key measures set out in:

- Gateshead Supporting Families Outcomes Framework
- Gateshead SEND Strategy
- Gateshead Youth Justice Plan
- Gateshead Early Help Service Performance Clinic
- Gateshead Children's Safeguarding Partnership Learning Reviews
- Ofsted Self Evaluation Framework (SEF) review
- Service-specific audits and performance reporting

Review of the support pathways available (system) is undertaken through the following annual exercises:

- Supporting Families Programme Early Help System Guide and Data Maturity Survey (Department for Levelling Up, Housing & Communities)
- Reducing Parental Conflict Planning Tool (Department for Work & Pensions)

11. Governance

The delivery of an effective early help offer is not the responsibility of a single agency.

This requires a whole-family approach owned by stakeholders working with children, young people and families. These include health, police, probation, education, housing, adult services and voluntary and community organisations.

The Gateshead Safeguarding Children Partnership will be the responsible partnership board for the oversight and development of our Early Help Strategy.

Scrutiny on the implementation of the Strategy will be provided by:

- Children & Young People's Portfolio
- Families Overview & Scrutiny Committee

Strategic oversight of the Strategy will be provided by:

- Gateshead Health & Wellbeing Board
- Gateshead Children's Systems Board
- Gateshead Youth Justice Board

Early Help Service data is reviewed regularly in the Early Help Performance Clinic chaired by the Deputy Strategic Director for Children's Social Care and Early Help.



12. Appendix – Supporting Families Outcomes Plan

1. Getting a good education

Criteria	Family need	Intended Outcome
1.1	Average of less than 90% attendance (inclusion of authorised absence is optional) for 2 consecutive terms	Sustained good attendance
1.2	Average of less than 50% attendance unauthorised and authorised for 2 consecutive terms	Sustained improvement from very poor attendance
1.3	Not able to participate and engage with education – motivation, emotional regulation and behaviour difficulties, risk of, or subject to, exclusions, concerns around suitability of Elective Home Education, child is off-roll and not receiving an education otherwise, risk of NEET	Improved engagement with education (e.g., pupils no longer on report, reduction/no detentions)
1.4	Child's special educational needs not being met	Family happy that special educational needs being met, and school / early years settings are providing adequate support.

2. Good early years development

Criteria	Family need	Intended Outcome
2.1	Expectant or new parent/carers who require additional or specialist support (e.g., young parents, parents who have been in care, parents with learning needs)	Families are engaged with appropriate support that is seen to be making a difference; capacity for positive, effective parenting increased and they are accessing and engaging with services
2.2	Child's (0-5 yrs) physical health needs not met (e.g., immunisations not up to date, concerning accidental injuries, dental hygiene)	Child's physical health needs met, better awareness of home safety and accident prevention
2.3	Child's (0-5 yrs) developmental needs not being met (e.g., communication skills/ speech and language, problem-solving, school readiness, personal, social and emotional development)	Developmental needs being met, allowing child to make progress AND/OR has the right support in place to make progress AND/OR Child/young person with probable/confirmed prenatal alcohol exposure and significant physical, developmental or behavioural difficulties are referred for FASD assessment.

3. Improved mental and physical health

Criteria	Family need	Intended Outcome
3.1	Baby/child needs support with their mental health	The baby/child's mental health and/or wellbeing has improved AND Family/parents/carers feel better equipped to manage the child's mental health and well-being. AND/OR Early attachment relationships are improved/parents feel bonded to baby.
3.2	Adult needs support with their mental health	The adult's mental health and/or wellbeing has improved AND Family/parents/carers feel better equipped to manage the adult's mental health and well-being.
3.3	Child and/or parent/carer require support with learning disabilities, neurodiverse conditions and/or physical health needs that affect the family (e.g., long-standing health conditions requiring management, physical disabilities requiring adaptations)	Physical health needs are being well-managed and family have sufficient / the right support in place.

4. Promoting recovery and reducing harm from substance use

Criteria	Family need	Intended Outcome
4.1	An adult has a drug and/or alcohol problem	Adult reducing / abstaining from substance use (as measured by rescreening) AND Adult better equipped to manage the substance use. Adult understands the risk / impact of the substance use on the family and children and is able to promote safety and implement actions to reduce harm. AND Assessment undertaken with child/family to determine impact of substance misuse upon child and child is benefitting from appropriate support (e.g., whole-family substance misuse work, affected-by service, young carers service, appropriate therapeutic support).
4.2	A child or young person has a drug and/or alcohol problem	Child reducing / abstaining from substance use AND Family / Child better equipped to manage the substance use and find alternative coping strategies, and understands risk / impact of substance use.

5. Improve family relationships

Criteria	Family need	Intended Outcome
5.1	Parent / carers require parenting support	Parent / carer demonstrates improved, positive parenting (e.g., improved parent / child interactions; positive attachment etc).
5.2	Harmful levels of parental conflict, i.e. when it is frequent, intense or poorly resolved	No harmful parental conflict and improved family relationship AND Parents /carers understand the impact of the conflict on the children
5.3	Child /young person violent or abusive in the home (to parents/carers or siblings)	No harmful child to adult or sibling abuse AND Child is better equipped to understand behaviours, develop coping mechanisms and self-manage AND Parent or carers better equipped to manage child's behaviour and relationship improved
5.4	Unsupported young carer or caring circumstances changed requiring additional support	Unsupported young carer now supported, including with change in caring circumstances



6. Children safe from abuse and exploitation

Criteria	Family need	Intended Outcome
6.1	Emotional, physical, sexual abuse or neglect, historic or current, within the household	No longer abuse or neglect in the household AND Child / family has been supported following abuse/neglect and has strategies to manage going forward AND Children are in an emotionally and physically safe environment.
6.2	Child going missing from home	Child no longer going missing AND Child/family has been supported following missing episodes.
6.3	Child identified as at risk of, or experiencing, sexual exploitation	Child not experiencing sexual exploitation AND Child has been supported following sexual exploitation. Partners worked alongside child/family to manage risk of sexual exploitation
6.4	Child identified as at risk of, or experiencing, criminal, or precriminal, exploitation (e.g., county lines)	Child not experiencing criminal or pre-criminal exploitation AND Child has been supported following criminal exploitation AND Partners worked alongside child/family to manage/reduce risk of criminal exploitation.
6.5	Child experiencing harm outside of the family (e.g., peer to peer abuse, bullying, online harassment, sexual harassment/offences)	Child no longer experiencing harm AND Child confident in reporting and being taken seriously. Partners worked alongside child/family to develop strategies and support them to cope with, and respond to, abuse / harm outside of the home and to keep themselves safe.
6.6	Child identified as at risk of, or being affected by, radicalisation	Child not affected by radicalisation AND Child has engaged with, and benefitted from, relevant support AND Partners worked alongside child/family to manage or reduce risk.

7. Crime prevention and tackling crime

Criteria	Family need	Intended Outcome
7.1	Adult (18+) involved in crime and/or ASB (at least one offence/arrest/named as a suspect/ASB incident) in the last 12 months	<p>7 or fewer incidents in 12 months - Adult no longer involved in crime OR 8 or more incidents in 12 months - Adult demonstrates at least a 50% reduction in incidents of crime.</p> <p>Consistent measure required, i.e. if identifying on arrests, arrests must be measured for outcome.</p>
7.2	Young person (u18) at risk of crime, including gangs, serious violence and weapons carrying, or involved in harmful risk-taking behaviour	<p>Young person not involved in crime or anti-social behaviour AND supported to better manage risks of becoming involved with crime, through accessing relevant services and fully engaging in this process.</p>
7.3	Young person (u18) involved in crime and/or ASB (at least one offence/arrest/named as a suspect/ASB incident) in the last 12 months	<p>4 or fewer incidents in 12 months) - Young person no longer involved in crime OR 5 or more incidents in 12 months - Young person demonstrates at least a 50% reduction in incidents of crime, provided none of these are a severe offence as defined by the list of severe offences AND Young person supported to better manage risks of becoming further involved with crime, through accessing relevant services and fully engaging in this process.</p> <p>Consistent measure required, i.e. if identifying on arrests, arrests must be measured for outcome.</p>

8. Safe from domestic abuse

Criteria	Family need	Intended Outcome
8.1	Family affected by domestic abuse or inter-personal violence and abuse - historic, recent, current or at risk (victim)	Domestic abuse has stopped AND Victim has a clear safety plan in place and knows how to seek help OR Victim has received (or is receiving) appropriate support.
8.2	Adult in the family is a perpetrator of domestic abuse	Domestic abuse has stopped AND Perpetrator understands crime, and impact on the victim(s) (including children), and is engaging with perpetrator support.
8.3	Child currently or historically affected by domestic abuse	Domestic abuse has stopped AND Perpetrator understands crime, and impact on the victim(s) (including children), and is engaging with perpetrator support.

9. Secure housing use

Criteria	Family need	Intended Outcome
9.1	Families who are in local authority temporary accommodation and are at risk of losing this	Family no longer at risk of losing temporary accommodation and have sustained temporary accommodation for 6 months or have moved into settled housing.
9.2	Families not in suitable, sustainable housing and/or threatened with eviction / at risk of homelessness	Family no longer at risk of eviction* and/or in suitable and sustainable housing for 6 months *Notice not served or withdrawn; or (for social housing tenants) have a suspended possession order and have sustained the accommodation for 6+ months.
9.3	Young people aged 16/17 at risk of, or who have been, excluded from the family home	Young person no longer at risk of homelessness – remains with or is returned to family or wider family network with support available for 6 months.

10. Financial stability

Criteria	Family need	Intended Outcome
10.1	Adult in the family is workless	Adult in work OR has made progress to work (e.g. gained a qualification, completed training, volunteering, attending job interviews).
10.2	Family require support with their finances and /or have unmanageable debt (e.g. rent arrears)	Family feels able to manage their finances AND/OR Debt is being managed or has been resolved.
10.3	Young person is NEET	Young person is in education, employment or training.



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Glossary of Terms

ACE	Adverse Childhood Experiences
ADHD	Attention Deficit Hyperactivity Disorder
AIM	Assessment, Intervention and Moving On, assessment framework for harmful sexual behaviour
ASD/ASC	Autism Spectrum Disorder/Condition
CAF	Common Assessment Framework, a template for early help assessment
CAFCASS	Child and Family Court Advisory and Support Service
CAG	Citizen's Advice Gateshead
CAWN	Child Abduction and Warning Notice
CGL	Change Grow Live, support service for young people misusing substances
CIN	Child In Need
CNTW	Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust
CP	Child Protection
CSE	Child Sexual Exploitation
CYPS	Children and Young People's Service, provider of 0-18 mental health services
DAT	Domestic Abuse Team
DFE	Department for Education
DHSC	Department for Health and Social Care
DLUHC	Department for Levelling Up Housing and Communities, funder of Supporting Families programme
DSL	Designated Safeguarding Lead
DWP	Department of Work and Pensions
EBSA	Emotionally Based School Avoidance
EHA	Early Help Assessment
EHCP	Education Health Care Plan
EHE	Elective Home Education
EIF	Early Intervention Foundation
EDT	Emergency Duty Team (social work)
EOTAS	Educated Other Than At School
EYFS	Early Years Foundation Stage
FDAC	Family Drug and Alcohol Court
FGC	Family Group Conference

FSM	Free School Meals
GSCP	Gateshead Safeguarding Children Partnership
HAF	Holiday Activities and Food programme, DFE funded initiative
HDFT	Harrogate and District Foundation Trust, provider of Growing Healthy Gateshead 0-19 services
HSB	Harmful Sexual Behaviour
IAG	Information, Advice and Guidance
ICB	Integrated Care Board, for Gateshead - NHS North East & North Cumbria
MAPPA	Multi Agency Public Protection Arrangements, management of high-risk offenders
MARAC	Multi Agency Risk Assessment Conference, management of victim safety (domestic abuse)
MSET	Missing Sexually Exploited and Trafficked
NEET	Not in Education, Employment or Training (young people aged 16-19 years)
OOCD	Out Of Court Disposal, resolution of low-level offence – includes youth caution
PBR	Payment By Results, financial return generated by achieving Supporting Families outcomes
RPC	Reducing Parental Conflict, initiatives to reduce frequent, intense relationship distress
RSQ	Referral Stage Questionnaire, screening tool used in RPC interventions
SALT	Speech and Language Therapist/Therapy
SENCO	Special Educational Needs Co-ordinator
SEND	Special Educational Needs and Disabilities
SFEA	Supporting Families Employment Adviser, specialist DWP role seconded to Early Help Service
SUDI	Sudden Unexpected Death in Infants, applied where there is no apparent cause of death
SWIS	Social Workers In School, DFE funded initiative to co-locate social workers in educational settings
TAF	Team Around the Family, group of practitioners involved in a whole-family support plan
TAS	Team Around the School, co-location of Early Help staff in educational settings
UC	Universal Credit, payment to help those on low incomes or out of employment
VCS	Voluntary and Community Sector
YJS	Youth Justice Service

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Early Help in Gateshead

Everyone's business



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

Title of proposal: Early Help Strategy 2023-26 <i>Referred to as EHS in the document</i>	Age	Race	Sex	Gender reassignment	Disability	Religion or Belief	Pregnancy and Maternity	Sexual Orientation	Marriage and Civil Partnership	Description of potential mitigation
Equality impact: (✓ all that apply. The assessment should also consider impact on council employees and carers where applicable) Description of impact: The impact of the EHS on the wellbeing and life-chances of Gateshead residents, with a focus on families with dependent children, would be positive because the EHS sets-out: <ul style="list-style-type: none"> the vision and expectations which apply to providing help to vulnerable families from across the Gateshead early help system, and; 	✓	✓	✓		✓		✓			Positive impact – all progress subject to review.

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INTEGRATED IMPACT ASSESSMENT TEMPLATE

<ul style="list-style-type: none"> a clear plan to improve family stability, reduce parental conflict, reduce youth crime and to increase access to locality-based support. <p>Central to the EHS is the implementation of a Family Hubs and Start for Life model which will provide an all-age menu of support but with funded strands of support for new and expectant parents, including a focus on parenting, perinatal mental health and the parent-infant relationship, infant feeding and the home learning environment.</p> <p>Family Hubs will align closely with VCS organisations in our communities of highest need.</p> <p>The EHS also adopts the Supporting Families Programme Outcomes Framework as the performance dashboard to measure progress achieved with families across a range of indicators.</p> <p>The impact on employees will be positive because the EHS relies upon an</p>										Positive impact – all progress subject to review.
										Positive impact – all progress subject to review.



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INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>agile/mobile working model for those in a frontline, key-working role and increased opportunities for integrated training and working across the early help system for the full early help workforce.</p>											
<p>Health impact: (eg physical, mental health, wellbeing, substance misuse)</p> <p>The EHS will impact positively on health outcomes because it:</p> <ul style="list-style-type: none"> - provides a strategic focus on early intervention - sets expectations around integration and co-location of a joint Health/LA offer in Family Hubs - reinforces the value of a whole-family approach to providing intensive family support <p>Examples of the above include Family Hubs hosting adult mental health support sessions, co-location of maternity services, bereavement support, infant feeding sessions, leisure and exercise opportunities and support with food and home safety advice.</p> <p>The EHS also contributes a range of evidence-based interventions with families, using 'what works' to improve family relationships between parents, children and young people.</p>										<p>See left – the EHS will provide a combination of intensive, whole-family support (using the Team Around the Family model), walk-in support based in localities (Family Hub model) and a wide range of direct partnership interventions focused on improving wellbeing.</p>	
<p>Socio Economic impact: (eg neighbourhood, ward, area of deprivation, household group, income, wealth)</p> <p>Family Hubs implementation will be based on existing Sure Start sites in our communities of highest deprivation. There will also be funding of/alignment with VCS organisations in communities where deprivation is highest. We will build further on existing locality models to improve access to food,</p>										<p>See left – LA services are provided without charge. Family Hubs will be based in our communities of highest need and aligned</p>	



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<p>clothing, hygiene products and ensure that walk-in support is universal, free or (where fees apply due to provider arrangements) as low cost as possible.</p> <p>Core elements of the EHS offer are provided without charge.</p>	<p>with VCS assets in areas where deprivation is highest.</p>
<p>Environmental impact: (does the proposal impact on climate change and the Council's commitment to be carbon neutral by 2030? Is the proposal in line with the Council's Environmental Policy? Does the proposal increase natural resource use? Does the proposal increase waste? Does the proposal increase pollution? Does the proposal impact on wildlife? Does the proposal increase car use? Does the proposal increase energy use?)</p> <p>There is no known impact to the environment, including pollution levels and local eco-systems.</p> <p>Implementation of Family Hubs will utilise existing buildings (ie) there are no new capital builds or increased demands on utilities. Further deployment of LA staff to locality bases will likely reduce vehicle usage due to staff operating within smaller geographical areas.</p> <p>This will also impact of journey times for families looking to access support in their communities (ie) reduce the need to travel to access maternity services, for example.</p>	<p>See left – no known impact; the EHS is likely to reduce vehicle use due to providing more support in communities.</p>
<p>Cumulative impact: (consider impact based on successive budgetary decisions relating to the proposal or is the proposal part of wider budgetary considerations that may collectively have an impact on service users, and is potentially at odds with the Thrive agenda)</p> <p>The EHS directly contributes to the Thrive agenda and aims to deploy greater resource to our most vulnerable residents at times, places and in ways where help is accessible. The case for early intervention and prevention to off-set the demand for higher-cost, specialist and statutory services is compelling. Where implemented effectively, the EHS will reduce the costs to the LA and wider partnerships of meet needs at crisis or pre-crisis level.</p>	<p>See left – increased focus on early intervention and prevention will off-set medium to long-term costs.</p>



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<p>Much of the funding for the key priorities is external (DLUHC, DWP, DFE, DHSC) and dependent on fulfilment of grant conditions, while partnership contributions to family support represent a significant element of the early help offer.</p> <p>The EHS contributes directly to the:</p> <ul style="list-style-type: none"> • Gateshead Health & Wellbeing Strategy • Gateshead SEND Strategy • Gateshead Youth Justice Plan • Gateshead Children and Young People's Strategy 	<p>See left – national (external) funding makes a significant contribution to the system-wide offer (ie) the EHS can be delivered without 100% cost to the LA.</p>
<p>Summary of consultation/data/research undertaken to inform the assessment: (eg feedback and engagement with service users, trade unions, employees, partners, public, benchmarking, case studies)</p> <p>The EHS has been developed through use of the following self-assessment exercises:</p> <ul style="list-style-type: none"> • Early Help Systems Guide (DLUHC) • Data Maturity Survey (DLUHC) • Reducing Parental Conflict Planning Tool (DWP) • Health Needs Assessment (Public Health – to meet Family Hub and Start for Life milestone expectations) <p>Consultation has also been undertaken with:</p> <ul style="list-style-type: none"> • Partners from across the early help system, including Public Health, Youth Justice Service, Growing Healthy Gateshead • Children's Social Care & Early Help Senior Management Team • Strategic Director, Children's Social Care & Lifelong Learning • Designated Safeguarding Nurse 	
<p>Signed: Gavin Bradshaw – completing officer</p>	



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INTEGRATED IMPACT ASSESSMENT TEMPLATE

Date: 11 April 2023

Service Director: (approved)

Date:



COUNCIL MEETING

25 May 2023

GATESHEAD METROPOLITAN BOROUGH COUNCIL

NOTICE OF MOTION

Councillor John Adams will move the following motion:

This council notes:

Local government has endured central government funding cuts of more than 50% since 2010. Between 2010 and 2020, councils lost 60p out of every £1 they have received from central government. Councils across England are now facing a collective funding gap of £2.4bn for the financial year 2023/24 and a cumulative funding gap of £4.08bn for 2024/25 according to UNISON research.

Councils led the way in efforts against the Covid-19 pandemic, providing a huge range of services and support for our communities. Local government has shown more than ever how indispensable it is. But Covid has led to a massive increase in expenditure and loss of income, and as we emerge from the pandemic, local authorities and schools need far more support from Westminster. Recent funding announcements from the Government relating to schools did nothing to help.

Council and school workers kept our communities safe through the pandemic, often putting themselves at considerable risk as they work to protect public health, provide quality housing, ensure our children continue to be educated, and look after older and vulnerable people.

Since 2010, the local government workforce has endured years of pay restraint with the majority of pay points losing at least 25 per cent of their value since 2009/10. Staff are now facing the worst cost of living crisis in a generation, with inflation hitting 10% and many having to make impossible choices between food, heating and other essentials. This is a terrible situation for anyone to find themselves in.

At the same time, workers have experienced ever-increasing workloads and persistent job insecurity. Across the UK, 900,000 jobs have been lost in local government since June 2010 – a reduction of more than 30 per cent. Local government has arguably been hit by more severe job losses than any other part of the public sector.

There has been a disproportionate impact on women, with women making up more than three-quarters of the local government workforce.

Recent research shows that if the Government were to fully fund the unions' 2023 pay claim, around half of the money would be recouped thanks to increased tax revenue, reduced expenditure on benefits and tax credits, and increased consumer spending in the local economy.

This council believes:

Our workers are public service super-heroes. They keep our communities clean and safe, look after those in need and keep our towns and cities running.

Without the professionalism and dedication of our staff, the council services our residents rely on would not be deliverable.

Local government workers deserve a proper real-terms pay increase. The Government needs to take responsibility and fully fund this increase; it should not put the burden on local authorities whose funding has been cut to the bone and who were not offered adequate support through the Covid-19 pandemic.

This council resolves to:

Support the pay claim submitted by UNISON, GMB and Unite on behalf of council and school workers, for an increase of RPI + two per cent funded by central government

Call on the Local Government Association to make urgent representations to central government to fund the NJC pay claim

Write to the Chancellor and Secretary of State to call for a pay increase for local government workers to be funded with new money from central government

Meet with local NJC union representatives to discuss for the pay claim and consider practical ways in which the council can engage with the campaign

Encourage all local government workers to join a union.

Proposed by:	Councillor J Adams
Supported by:	Councillor M Gannon
	Councillor K Dodds
	Councillor M McNestry



COUNCIL MEETING

25 May 2023

GATESHEAD METROPOLITAN BOROUGH COUNCIL

AMENDMENT TO NOTICE OF MOTION

ITEM 8A – PAY RISE FOR COUNCIL AND SCHOOL WORKERS

Councillor R Beadle will move the following amendment

REPLACE the words 'Write to the Chancellor and Secretary of State' with the words 'Write to the Chancellor, Shadow Chancellor, Secretary of State and Shadow Secretary of State'

Proposed by: Councillor R Beadle

Supported by: Councillor D Welsh

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