

## *FAMILIES OVERVIEW AND SCRUTINY COMMITTEE AGENDA*

**Thursday, 15 June 2023 at 1.30 pm in the Bridges Room - Civic Centre**

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From the Chief Executive, Sheena Ramsey

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Item	Business
1	<b>Apologies for absence</b>
2	<b>Minutes of last meeting</b> (Pages 3 - 8)  The Committee is asked to approve as a correct record the minutes of the last meeting held on 27 April 2023
3	<b>Constitution</b> (Pages 9 - 10)  Report of the Chief Executive
4	<b>Role and Remit</b> (Pages 11 - 12)  Joint Report of the Chief Executive and the Strategic Director, Corporate Services and Governance
5	<b>Performance Management and Improvement Framework - Year End Performance 2022-23</b> (Pages 13 - 32)  Report of the Strategic Director, Resources and Digital
6	<b>Corporate Parenting Annual Summary</b> (Pages 33 - 46)  Report of Deputy Strategic Director, Children Social Care, Early Help and Specialist Services
7	<b>Trauma Informed Care</b> (Pages 47 - 66)  Report of Strategic Director, Children Social Care and Lifelong Learning
8	<b>Local Authority Designated Officer (LADO) Annual Report</b> (Pages 67 - 80)  Report of Strategic Director, Children Social Care and Lifelong Learning
9	<b>Children's Safeguarding Partnership Annual Report - Plans and Emerging Priorities</b> (Pages 81 - 136)  Report of Strategic Director, Children Social Care and Lifelong Learning

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**Work Programme (Pages 137 - 144)**

Joint Report of the Chief Executive and Strategic Director, Corporate Services and Governance

Contact: Helen Wade E-mail: [helenwade@gateshead.gov.uk](mailto:helenwade@gateshead.gov.uk),  
Tel: 0191 4333993, Date: Wednesday, 7 June 2023

**GATESHEAD METROPOLITAN BOROUGH COUNCIL**  
**FAMILIES OVERVIEW AND SCRUTINY COMMITTEE MEETING**

**Thursday, 27 April 2023**

**PRESENT:** Councillor M Hall (Chair)

Councillor(s): D Burnett, H Kelly, L Caffrey, B Clelland,  
P Craig, C Davison, K McCartney, E McMaster, L Moir,  
A Ord, M Ord, D Robson, R Waugh, D Weatherley,  
Ayodele Akin and Rachel Walton

**F81 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Mohammed and Cllr Bradford.

**F82 MINUTES OF LAST MEETING**

RESOLVED - That the minutes of the meeting held on 9 March 2023 be approved as a correct record.

**F83 CAMHS AND IMPACT OF COVID - UPDATE**

The Committee received a presentation by the Children and Young People's Service Newcastle/Gateshead CNTW, which provided a spotlight on delivery of Children's Waiting Times.

The Committee received an update on SPA (Single Point of Access) and a 'one stop shop' for any children's referrals requiring a mental health assessment. Following assessment, treatment and intervention will be offered by the most relevant provider if required. Referrals will be reviewed and triaged by community nurse practitioners in the hope that young people are referred to the right place at the right time for onward assessment and treatment or advice and guidance; as per NHS long term plan

Young people aged 0-18 living within the catchment of Newcastle or Gateshead can access SPA and referrals can be made by any professionals working with a young person, self-referrals from the YP or their family/carer. SPA is provided within the children's mental health services kin CNTW foundation trust.

Conversely the Committee were advised that SPA is not a crisis team and is not a 24/7 provision for children's mental health – all urgent referrals are dealt with through the Children and Young People's Service (CYPS) and the Intensive Community Treatment Service (ICTS). SPA is also not a treatment service but it is for children's emotional wellbeing and mental health through the Getting Help and Getting More Help services and not for all children's services.

The Committee also received an update on the Emotional Wellbeing Team, Gateshead which is provided by South Tyneside NHS Foundation Trust and are based within Grassbanks with flexibility to attend other venues if required. The EWBT provide support to children and young people within Gateshead Catchment area via Single Point of Access.

EWBT offers intervention and assessment for a range of issues including:

- Low mood
- Anxiety
- Bereavement and Loss
- Bullying
- Eating Distress
- Relationship Difficulties

Interventions provided by EWBT include individual support (counselling and CBT informed approach). Groupwork further assessment and formulation, parent & carer support and work collaboratively with Education, GP's, School nurses and health visitors and other specialist services.

The Committee were informed about the work of the Getting More Help Service which was summarised as follows:-

#### Mental Health Pathway

- Significant deterioration in emotional wellbeing/mental health
- Experiencing auditory and/or visual hallucinations
- Increase in level of self-harming behaviours
- Concerns regarding risk to self and/or others
- Concerns regarding exploitation (online, in public) (victim or perpetrator)
- Increase in level of offending behaviour that appears linked to Mental Health presentation and/or emotional dysregulation
- Assessment of moderate to severe mental health presentations. YP are offered an appointment with community practitioners and following this community practitioners present their formulation of need within an MDT to support shared decision making
- Treatment – allocation of care co-ordinator can be treatment in its self or the care
- Co-ordinator can refer onto therapies via the psychological therapies meeting.
- This meeting has therapist's supporting decision making with care co-ordinators to ensure the right therapy is offered. Therapies available are:
- CBT, DBT (From January), Psychotherapy, family therapy, art therapy

#### Eating Disorders Team

The Committee were informed that young people must present with eating disorder psychopathology or behaviours, (restriction/exercise/binging/purging) and to what extent each of the behaviours are being observed/impacting wellbeing. Any weight loss/and or stopping of Menstrual cycle.



As per the waiting time standards for eating disorders, all appropriate referrals will be assessed within 28 days

#### Neurodevelopmental assessment pathway

The Committee were informed that Neurodevelopmental concerns in school age children (eg ADHD/ASD) assessment only pathway – post diagnostic support sits within the Getting Help Services.

#### Learning Disability pathway

The Committee were advised that the young person must have a diagnosed learning disability and must be experiencing some degree of psychological distress. This also includes children presenting with behaviour that challenges.

The Committee were advised that not all referrals may come directly through SPA and exceptions to this include crisis and urgent referrals, youth offending, liaison and diversion referrals, looked after children (LAC) consultations.

The Committee were presented with a table that demonstrated the number of referrals into SPA from 2019/20 to 2022/23 for Gateshead and Newcastle. Referrals increased by 75% from 2021/22 to 2022/23. In 2022/23 the service received an average of 498 referrals per month. An average of 239 triages were completed each month for young people from Gateshead.

The Committee were presented with a table that demonstrated the Getting More Help Referrals into each of the Getting More Help pathway from 2019/20 until 2022/23 (service as a whole i.e. Newcastle and Gateshead)

There was a slight decrease in referrals during covid in 2020/21 but numbers have continued to rise and in 2022/23 were higher than pre-covid levels. The number of referrals into the mental health pathway have decreased slightly, learning disabilities has remained relatively steady but referrals into the neurodevelopmental pathway have continued to rise year on year. There has been a 112% increase in referrals into the neuro pathway from 2019/20 to 2022/23.

The Committee received an update on waiting times for SPA and were advised that Gateshead Place commissioners have allocated some additional non-recurrent resource for 2023/24 which has been utilised to increase capacity in Kalmer Counselling, Northeast Counselling Service and Children North East with the aim of reducing the number of people being held in SPA.

In response to the increase in referrals and to try and manage the waiting times for young people Place commissioners and CNTW provided significant additional funding in 2022/23.

Place Commissioners increased recurrent investment into the Getting Help partnership by £430k which has resulted in an additional 480 counselling places per year.

CNTW invested £2.3 million non-recurrent funding in 2022/23 which provided an additional 506 counselling places and 780 neurodevelopmental assessments as well as funding some early help hub pilots, neuro hubs, parenting support and therapy bites (app based self help tools).

CNTW has also provided £450k into 2023/24 for some additional counselling capacity and to continue some of the above pilots.

Funding into the Getting More Help pathways has not increased.

The Committee also received an update on some of the challenges faced by CYPS, actions being taken and the expected impact of these actions will be as well as how risks are being mitigated for children waiting.

- RESOLVED -
- i) That the information be noted
  - ii) The Committee requested further information on patterns and age breakdown for children with Autism and ADHD and in particular how many children have presented with Autism and ADHD since Covid
  - iii) The Committee requested further updates in due course

**F84**

#### **CHILDREN AND YOUNG PEOPLE'S ACCESS TO DENTAL HEALTH SERVICES IN GATESHEAD - UPDATE**

The Committee received a presentation which provided an update on NHS Dentistry.

The Committee were advised that NHS Dentistry services must operate in strict accordance with nationally set Government Regulation (2006). Under NHS Dentistry national regulation there is no formal registration of patients with dental practices as part of their NHS Dentistry offer, patients can therefore approach any dental practice offering NHS care for access.

Dental contracts and provision is activity and demand led with the expectation practices deliver courses of treatment with recall intervals appropriate to clinical need and manage their available commissioned capacity to best meet both local demand and the clinical needs of patients presenting to their practice.

The contract regulations set out the contract currency which is measured in units of dental activity (UDAs) that are attributable to a banded course of treatment prescribed under the regulations.

NHS North East and North Cumbria Integrated Care Board (ICB) do not commission private dental services but the NHS dental regulations do not prohibit the provision of private dentistry by NHS Dental Practices.

The prolonged COVID 19 pandemic period required NHS Dental Practices to follow strict Infection Prevention and Control (IPC) guidance which significantly restricted levels of access to dental care. As a result backlog demands for dental care remains high with the urgency and increased complexity of patient clinical presentations further impacting the ability for the NHS Dental Care system to return back to pre-

COVID operational norms.

The Committee also received an update on NHS Commissioned Capacity, pressures and challenges i.e. COVID 19 Impacts, Dental workforce recruitment and retention, and NHS Dental Contract & System Reform.

Locally the following actions have been taken to date to try and address these problems:-

- Offered incentives for ALL NHS dental practices to prioritise any patients struggling to access and NHS Practice and that present with an urgent dental care need.
- Encouraging practices to maintain short notice cancellation lists to minimise as far as possible any 'lost' critical time.
- Additional funding made available to all NHS dental practices who were able to offer additional clinical capacity with a focus on prioritising patients with urgent and/or dental care treatment needs as well as nationally identified high risk groups, i.e. children to help reduce outstanding COVID-19 backlog demand (336 session commissioned in Gateshead in 2022-23).
- Invested in the provision of additional dental triage within the NHS 111 Integrated Out of Hours, Dental Clinical Assessment Service as well as increasing capacity within the Out of Hours and in hours urgent dental treatment services to better support patients seeking urgent dental care via NHS 111.
- Increased local investment during 2022-23 into specialist orthodontic service to secure additional treatment capacity wherever possible in order to help reduce waiting times for patients.
- NHS England funded advert in British Dental Journal to try to attract overseas dentists into the area – match up with providers who have vacancies and support them through the process of getting onto the National Dental Performers List which enables them to deliver NHS dental care.
- Offering NHS dental providers a flexible commissioning arrangement that provides a training grant to support the employment of overseas dentists.
- Working with Dental Clinical & Professional Leaders and Health Education North East (HEE) partners to further explore opportunities to improve dental workforce recruitment and retention locally where this is possible and within existing national policy constraints.
- Continue to raise local dental workforce pressures at a national level to inform the development of needed National Dental System and Workforce Reforms.

The Committee also received an update on Oral Health Promotion activity undertaken in Gateshead by the Community Dental Service oral health promotion team during 2022-23

The Committee were advised on the next steps, and these were outlined as follows:-

- Await the announcement of further national dental regulatory, workforce and system reforms during 2023 and review the impact that initial national reforms

that were introduced from November 2022 are beginning to have.

- Review the impact of the local initiatives that were put in place so that we use the learning to help keep NHS Dentistry service provision and access to care stabilised whilst we await further national dental system and workforce reforms.
- Continue to work with the local dental professional leads and wider partners to explore all local opportunities to improve NHS Dentistry access for patients and influence the development of national system and workforce developments during 2023-24 and beyond.

A summary was provided which outlined to Committee the advice to patients and key messages that everyone can help to get out to as many people in Gateshead as possible.

- RESOLVED -
- i) That the information be noted
  - ii) That further updates be provided to Committee in due course and as appropriate

## **F85**

### **WORK PROGRAMME**

The Committee received a report which was set out in two parts. The first part set out the current work programme for Families OSC for the municipal year 2022-23 and the second part details the current position and next steps in the development of the work programme for this OSC for the municipal year 2023-24.

The Committee's current work programme is set out at Appendix 1 and any changes to the programme have been highlighted in bold and italics for ease of identification.

In addition the following items were suggested by members of the Committee for inclusion this municipal year:-

- Family Hub Development Work
- Annual Joint Report (with Commissioning Team) to look at new initiatives in Gateshead for Children's Mental Health
- Preventing Youth Crime and work of the Outreach Support Service

The Committee were advised that partner organisations will be consulted on the emerging issues for each OSC for 2023-24, with a view to OSC's considering any feedback and endorsing its respective work programme at June 2023 OSC meetings. At which time Committee will be asked to refer its new work programme to Council for agreement.

- RESOLVED -
- i) That the work programme for 2022-23 be noted
  - ii) That the emerging themes for this OSC's 2023-24 work programme and the additional items raised at the meeting be put forward for consideration.

**TITLE OF REPORT:** Constitution

**REPORT OF:** Sheena Ramsey, Chief Executive

**Purpose**

To note that the constitution of the Committee and the appointment of the Chair and Vice Chair as approved by Council for the 2023/24 municipal year is as follows:

**Chair** Councillor M Hall  
**Vice Chair** Councillor D Burnett

**Councillors** D Bradford  
L Caffrey  
B Clelland  
P Craig  
K Henderson  
H Kelly  
K McCartney  
E McMaster  
J Mohammed  
L Moir  
R Mullen  
A Ord  
M Ord  
D Robson  
D Weatherley  
**Vacancy**

**Co-opted Members** Vacancy – Parent Governor Representative (Secondary Sector)  
Ayo Akin – Parent Governor Representative (Primary Sector)  
Vacancy - Parent Governor Representative (Primary Sector)  
Rachel Walton – C of E Diocesan Representative  
Vacancy – RC Diocesan Representative

**Recommendation**

The Committee is asked to note the report.

**CONTACT:** Helen Wade

**Extension:** 3993

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**TITLE OF REPORT:** Role and Remit

**REPORT OF:** Sheena Ramsey, Chief Executive  
Mike Barker, Strategic Director,  
Corporate Services & Governance

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### Summary

The report sets out the remit and terms of reference of the Committee as previously agreed by the Cabinet and the Council.

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### Background

1. Article 6 of the Council's Constitution sets out the aims and objectives of the scrutiny function in Gateshead Council. In particular it should be an integral part of the Council's framework and a constructive process which works alongside other parts of the Council's structure, contributing towards policy development. Importantly it will enhance rather than duplicate activity and it will look to broader issues affecting local people rather than just internal Council issues.

### Remit / Terms of Reference

2. Within the above principles, all Overview and Scrutiny Committees will
  - Review decisions, holding decision makers to account
  - Call - in executive decisions in accordance with the procedure set out in the Overview and Scrutiny Committee rules
  - Contribute to the policy making process through:
    - Policy reviews agreed as part of the service planning cycle
    - Advise Cabinet as part of the Council's performance management framework
    - Examining issues in the Council's Schedule of Decisions
  - Ensure other agencies, public and private, play their part in accordance with the Council's protocol achieving a better quality of life for Gateshead residents.

3. This Committee has specific responsibility for performing the overview and scrutiny role in relation to:-

- Education
- Social services for children and young people
- Health services for children and young people
- Children in the Council's Care

### **Recommendation**

4. The Committee is asked to note its remit and terms of reference.

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**Contact:** Helen Wade

**Ext:** 3993



**TITLE OF REPORT:** Performance Management and Improvement Framework –  
Year End Performance Report 2022/23

**REPORT OF:** Darren Collins, Strategic Director, Resources and Digital

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### **SUMMARY**

This report provides the Committee with the Council's Performance Management and Improvement Framework, reporting performance on the delivery of Council priorities for the period April 2022 to March 2023. It also provides an overview of performance relevant to the role and remit of this committee.

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#### **Purpose of the Performance Management and Improvement Framework (PMIF)**

1. The Performance Management and Improvement Framework (PMIF) enables the Council to know how it is delivering on its Thrive policy. It has a clear focus on priorities, delivery, measurement, and analysis of impact. It is based on Thrive and the Health and Wellbeing Strategy and incorporates an internal organisational 'health check' Balanced Scorecard.

#### **Background**

2. The Council's performance framework was reviewed, and a new approach was agreed by Council on 27 May 2021. The draft measures were considered and agreed by Cabinet in October 2021. The reporting of 6-month performance which was considered by Overview and Scrutiny Committees during December 2022 and agreed by Cabinet in January 2023.
3. The PMIF aims to:
  - Enable the Council to know whether it is achieving its priorities. (Thrive Policy).
  - Ensure that the Council's resources are being deployed effectively.
  - Make both short and long-term effective decisions.
  - A whole systems approach – embedded in our partnership working to deliver the Health and Wellbeing Strategy.

#### **Year End Performance Reporting**

4. The analysis of performance for 1 April 2022 to 31 March 2023 against each of the 6 policy objectives of the Health and Wellbeing Strategy and the Balanced Scorecard is set out at Appendix 1. Areas of particular relevance to this Committee are highlighted in this report, however, the full Performance Management & Improvement Framework is provided to enable members to see the full picture of performance across all priority areas at Appendix 1.

5. The report outlines the challenges, achievements, actions, and resources for each policy objective. It also contains performance data, including strategic and operational measures and is informed by qualitative and quantitative assessment to inform policy and resource decisions.
6. Some data is not available at year end. This is due to a variety of reasons including areas where data has not been published since the pandemic, or where there is a lag between year-end and the data being confirmed. Where provisional data is available, this has been provided and referenced as such.
7. Cross-cutting key areas already being highlighted are:
  - MTFS estimates a £55m financial gap over the medium term due to significant pressures manifesting over the last twelve months in inflation, pay, utilities and costs of living.
  - The continuing impacts of rising costs facing local people, families, and businesses, as well as in the delivery of services.
  - The demand pressures being faced by services such as in children's and adult social care continue to increase, as well as expanding demand for debt advice.
  - Staffing pressures are still impacting performance across the Council including recruitment, retention, and sickness.
  - Progress in key areas such as workforce strategy, climate change strategy and customer experience.
  - Inequalities continue to widen. Thrive data shows a shift (over 2 percentage points) compared with the previous year-end, towards more people being vulnerable, moving from the just coping and managing categories. There is minimal change in the proportion of people 'thriving'.
  - Additional support is still being sought and provided to local people and businesses through various grants, although this is affected additionally by burdens relating to central Government's initiatives. Household support grant is to continue for a further 12 months.
8. An overview will be provided at the Committee meeting, however, areas of particular relevance to this Committee are:

### *Challenges*

- There continues to be increasing demand for children's social care support. The number of looked after children increased from 435 at year end 2021/22 to 529 by year-end 2022/23. This demand includes increases in:
  - Children becoming looked after for the first time.
  - Children being referred to social care.
  - Children who are the subject of a Child Protection Plan.
- Child poverty remains highest in and around the urban centre of Gateshead, with smaller pockets identified further afield.
- Employee recruitment and retention issues being seen across the Council are also an issue within social care services.

### *Areas of excellence include*

- Free school meal uptake continues to steadily increase, rising from 74% last year to 76.9% for 2022/23
- The England average for the percentage of people smoking at the time of delivery was 9.1% for 2021/22, this compares to 11.8% for Gateshead; a minor increase of 0.2% from the previous year. The recent trend demonstrates figures are decreasing and improving (both locally and nationally) albeit slowly; there has been a decrease every year for Gateshead since 2018/19 (13.4%).
- There has been an impact on the average time between a child entering care and being made subject of a Special Guardianship Order with a reduction in the time for this process.
- Early Help Services continue to perform well, and it is hoped that these improvements will support a longer-term reduction in demand, although this will take some time to show impact.
- Despite increases in demand we continue to meet council statutory duties.

### *Actions include*

- A reunification strategy, edge of care strategy and associated practice guidance is being developed to support staff in maintaining children at home and to return children to families at the earliest opportunity, and where it is safe to do so.
- Family Hubs are being launched across the council which will increase opportunities for early identification of needs and reduce the number of families escalating into statutory services for support.
- Placement provision and placement sufficiency is currently under review. A commissioning strategy will be developed and implemented to ensure that demand does not outstrip capacity.
- Short break care has been reviewed and capacity increased to meet the rise in demand.
- Work is ongoing to increase free school meal take up within primary schools:
  - social Media promotions for themed days;
  - working with unit managers to develop the new menu for September 2023, including the introduction of a 'Cooks Choice' meal;
  - including heads and business managers in menu development & trialling new dishes in some sites;
  - school meals area supervisors will be attending open evenings for the new reception children alongside the unit managers to encourage children to stay for a school meal; and a
  - themed day calendar is being created for the new academic year which will offer alternative themed menus.

### **Further development**

9. A review of measures is being undertaken to understand where changes may be needed to ensure the PMIF remains robust, particularly where data is still not available for reporting.

10. Following a request in June 2022 for additional support in relation to the Performance Management and Improvement Framework, the Commercialisation and Improvement team are working with the Workforce Development team on a focussed training session for councillors. A training brief has been drafted and is being shared at the next meeting of the Councillor Support and Development Group (date TBA) for their contribution. It is intended that this training opportunity will be delivered in late-September.
11. Work is ongoing to improve the presentation of performance information and analysis, particularly as we gather a catalogue of data over time through the performance reporting phases.
12. It is important the PMIF is flexible and able to evolve to ensure it remains relevant.

### **Recommendations**

13. Families Overview and Scrutiny Committee is recommended to:
  - Comment on the Year End performance report at Appendix 1 and identify any areas for further scrutiny.
  - Recommend the performance report to Cabinet for consideration on 18 July 2023.

**Contact: Lindsay Murray**

**Ext: 2794**

# DRAFT

**Please note this document is regularly being updated**

**GIVE EVERY CHILD THE BEST START TO LIFE  
WHAT DO WE WANT TO ACHIEVE?**

Outcome	Intervention	On track	DoT	Strategic performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT		
<p><b>The circumstances which result in adverse childhood experiences are prevented</b></p> <p><b>Parents can access support proportionate to meet their needs, to be the best parents they can be</b></p> <p><b>All children start school ready to learn</b></p> <p><b>All permanent school exclusions are prevented</b></p>	<p>Implementation of Gateshead's Economic Strategy</p> <p>Support our schools to deliver an effective curriculum that addresses the skills required for later life and supports emotional well-being</p> <p>C&amp;F Early Help Strategy - providing support to families when a need is identified or as soon as a problem emerges, at any point in a child</p> <p>Focus on supporting confident, positive and resilient parenting, to those who most need our support</p> <p>Reducing the Number of Children in Care Strategy Interventions:</p> <ul style="list-style-type: none"> <li>Keep families together safely</li> <li>A culture that works with safe uncertainty and supports social workers across services in their work with edge of care families</li> <li>Achieve permanency quickly</li> <li>Develop enough and affordable high quality placement options</li> </ul> <p>Increase the focus of existing expenditure on early years to reduce inequalities in early development.</p> <p>Ensure maternity services, parenting programmes, childcare and early year's education are of high quality and meet needs of all groups</p> <p>Build resilience and well-being of all children and young people</p>	<p>Economic Strategy being implemented</p> <p>Early Help Strategy being implemented</p> <p>Reducing the Number of Children in Care Strategy agreed by Cabinet</p> <p>Budget review</p>	<p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p>	% of pupils eligible for free school meals	26.44% Oct 2021	28.37%	Tracking	↑	% take up of free school meals in primary schools	72% (2021)	76.9%	Maintain then increase	↑		
				Gap in Life expectancy at birth male/female Inequality in life expectancy at birth Males/Females Annual indicator	10.7 (M) 9.6 (F) 2017-19	10.8 (M) 8.8 (F) 2018-20	Reduce	↑	% of Gateshead local authority schools graded good or outstanding in relevant categories	Reporting to be developed during 2023/24 with defined categories					
				Children in relative low-income families (under 16s) compared to England Average	19.1% 2019/20	24.2% 2021/22	Reduce	↓	% of Early Help cases closed with 'all needs met' as an outcome	55.36%	61.04%	Maintain / Increase	↑		
				% of state funded Gateshead schools graded good or outstanding	93% (21)	91.4%	Tracking	↓	% of cases closed to early help which remain out of statutory services at 6 months and 12 months	88.83% / 81.59%	90.71% / 88.15%	Increase	↑		
				Hospital admissions caused by unintentional and deliberate injuries in children (0-14 years)	113.3 per 10,000 (2019/20)	111.4 per 10,000 (2021/22)	Reduce	↓ Annual	Increase in the number of families who are offered the opportunity to be part of a Family Group Conference	163 referrals submitted for FGC	468 referrals submitted for FGC	Increase	↑		
				Reduction in number of children who need to be taken in to care	184 / 46.7 per 10,000 (at 31/03/21 for previous 12 months)	229 / 59.5 per 10,000 (at 31/03/23 for previous 12 months)	Reduce	↑	Increase in the number of families to take up the offer to be part of a family group conference	79 closures with outcome 'FGC Successful'	192 closures with outcome 'FGC Successful'	Increase	↑		
				Reduction in number of children who need to become the subject of a Child Protection Plan	287 / 72.8 per 10,000 (at 31/03/21 for previous 12m)	300 / 77.9 per 10,000 (@31/03/23 for previous 12 months)	Reduce	↑	Increase in the number of families supported through the FDAC (Family Drug and Alcohol Courts)	5 families supported (End Sept 21)	13 Families being supported (March 23)	Increase	↑		
				Reduction in the rate of children who need to be referred to Children Social Care services	1,621 / 411.6 per 10,000 (at 31/03/21 for previous 12m)	2,054 / 535.5 per 10,000 (@ 31/03/23 for previous 12 months)	Reduce	↑	Reduction in the average time between a child entering care and being made subject of a Special Guardianship Order	427 Days (as at 31/03/2022)	357 Days (as at 31/03/2023)	Reduce	↓		
				School readiness: percentage of children achieving a good level of development at the end of Reception and maternal health	73.4% (2018/19)	63.8%	Increase	↓	The percentage of children assessed by Children Social Care, where 3 or more ACE (Adverse Childhood Experience) factors were identified	Measure to be developed from new Mosaic system for 6-month stage 2023/24					
				School readiness % of children with free school meals achieving a good standard of development at end of reception	52.7% (2018-19)	49.1%	Increase	↓	Reduction in the average time between a child entering care and placed for adoption	416 days (at 31/03/21, previous 12 months)	395 days (as at 31/03/2023) for previous 12 months	Reduce	↓		
				No of permanent exclusions from Gateshead schools	38 (19/20)	26 (21/22)	Reduce	↓ Annual	% smoking at time of delivery	12.58% (2018/19)	11.8% (2021/22)	Reduce	↓ Annual		
									6-8-week breastfeeding rate	38.7% (2019/20)	40.7% (2020/21)	Increase	↑ Annual		
									No. of children looked after by the local authority	435 (Q4 2021/22)	529 (Q4 2022/23)	Reduce	↑		
									Pupils who have missed 10% or more of school sessions during an academic year	18.14% (20/21 academic Year)	25.97% (21/22 academic Year)	Reduce	↑		

**Investment Strategy & Resources**

Revenue 22/23 (21% of total gross budget)		5yr Capital
Gross	Net	£000
£133	£000	£000
133,056	47,614	19,276

Commissioned Spend: tbc  
Employees – 513.17 FTE  
Figures based on 2022/23 budget setting

**Risks to Achievement rated after mitigation**

- Failure to safeguard vulnerable children & adults **Amber**
- Non-compliance with statutory requirements resulting in prosecution & subsequent penalties **Amber**
- The Council is hit by a Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to address financial gap in the Council's budget & systems **Amber**

**Qualitative Impact**

- Demand for services continues to increase, a trend noted at the last full year report, and is particularly evidenced through the increase in children in our care and the rate of referrals into social care.
- Early Help Services continue to perform well, and it is hoped that these improvements will support a longer-term reduction in demand, although this will take some time show impact.
- Despite increases in demand we continue to meet our statutory duties and the impact on children and families.

**Geographic Impact - Explore the data - LIoN data shows...**

- child poverty remains highest in and around the urban centre of Gateshead, with smaller pockets further afield in areas such as Allerdene, Harlow Green East, Elisabethville and Barley Mow.
- high levels of persistent school absence particularly evident in a number of areas within Bensham and Felling.
- high numbers of vulnerable children in multiple areas of Deckham, Felling and High Fell. Other areas with large numbers include Staneway East, Elisabethville, Winlaton East and Chopwell North.



**CHALLENGES / AREAS FOR IMPROVEMENT**

**Strategic**

- There has been no slowing down in demand for support from Children’s Social Care. As at March 2023 there were 529 Children in our Care which is a 9.3% increase on the same period last year when we had 484
- This includes a 13.7% increase on children becoming looked after for the first time. There has however been a drop in the number of children being subject to a child protection plan and the numbers starting a child protection plan for the second or subsequent time. There has also been a drop in the rate of children who need to be referred to Children’s social care from 561.21 per 10,000 to 535.5 per 10,000
- There has been an increase in both the numbers of children leaving care to either a special guardianship order or due to an adoption order. However there has been an increase in the average time between a child entering care and being placed for adoption  
There has been an increase in the numbers of pupils eligible for free school meals to 28.4% from 26.9% the previous year

**Operational**

- There has been an increase in the number of children who have been closed to early help and not required statutory services for 6 & 12months.
- SGO orders for children who have required care from family members have been secured timelier.
- Children entering care and being placed for adoption have secured these plans in sooner.

**AREAS OF EXCELLENCE**

**Strategic**

- There have been increases in both the numbers of Families being offered the opportunity to take part in a family group conference and the number of families taking up that offer.
- The number of families who are being supported through the Family Drug and Alcohol Court (FDAC) as increased on the same period last year.

**Operational**

- During February ½ term the Brighten the Day programme delivered 5 specific cooking projects at venues in Gateshead:
  - Children from St Chads Community Project, Blaydon Youth & Community Centre, Nice Swan @ Marley Hill CC Embells CiC tried out our new pop-up cooking programme.
  - 120 children cooked their own 2 course meal of meatballs & couscous followed by strawberry and mango tiramisu. Young people aged 7- 15 years took part. Many of the whom commented that they have “Never had this opportunity before” and would like more.
  - The *Brighten The Day* programme has 5 cooking class kits - one stored in each of the 5 Gateshead Neighbourhood Mgt/locality geographic areas (West, Inner West, Central, East, and South). Each kit consists of 8 stations. 2 children share a station to cook, so 16 children can cook in one class.
  - Easter *Brighten the Day* programme 2023, involved 44 providers delivering holiday activity programmes across Gateshead. New #Brighten the Day web pages went live on Wednesday 8th March, allowing families in receipt of FSM to book onto a programme close to them.
- Free school meal uptake continues to steadily increase, rising from 74% last year to 76.9% for 2022/23.

**ACTIONS**

**Strategic**

- A reunification strategy, edge of care strategy and associated practice guidance is being developed to support staff in maintaining children at home and return children to families at the earliest opportunity and where it is safe to do so.
- Family Hubs are being launched across the council which will increase opportunities for early identification of needs and reduce the number of families escalating into statutory services for support
- Placement provision and placement sufficiency is under review and a commissioning strategy will be developed and implemented to ensure that demand does not outstrip capacity.
- Short break care has been reviewed and capacity increased to meet the rise in demand

**Operational**

- Work is ongoing to increase free school meal take up within primary schools:
  - Social Media promotions for themed days
  - Working with unit managers to develop the new menu for September 2023, including the introduction of a ‘Cooks Choice’ meal.
  - Including heads and business managers in menu development & trialling new dishes in some sites.
  - School Meals Area supervisors will be attending open evenings for the new reception children alongside the unit managers to encourage children to stay for a school meal.
  - A themed day calendar is being created for the new academic year which will offer alternative themed menus.

**SUMMARY**

**What is this telling us about how we are performing across Gateshead?**

Whilst the rate of referrals into social care has not significantly increased over the last 12months, demand in relation to complexity of work has increased significantly. This has resulted in a rise in children coming into care, particularly for children aged 5-9yrs old and 16yrs+. The % of Early help cases that were closed with an outcome of “all needs met” has increase from 60.79% in March 2022 to 61.04% in March 2023.

**What will we be doing in response?**

Strengthening the edge of care response and intensifying work with families in crisis is a priority. Through the development and implementation of a reunification strategy, tackling the issue of reunification will ensure that children are not remaining in care for long than is necessary.

**Future Direction of Travel and Expectations over the next six months**

We anticipate that the next 6 months will continue to prove very challenging for Children Social Care whilst the new strategies are developed and embedded across the system.

**RESOURCES**

Ongoing work around the review of Children Social Care budgets working is a priority and being undertaken following the principles of a zero-based budget approach. As part of the budget approach, transformation work is being undertaken including the introduction of Family Hubs which has been funded by the DfE.

**ENABLE ALL YOUNG PEOPLE AND ADULTS TO MAXIMISE THEIR CAPABILITIES AND HAVE CONTROL OVER THEIR LIVES**

Outcome	Intervention	On track	DoT	Strategic performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT	
<p>All young people are resilient, with good physical and mental health and wellbeing</p> <p>All young people are ready and appropriately skilled for the workplace</p> <p>Gateshead is a positive place in which everyone's mental health and wellbeing can flourish</p> <p>Everyone is able to be an active part of their community and feel connected to communities and networks</p> <p>All domestic abuse is prevented</p>	<ul style="list-style-type: none"> <li>Prioritise creating the conditions for people to enjoy positive emotional health &amp; well-being.</li> <li>Support our schools to deliver an effective curriculum that addresses skills required for later life and supports emotional well-being</li> <li>Implement Economic Strategy</li> <li>Research commissioned into wellbeing of children and young people</li> <li>Health and wellbeing intervention</li> <li>Delivery of Health &amp; Wellbeing review</li> <li>Support people through locality case working, even not eligible for statutory services but who require support</li> <li>Ensure views &amp; opinions of local people are represented in all aspects of our work</li> <li>Prioritise preventing &amp; reducing scale &amp; impact of violence &amp; domestic abuse</li> </ul>	<p>Economic Strategy being implemented</p> <p>Children and Young people Survey commissioned by public health with consultation</p> <p>Health and Wellbeing review being progressed</p> <p>Locality working approach being developed working with partners and communities</p>	<p>↑</p> <p>↑</p> <p>↑</p>	Year 6: Prevalence of obesity (including severe obesity) Child and Maternal Health	24.9% (2019/20)	27.5% (2021/22)	Reduce	↑	Households with dependent children owed a duty under the Homelessness Reduction Act Child and Maternal Health	23.0 (2019/20)	To be reported in 2023/24.	Reduce	NEW	
				Gap in life expectancy at birth male/female Inequality in life expectancy at birth males/female (Annual)	10.7 (M) 9.6 (F) (2017-19)	10.8 (M) 8.8 (F) (2018-20)	Tracking	↑	Hospital admissions caused by unintentional & deliberate injuries in young people (aged 15-24 per 10,000)	155.8 (England 2020/21)	149.3 per 10,000 pop (2021/22)	Reduce	↓	Annual
				People reporting low life satisfaction % (compared to England Average)	6.1% (20/21 Eng Ave)	5.6% (2021/22)	Reduce	↓	Children 5-17 years attending holiday activities	126 (Summer 2020)	624 (Full year 2022)	Increase	↑	
				16-18-Year-olds not in education, employment or training (NEET)	5.2% (Dec 19-Feb 20)	4.7% (Dec-Feb 22/23)	Reduce	↓	Inequality in attainment between children looked after by the local authority & those not KS4 Attainment 8 score	CLA 21.8 NCLA 47.2 (2018/19)	CLA 20.4 NCLA - 50.2%	Reduce	↔	
				GCSE achieved 5-9 including English & Maths (%)	To be set	16.3% (2021/22)	Increase	New data	Successful completions from substance misuse treatment	Opiates - 20%, Non-Opiate - 41%, Alcohol - 61%, Non-Opiate & Alcohol - 43% (2020/21)	Opiates - 22%, Non-Opiate - 46%, Alcohol - 57%, Non-Opiate & Alcohol - 39% (2021/22)	Increase	↔	
				Inequality in attainment between children eligible/ not eligible for FSM KS1 Expected Level	FSM 46% NFSM 70% (2018/2019)	FSM 33.2% NFSM 58.1%	Reduce	↓		Education Health and Care Plans issued within 20 weeks (Including / Excluding exception) 97% Inc exception	93% Exc exception (2021)	92.2% including exceptions 89.5% excluding exceptions	Increase	↓
				Inequality in attainment between children eligible for and not eligible for free schools KS2 (RWM Expected Standard)	FSM 52% NFSM 73% (2018/19)	FSM 40.0% NFSM 67.8%	Reduce	↓	Smokers that have successfully quit at 4 weeks compared to England Average	1,808 (2019/20 Eng Avg)	1,979 (2019/20) 1,661 CO validated	Increase	↑	
				% of physically inactive adults compared to England Baseline*(Musculo-skeletal conditions)	22.9% (England 2019/20)	27.4% (2021/22)	Reduce	↑	% of eligible adults with a learning disability having a GP health check	52.3% (England 2018/19)	66.2% (2018/19)	Increase	↑	
				Admission episodes for alcohol-specific conditions - Under 18s per 100,000	50.5 per 100,000 (17/18 - 19/20)	50.8 per 100,000 (18/19 - 20/21)	Reduce	↑	Adult Social Care Self-reported user experience: ASCOF 3A Overall Satisfaction of people who use services with their care and support	64.2% (2019/20)	65.4% (2022/23)	Increase	↑	
				Smoking Prevalence in adults compared to England Average Baseline	14.0% (2020/21)	12.4% (2021/22)	Reduce	↓	ASCOF 3B overall satisfaction of Carers with social services	43.6% (2018/19)	No update -		Bi-annual	
				Those with learning disabilities in suitable accommodation & supported into paid employment	8.88% (2020/21 provisional)	9.2% (March 23) (provisional)	Increase	↑	NEW - % of adaptations fitted to a client's home, and which have made a positive difference to their life	100 (2022/23)	100 (2022/23)	Increase	NEW Annual	
				Proportion of adults with a learning disability who live in their own home or with their family	82.94% (2020/21)	80.2% (Mar 23) (provisional)	Increase	↓	Social isolation % of adult social care users who have as much social contact as they would like	52.3%	47.0% (22/23) (provisional)	Increase	↓	Annual
				Total no. of accessible and adaptable homes built from 1st April 2021/22	Baseline to be set in 2022/23	Data will be reported @ 6-month 23/24	Increase	NEW	% of social care users aged 18+ with personal budgets / direct payments: ASCOF 1C part 1a (adults receiving self-directed support)	98.29% (20/21)	97.09% (22/23)	Increase	↓	
				Number of volunteers recruited through the Volunteer Centre	To be set	326	Increase	NEW	ASCOF 1C part 1b (carers receiving self-directed support)	98.61% (20/21)	100.00% (22/23)	Increase	↑	
				Number of organisations supported to provide/improve volunteering experiences	To be set	139	Increase	NEW	ASCOF 1C part 2a (adults receiving direct payments)	20.5% (20/21)	17.8% (22/23)	Increase	↓	
Number of new volunteer roles created	To be set	60	Tracking	NEW	ASCOF 1C part 2b (carers receiving direct payments for support direct to carer)	63.89% (20/21)	77.14% (22/23)	Increase	↑					

**Investment Strategy & Resources**

Revenue 22/23 (27% of Council budget)		5yr Capital
Gross £000	Net £000	£000
176,345	84,156	21,718

**Commissioned spend: tbc Assets: Asset Strategy Review. Employees 1041.16FTE tbc** Figs based on 2022/23.

**Risks to Achievement rated after mitigation**

- Failure to safeguard vulnerable children & adults **Amber**
- Non-compliance with statutory requirements resulting in prosecution & subsequent penalties **Amber**
- The Council is hit by a Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to manage demand and expectations could result in the Council not achieving its Thrive agenda **Amber**
- Failure to address financial gap in Council's budget & systems **Amber**

**Qualitative Impact**

- Earlier intervention can help to reduce health inequalities faced in later life + improve health and wellbeing outcomes, which can help to reduce demand for services. Gateshead Council is one of ten local authorities to receive £5m over 5 years to increase capability and capacity for research into health inequalities.

**Geographic Impact [Explore the data](#)**

- High densities of long-term adult social care users across the borough in neighbourhoods within Winlaton, Whickham, Sheriff Hill and Windy Nook, as well as Derwentwater West/Racecourse Estate, Barley Mow and Sunnyside.



**CHALLENGES / AREAS FOR IMPROVEMENT**

**Strategic**

- We are aiming to increase the number of people utilising a Direct Payment and increasing the numbers of carers supported.
- We are working to address the waiting times for assessments and care packages (although we know there is positive movement on the latter).
- Increased use of digital technology within in-house care services.
- Reducing the number of people in residential care.
- Continue to improve the assessment process for Caregiver.
- **Physically Inactive Adults** - The England average for physically inactive adults stood at 22.3% in 2021/22, this compares to a value of 27.4% for Gateshead in 2021/22; an increase from 24.7% the previous year. It is evident that there are more females that are physically inactive (23.7%) than males (20.6%) in England. Those aged 19-64 years fall below the England average for physically inactive adults (18.2%-21.4%) with 75-84-year-olds sitting at 33.4% and 85+ year-olds sitting at 56.8% showing physical activity clearly reduces in older age. Evidence also shows that people in more deprived areas are more likely to be inactive; most deprived decile (IMD 2019) stood at 28.4% for 2021/22 (6.1% above the England average), and the least deprived decile (IMD 2019) stood at 16.8% (5.5% below the England average).

**Operational**

- Smoking successfully quit at 4 weeks - The England average of smokers that have successfully quit at 4 weeks stood at 1,808 per 100,000 for 2019/20, this compares to a total of 1,979 per 100,000 for Gateshead; 84% of which were CO validated, compared to the previous year whereby 2,546 per 100,000 smokers quit successfully at 4 weeks with 83% being CO validated. This demonstrates that as of the most recent update, Gateshead are sitting above the national average.
- The England average for the % of people smoking at the time of delivery was 9.1% for 2021/22, this compares to 11.8% for Gateshead; a minor increase of 0.2% from the previous year. The recent trend demonstrates figures are decreasing and improving (both locally and nationally) albeit slowly; there has been a decrease every year for Gateshead since 2018/19 (13.4%).

**AREAS OF EXCELLENCE**

**Strategic**

- ASC perform very well both nationally and in relation to near and statistical neighbours in terms of the numbers of adults with Learning Disabilities in settled accommodation and employment.
- This year for the Adult Social Care user survey, all but one of our indicators had improved; whilst we can't yet benchmark against other LA's as the data hasn't been released, compared to last year's results (where we were already higher than many other LA's) we anticipate we will continue to be performing above our comparators.
- All of our in-house care services are rated as Outstanding or Good by the CQC.
- The Departmental action plan has been adopted as best practice across the rest of the Council.
- Consultation with volunteer involving organisations about their support needs via Gateshead Volunteer Network.

**Operational**

- Trainee models for social workers and occupational therapists – acknowledge by DHSC to be best practice models.
- Watergate Court opened with the dementia care flats being particularly successful
- **NEET** – Figure of 4.7% figure should be judged against the 5.7% North East Average, 5.5% England average and the mean average of our statistical neighbours 5.0% over the same period
- **Working with community anchor organisations** – the partnership which comprises the Council, a national organisation called Locality and 5 local charitable organisations has received a positive response to the first of 3 annual monitoring reports from its funders - the Council & National Lottery Community Fund. The project focus is around the growth and development and the charitable partners as community anchor organisations, building on their local leadership and connector role, and enabling their exploration of new ways of working with organisations to shape the community led component of locality working approaches in the Borough:
  - **Chopwell community association:** reorganised the Centre's kitchen space to better cater for up to 30 people; trained volunteers to level 2 in Food Handling; established a luncheon club for vulnerable, isolated residents; and reconfigured a room to be more suitable for outreach workers
  - **Winlaton Centre:** expanded our offer of food support specifically aimed at working families. Provided children that attend 'Branches' in our Centre with free breakfasts, lunches, and a variety of food items to take home. Getting people to accept help without feeling embarrassed; letting them know that we have received funding support and that they are not taking resources away from 'more needy' residents
  - **Teams Life Centre:** transformed a closed building to a dynamic, modern, thriving place to be. Profile within the VCS has grown and we have linked up with local organisations to serve the community as never before. A social media presence has been built and a rapport with local people has developed thanks to enhanced communications, Gateshead Council, Locality and Lottery Community Fund inputs
  - **St Chad's Community Project:** built a new flexible working space equipped with 7 workstations & a new conference room; increased toddler sessions to 3 per week through collaboration with Gateshead Council's Children's Centre team; set up a women's group delivered by one of our volunteers; and expanded our Thrift Shop operation on Coatsworth Road.
  - **Birtley Community Partnership:** most customers who initially came in at crisis point, now regularly come into the Hub and continue to be given support and often they already are involved with other professional agencies or services.
- **Warm Spaces;** in January 2023 the Council distributed top-up boxes to all 90 Warm Space partners across Gateshead to ensure that they could continue to offer free hot drinks to residents without judgement or financial implication on the partner.

**ACTIONS**

**Strategic**

- We have a Direct Payments working group across ASC and Finance the SLS transitions model which will implement a delivery plan to increase the use of DP's
- The appointment of our OT trainees will support the reduction in waiting times for OT assessments
- Ongoing analysis of caseload data to tackle care assessment waiting lists
- We are exploring a review of our assessment pathways.
- Preparation for CQC inspection
- **Gateshead Volunteer Centre (GVC)** to work towards gaining a nationally recognised VCQA accreditation.
- GVC to continue working on a Corporate Volunteering Register which includes a matching opportunity for corporate and VCSE organisations based on a seasonal calendar of possible opportunities, both one off and regular.

**Operational**

- Funded via the **Household Support Fund**, a review is underway with community partners about how warm spaces has worked and how it can be maintained or improved.
- Continue the **Warm Spaces** initiative throughout the year as evidence suggests that it also combats social isolation and will allow partners a longer preparation for next winter.
- **Smoking** - There is work currently ongoing in the Public Health Team to re-model the stop smoking service to impact these numbers.

**SUMMARY**

**What is this telling us about how we are performing across Gateshead?**

The density of needs presented by people continues to increase. This complexity is requiring increasing levels of support and significantly impacts on budgets and the funding from adult social care required. Waiting lists for assessments and packages of care are monitored and robust risk management arrangements are devised and put in place.

**What will we be doing in response?**

We are working to address the waiting times for assessments and care packages (although we know there is positive movement on the latter). The increasing technological progress in assistive technology within in-house care services will be explored with the aim of reducing the numbers in residential care.

**Future Direction of Travel and Expectations over the next six months**

This is a challenging time for Adult Social Care nationally with many competing demands and priorities. The response to these challenges will be managed through the work we are doing and the longer-term impacts and emerging pressures around budget, staffing and complexity of need continue to be monitored and responded to.

**RESOURCES**

A zero-based budget review is being undertaken with a specific focus on Older People Residential Care, Hospital Discharge to Assess, Mental Health and Section 117 funding, Complex Learning Disability community packages, Transforming Care, transitions and Provider Services.

We are aiming to increase the number of people utilising a Direct Payment and increasing the numbers of carers supported.

## CREATE THE CONDITIONS FOR FAIR EMPLOYMENT AND GOOD WORK FOR ALL WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND OUR PERFORMANCE

Outcome	Intervention	On track	DoT	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
<p><b>All working age residents have access to good quality, sustainable work with decent pay and conditions</b></p> <p><b>All people in low paid, low skilled jobs have opportunities to improve their skills base so they can more easily achieve personal progression and attain an improved standard of living</b></p>	<p><b>Implementation of Gateshead's Economic Strategy</b></p> <ul style="list-style-type: none"> <li>• Visitor Economy</li> <li>• Green Economy</li> <li>• Digital Economy</li> <li>• Local Economy (Community Wealth Building)</li> </ul> <p>e.g. Delivery of Gateshead Quays development including Conference and Exhibition Centre Gateshead Town Centre Regeneration Masterplan</p> <p>Helping people into work from direct 1:1 support in their own localities.</p>	<p>Strategy agreed and being implemented across core themes</p> <p>Gateshead Quays Conference and Exhibition Centre progressing</p> <p>Locality approach being developed</p>	<p>↑</p> <p>↑</p> <p>↑</p>	Unemployment rate %	5.5% (2019/20)	4.7% (2022)	Reduce	↓	Individuals helped into work	266 (YE 2021/22)	508 (2022/23)	Increase	↑
				Apprenticeship starts	1,760 (2018/19)	1,440 (2022/23)	Increase	↑	Jobs created	To be set (641 at 6-month stage)	443	Increase	↓
				Apprenticeship completion	940 (2018/19)	620 (2022/23)	Increase	↑	Jobs safeguarded	To be set (373 at 6-month stage)	370	Increase	↔
				Business births in Gateshead	800 (2019)	765 (2021)	Increase	Annual	Start-ups commenced trading	To be set (38 at 6-month stage)	87	Increase	↑
				Total no of enterprises in Gateshead	5,270 (2019)	5,610 (2021)	Increase	↑	Business improvement & expansion projects completed	To be set (11 at 6-month stage)	67	Increase	↑
				Jobs density in Gateshead	0.81 (2019)	0.85 (2021)	Increase	Annual	Inward investment success	14 (12 months) (2019/20)	12	Increase	↔
				Sustain Gateshead's working age population at a minimum of 2018 baseline of 128,300	128,300 (2018)	121,800 (2022)	Tracking	↓					
				Employment Rate	73.3% (2019/20)	70.6% (2022)	Increase	↓					
				Economic Inactivity Rate	22.9 (2019/20)	26.6 (2022)	Reduce	↑					
				Staying visitors to Gateshead (Annual)	665,080 (2019)	645,000 (2022 - up post-Covid)	Increase	↑					
				Visitors to Gateshead attractions	3.01m (2019)	4.129m	Increase	↑					
				Gap in life expectancy at birth male/female: Slope index of inequality	2017-19 10.7 (M) 9.6 (F)	2018-20 10.8 (M) 8.8 (F)	Reduce	↑ ↓					

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### Investment Strategy & Resources

22/23 Revenue (1% of Council gross budget)		5 Year Capital
Gross £000	Net £000	£000
6,450	646	154,912

**Commissioned Spend: tbc**  
**Assets: Asset Strategy Review**  
**Employees 137.38 FTE**  
 Figures based on 2022/23 budget setting

### Risks to Achievement rated after mitigation

- Failure to attract inward investment and deliver sustainable economic growth **Amber**
- The Council is hit by a Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to address financial gap in the Council's budget & systems **Amber**

### Qualitative Impact

- Adverse impact on the economy following the Covid-19 pandemic with certain sectors including retail and hospitality impacted. Cost of living rise also impacting on disposable income levels.
- Data gathered found that businesses are suffering from cost increases for materials, while some have found there are labour shortages in some sectors following EU Exit.
- Many businesses are adjusting to the changing economic conditions.
- Progression of major projects including Gateshead Conference and Exhibition Centre.

### Geographic Impact [Explore the data](#) LIoN data shows...

- there are high proportions of out of work benefits claimants particularly around the centre and towards the east of Gateshead in areas such as Bensham, Deckham, Felling and High Fell. However, there are also high proportions in areas further afield including Harlow Green East, Allerdene, Elisabethville and Chopwell North.
- transport access to 42 key employment sites in the NE within 30 minutes is worst in the more rural West, Inner West and South, but is also an issue for those living along the B1288 Leam Lane corridor.



**Create Fair Employment and Good Work for All - ANALYSIS – WHAT IS THIS TELLING US?  
What do we Want to Achieve? Our Outcomes**

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

**CHALLENGES AND AREAS FOR IMPROVEMENT**

- Rising cost of doing business resulting in delays in business investment activity, small business concerned they do not have the resource to continue trading. Despite this some sectors continue to remain buoyant, particularly creative and tech. Secured additional investment in PROTO and awaiting the outcome of other funding bids.
- Experiencing strong demand for support from residents wanting to explore business start-up and self-employment
- Demand for business workspace outstripping supply, Business Centres nearing full occupancy, few options in the private sector. Challenging to land mobile business investment enquiries.
- Capacity Challenges to meet demand for service exacerbated by recruitment and retention issues and short-term nature of funding
- Business Centre operating costs impacted by inflationary increases, particularly energy.
- Disruption in provision of business and employment support programmes due to transition from EU funding to UKSPF Devolution may provide some stability in the medium term and opportunity to work with partners to develop effective support system.
- Requirement for increased levels of business engagement and advocacy for contribution to local initiative and priorities.
- Economic inactivity continues to rise and is at its highest level since 2007 meaning tens of thousands of residents aged 16-64 are not participating in the labour market. Over a third of economic inactivity is reported as due to long-term sickness.
- Businesses experiencing difficulties recruiting employees, particularly due to a lack of qualified applicants and low number of applications.
- Fewer working age people are receiving job related training, but apprenticeship starts are increasing at all levels.

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**AREAS OF EXCELLENCE**

- **Visitors** - staying visitor numbers are up towards pre-pandemic levels at >600,000
- **Apprenticeships** – numbers in Gateshead are once again on the increase with over 200 more starts and completions than on the previous year.
- **Unemployment** – The rate is down from 5.5% (2019/20) to 4.7%
- The Strategic Account Management Programme engaging key employers to attract and retain investment and jobs and to promote responsible business practices.
- Launched a social enterprise accelerator working with a cohort of 12 social enterprises to help scale them up to deliver services to meet local need and address gaps in local supply chains
- Support for North East Screen Industries Partnership
- Supporting readiness of local supply chains and promotion of business opportunities
- Council lead for The Growth Fund, a £4.5m grant programme operating across Gateshead, Sunderland, and South Tyneside to support business investment projects that lead to job creation.
- Launch of the Advanced Media Production Studio at PROTO
- 508 residents started work with help from Working Gateshead, nearly double the number in 2021/22. This has been boosted through targeted activity in communities, partnership working, flexible personalised support and a multi-agency approach.
- The Building Better Opportunities Wise Steps programme has helped over 500 residents with multiple and complex issues to move closer to and into work. The European Social Fund project concluded in 2022/23 and provided person-centred support for 112 care leavers, 294 people with disabilities and overall helped residents 128 move into employment.
- Established a 'skills hub' in partnership with the Department for Work & Pensions and training providers at Metrocentre Jobcentre Plus to enable residents to benefit from one-to-one information, advice, and guidance upon becoming unemployed.
- Future You project which aimed to support unemployed and economically inactive residents of Gateshead into employment – 1273 participants engaged with the project. Of these:
  - 30 Participants gained a qualification
  - 1078 Participants engaged in life skills support
  - 107 Participants who were economically inactive engaged with the benefits system
  - 6 Participants who were economically inactive engaged in job searching
  - 22 Participants were successful in gaining employment

**ACTIONS**

- Increase the rate of business formation particularly among underrepresented groups.
- Launch Enterprise Inspiration campaign to stimulate levels of entrepreneurialism.
- Development of the Social Economy Sector
- Capitalise on strengths in immersive technologies
- Enhance and expand the work to retain and support reinvestment by Strategic Employers
- Improve penetration levels within the business community increasing the number of firms engaged.
- Increase the number of growth potential business support enquiries received.
- Deliver specialised employment support for looked after children aged 16+, care leavers and young people not in education, employment or training experiencing multiple barriers to work to help them navigate the transition to adulthood and achieve sustainable economic security
- Work with developers, contractors, and service providers to create employment and training opportunities for residents and young people through social value.

**SUMMARY**

**What is this telling us about how we are performing across Gateshead?**

The rising costs of doing business is continuing to impact on local businesses, and the impacts of the cost-of-living crisis are affecting their ability to continue trading, however interest in self-employment and start-ups has increased. Although Gateshead's working age population has seen a reasonable drop compared to previous years, this reflects the relatively recent Census results which showed an overall drop in Gateshead's population.

**What will we be doing in response?**

We will continue to work with local people and business to deliver the outcomes of the Economic Strategy, through our planned actions over the next 12 months. We will continue to encourage and support entrepreneurialism within the borough.

**Future Direction of Travel and Expectations over the next six months**

We anticipate that the next 6 months will continue to prove very challenging for local business and residents.

**RESOURCES**

Budget review area for the Economy and Business, considering the new Economic Strategy outcomes.

Awarded £4,068,697 in business rate relief to 209 business impacted by COVID restrictions that had not previously been able to access support. Gateshead was one of only 18 authorities nationally to awarded 100% of the grant.

Secured £2.145m funding from CRF for projects including "Future You" (£0.733m) considering unemployment, "Immex City" (£0.732m) considering immersive technology adoption, "Gateshead Riverside Partnership" (£0.55m) enhancing the visitor market, and "Future Markets Acceleration Programme" (£0.128m) considering business innovation.

**ENSURE A HEALTHY STANDARD OF LIVING FOR ALL, IN ACCORDANCE WITH INTERNATIONAL LAW ON ECONOMIC AND SOCIAL RIGHTS**  
**WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND OUT PERFORMANCE–**

Outcome	Intervention	On track	DoT	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT	
<b>6991 All working age residents receive a wage that considers the true cost of healthy living</b>  <b>Individuals and families are supported to have the best possible financial well-being to access debt and social welfare advice to maximise household income and improve financial management skills</b>  <b>Affordable childcare is accessible to those who need it</b>	Intervention from Economic Strategy •Visitor Economy •Green Economy •Digital Economy •Local Economy (Community Wealth Building) e.g., Delivery of Gateshead Quays development including Conference and Exhibition Centre Gateshead Town Centre Regeneration Masterplan  Locality working development  Administration of grant funding to support low-income households	Economic Strategy agreed and	↑	All residents have the opportunity to thrive: % residents who are vulnerable	39.5%	34.1%	Reduce	↓	Number of people/families helped through locality partnership support to maximise household income	1,143	2241	To be set	↑	
				% residents who are just coping	29.5%	40%	Tracking	↑						
		Quays and major projects progressing	↑	% residents who are managing	13.3%	15.9%	Tracking	↑	Rent collected from tenants as a % of rent due in the financial year	98.78% (2020/21)	97.79%	98% +/- 2%	↔	
				% residents who are thriving	17.7%	10%	Increase	↓						
		Locality working approach developing building on hub work with pilot planned		% of population income deprived (IMD)		16.7% (2019)	National data - every 4 years	Reduce	No comparative data yet	Households in Council Tax arrears	6,991 (Baseline 2021/22)	8,329	Reduce	↑ Annual
				£ Gap in average household income between highest and lowest areas of need in Gateshead		£27,043 (2021)	£28,302	Reduce	↑					
		Funding allocated with further funds to be distributed in 2022/23	↑	Households in Fuel Poverty (%)		15.1% (2019)	14.2%	Reduce	↓	No of domestic properties supplied by District Energy Scheme	0	389	10,000	Annual
						Gap in life expectancy at birth male/female Inequality in life expectancy at birth for Males / Females	10.7 (M) 9.6 (F) (2017-19)	10.8 (M) 8.8 (F) (2018-20)	Tracking					
								Average number of days taken to process Housing Benefits claims and changes	8.91 (Sep 20)	5.96 (2021/22)	Reduce	↔ Annual		
								Average days taken to process Council Tax support claims and changes	13.98 (Sep 20)	11.29 (2022)	Reduce	↑ Annual		

**Investment Strategy & Resources**

22/23 Revenue 8% of Council Budget		5-Year Capital
Gross £000	Net £000	£000
49,775	596	TBC

Commissioned spend: tbc  
 Assets: Asset Strategy Review  
 Employees: FTE (tbc 22/23)

Figures based on 2022/23 budget setting

**Risks to Achievement rated after mitigation**

- Failure to attract inward investment and deliver sustainable economic growth **Amber**
- The Council is hit by a Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to address financial gap in the Council's budget & systems **Amber**

**Qualitative Impact**

- Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health highlighted that, inequalities had worsened during the pandemic and that low-income households were particularly impacted.
- Build on hub working success which has provided lessons and learning on supporting vulnerable local people in accessing the support they need including services and financial support.

**Geographic Impact**

[Explore the data](#)

LioN data shows...

- there are clusters of areas with low income households (<£15k annually) in Teams, Felling and High Fell with other individual areas elsewhere.
- many of the neighbourhoods that on average have high Council tax arrears are located in the urban centre of Gateshead. Areas slightly further afield include Beacon Lough East, Springwell Estate, Birtley, Barley Mow and Chopwell North.
- many households in fuel poverty are in/around Felling and Deckham. Other areas are Bensham West, Springwell Estate, Elisabethville, Winlaton East, Bleach Green North and Chopwell South.



**What do we want to Achieve? Our Outcomes**

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

**CHALLENGES / AREAS FOR IMPROVEMENT**

**Strategic**

- Thrive - 2022 data shows that, overall, a small shift (over 2 percentage points) towards more people being vulnerable compared with the previous year (2021/22 = 31.9%). These people are moving from the just coping and managing categories, which have reduced slightly as a result. There is little change in the proportion thriving.
- Income gap - the average (mean) income for all Gateshead LSOAs that are within the LLoN 10% most in need areas (12 LSOAs) and do the same for all LSOAs within the LLoN 10% least in need areas (13 LSOAs) - so you're looking at over 8,000 households in both groups. Using LLoN 2022 data and CACI Household Income data for 2022 you get - Average household income in the:
  - 10% most in need areas = £26,031 / 10% least in need areas = £54,333
  - Gap = £28,302. Indicator is dependent on continued purchase of LSOA level income data (Current supply is from CACI Paycheck)"

**Operational**

- Rent – The cost of living and energy cost increases are having an impact on tenants' ability to pay rent. Requests for debt advice are increasing along with referrals for help with energy issues such as emergency top-ups for prepayment meters.
- 6,878 tenants are currently in receipt of Universal Credit, & 3,029 of these have an Alternative Payment Arrangement in place, with a further 10 pending.
- 1,108 tenants are known to have benefit reductions for under-occupation and 126 are affected by the benefit cap. There have been no evictions for rent arrears so far this year.
- Tenants in receipt of UC tend to have much higher rent arrears than those on Housing Benefit or not in receipt of benefit. The number in receipt of UC increased from 5,733 to 6,440 during the year.

**AREAS OF EXCELLENCE**

**Strategic**

- **Locality Working** - initial roll out of the locality team is underway in the South with an initial team being in place from January 2023. Induction has included significant relationship building with partners across the locality and beyond, engaging a wide range of voluntary and statutory sector partners, including Elected Members, blue light services, and early intervention.
- Anecdotal feedback illustrates how services are ready for a reinvigoration of local partnership working, often based upon existing pockets of good practice, and in full realisation that combined resource offers improved value for money, better results, and more opportunity to achieve positive outcomes for the whole community
- The south locality plan is in development and multiagency information sharing events took place in December 2022 and January 2023 that served to re-energise and focus locality working for partners in this area. This activity includes a specific project funded by the Police and Crime Commissioner (Safer Streets Project) to address and prevent ASB focusing on the Birtley and Lamesley Wards. The project is serving as an excellent opportunity to showcase the benefits of structured locality partnership working and partner services including the police have openly welcomed the move to a more localised, asset-based approach.

**Operational**

- **Digital Experience** - during the pandemic the use of online services increased significantly. We have seen a small drop in digital uptake in the last year as some residents have chosen to contact us over the phone instead. However, some of our new digital services have attracted high numbers of online uptake, for example 71% for Blue Badge applications and 98% for Household Waste and Recycling Centres bookings.
- **Telephony** - in October 2022, a new improved system for taking payments over the phone went live, this has resulted in a comparative shift away from online payments following record levels of online payments during the pandemic.
- **Rent collection** - at the end of Qtr. 4 2022/23 stands at 97.79%.
- **Locality Working** - colocation of services has commenced in the south of the borough with a range of services now operating from both the Birtley Library and Wrekenton Hub. These include the South locality team, housing, Police, Citizens Advice, Mental Health Social Prescribers, and a range of VCS partners.

**ACTIONS**

**Strategic**

- The south locality plan is in development and multiagency information sharing events took place in December 2022 and January 2023 that served to re-energise and focus locality working for partners in this area.
- Delivery of a specific locality project funded by the Police & Crime Commissioner (Safer Streets Project) to address and prevent ASB focusing on the Birtley and Lamesley Wards.

**Operational**

- The Council is currently assessing when and how to bring forward a 'borough-wide' survey.

**RESOURCES**

The DWP Household Support Fund has been extended for a further 12 months.

Ongoing work around the review of Economy & Business considering the new Economic Strategy outcomes, the approach to jobs and support to businesses which can help local people to improve their income and standard of living through employment. 3-year plan with savings identified for each year.

As part of the budget approach, transformation areas (Assets and Locality Working) will make better use of assets to help support people through local hubs with ongoing advice being critical to local people.

**SUMMARY**

**What is this telling us about how we are performing across Gateshead?**

Overall, the 2022 Thrive data shows a small shift (over 2 percentage points) towards more people being vulnerable compared with the previous year (2021 = 31.9%). These people are moving from the just coping and managing categories, which have reduced slightly as a result. There is little change in the proportion thriving. Impacts of the cost-of-living crisis meaning some residents standard of living has worsened and increased demand for support.

**What will we be doing in response?**

Locality working continues to develop and this should provide further support to families, to help improve their standard of living. This support includes locality team, housing, Police, Citizens Advice, Mental Health Social Prescribers, and a range of VCS partners.

**Future Direction of Travel and Expectations over the next six months**

Its anticipated that the cost-of-living crisis will continue to impact on the standard of living for some residents. Improved outcomes from the ongoing development of locality working expected. as well as continuing to increase the number of people/families helped through localitv partnership support to maximise household income.

# CREATE AND DEVELOP HEALTHY AND SUSTAINABLE COMMUNITIES AND PLACES

## WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND OUR PERFORMANCE

Outcome	Intervention	On track	DoT	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT					
<b>Local communities and social networks are strong</b>  <b>All residents have access to a high quality, affordable, warm and energy efficient home</b>  <b>All communities have access to good quality natural environment</b>  <b>Gateshead has clean air with low levels of pollution</b>  <b>Gateshead has low levels of crime and anti-social behaviour</b>  <b>Gateshead is carbon neutral by 2030 definitely</b>	<ul style="list-style-type: none"> <li>Support development of community activities - remove barriers to community participation &amp; support people to be involved locally and develop Community Wealth Building. Completion of workstream on locality working.</li> <li>Ensure provision of homes to meet current and future needs</li> <li>Promote low carbon housing development and improve insulation to Council owned properties and install low carbon heat and energy where feasible</li> <li>Improve and invest in the local environment and increase woodland coverage by 250ha by 2050</li> <li>Make Gateshead accessible to all, achieving a shift to sustainable forms of travel and increase Council use of low carbon vehicles</li> <li>Support agile working by expanding use of digital tech, minimise paper &amp; reduce the need for staff to travel</li> <li>Promote community cohesion + prevention of crime &amp; anti-social behaviour.</li> <li>Take forward Climate Change Strategy</li> <li>Continue to deliver low carbon heat and power via district heating networks</li> <li>Identifying funding to assist with recycling &amp; waste minimisation projects &amp; implement behavioural change initiatives</li> <li>Ensure goods &amp; services procured by the Council are compatible with our Climate Emergency commitments</li> </ul>	Community wealth building progressing  Closer to housing requirement but not yet at target  Environment investment schemes delivered  Electric feet vehicles on order but supply issues persist  Consultation progressing District Heating Scheme progressing  Commissioning Strategy implementation	↑  ↑  ↑  ↔  ↑  ↑  ↑	% satisfaction with neighbourhood as a place to live	64%	No new data	Increase	No data	% of Council housing stock empty for 6 months	0.55%	0.73%	Reduce	↑					
				No. of homes built against annual housing requirement	301 (2019/20)	373	Increase	↑ Annual	Activity to support community capacity building	New measure to be defined 2022/23								
				% of new homes built that are affordable	13.8% (2020/21)	18%	Increase	↑ Annual	No. of private dwellings identified as having a Category 1 hazard and No. had this hazard removed	137 / 87	82 / 56	Tracking	↓					
				% of homes (remaining tenures) empty for 6 months or more	2.3% (2019)	To be reported Q1/2 2023/24	Reduce		% of Council commercial fleet operating on electricity	2%	12%	Increase	↑					
				Gap in life expectancy at birth male/female: Slope index of inequality	10.7 (M) 9.6 (F) (2017-19)	10.8 (M) 8.8 (F) (2018-20)	Reduce	↑ ↓	Progress towards GMBC being carbon neutral by 2030 (% achieved as per annual audit external assessment)	70%	70% (2022)	100%	↔ Annual					
				% of Council homes that meet the Decent Homes Standard	94.46% (2020/21)	96.3% (2022/23)	Increase	↑ Annual	No of trees planted on Council land per annum towards target	0	>20,000 Cumulative	100,000 by 2030	↑ Annual					
				% of functional green space amenable to healthy lifestyles in the 25% most deprived wards	New measure to be defined 2022/23 – based on Marmot									% repairs completed within timescales: Highways (within 10 days)	71% (21/22)	82% (22/23)	> 90%	↑
				Number of public transport passenger journeys in Gateshead (millions)	26.749 (2020/21)	20.714 (2022/23)	Increase	↓ Annual	% repairs completed within timescales: Streetlights (within 5 days)	91% (21/22)	88% (22/23)	> 90%	↓					
				Gateshead areas compliance with Local Air Quality Management Framework	Compliant	Compliant	Compliant	Annual	Council emissions reduction from 2008 baseline	0% (2008)	63.6% 2022/23 not yet available	100%	↑ Annual					
				% of household waste sent for reuse, recycling and composting	32.3% (Jun 21)	31.6% (2022/23)	Towards 50%	↓	% of the overall tonnage in recycled waste collected that is contaminated with non-recyclable materials	15.8% (20/21)	16.74% (22/23)	16% / Reduce over 3 years	↔					
				Total recorded crime in Gateshead	91.2 crimes per 1,000 pop (2021/22)	99.1 crimes per 1,000 pop (2022/23)	Reduce	↑										
				Recorded instances to the police of violence against the person - crimes	43.7 per 1,000 pop (2021/22)	44.4 per 1,000 pop (2022/23)	Reduce	↑										
				Serious acquisitive crime incidents (excluding shoplifting)	4.8 per 1,000 pop (2021/22)	7.1 per 1,000 pop (2022/23)	Reduce	↑	% of homes with SAP energy rating score above 65	64%	62.75% (Local Auth 90% Housing assoc. 72%. Owner-occupied 41%. Private rented 48%)	Increase	↔					
				Anti-social Behaviour (All incidents)	38.4 per 1,000 pop (2021/22)	26.6 per 1,000 pop (2022/23)	Reduce	↓										
				Anti-social Behaviour (All incidents NOT youth related)	40.1 per 1,000 pop (2021/22)	20.6 per 1,000 pop (2022/23)	Reduce	↓										

### Investment Strategy & Resources (25% of Council gross budget)

22/23 Revenue		5 Year Capital
Gross	Net	£000
£000	£000	£000
158,815	28,236	113,672

Commissioned Spend: tbc  
 Assets: Asset Strategy Review  
 Employees 1206.46 FTE Figures based on 2022/23 budget setting

- ### Risks to Achievement rated after mitigation
- Failure to address financial gap in the Council's budget & systems **Amber**
  - Failure to provide a response during major incident impact on ability to deliver critical services or impact on a community. **Green**
  - The implications of EU Exit potentially affecting availability of resources to deliver services which may impact on communities **Amber**
  - Failure to manage demand/expectations could result in the Council not achieving its Thrive agenda **Amber**

### Qualitative Impact

- Director of Public Health Annual report "Behind the Mask" identified the importance of good public space and homes to health and wellbeing and mental health.
- The report highlighted how communities came together more during the pandemic strengthening local areas and people found new meaning in volunteering.

- ### Geographic Impact [Explore the data](#)
- LloN data shows...
- There is high housing turnover in and around the centre of Gateshead. Outside of that Blaydon also shows significantly high turnover rates.
  - many of the areas with high victims of crime rates are central, within Bensham, Deckham and Felling, and also within High Fell and the Chowdene area.
  - housing is generally less affordable in the most in need areas of Gateshead, although there are some exceptions such as Glebe West and Barley Mow.
  - Although access to usable open space may be seen as an issue for built up areas, it can affect rural areas such as Crawcrook South.



# Create and Develop Healthy and Sustainable Communities and Places - ANALYSIS – WHAT IS THIS TELLING US?

## What do we want to Achieve? – Our Outcomes

- Local communities and social networks are strong
- All residents have access to a high quality, affordable, warm and energy efficient home
- All communities have access to good quality natural environment

### CHALLENGES / AREAS FOR IMPROVEMENT

#### Strategic

- Cost of living crisis continues to have significant impact on council tenants' ability to thrive and sustain tenancies. High energy bills adding to ongoing challenge.
- The housing register is growing and there are more applicants with urgent housing need (who are often waiting longer to have a successful bid in the choice-based lettings scheme) Properties for larger households rarely become available.
- The repairs service is tackling the number of empty homes undergoing repair, which will increase the number available to let. More adverts will be targeted at applicants in housing need.
- The Tyne & Wear lettings scheme was disbanded at the end of 2022 and a new lettings policy and lettings system will come into force from May 2023. Registered Providers are being asked to be more involved in meeting housing needs as part of the new arrangements.
- The increase in serious acquisitive crime looks to be driven by increases in vehicle crime which is up by 49% (thefts of vehicles and thefts from vehicles). Police have put messages out reminding people about locking their cars and not leaving valuables inside as a lot of the thefts from vehicles are often opportunistic rather than planned events.
- Recorded ASB has fallen again, although we do tend to see increases in youth related ASB over the summer, so things might look a little different by September.

#### Operational

- Limited resources resulting in some areas of climate action are not being implemented in the short term, project management and monitoring mechanisms need improvement.
- Issues still exist over securing control of approximately 20ha of Council owned land that has been identified for woodland creation.
- Construction Service: increased number of voids undergoing works, increased reports from customers and involvement from the regulator around damp and mould, cleansing of data ongoing, and we are making sweeping changes to improve the level of customer service provided.
- Cost of living challenges becoming increasingly apparent: rent collection is reducing, demand for debt advice is increasing, energy bill referrals increasing,
- Direct debits have previously been a more stable source of rent income, but we have seen a substantial increase in DD failures
- There are an increased number of urgent rehousing cases awaiting offers

### AREAS OF EXCELLENCE

#### Strategic

- Delivery of low carbon a renewable heat and energy, recognised through receiving an Investors in the Environment Award for greatest carbon reduction in 2022. Adoption of a borough wide Climate Strategy in 2022. Improved carbon monitoring mechanisms including commencing monitoring of scope 3 carbon emissions. Continuing to embed carbon and climate change throughout Council activity and decision making, which has been recognised through being a finalist in the MJ Awards 2023 in Leadership in climate action. Collaboration with the region through Net Zero North East England.
- A new minewater heat pump - the UK's largest - was added to Gateshead District Energy Scheme, providing renewable heat to the network for the first time. The Council also installed 4MW of urban solar PV parks, and added four more buildings to the energy network
- Assistance to tenants in response to rising energy bills, working in partnership with agencies such as 2 Way Tenancy Solutions
- Continued decant of Redheugh, Eslington & Warwick Court to enable site assembly for future new housing. Completion of Astell House, Felling, providing 12 self-contained apartments for women with supported housing needs. Commencement of development at the former Dunston Hill school site, which will result in the provision of 36 affordable homes. Continued completion of homes at the Whitley Court site, including 8 for shared ownership, all of which have now been reserved. Progression of procurement to enable development on both the former Shadon House, Birtley and some garage sites in the Borough. Completion of the in-house development at the former Lyndhurst site in Low Fell, providing 36 new homes including 6 for affordable rent.

#### Operational

- 25% of Council electricity demand from local generation.
- Construction service have listened carefully to what our tenants had to say about their experiences in engaging with our repairs and maintenance service, and we are investing heavily in improving the service to meet their expectations:
  - New ICT systems implemented into the Voids section to assist with better management of operative's time, allowing for higher property turn over
  - New damp and mould process and improving the online forms for reporting damp and mould to assist with diagnosing repair issues at first point of contact.
  - Continued management and reduction of the current works in progress.
  - Redevelopment of the online repairs reporting system almost at completion, providing better diagnostics of repairs and an improved experience for the customer.
    - Large decrease in backlog repairs outstanding.
    - Rolling out the installation of Positive Intake Ventilation Units to homes across Gateshead to assist with the reduction of damp and mould.
- Emergency top ups for prepayment meters and increased grant applications to have energy arrears reduced. Support for residents with prepayment meters with unexpected standing charges. Support for gas-capped residents.

### ACTIONS

#### Strategic

- Ongoing contribution to council response to cost of living and energy bills
- New lettings scheme "Gateshead Home Choice" and lettings policy coming into force from May 2023
- A Chopwell specific Housing Needs/Market Assessment has been commissioned, to be delivered by Arc4. This work should conclude by early Summer.
- Planning permission to demolish Sir Godfrey Thompson is now confirmed with a start on site of no earlier than October 2023. Planning permission has also been sought for the demolition of Crowhall Towers.
- The future of Warwick Court in respect of whether the building will be reconfigured or demolished for other development is currently being worked through.
- New homes will be connected to the District Energy Scheme - works will start on connecting 270 new build homes at Freight Depot. Also, a scheme to connect the Old Fold and Nest House estate, will be developed, which if viable, will bring 550 homes onto the network over the next 2 years.

#### Operational

- Continue to make climate change improvements through the Investors in the Environment auditing. Work with schools to develop school climate action plans, develop ward level action plans
- We have sites lined up for planting this coming winter and have consulted Councillors on these. Further public consultations on design plans will take place over the coming months.
- Additional sites are being surveyed for potential tree planting in winter 2023-24 or 2024-25.
- Provision of advice and support and referrals for tenants struggling to pay bills
- Prepare to launch Gateshead Home Choice
- Construction Service will continue to develop ICT systems to create a better experience for customers and a right first-time service and are in the process of implementing late evening appointments. The service will continue to recruit and appoint to the remaining vacancies, and are investing in comprehensive ongoing staff training, with a focus on performance management.
- Migration of applicant data from existing standalone lettings IT system to existing integrated housing management system.

### SUMMARY

#### What is this telling us about how we are performing across Gateshead?

Rent income is affected because of the cost-of-living crisis, as well as requests and referrals for advice and support with bills having increased. Vacant property rent loss still high but targeted to reduce as void repairs backlog tackled. Supply of sufficient properties to meet urgent housing needs not always sufficient and will require support from Registered Providers. In relation to housing repairs, we are beginning to see noticeable improvements across the service, and this is anticipated to continue through 2023/24 with the implementation for the Repairs Review. Adopted a borough-wide Climate Strategy in 2022 and continuing to progress towards our objectives.

#### What will we be doing in response?

Over the next 12 months, our capacity, skill base, and responsiveness will increase so that we offer a much-improved repairs service for our housing tenants, and we have introduced a Customer Promise that sets out the standard of service customers can expect. Implementing a range of support measures for residents in relation to energy charges should help with the challenges being faced by tenants. We will be increasing the proportion of property adverts placed with preference to those applicants for housing with an assessed housing need. Registered Providers are being "onboarded" to new Home Choice lettings system. Housing Agreement (with providers) to be reviewed.

#### Future Direction of Travel and Expectations over the next six months

Rent collection is expected to remain a significant challenge, and more vacant properties to be repaired and made ready to reduce vacant property rent loss and enable rehousing of applicants with housing needs. Further planned work to be done on climate change as per the Climate Strategy.

### RESOURCES

Demand for debt advice is increasing. Partnership activity underway with CAG. Demand for assistance with energy bills is also increasing.

Receipt of over £3m of Homes England grant towards the building of homes at Freight Depot and Whitley Court. New lettings system will need period of "bedding in". Resources temporarily directed at letting additional properties as void repair backlog reduces.

Secured £7.5m grant to install solar PV parks in Gateshead town centre, to supply council buildings. A funding bid has been successful to secure the services of two Community Forest Trust Woodland Creation / Tree Planting Officers who will be starting work at the end of June.

## STRENGTHEN THE ROLE AND IMPACT OF ILL HEALTH PREVENTION

### WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND OUR PERFORMANCE

Outcome	Intervention	On track	DoT	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
<b>All preventable ill health is reduced, to end the gap in inequalities within the borough</b>  <b>No-one will be homeless or living in accommodation that does not provide a safe and healthy environment</b>  <b>All residents will be able to access flexible health and care support, when and where they need it</b>	Develop and implement Health and Wellbeing Review	Health and Wellbeing review progressing	↑	Gap in life expectancy at birth male/female: Slope index of inequality (Annual)	10.7 (M) 9.6 (F) 2017-19	10.8 (M) 8.8 (F) 2018-20	Tracking	↑ ↓	Population vaccination coverage - Flu (aged 65+) Compared to England rate as baseline	83.5% (2019/20)	85.4% (2021/22)	Increase	↑ Annual
	Accelerate preventative programmes;	Locality working approach developing building on hubs		Estimated smoking prevalence Cardiovascular Disease Compared to England average as baseline	15.9% (England 2020/21)	16.9% (Newcastle/Gateshead ICG 2020/21)	Reduce from 17.5% (19/20)	↓ Annual	Age standardised mortality rate for deaths related to drug misuse - persons by local authority	11.3 per 100,000 - England (2018-2020)	11.5 per 100,000 - Gateshead (2019-2021)	Reduce	↑ Annual
	Deliver Community Based approaches as a core principle;	Lessons being learned and impact being understood	↑	Suicide rate Public Health Profiles Compared to England rate as baseline	10.4 per 100,000 (England 2018-20)	9.6 Per 100,000 (England 2019-21)	Reduce	↓ Annual	Chlamydia detection rate / 100,000 aged 15 to 24 Compared to England rate as baseline	1,532 per 100,000 (2020)	1,334 per 100,000 (2021)	Reduce	↓ Annual
	Learn lessons from the pandemic;			Admission episodes for alcohol-specific conditions - Under 18s Compared to England rate as baseline	50.5 per 100,000 (2017/18 – 2019/20)	50.8 per 100,000 (2018/19 - 2020/21)	Reduce	↔ Annual	The proportion of older people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	77.97% (20/21)	75.3% (22/23)	Increase	↓ Annual
	Embed health inequalities within, wider public services & recovery plans	Approach being developed including delivery of Health and Wellbeing Strategy with partners	↑	Under 75 mortality rate - Cancer considered preventable- Compared to England rate as baseline	51.5 (England 2020)	66.7 per 100,000 (2021)	Reduce	No previous data	% of clients using technology assisted care	Reporting to be developed during 2022/23 when Mosaic system goes live			
	ASC interventions And ASC Budget implementation			Total households assessed who are owed a duty, who were sleeping rough at the time of application	35	24	Reduce	↓	Total households initially assessed as owed a homeless duty	824 (2020/21 baseline used)	1,690 households were assessed, of which, 1,588 were initially owed homeless duty	To be set	↓
				(A) % of households where homeless prevention duty ended that maintained / secured accommodation for 6+mths. (B) % of these identified maintained/secured accommodation that remained in existing accommodation.	(A) 54% (B) 15% remained in existing accommodation	(A) 47% (B) 17% remained in existing accommodation	Increase	↓ ↑	% of council dwellings with a valid gas safety certificate	99.80%	100.00%	100%	↑ Annual

#### Investment Strategy & Resources

22/23 Revenue (4% of the Council's gross budget)		5 Year Capital
Gross £000	Net £000	£000
23,425	15,282	835

**Commissioned Spend: tbc**  
**Assets: Asset Strategy Review**  
**Employees: 263.23 FTE (tbc)**  
 Figures based on 2022/23 budget setting

#### Risks to Achievement rated after mitigation

- Failure to safeguard vulnerable children & adults **Amber**
- Non-compliance with statutory requirements resulting in prosecution & penalties **Amber**
- Council suffers Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to manage demand & expectations could result in the Council not achieving Thrive agenda **Amber**
- Failure to address financial gap in the Council's budget & systems **Amber**
- Failure to provide a response during a major incident impacting on ability to deliver critical services or an impact on a community. **Green**

#### Qualitative Impact

- People living in the most deprived areas of England have seen a significant recent decrease in life expectancy (LE). The upcoming new data release will include the period of COVID and indicate the impact of this period on LE.
- Areas with higher deprivation also have larger differences in LE between males & females than areas with lower deprivation (difference most deprived females to males 4.8yrs, compared to 3.1yrs least deprived).
- Females living in most deprived areas expected to live less than two-thirds (66.3%) of their lives in good general health (three-quarters for males), compared with 82.0% in least deprived areas.

#### Geographic Impact

[Explore the data](#) - LIoN data shows...

- High levels of alcohol related hospital admissions are evident in many of the most in need areas of Gateshead. However, there are also large proportions of higher risk drinkers in least in need areas such as Stella, Crawcrook South, Sunnyside, Whitehills, Low Fell East, and Wardley Central.
- Smokers are more likely to be towards the east of Gateshead in areas like Deckham, Felling, High Fell, Allerdene, Harlow Green, Elisabethville and Winlaton East.



### III Health Prevention - ANALYSIS – WHAT IS THIS TELLING US?

#### What do we want to Achieve – Our Outcomes

- All preventable ill health is reduced, to end the gap in inequalities within the borough
- To prevent and end homelessness, in all forms in Gateshead
- All residents will be able to access flexible health and care support, when and where they need it

#### CHALLENGES / AREAS FOR IMPROVEMENT

##### Strategic

- Physically Inactive Adults have increased. Evidence shows that people in more deprived areas are more likely to be inactive; In Gateshead there is a 10% difference in levels of activity between our most deprived and least deprived communities, with our least deprived being more physically active.
- Smoking successfully quit at 4 weeks – Gateshead is above the national average; however the value has decreased, this may be due to adjusted service delivery models during the pandemic.
- Suicide - The England average suicide rate was 10.4 per 100,000 for 2019/21, compared to 9.6 per 100,000 for Gateshead; illustrating Gateshead are below the national average. This figure has increased from 9.0 per 100,000 in 2018/2021. Due to small numbers, the rate cannot be calculated for females, however, the rate for males was 16.7 per 100,000.
- Actions as set out for each of the 4 aims within New Homelessness and Rough Sleeping Strategy. Delivery of the Homelessness and Allocations Review (March 2023)

##### Operational

- Lack of suitable or appropriate accommodation and support for those who are homeless or at risk of homelessness, including direct access into appropriate emergency and crisis accommodation
- Lack of throughput and system flow = sustained system and budget pressures
- No existing 'Gateway' model to manage accommodation and support.

#### AREAS OF EXCELLENCE

##### Strategic

- Implementation of the Health and Wellbeing Strategy – with oversight of the Health and Wellbeing Board, a multi-agency Health and Wellbeing Strategy Implementation Group was established in May 2022 to review the strategy and develop an approach and plan to implementation. Strategic mapping exercise has taken place and the views of staff on their knowledge, understanding, training and development needs in relation to the strategy have been gathered. As the Strategy sets out address complex, multi-factorial issues that cut across organisations and systems, developing an approach to implementation and how we collaborate, and work together is important and is set out in 3 parts; (1) way we work together to help to deliver the strategy and support implementation; (2) Building a picture of action across the system and point to key workstreams ; (3) builds on the challenges and key areas that have been identified by the implementation group. The plan is to be a live and iterative document, shared and owned by partners, with ongoing review, annual reflection, and reporting on progress to the Health and Wellbeing Board
- Homelessness and Rough Sleeping Strategy agreed by Cabinet January 2022. Homelessness Charter launched March 2022
- Implementation of Changing Futures Programme has begun Campbell Tickell contracted for Homelessness and Allocations Review. Joint cross department Project Team Meetings ongoing.
- Bids successful for RSI, RSAP and SHIP funding and funding allocated to Home Group to improve response for victims of domestic abuse.
- Co-production meetings with DLUHC commenced on single homelessness accommodation fund programme (SHAP).

##### Operational

- Proactive approach to homelessness prevention beyond statutory requirement. Excellent partnership working established linked to homeless pathway for offenders and ex-offenders; delivery of private rented sector funded project for ex offender, and prevention pathways for hospital discharge and mental health. Strong partnership arrangements with Oasis Community Housing supporting those at risk of homelessness and rough sleeping with multiple or complex needs= low numbers of rough sleepers. Fortnightly rough sleeper action group – coordination of the rough sleeper pathway in Gateshead, including case management
- Delivery of existing RSI and NSAP funded accommodation programmes
- Coordination and delivery of regional armed forces outreach service
- Domestic abuse outreach work, including security and sanctuary measures preventing homelessness and increasing safety

#### ACTIONS

##### Strategic

##### Public Health:

- Substance Misuse - Ensuring that the increased investment in Substance misuse is planned for the next two years and is aligned to other workstreams.
  - Sexual Health - Targeted specialist delivery via commissioned clinics, RSH education support in schools, sexual health campaigns, both national and targeted to groups suffering sexual health inequality, such as MSM, BME groups and the younger population.
  - Health Improvement Training - Collaborations and partnership asset-based community development approach to health improvement and training through MECC champions platform
  - Physical Activity - Implementation of the Gateshead physical Activity Strategy
  - Community Safety - Finalise and implement the findings from the ASB review
  - Social prescribing - Develop Gateshead Strategic approach to Active travel and community engagement
  - Alcohol - Developing pathways and closer partnership working between the Alcohol Care Team at the QE and community treatment providers
  - Tobacco Control - Exploring ways to adapt our current stop smoking service offer to enable enhanced support targeted at populations where smoking prevalence is highest.
  - Poverty - Work with members of the Poverty Truth Commission to ensure voices of lived experience are heard
  - Apprenticeships - Promote Public Health Apprenticeships and Public Health Practitioner Registration
  - Health Determinates Research Collaboration (HDRC) - Implementing the foundations to deliver high quality research and evidence, that will shape policy and practice
  - Implementation of actions outlined in new Strategy, which sets out our four key strategic aims to tackle homelessness.
  - Completing actions within our Homelessness and Allocations Project Plan. This includes remodelling and recommissioning homelessness accommodation and support and developing a homelessness Gateway.
  - Implementation of the Changing Futures Programme
- ##### Operational
- Remodelling and recommissioning provision and develop a Gateway model
  - Operational Service Plan 2023-25 underway including - review of policies & procedures, development of dashboards, integrating new projects into existing pathways
  - Creation of a Fixed Term Homeless Prevention Officer post supporting the development of the Refugee Pathway. Reviewing approach to temporary and emergency accommodation
  - Continue to embed and develop partnership working
  - New Mosaic Social Care System being developed for Adult Social Care and now due to be live in 2023/24. This will help to streamline processes and payments improving the service to social care users and carers.

#### SUMMARY

##### What is this telling us about how we are performing across Gateshead?

Health related measures often fluctuate, for reasons beyond local control e.g., pandemic, economy, and government policy, therefore, to effectively understand progress a more detailed contextualised conversation is required. Ill health prevention by its nature considers the longer-term impacts of health and tackling issues that can result in poorer outcomes over the course of a lifetime. This means it can take a while for changes at population level to be seen. A new strategy will support the service and partner agencies to respond to all the needs of those facing homelessness and rough sleeping in addressing the underlying causes of homelessness and provide appropriate accommodation and support.

##### What will we be doing in response?

Public health actions provide some insight into the depth of breadth of planned activity but is in no way comprehensive. Delivering on the 4 key aims and associated actions within the new Homelessness and Rough Sleeping Strategy, which include remodelling and recommissioning accommodation and support as well as developing a gateway to support any new model. This will continue to be delivered in 23/24 through the Homelessness and Allocations Review. We are still responding meaning the full impact in the longer terms still needs to be determined. A key area will be focusing on the response and recovery from the pandemic, focusing on ill health prevention.

##### Future Direction of Travel and Expectations over the next six months

A new Allocations Policy and a new Tenancy Strategy have been created as part of the Homelessness and Allocations Review and were approved by Cabinet in October 2022. We are also developing a Gateshead Allocations Model, undertaking homelessness remodelling/recommissioning, and developing a 'marketplace' and 'homelessness gateway'.

#### RESOURCES

- Earlier intervention can help to reduce health inequalities faced in later life and improve health and wellbeing outcomes, which can help to reduce demand for services.
- Two of the Priority Based Transformation Areas as part of the budget approach are Adults Social Care and Housing Improvement which will directly inform this priority objective.
- Locality Working pilot in Birtley begun. In short term it will support early intervention with longer term goal of improving life chances and reducing dependence on council services.
- Homelessness funding confirmed from Housing Prevention Grant for the next two years (£563,834 2023/24 and £594,390 2024/25). Annual/bi-annual grant allocations make long term investment decisions difficult. Rough Sleeping Initiative Funding (RSI) funding secured to 2025 (joint bid with South Tyneside) Gateshead allocation - £1.85m over three years. RSAP funding secured to 2024 to deliver 4 units (in partnership with Tyne Housing) with support for rough sleepers with complex needs. This is additional to the 15 properties already provided through previous successful funding bids. SHIP funding of £574,096 for three years secured to March 2025.
- Successful funding bid for accommodation for ex-offenders for 2023-25 - £156,670 over two years.

**ORGANISATIONAL HEALTHCHECK – BALANCED SCORECARD – SUMMARY OF PERFORMANCE**  
**Ensuring the organisation is in the best position to deliver Council Priorities**

**EMPLOYEES**

- Employee satisfaction – Gateshead Council a great place to work
- Diverse & inclusive workforce
- Maximising Employee Potential – opportunities to learn, develop and aid succession planning

	Baseline	Latest	Target	DoT
Employee survey – The Council is a good place to work (new measure in future on employee morale and Covid-19 impact)	64% (2016)	Data by end of 2023	90% ⚠️	
No. of apprentices as a % of total employee headcount (as @ 31 March)	3.29% (Mar 21)	3.30%	6.5%	↑
% Apprenticeship levy spent (incl transfers) – towards March 2023	50%	71%	70% by 2023	↑
Employee resignations as % of headcount	3.04% Jul 21	5.11%	2.50%	↑
Average Sickness Absence days per FTE	10.58	13.22 (11.78 excl. cov19)	9 days	↑
Agency worker costs as a % of total workforce costs	To be set	1.85%	None set	
% employees completed GDPR training	0%	60.16%	95% (2023/24)	↑
% employees reporting their protected characteristics	35% Mar 2021	51.93%	70% by 2023 ⚠️	↑

**CUSTOMER EXPERIENCE**

- Thrive – reduce the number of residents vulnerable
- Resident's satisfaction with Gateshead and Gateshead Council
- Improved customer experience through better contact with the Council (right first time)

	Baseline	Latest	Target	DoT
% Residents satisfied with Gateshead as a place to live	64% (2016)	64% (2018)	None set	↔️
% satisfied with the Council	52% (2016)	42% (2018)	None set	↓
% residents who are vulnerable	39.5%	34.1%	Reduce	↓
% residents who are just coping	29.5%	40.0%	None set	-
% residents who are managing	13.3%	15.9%	None set	↑
% residents who are thriving	17.7%	10%	Increase	↓
% of stage 3 corporate complaints upheld	15% (2021)	39% (22/57)	10% ⚠️	↑
% of complaints upheld by the LG Ombudsman	12% (2020)	58% (7/12)	10% ⚠️	↑
No of complaints upheld by the ICO	1	1	1 🟢	↔️
No of compliments received about Council services	78 (2021)	276	None set	↑
Digital Customer Experience % of transactions completed online for Garden Waste; Birth/Deaths; Fly-tipping	76%	80%	Increase	↑
Number / £ of online payments	98,961 / £12.5m	215,704 / £28.2m	Increase	↑
Telephony contact response answer rate (Average of Customer Contact Unit; Revs & Bens; Housing; Adult Social Care Direct)	86% (2021)	79%	Increase	↓

**FINANCE, GOVERNANCE & RISK**

- Revenue Budget, Capital Budget; HRA; Income received, Risk

	Baseline	Latest	Target	DoT
Revenue Budget position % over/ under	£254.3m 2022/23 budget	0.35% under (Q3)	-	↑
Capital Programme Position £ Outturn	£85.4m Q2 2022/23	£80.4m (Q3)	✅	-
% Council spend with Gateshead based organisations	To be set (14.5% for 2021/22)	15.31%	Increase	↑
% Invoices paid within 30 days	87.32% (2021)	81.83%	95%	↓
% Council Tax collected	94.1% (20/21)	93.2% (cumulative)	Increase	↓
% Business Rates collected	88.4% (20/21)	95.0% (cumulative)	Increase	↑
Financial Assessments and social care finance - % of debt in year collected	92.89% (20/21)	88.74%	Increase	↓
Value of Services provided by the Council to schools	£11.2m	£12.793	🟢	↑
No of serious data breaches reported to ICO	0 (20/21)	5	Decrease	↑
Health and Safety near miss / hazard reports	116 / 45% of near misses	306 of 692 (44%)	Increase	↔️
Audit High Priority Recommendations made and those outstanding	28 0	20 0	🟢	↓

**EXTERNAL ASSESSMENT**

- External Audit; Regulators Assessment (Ofsted, CQC, Housing); Compliance; Partners

	Baseline	Latest	Target	DoT
CQC Council Registered Schemes (11 total)	Good	Good (2022)	🟢	↑
Ofsted Learning Skills	Good	Good (2020)	🟢	↑
Ofsted Children's Social Care Services	Good	Good (2019)	🟢	↑
Ofsted SEND (Narrative assessment)	Significant strengths. No areas for priority action	Strong & effective support provided	🟢	↑
External Audit (Mazars)	Unqualified	Delayed - national pensions issue	🟢	↑
Regulator of Social Housing Consumer Standards	Compliant – 5 Progressing – 3 Non-compliant - 1	Compliant – 0 Progressing – 5 Noncompliant – 0		↓
Housing Health & Safety Compliance (New White Paper)	-	Progressing / partially achieving	Achieving	
HSE Enforcement Actions	0 (2021)	1 FFI		↓
Council working in partnership (Survey VCS; Private and Public sector partners)	Baseline to be set	Update Sept 2023	-	-

**Key Tolerance Key**

Achieving or exceeding target	🟢
Underachieving within tolerance% if set	✅
Underachieving over tolerance	⚠️



## ORGANISATIONAL HEALTHCHECK – BALANCED SCORECARD – SUMMARY OF PERFORMANCE

### ENSURING THE ORGANISATION IS IN THE BEST POSITION TO DELIVER COUNCIL PRIORITIES - WHAT DO WE WANT TO ACHIEVE – OUR OUTCOMES

#### Employees

- Employee satisfaction – Gateshead Council a great place to work
- Diverse & inclusive workforce
- Maximising Employee Potential – opportunities to learn, develop and aid succession planning

#### Finance, Governance & Risk

- Revenue Budget, Capital Budget; HRA; Income received, Risk

#### Customer Experience

- Thrive – reduce the number of residents vulnerable or just coping
- Resident's satisfaction with Gateshead and Gateshead Council
- Improved customer experience through better contact with the Council (right first time)

#### External Assessment

- External Audit; Regulators Assessment (Ofsted, CQC, Housing); Compliance; Partners

### CHALLENGES / AREAS FOR IMPROVEMENT

- **Thrive** – overall, the 2022 Thrive data shows a small shift (over 2 percentage points) towards more people being vulnerable compared with the previous year (2021/22 = 31.9%). These people are moving from the just coping and managing categories, which have reduced slightly as a result. There is little change in the proportion thriving.
- **Sickness days** – the days lost per employee include Covid related absences. The days lost per employee reduces to 11.78 from 13.22 excluding Covid. Covid was the third highest reason for sickness absence. Employees who work in roles where they have contact with vulnerable adults are required to still take 10 days away from work if they have covid. Adult Social Care has the highest number of days lost per employee @ 20.94 which is a service where a lot of employees work with vulnerable adults.
- **Agency Costs** – some of the agency spend will likely be a direct correlation between sickness absence and the need to cover days lost with agency workers.
- **Data Breaches** – whilst it may appear that the increasing numbers are a concern, a cautious approach is taken to reporting matters to ensure transparency. No action has been taken by the ICO where a data breach has been reported.
- **Telephony contact** – there has been a significant increase in digital contact and online self-service however overall, the number of incoming calls has only decreased by 4% since 2021-22. In some areas calls have increased Revenues (8%) and Housing (4%). The volume of incoming telephone calls in 2022/23 remains high.
- Average call duration is longer than in 2021-22: calls to Repairs and Customer Services are typically up to 1 minute longer, call lengths to ASCD, Benefits and Revenues are static.
- A turnover in staff in repairs and the resultant requirement for induction and training and our operational delivery teams managing our back log of works has affected contact performance in this area.
- **Business Rates** – despite an increase in the % business rates collected, it should be noted that post-covid impacts have been seen with more businesses failing and going into insolvency. A Retail, Hospitality & Leisure discount was retained by central government but was less generous than in previous years with the award being cut from 75% to 50%, meaning many businesses had more rates to pay than in the previous 2 financial years.
- Increase in proceedings and claims against the council; Housing Disrepair, SEN Tribunal, and COP (Section 21A).

### AREAS OF EXCELLENCE

- **Health & Safety** – near miss reporting; positive to see the numbers of near miss reports continuing to increase, although the percentage of Near Miss reports compared with all incidents had remained virtually the same as 2021-22. We would expect to see this percentage increase next year as we look to develop a positive Health & Safety Culture. Enforcement Action Reporting; 1 FFI issued in July following a visit by an HSE Inspector, this concerned asbestos management at Ace Joinery at Shearlegs Road. Recommendations were actioned and HSE confirmed as acceptable, and no further action taken. This represents an improvement from last year when the council was issued with two FFIs. The HSE also randomly visited two schools during this same period with no enforcement action taken.
- Although 2022/23 has seen a small drop in digital uptake as some residents have chosen to contact us over the phone, some of our new digital services have attracted high numbers of online uptake; 71% for Blue Badge applications and 98% for Household Waste & Recycling Centre bookings. The increase in telephone contact is linked to a new improved system for taking payments over the phone which went live in October 2022. This has resulted in a comparative shift away from online payments following record levels of online payments during the pandemic, however, delivers an improvement to the customer experience.
- Housing Improvement Project teams have been established, working with and in parallel to specialist consultants, performing dedicated service reviews, with the necessary strategies, policies and improvement plans being developed. These have included approval by Cabinet of a Tenancy Strategy; Homelessness & Rough Sleeping Strategy; Allocations Policy, Tenancy Management Policy, New Tenant Engagement Framework & Strategy; Council Complaints Policy & Asset Management Strategy.
- Data Protection – a large project (Information Asset Register/ROPA) undertaken by the DPO team including drafting guides, delivering Training, and reviewing hundreds of documents across every team in the Council.

### ACTIONS

- **Surveys Employee/ Residents** targeted to be completed by end of 2023/24. The Council is currently assessing when and how to bring forward a 'borough-wide' survey and residents. This would incorporate how we currently work in partnership with our key stakeholders and resident's views.
- **Housing** - continue to make significant areas of improvement through our housing improvement programme including the Gateshead Home Choice system, development of Marketplace and Gateway, establishment of a Home Improvement Agency and the development of a single front door and investigation unit for all anti-social behaviour reports.
- **Business Rates** - A new resource was recruited late in the year (Income & Avoidance Officer) and who will help to generate additional income and reduced fraud and avoidance tactics.

### SUMMARY

#### What is this telling us about how we are performing across Gateshead?

Performance through 2022/23 has continued to be affected by additional burdens relating to central Government's initiatives.

The cost-of-living crisis is continuing to have an impact on residents, with an increase in the number of residents classed as vulnerable. It is also affecting the way in which residents contact the Council and the ability of residents and businesses to pay. The continued roll-out and improvement of online services is assisting greatly in managing the volume of inbound telephone contacts allowing residents to contact the council at a time and location convenient to them.

#### What will we be doing in response?

Support will continue for residents most affected by the cost-of-living crisis with the household support fund being funded for a further year, and work to improve housing within the borough is continuing. We will be looking to gather valuable insight on the views of our residents through the development of a borough-wide survey.

#### Future Direction of Travel and Expectations over the next six months

It is anticipated that the challenges will continue to grow for both our residents and the council. The temporary cessation of debt recovery practices has been reviewed and therefore collection rates are expected to increase in future.

### RESOURCES

The Council's Medium Term Financial Strategy was reported to Cabinet on 25 October. The MTFS estimates a £55m financial gap over the medium term, a worsening position due to significant pressures manifesting over the last six to twelve months in inflation, pay, utilities and cost of living. Although the financial context continues to be challenging and uncertain the Council has a strong track record of meeting its financial obligations and maintaining financial sustainability through delivery within budget. A Council wide approach to the budget, which is priority driven and over a medium-term planning horizon will ensure that this continues to be the case.

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**TITLE OF REPORT:** Annual review of Corporate Parenting Activity 2022/2023

**REPORT OF:** Deputy Strategic Director, Children Social Care, Early Help and Specialist Services

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### **Purpose of the Report**

- 1 This is a covering report to provide an overview of the Corporate Parenting Board activity over the last 12 months and covers the period up to the end of March 2023, proposals for the forward plan (appendix 1) and work to be undertaken by the Corporate Parenting Board over the next 12 months.

### **POLICY CONTEXT**

#### **What is Corporate Parenting?**

- 2 The Children and Social Work Act 2017 says that when a child or young person comes into the care of the local authority, or is under 25 and was looked-after by the authority for at least 13 weeks after their 14th birthday, the authority becomes their corporate parent.
- 3 This means that they should:
  - act in the best interests, and promote the physical and mental health and wellbeing, of those children and young people
  - encourage them to express their views, wishes and feelings, and take them into account, while promoting high aspirations and trying to secure the best outcomes for them
  - make sure they have access to services
  - make sure that they are safe, with stable home lives, relationships and education or work
  - prepare them for adulthood and independent living.

#### **Legislative Framework**

- 4 Local authorities must have regard to the seven needs identified in the Children and Social Work Act when exercising their functions in relation to children looked-after and care leavers as set out in the statutory guidance.

## **Corporate Parenting Boards**

- 5 As corporate parents, all councillors should seek to stay informed about children in the council's care, and care leavers. In Gateshead the Corporate Parenting Board is the mechanism for these detailed discussions. Members of the Board should use their position to raise awareness of the role amongst colleagues and provide support to the lead member for children's services.
- 6 The Board should receive regular updates and progress reports from partners about the work and services they deliver to looked after children and care leavers.

## **Current Situation**

- 7 Gateshead's Corporate Parenting Board is currently held quarterly, and the membership is broad reaching. The board is chaired by the Children's Portfolio holder Cllr Gary Haley and membership spans across children social care, education, health, commissioning, elected council members and the voluntary sector and young ambassadors. Further work is needed to engage police and probation stakeholder in the board membership.
- 8 Over the past 12-18months the board has been revised and the corporate parenting partnership plan has been re-established and strengthened.
- 9 Six young ambassadors were recruited following proposals from the Corporate Parenting Board and have been in post for 12months. Their work plan is routinely reported into the board for consideration
- 10 The Board has been routinely appraised of the activity across services and updated on service developments and innovations, performance of services, inspections activity, partnership activity and regional and national policy changes.

## **Next Steps**

- 11 Going forward the Corporate Parenting Board agenda has been aligned with the Corporate Parenting partnership plan and it is proposed that the forward plan for each meeting follows the one of the four themes identified in the plan.
- 12 This will enable members to have greater clarity about the work being undertaken across the partnership and in the service to address the four priorities. It will also enable robust discussions about partnership interventions and delivery of services and allow opportunities for the board to shape plans in the best interest of children and young people
- 13 It is proposed that a Corporate Parenting Board Training programme is developed with the support of our young ambassadors. Members are encouraged to engage in sessions which will enhance their understanding of the Corporate Parent Board member role.

- 14 Measuring the impact of the board is pivotal and going forward an annual report will be produced detailing the work undertaken by board members and detailing the difference this has made to children and young people.

## **Recommendations**

- 15 Overview and Scrutiny are recommended to:
- (a) note and comment on the information provided in the report and powerpoint presentation.
  - (b) agree next step actions.

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### **Contact:**

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## Appendix 1: Corporate Parenting Work Programme 2023/2024

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<b>Quarter 1</b>	
<b>Theme 1: Supporting children and young people to remain safely at home with families / extended families; what is the evidence; what progress are we making and what are the outcomes?</b>	
<p><b><u>MEETING DATE</u></b>  <b>6 June 2023</b></p> <p><i>(deadline for reports – 26 May 2023)</i></p>	<p>To include</p> <ul style="list-style-type: none"> <li>• Trauma Informed Care Report – <b>Dr Aisling Martin</b></li> <li>• Edge of Care Strategy – Impact of delivery plan – <b>Lisa Wood</b></li> <li>• Reunification Strategy – impact of delivery plan – <b>Laurie Thompson</b></li> <li>• Kinship Care – Impact, Supported and feedback from Kindship carers – <b>Claire Morris</b></li> <li>• Corporate Parenting Partnership Plan Update – Theme 1 – Supporting Children and Young People to remain at home with families / extended families – <b>Claire Morris / Laurie Thompson</b></li> <li>• Performance Update (theme and overall) – <b>Gary Lewis</b></li> <li>• Corporate Parenting Annual Report – <b>Andrea Houlahan</b></li> <li>• One Voice – Update on experiences; work plan and priorities – <b>Chris Hulme/Paige Thomason</b></li> </ul>
<b>Quarter 2</b>	
<b>Theme 2 – Meeting children’s needs and improving outcomes; what is the evidence; what is the progress we are making and what are the outcomes?</b>	
<p><b><u>MEETING DATE</u></b>  <b>19 Sept 23</b></p> <p><i>(deadline for reports – 11 September 2023)</i></p>	<p>To include:</p> <ul style="list-style-type: none"> <li>• IRO Annual Report – <b>Paige Thomason / Heather Jenkins</b></li> <li>• Annual Report from Children in Care Health Team – <b>Ellen Robinson</b></li> <li>• Work to reduce children who are missing from care and support for those who are at risk of exploitation – <b>Lisa Wood</b></li> <li>• Annual Report on Achieving Early Permanence – <b>Victoria McKay</b></li> <li>• Engagement and participation of young people and how they are influencing service delivery and improvement – <b>Paige Thomason / Chris Hulme</b></li> <li>• Performance Update (theme and overall) – <b>Gary Lewis</b></li> <li>• Corporate Parenting Partnership Plan Update – Theme 2 - Meeting children’s needs and improving outcomes; what is the evidence; what progress are we making and what are the outcomes? – <b>Claire Morris / Laurie Thompson</b></li> <li>• One Voice – Update on experiences; work plan and priorities – <b>Chris Hulme</b></li> <li>•</li> </ul>



### Quarter 3

**Theme 3: Ensuring there are sufficient homes for out children in care and care experienced young people; what is the evidence; what progress are we making and what are the outcomes?**

**MEETING DATE**

**19 Dec 2023**

*(deadline for reports – 11 December 2023)*

To include:

- Sufficiency Strategy Update – 6 monthly progress report – **Claire Morris**
- RAA Annual Report – **Victoria McKay / Nik Flavell**
- Fostering Recruitment and Retention Strategy – update to include hearing directly from foster carers about their experience – **Claire Morris**
- Corporate Parenting Partnership Plan Update – Theme 3 - Ensuring there are sufficient homes for our children in care and care experienced young people; what is the evidence; what progress are we making and what are the outcomes? **who is writing this one**
- Performance update (theme and overall) – **Gary Lewis**
- One Voice – Update on experiences; work plan and priorities – **Chris Hulme**

### Quarter 4

**Theme: Improving outcomes for care experienced young people; what is the evidence; what progress are we making and what are the outcomes?**

**MEETING DATE**

**5 March 2024**

*(deadline for reports – 26 February 2023)*

To include:

- Review of Care Leaver Offer – Annual update on work of Regional Care Leaver Board – **Laurie Thompson**
- Annual Corporate Parenting Board Report – completed with young people (to go into OSC) – **Claire Morris / Laurie Thompson**
- Care Leavers Strategy – **Laurie Thompson**
- Care Leavers & Young People Presentation – **Chris Hulme**
- Performance Update (theme and overall) – **Gary Lewis**
- Virtual School Annual Report – **Linda Mason**
- One Voice – Update on experiences; work plan and priorities – **Chris Hulme**

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# Corporate Parenting Board - 2022/2023

Presented by

Andrea Houlahan, Deputy Strategic Director,  
Children Social Care, Early Help and Specialist services

# Corporate Parenting Board - Overview

- ▶ A statutory duty
- ▶ To oversee and influence the systems strategic child centred approach to the delivery of services
- ▶ To ensure that all agencies are discharging their parenting responsibilities fully
- ▶ To act in the best interest of children, promoting physical, mental health and well being of children and young people
- ▶ To take into account young people views
- ▶ To promote high aspirations and best outcomes for children and young people
- ▶ To prepare young people for adulthood

# The Journey So Far...

- ▶ Revised and established a Corporate Parenting Board
- ▶ Revision of the Corporate parenting Partnership Plan
- ▶ Recruited 6 Young Ambassadors
- ▶ Revised the Corporate Parenting Board Membership

# Overview of Corporate Parenting Board Activity

Page 42

- ▶ Children Home updates
- ▶ Performance
- ▶ Safeguarding Partnership Board update
- ▶ Contextual safeguarding and child exploitation
- ▶ Children in Need of Care strategy
- ▶ Care leaver benchmarking
- Safeguarding children with disabilities
- Regional adoption agency update
- Missing from Care
- IRO annual report
- LADO annual report
- Staying Close
- Pre-birth service
- Social workers in School
- Early Permanency planning
- Education - annual report
- Learning from inspections
- National Transfer scheme
- Young Ambassadors overview
- Placement sufficiency
- Health of children in care
- Corporate Parenting Board partnership review

# Forward Plan

- ▶ **Theme 1: Supporting children and young people to remain safely at home with families / extended families; what is the evidence; what progress are we making and what are the outcomes?**
- ▶ **Theme 2 – Meeting children’s needs and improving outcomes; what is the evidence; what is the progress we are making and what are the outcomes?**
- ▶ **Theme 3: Ensuring there are sufficient homes for out children in care and care experienced young people; what is the evidence; what progress are we making and what are the outcomes?**
- ▶ **Theme 4: Improving outcomes for care experienced young people; what is the evidence; what progress are we making and what are the outcomes?**

# Next steps

- ▶ Implement a Corporate Parenting Board Training programme
- ▶ Produce a Corporate parenting Board Annual Report
- ▶ Consider, measure and evaluate the impact of the Corporate Parenting Board
- ▶ Promote co-operation between local partners to improve the wellbeing of young people in the area
- ▶ Promote opportunities for families, young people and carers to feedback to board members and share their experiences
- ▶ Further insight into the strategic commissioning plans to support our children in care



Any questions??



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**TITLE OF REPORT:** Trauma Informed care

**REPORT OF:** Strategic Director, Children Social Care and Lifelong Learning

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### **Purpose of Report**

- 1 This report provides an overview of the development and progress of the new Trauma Informed Care Service.

### **Background**

- 2 Trauma-Informed Practice is a strengths-based approach, which seeks to understand and respond to the impact of trauma on children and young people's lives. The approach emphasises physical, psychological, and emotional safety for everyone and aims to empower individuals to re-establish control of their lives.
- 3 Trauma-informed practice recognises the prevalence of trauma and its impact on the emotional, psychological and social wellbeing of people. Awareness of trauma has progressed over the last 20 years, incorporating knowledge from attachment, child development and cognitive memory. Frameworks of practice have changed from purely bio-medical (medicine and psychiatry) and/or purely psychoanalytical (psychology) models to include the psycho-social (trauma-informed) and a recovery focus (recovery-oriented).

### **Policy Context**

- 4 Trauma-Informed Care (TIC) is a framework for health and social care delivery that is based on insight of how trauma impacts people's lives and their needs, aiming to facilitate recovery without re-traumatisation. The framework also recognises the importance of support the workforce when professionals are working with traumatised individuals.

### **Gateshead Prevalance**

- 5 From the indicators of complex needs provided by NHS England and NHS Improvement, Gateshead Children and Young People would benefit from trauma-informed services. Gateshead has a significant number of children

who have experienced Adverse Childhood Experience (ACE) related indicators that are well above the regional and national average. The number of children and young people in local authority care, and the number of children who have complex trauma needs is higher than the regional average with Gateshead currently ranked 7th (out of 12) in the region from September 2022 Benchmarking. This would strongly indicate that Gateshead would benefit from additional services to ensure that these children and young people achieve positive outcomes.

- 6 Children and young people with enduring complex trauma make behavioural adaptations focused on keeping the self-safe in relation to others. These adaptations may have been developmentally appropriate and necessary responses to repeated, interpersonal danger; nevertheless, we know from decades of clinical and epidemiological research that these difficulties have a significant impact upon psycho-social development across the lifespan, increasing the risk of attachment insecurity, poor behavioural and/or emotional regulation, lack of self-esteem, feelings of guilt and shame (Taggart, 2018). Young people responding to their own unmet needs may engage in behaviours that leave them vulnerable to exploitation and/or criminalisation (Hanson and Holmes, 2014).

### **Building on Good Practice**

- 7 Cumbria, Northumberland, Tyne and Wear foundation trust (CNTW) - Children and Young People's Service has developed in partnership with Gateshead Children's Services; in 2022 a therapeutic Specialist Residential Support Team (SRST) was embedded to support children living in our children's homes. This service offers training, formulations, screening and consultations to carers and social workers to enable them to better understand the needs of children and young people and respond in a way that will improve their experiences of care and their longer term outcomes.

### **Meeting the needs of children, young people and their families across Childrens Services who have experienced adverse childhood experience or trauma.**

- 8 A 2 year pilot service has been commissioned by the Intergrated Care Board (ICB) targeted at 5–25-year-olds known to Gateshead Children's Services, expanding on the success of the service offered to children and young people living in our childrens homes.

### **Delivery model**

<b>Phase</b>	<b>Definition</b>
Trauma aware	All professionals working with children and young people in Gateshead have a basic understanding of what trauma is , its prevalence and recognises how it can impact on children and young people and staff

Trauma Sensitive	Care wellbeing and learning partnership has begun to explore the trauma principles in practice on a daily basis
Trauma Responsive	Care wellbeing and learning partnership is readily responding to trauma, including support for children and young people via their care teams and has begun to change the culture to align with the trauma informed principles
Trauma informed	A trauma informed approach is the norm, accepted and embedded across the partnership and no longer depends on a few champions, coaches or leaders. The partnership continues to work with young people with lived experience to strengthen and adapt its trauma approaches. Outcomes for young people demonstrate the positive impact of changes made.

- 9 The service will deliver a trauma informed model that will upskill practitioners across Children's services to be trauma informed. The service will support professionals supporting children and young people who are classed as high risk, high harm and high vulnerability from a consultation and formulation basis. The service will be focused on the children and young people who need it most, providing support to carers, social workers and everyone in the child/young person's care team/network of children including their families to enable them to recognize the signs and symptoms of trauma, respond appropriately and seek further help and support when needed. The service will also provide speech and language screening and support recognising the impact on speech, language and communication of trauma in childhood.
- 10 This service will provide the opportunity to develop trauma-informed formulations and speech and language screening for Children and young people. The service will offer a consultation service to consider the wellbeing needs of all looked after children and their primary caregivers from a trauma-informed perspective.
- 11 The service will offer a consultation to all children in our care, involved in the youth offending service and young people with complex needs, including those who remain with their families, or who are on the edge of care

## Outcomes

- 12 The objective of the service is to improve outcomes for all children who have experienced adverse childhood events, whilst working with those children who are most vulnerable and most at risk to:
- Reduce number of young people becoming looked after due to presenting behaviours linked to trauma
  - For children in our care - Ensure the right type of placement is sourced to meet their trauma and recovery needs and the child's care team understands and implements a consistent approach
  - Increase stability of placements
  - Work with services including the Youth Offending Service to offer strategies with the aim to reduce offending and the frequency and severity of risk-taking behaviours
  - Smooth the transition into adulthood for children with experience of care

## Staffing

- 13 The team will be employed by supervised by CNTW, matrix managed in partnership with Gateshead Children's services, and based/integrated within Gateshead Children's Services. The team will consist of:
- 1 x Consultant Applied Psychologist
  - 1 x Principal Applied Psychologist
  - 2 x Psychological Therapists
  - 2 x Advanced Mental Health Practitioners
  - 1.6 x Speech and Language Therapist
  - 1 x Peer Support Workers
  - 1 x Assistant Psychologist

## Progress to date

- Steering group has been gathered with key stakeholders from across the partnership who will support the development of the service.
- Team members have successfully been recruited and are in the process of induction into the team and wider children's services. Awaiting the recruitment and appointment of the peer support workers.
- Agreed Service start and launch event date - 16<sup>th</sup> May 2023 – event will be held at the Federation Brewery
- A group of young people are currently co-producing the name of the service and will support the production of service branding and identity.

## Next Steps

- Agree workforce training strategy to ensure all practitioners in Gateshead Children's services are trauma aware.

- Agree co-production model to ensure the lived experiences of young people who have experienced adverse childhood experiences and trauma shape the service delivery model.
- Develop and agree referral pathway into the trauma informed care service
- Develop and agree pathways into specialist services for those young people who need more help from specialist services within CNTW and the wider partnership.
- Develop and agree a joint basket of key performance indicators and dashboard to help measure outcomes and success of the pilot

## **Recommendations**

14 Overview and Scrutiny are recommended to:

- (a) note and comment on the information provided in the report.
- (b) consider the frequency with which the committee would like to receive future report

CONTACT: Lisa Wood – Practice Lead, Innovation, Transformation, Adolescent Services

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# Trusting Hands Gateshead's trauma informed care service

Dr Aisling Martin

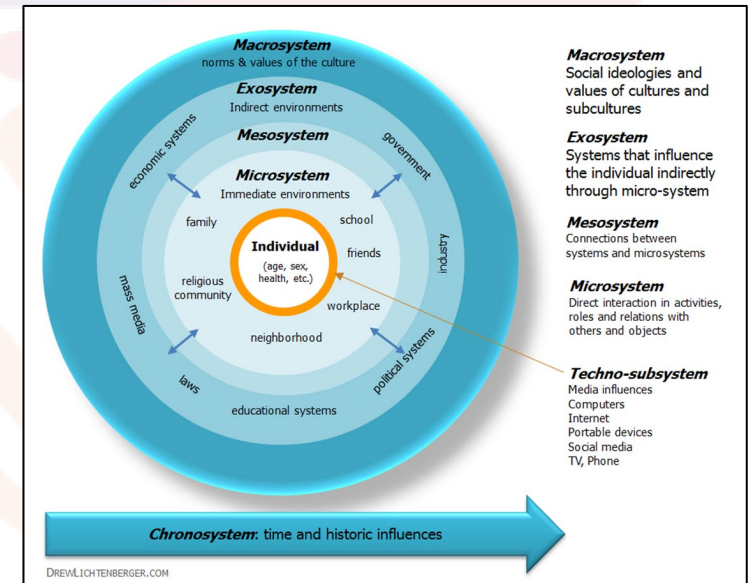
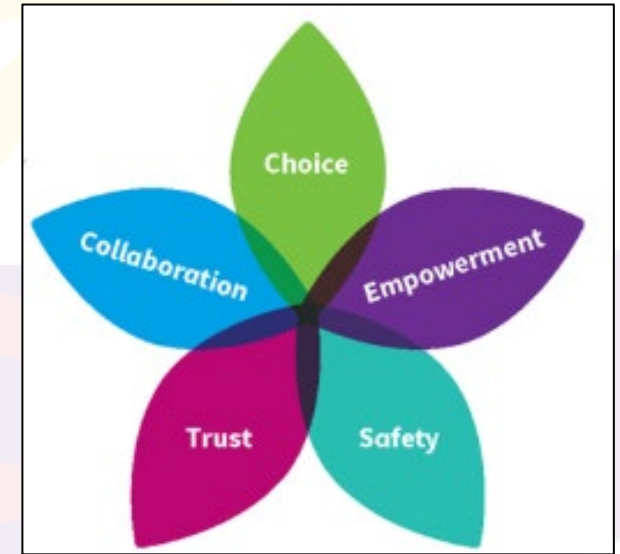
Consultant Clinical Psychologist

Lisa Wood

Practice Lead – Innovation, transformation &  
vulnerable adolescents

# Trauma informed care

- Changing the question from “**What’s wrong with you?**” to “**What’s happened to you?**”
- A framework for Health, Education and Social Care delivery based on insight of how trauma impacts on children's lives and their needs, aiming to facilitate recovery without re-traumatisation
- A framework which recognises the importance of supporting the workforce who are immersed in trauma



### Cognition

- Impaired Readiness to Learn
- Difficulty Problem-Solving
- Language Delays
- Problems with Concentration
- Poor Academic Achievement

### Physical Health

- Sleep Disorders
- Eating Disorders
- Poor Immune System Functioning
- Cardiovascular Disease
- Shorter Life Span

### Emotions

- Difficulty Controlling Emotions
- Trouble Recognizing Emotions
- Limited Coping Skills
- Increased Sensitivity to Stress
- Shame & Guilt
- Excessive Worry, Hopelessness
- Feelings of Helplessness/Lack of Self-Efficacy

### Relationships

- Attachment Problems/Disorders
- Poor Understanding of Social Interactions
- Difficulty Forming Relationships with Peers
- Problems in Romantic Relationships
- Intergenerational Cycles of Abuse & Neglect

### Brain Development

- Smaller Brain Size
- Less Efficient Processing
- Impaired Stress Response
- Change in Gene Expression

### Behavior

- Poor Self-Regulation
- Social Withdrawal
- Aggression
- Poor Impulse-Control
- Risk-Taking/Illegal Activity
- Sexual Acting Out
- Adolescent Pregnancy
- Drug & Alcohol Misuse

### Mental Health

- Depression
- Anxiety
- Negative Self-Image/Low Self-Esteem
- Posttraumatic Stress Disorder (PTSD)
- Suicidality

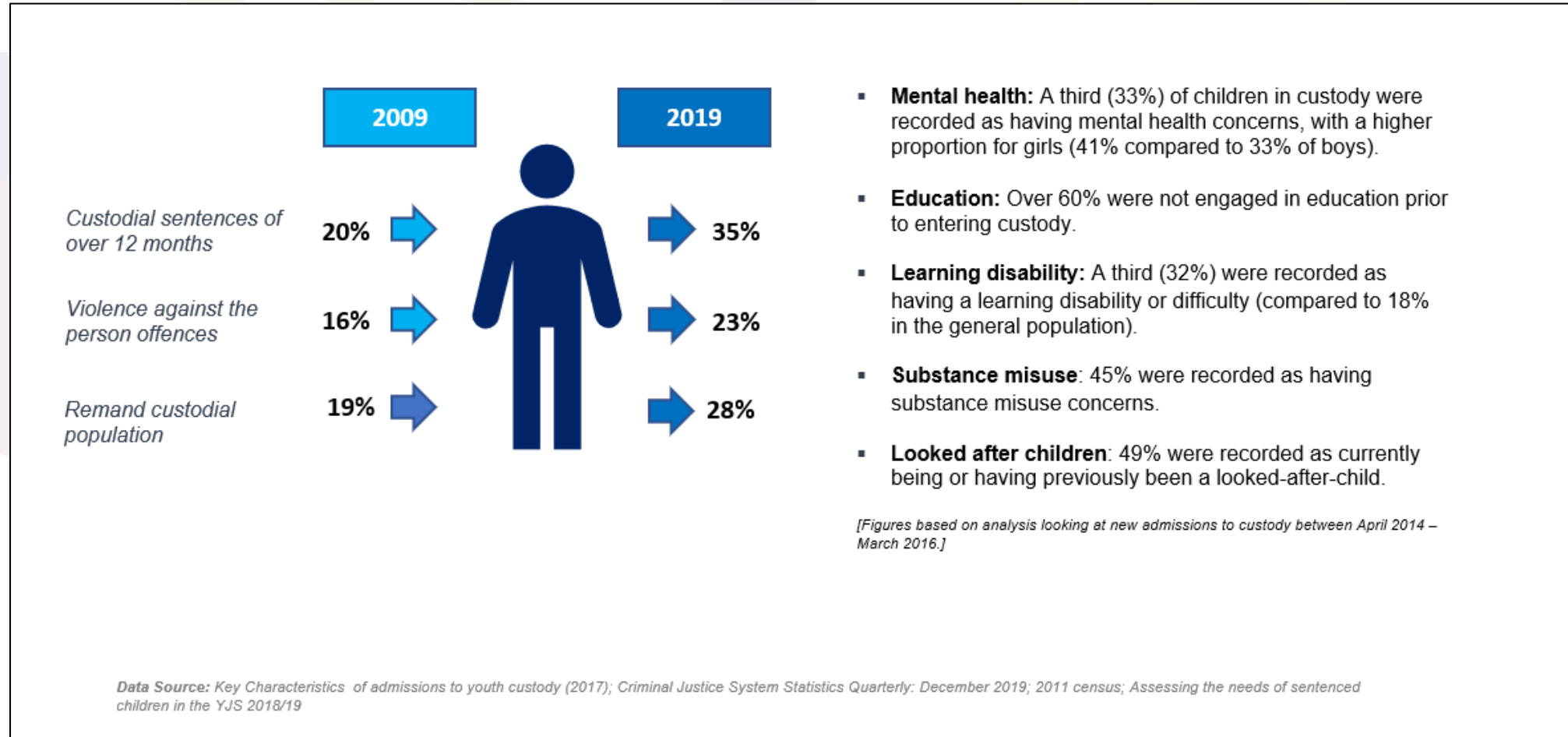


## Impact of Childhood Trauma

“Children and young people with enduring complex trauma make behavioural adaptations focused on keeping the self-safe in relationship to others. These adaptations may have been developmentally appropriate and necessary responses to repeated, interpersonal danger, increasing the risk of attachment insecurity, poor behavioural and/or emotional regulation, lack of self esteem, feelings of guilt and shame”

(Taggart 2018)

# Children and young people with complex needs



# Why do we need the service in Gateshead?

- High number of Children in our care and young people with complex issues
- Young people with multiple admissions into Tier 4 provision
- Young people experiencing multiple placements – difficulty in meeting their needs
- Young people with high risk, high harm, high vulnerability presenting behaviours

*“Young people responding to their own unmet needs may engage in behaviours that leave them vulnerable to exploitation and/or criminalisation”*

(Hanson and Holmes, 2014)

# Trusting Hands trauma informed care team

- 2 years funding via ICB (until March 2025)
- Adopted into NHSE H&J Framework for Integrated Care (Community) Vanguard pilot

**1. Every Interaction Matters:**  
There is a focus first on building and supporting positive collaborative relationships.

**2. Children & young people and the relationships they experience are at the centre of all care they receive through genuine co-production.**

**3. Those spending most time with young people are the primary facilitators of change.**

**4. Positively influencing the day to day care is the basis of any intervention and the primary focus of support.**

**5. All behaviour is understandable in context; there is a focus on developing an understanding of each children & young people's behaviours and needs based on their story (Formulation).**

**6. There is a commitment by all to build and sustain trauma informed organisations.**

# Trusting Hands trauma informed care team

- Multi-disciplinary Team

- Clinical Psychologists
- Assistant Psychologist
- Advanced and Specialist Mental Health Practitioners (Nursing, Occupational Therapy, Social Work)
- Advanced Speech and Language Therapists
- Peer Support Workers (lived experience)

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# Delivery Model

- Graduated response to meet the needs of the high risk, high harm, high vulnerability population
- Therapeutic parenting training for carers



System scaffolding / Support

Understanding the Story

Consultation

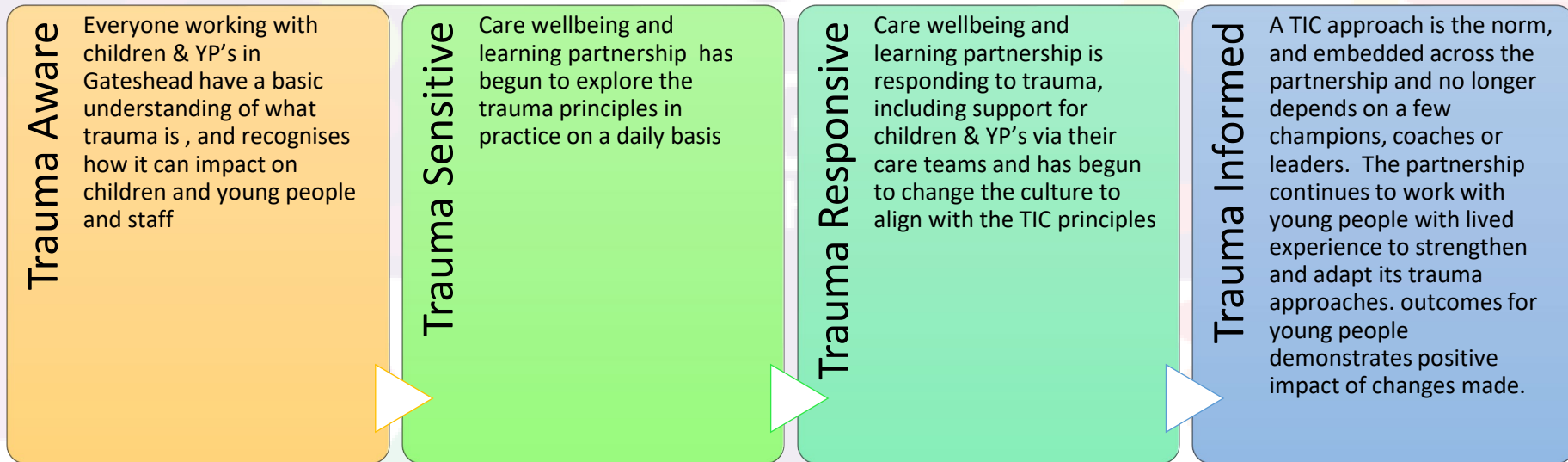
Connected conversations



# Delivery Model – organisational level

- Workforce training plan
- Identified leads for individual services
- TIC champions network
- Reflective practice
- Support to review assessment and intervention paperwork
- Support to develop debrief processes
- Trauma-informed influence through attendance at strategic partnership meetings

# The Vision for a trauma-informed Gateshead



# The journey so far...

- A warm and enthusiastic welcome from Children's Services
- Co-production of team name and strap line with young people in our residential homes
- Majority of clinicians now in post
- Lead roles allocated within the service based on clinician's matched experience and interests
- Consultations offered as an interim transition period from CYPS
- Successful launch event held on 16<sup>th</sup> May attended by multiagency partners
- Workflow in place to support referrals and data collection

# Next Steps

- Implementation of the service
  - Communication of the service aims and remit across the organisation
  - Embed within the identified target services
- Development of a strategy to promote co-production, and further co-production to develop branding
- Recruitment into peer support worker vacancy
- Development of graduated training approach
- Development of resource packs and direct work toolkits
- Application for funding for service evaluation support from Newcastle University

# References and further resources

Bronfenbrenner, U. (1974). Developmental research, public policy, and the ecology of childhood. *Child development*, 45(1), 1-5.

Hanson E and Holmes D (2014) That Difficult Age: Developing a more effective response to risks in adolescence. Dartington: Research in Practice. Available online: [www.rip.org.uk/resources/publications/evidence-scopes/that-difficult-agedeveloping-a-more-effective-response-to-risks-in-adolescence-evidence-scope-2015](http://www.rip.org.uk/resources/publications/evidence-scopes/that-difficult-agedeveloping-a-more-effective-response-to-risks-in-adolescence-evidence-scope-2015)

Taggart D (2018) *Trauma-informed approaches with young people: Frontline Briefing*. Dartington: Research in Practice.

The YoungMinds Trust (2018). *Addressing Adversity: Promoting adversity and trauma informed care for children and young people in England*. Accessed from <https://youngminds.org.uk/media/2715/ym-addressing-adversity-book-web-2.pdf>

[Childhood Trauma and the Brain - UKTC \(uktraumacouncil.org\)](https://www.uktraumacouncil.org/)

Adverse Childhood Experiences: <https://www.youtube.com/watch?v=0tyZnASq8aQ>

Alberta Family Wellness Brain Builder Series:

<https://www.youtube.com/watch?v=vMseNYpOQvE>

<https://www.youtube.com/watch?v=LIT73VpSEUA>

Developmental trauma close up:

<https://beaconhouse.org.uk/wp-content/uploads/2020/02/Developmental-Trauma-Close-Up-Revised-Jan-2020.pdf>

NHS Education for Scotland's Trauma Informed Toolkit:

<https://www.gov.scot/publications/trauma-informed-practice-toolkit-scotland/>



# Any Questions?

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**TITLE OF REPORT:** LADO Annual Report

**REPORT OF:** Strategic Director, Children Social Care and Lifelong Learning

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### Summary

Each Local Authority is required to have a designated Officer (LADO) whose role it is to oversee the safe and effective management of allegations against individuals who work with children, whether they are employed or working in a voluntary capacity.

### Background

Safeguarding procedures are in place to manage allegations against staff or volunteers who work with children in Gateshead. These procedures are application where there are concerns, or there has been allegations that an adult who works with children, either as an employee or in a voluntary capacity, has;

- behaved in a way that has harmed a child or may have harmed a child;
- possibly committed a criminal offence against or related to a child;
- behaved towards a child or children in a way that indicates they may pose a risk of harm to children;
- behaved or may have behaved in a way that indicates they may not be suitable to work with children.

### Annual Report

The annual report for the period 1 April 2021 to 31 March 2022 is attached at appendix 1.

### Recommendation

The Committee is asked to note the annual report and indicate whether it is satisfied with the robustness of the process and the identified recommendations.

**CONTACT:** Heather Jenkins

**Extension:** 2749

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ALLEGATIONS AGAINST STAFF AND VOLUNTEERS WHO WORK WITH CHILDREN  
AND YOUNG PEOPLE

ANNUAL REPORT

1<sup>st</sup> APRIL 2021 to 31<sup>st</sup> MARCH 2022

# Contents

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# 1.Introduction

- 1.1 The role of the LADO was best defined in the statutory guidance Working Together to Safeguard Children (HM Govt) in 2010 and is referenced in subsequent revisions. All Local Authorities should have a designated officer(s) and new appointments should be Social Worker qualified as of 2018.
- 1.2 Keeping Children Safe in Education updated in September 2020, sets out the legal duties educational establishments must follow to safeguard and promote the welfare of children and young people. It includes guidance around the management of allegations against the children's workforce.
- 1.3 Safeguarding procedures on managing allegations against staff or volunteers who work with children in Gateshead can be found at:  
[https://www.proceduresonline.com/nesubregion/p\\_alleg\\_against\\_staff.html#](https://www.proceduresonline.com/nesubregion/p_alleg_against_staff.html#)
- 1.4 The procedures are applicable when there are concerns, or it is alleged that an adult who works with children, either as an employee or in a voluntary capacity, has:
  - behaved in a way that has harmed a child or may have harmed a child;
  - possibly committed a criminal offence against or related to a child;
  - behaved towards a child or children in a way that indicates they may pose a risk of harm to children;
  - behaved or may have behaved in a way that indicates they may not be suitable to work with children.
- 1.5 The procedures should be applied with common sense and judgement. Many cases may either not meet the criteria set out above or may do so without warranting consideration of either a police investigation or enquiries by the local authority children's social care services. Although it might not be clear whether an incident constitutes an 'allegation'. An allegation must be sufficiently serious as to suggest that harm has or may have been caused to a child/ren, or that the alleged behaviour indicates that the individual may pose a risk of harm to children. Issues that do not meet this threshold may constitute conduct or disciplinary issues and should be addressed by employers using the appropriate organisational procedures.
- 1.6 This report covers the work of the LADO over the period of 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022 and sets out the role, function of the LADO as well as an analysis of the work completed.
- 1.7 The LADO sits within the Safeguarding Childrens Unit which consists of ten IRO's a practice lead and a service lead, who directly manages the LADO. The LADO has a small caseload of children in our care and child protection cases.

## 2. The role of the LADO

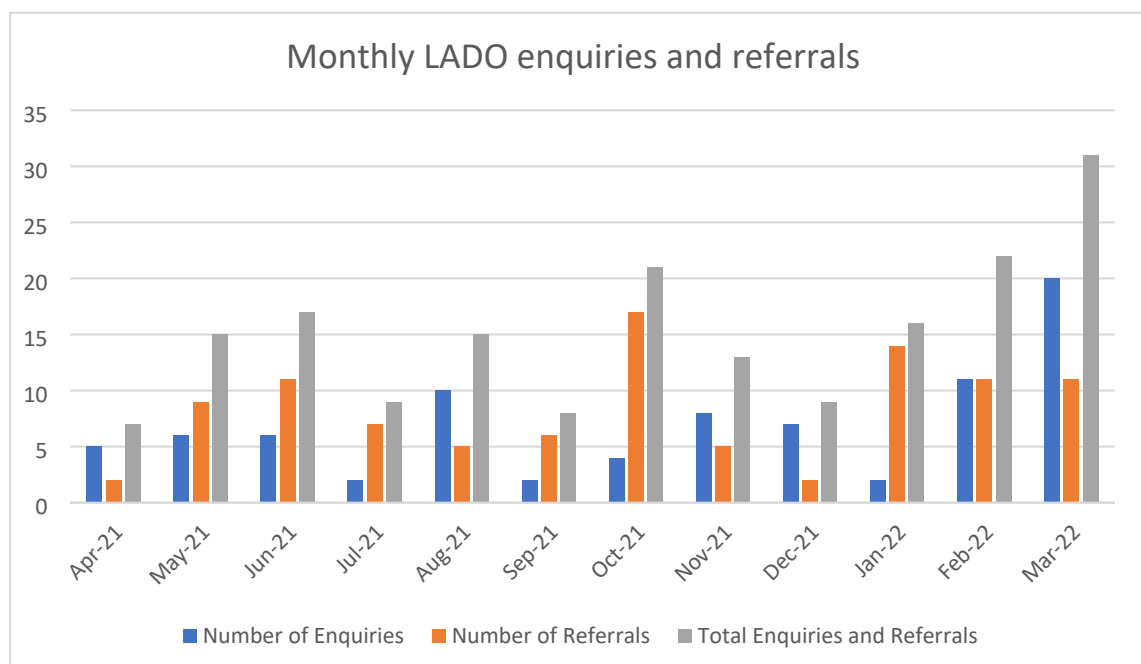
### 2.1 LADO will;

- \* provide advice, information and guidance to employers and voluntary organisations around allegations and concerns regarding paid and unpaid workers;
- \* manage and oversee individual cases from partner agencies, chair allegation meetings;
- \* ensure there is a consistent, fair and thorough process for all adults working with children and young people against whom an allegation is made;
- \* monitor the progress of cases to ensure they are dealt with fairly, robustly and as quickly as possible;
- \* recommend a referral to Children's Services and attend any subsequent section 47 strategy meeting in cases where the allegation requires investigation by police and/or Children's services.
- \* provide training, and information to the wider workforce to be confident that agencies are working efficiently in reporting allegations and managing the immediate concern to ensure the safety of children, as well as considering their duty of care to their employee.

### 3. Breakdown of allegations for the period 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022

3.1 Enquiries constitute advice, requests for information sharing, assistance and guidance for partner agencies and does not result in actual referrals to the service. Whereas, referrals require greater intervention and investigation.

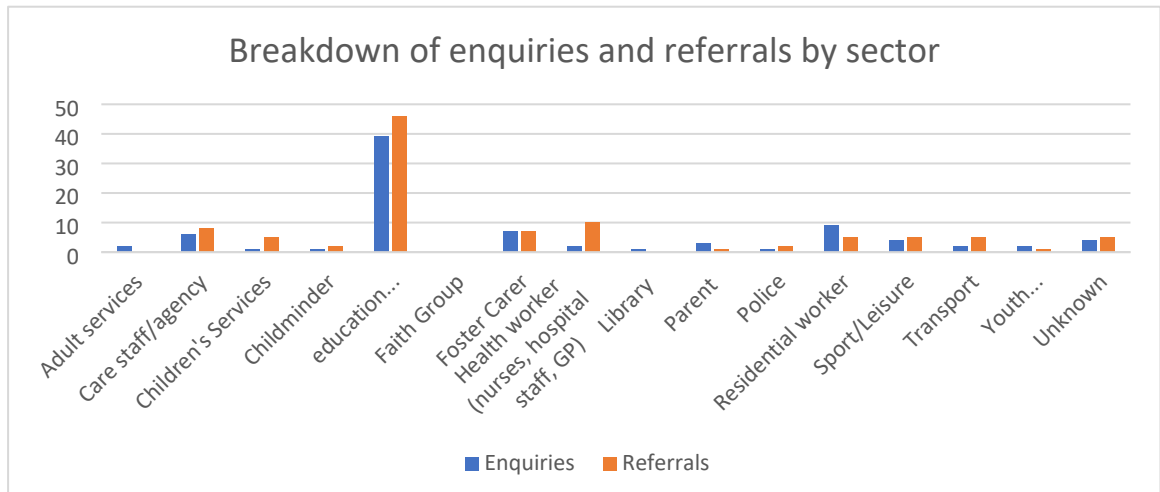
3.2 The chart below shows there were 83 enquiries and 100 referrals made to the LADO during this period, the monthly breakdown is as follows:



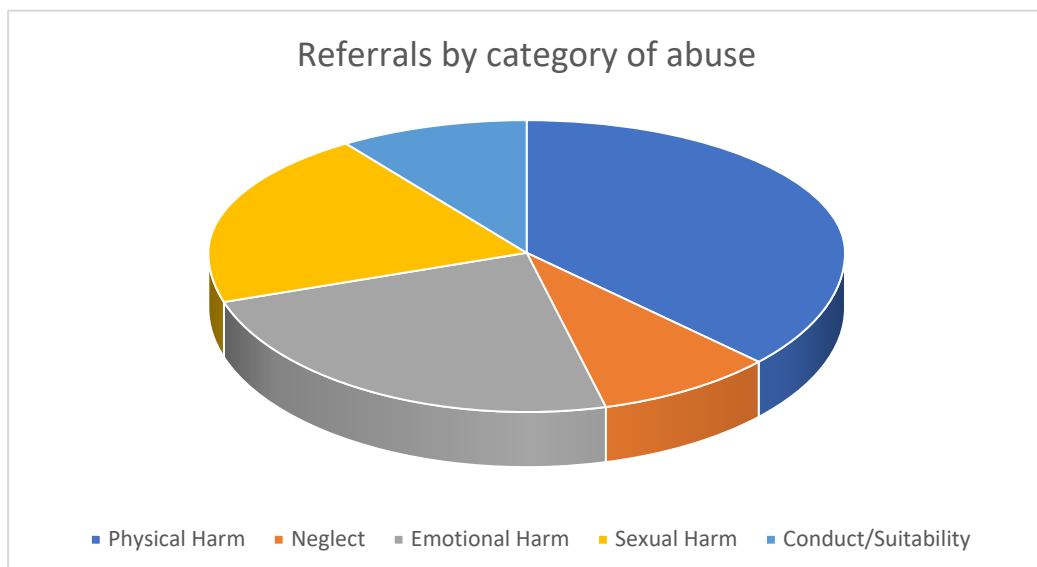
3.3 Like the last two years there has been a further decrease in the number of enquiries and increase in the number of referrals as shown below:

	2021-2022	2020-2021	2019-2020
Enquiries	83	97	123
Referrals	100	61	48

3.4 It's unclear as to why this is the case, but one could speculate that the guidance and advice offered, may be landing, and increasing local understanding and confidence in managing low level concerns without the need to seek advice from the LADO. In addition the impact of COVID and lockdown is likely to be a factor.



3.5 Just under half the total number of referrals related to staff that work within the education sector, which includes early years. Education continues to be a significant source of referrals to the LADO. There were no enquiries or referrals during this period in relation to faith groups which is a decrease from previous years. A category titled unknown has been created to capture the 2 referrals and 1 enquiry made in respect of Gateshead Council employees who do not work directly with children or adults, 1 referral for a staff member working in a COVID testing centre, 1 enquiry about a security guard with his employer being unknown, 1 referral about a transcriber and lastly 2 records about unemployed individuals with no roles.



- 3.6 37% of all referrals related to allegations of physical abuse. This has always been the most frequent reason for referral, which could be due to Gateshead having several children's homes, in addition to specialist educational provisions where restrictive physical interventions are used. Even though many of the investigations identify no intent by the member of staff to cause harm to a child/young person, the use of such interventions can often be misinterpreted as abusive by the child/young person involved or lead to accidental harm being caused.
- 3.7 There has been an increase of emotional harm compared to previous years, which could correlate to the training that IRO's (who have been on a duty rota covering periods for the LADO) have received in relation to child protection thresholds, and what constitutes emotional harm, therefore they've a greater understanding of this category and may have referenced it more.
- 3.8 Neglect remains the lowest category with 9% and has been consistently the lowest over recent years.
- 3.9 Conduct/Suitability has not been explicitly referenced in previous reports, but the term "other" has been used which defined such circumstances where there are concerns about a person's behaviour in their personal life that may suggest the individual poses a risk to children or young people. Within the reporting year 2019 to 2020 7 were reported as other. In December 2020 Working Together to Safeguard Children was updated, and in relation to Positions of Trust (following an earlier update to Keeping Children Safe in Education) an additional criteria requiring a LADO referral to be made has been added:
- A person has behaved or may have behaved in a way that indicates they may not be suitable to work with children*
- 3.10 This change has therefore widened the threshold for referrals, and during this report period there has been 11 referrals. It's likely that this category will continue to increase, possibly leading to this being the most common reason for referral, given that this addition was intended to capture a broader range of behaviour which may indicate risk where an incident occurs outside of their employment and does not involve children but could have an impact on their suitability to work with them. At present, the new threshold has had limited impact on this years figures as it's only become operational at the end of the reporting period.
- 3.11 Where allegations meetings have been held, as a means to evaluate information or to directly plan interventions, these have been wholly held virtually using MS Teams. As meetings have been held virtually significant benefits have been seen; less cancellations as agencies have found it easier to attend within the 5 working days (2 days if allegation about a foster carer) and reviews have been more regularly attended. To establish whether meetings should

remain virtually or revert back to in person, feedback will be sought from partner agencies about their experiences and the best way moving forward will be determined.

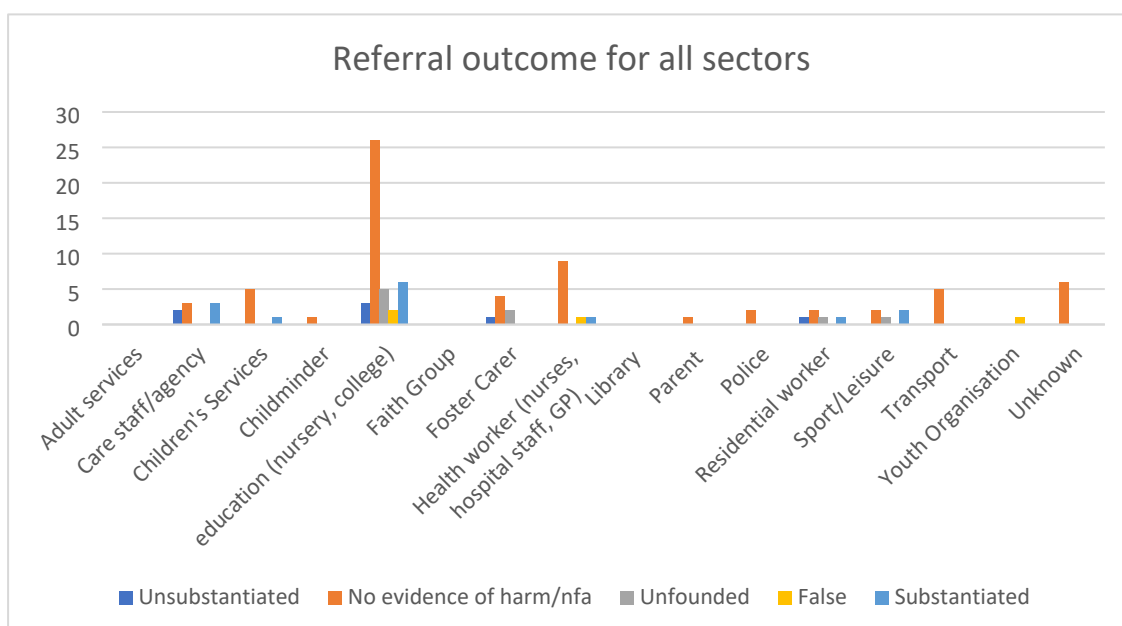
## 4. Outcomes of Investigations

- 4.1 Outcomes are defined against two thresholds, where harm or the risk of harm has been caused, and where the standard of care fell below that which could be reasonably expected. In cases where the harm threshold is met, criminal prosecutions are normally considered and referrals to DBS and professional regulatory bodies take place. Whilst compiling this report it has been difficult to track the outcome of these actions, therefore a lesson learnt is that the current recording system used to record all enquiries and referrals to the LADO has needed to be adapted to include columns on whether a referral has been made to a regulatory body or DBS, who by and when.

Outcome	Total
No evidence of abuse	66
Unsubstantiated	7
Substantiated	14
FALSE	4
Unfounded	9
Malicious	0
	100

- 4.2 Over the last twelve months 14% of cases which met the harm threshold were substantiated. During this period there has been 2 individuals who have challenged the LADO's decision. By making a complaint to the Local Authority and making a freedom of information request. In situations where disputes or complaints arise, they should firstly be resolved informally in discussion with the LADO. If the complainant is not satisfied with the outcome of the informal discussion, then the complaint should progress to the first formal stage of making a complaint by addressing the complaint in writing to the LADO. The LADO will then attempt to resolve the complaint with the complainant by responding with a written response and decision of the resolution within 10 working days of the complaint being received. If the complaint remains unresolved the LADO will inform the complainant, the complaint is escalating to the second formal stage and they'll inform the service lead of the Safeguarding Children's Unit who will undertake their own independent investigation. In the 2 cases that the LADO's decision has been challenged, the service lead has investigated to verify the effective decision making of the LADO, and no evidence of LADO decision making has been overturned.
- 4.3 Most LADO referrals were discussed with the police to consider whether the referral was an allegation of abuse, a complaint or related solely to professional standards. In the few cases where a discussion did not take place this was because the criminal threshold was clearly not met from the outset.





- 4.4 The number of referrals relating to foster carers has dramatically reduced this year to only 7, compared to last year 2020 – 2021 when there was 26 and the year prior 2019 – 2020 there was 20. This is a significant decrease particularly as this workforce continued to accommodate children throughout the pandemic and the number of children in care in Gateshead has increased by 14%. This cohort has always been recognised as being one of the highest sectors to refer in comparison to the other sectors. It is unclear whether this reporting period is an anomaly and standards have been improved, or whether additional training is required for the fostering department on what constitutes a referral to the LADO. Over the coming year training will be delivered to the fostering department on the role of the LADO, responsibilities of the service to refer when concerns are identified. Regular communication sessions will be held with the fostering team’s manager in relation to the number of standards of care meeting’s held and a record of the final outcomes will be developed in order to monitor any theme’s or areas that require further training.
- 4.5 There are four Local Authority children’s homes in Gateshead, which provide mid to long term residential care for young people aged 12 – 18. There is also a residential home which provides short break care for disabled children who live at home with their families.
- 4.6 There are 11 independently run children’s homes in Gateshead and the LADO has been contacted by the registered managers appropriately when required. Over the coming year contact will be made with the independent homes by the LADO to raise the services profile and review their arrangements on how enquiries and referrals are made in relation to an allegation against someone working with a child.

## 5. Summary

- 5.1 There has been a steady increase in the number of referrals over the years and a slight decrease in enquiries. Which could be linked to a positive impact from the LADO training sessions for partner agencies, however, further curiosity will be given to this, to establish whether this is what's happening, whether its similar for other area's or whether there is another explanation.
- 5.2 In most cases, where an allegation has been made it was not found to have resulted in harm to a child/young person. Out of the 100 referrals 66 found no evidence of abuse, compared to only 14 that were substantiated.
- 5.3 There has been a constant presence from the Gateshead LADO at the national LADO conferences and regional LADO meetings. These meetings continue to be held virtually and discuss a range of topics such as training, reflection on the role and any local issues arising.
- 5.4 A permanent LADO was recruited in July 2022, and a decision was made that they would not hold any children in our care cases. This is to prevent the LADO from being comprised should there be a cross over with LADO referrals regarding foster carers. The LADO will, however, continue to hold a small caseload of child protection cases.
- 5.5 There has been a number of experienced staff members undertaking the role of the LADO as Gateshead said a fond farewell to Nicholas Leon during this reporting period. As previously highlighted the IRO team operate a duty rota in the absence of the permanent LADO and there may have been some associated differences in practice and / or recording, which could have impacted on these figures. Now that a permanent LADO has been recruited the IRO team should not need to cover, as the service lead and practice lead within the Safeguarding unit would be sufficient to cover any absences/leave of the LADO between them thus creating a more consistent approach. However, as the LADO attends the fortnightly IRO team meetings continuous updates and learning will be shared with the IRO's about the LADO process, should they ever need to cover again.

## 6. Recommendations

- 6.1 It has been another challenging year for services working with children due to Covid 19, and the LADO service was no exception. This may explain the decrease in enquiries to the LADO. To be confident upon the return to the “new normal” and to ensure the LADO is responsive to organisations, an increased awareness raising of the LADO role will be required.
- 6.2 Plans are therefore, in place for the LADO to raise awareness of the LADO process with the social work teams, education establishments and the Queen Elizabeth hospital over the coming year. Further planning is needed however by the LADO in regards to an annual programme in widening the LADO profile and awareness of the LADO process across all sectors in Gateshead.
- 6.3 The LADO will have regular communication with the fostering team manager and explore professional curiosity regarding the reduction in referrals from this service.
- 6.4 There will continue to be a presence at the National and regional LADO meetings in order to maintain close links, which will help to inform consistency of thresholds, trends and an awareness of wider LADO practice developments.
- 6.5 Over the next 3 months the LADO will seek feedback from partner agencies following the allegation management meetings. This feedback will determine whether a virtual or in person meeting is more effective and whether any areas could be improved.
- 6.6 Continue to strengthen recording and monitoring measures used by the LADO.

Michelle Farry, Local Authority Designated Officer, Safeguarding Childrens Unit.

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# Gateshead Safeguarding Children Partnership Annual Report 2021/22-23

Agenda Item 9

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## Foreword



**Heather Pearson**  
Independent Scrutineer

This Annual Report covers an extended reporting period to re-align the Gateshead Safeguarding Children Partnership (GSCP) Annual Report to the financial reporting period from April 2023. As a result, the report covers a period of 18 months (September 21 – March 23).

During April 2022, I was delighted to be appointed as Chair and Independent Scrutineer for the GSCP arrangements. As such this is the first Annual Report for Gateshead that I have contributed to.

Prior to my appointment, Councillor Gary Haley fulfilled the role as Interim Chair. I am aware that Councillor Haley was considered a strong and respected Chair who, partners report, provided appropriate challenge to all services who have a duty to safeguard children and young people in Gateshead. I would like to thank him on behalf of the partners for stepping into the interim role and recognise the work he has given during his time in role. Whilst Councillor Haley has stepped down as interim chair, he remains Cabinet Member for Children and Young People and is actively involved in holding the partnership to account.

Looking back over the 18 months there has been much to focus the partnership. During the latter half of 2021 there was a continued response to the impact and challenges of Covid. During 2022 partnership organisations responded to the growing cost of living crisis ensuring advice and support was available to families experiencing hardship. In July 2022 the Clinical Commissioning Group (CCG) transitioned to the North East and North Cumbria Integrated Care Board (ICB). There has also been changes in the strategic leadership of the three statutory partners (Police, Local Authority and Integrated Care Board). I would like to thank the outgoing leads for their work in overseeing the arrangements including the strength of leadership in delivering the partnership response to the pandemic.

Whilst the partnership arrangements in Gateshead comply with the multi-agency obligations to safeguard children (as laid out in Working Together 2018) the new changes have offered the opportunity to review the current arrangements for how we deliver safeguarding across Gateshead. As such, we have commenced a review of the partnership arrangements which will focus and report on the following areas:

- Leadership
- Engagement of Relevant Agencies
- Outcomes for Children and Young People
- Quality Assurance and Information Sharing
- Learning from Local and National Reviews and Research
- Multi Agency Safeguarding Training and Workforce Development



In February 2023 we held an initial review workshop involving two of our Young Ambassadors, the leader of our Youth Council and GSCP Members. We discussed governance and structures, strengthening involvement of young people in our arrangements and what we felt were the issues that were of most concern currently. We aim to use the feedback to develop and strengthen the partnership during the review. We will utilise the outcome of the review to develop our partnership further and refresh our plan and priorities during 2023.

In my first year in role, I have been impressed at the commitment, energy and enthusiasm shown by partner organisations and those working in Gateshead to safeguard children and young people. I extend my thanks for the collective work delivered in this regard and to the welcome I have received.

I look forward to reporting further on the strengths and developments of the partnership in the year ahead.

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

## 1. INTRODUCTION

This is the third annual report for the Gateshead Safeguarding Children Partnership (GSCP). The three Safeguarding Partners<sup>1</sup> are required to publish an Annual Report that sets out what they have done as a result of the safeguarding arrangements, including on child safeguarding practice reviews, and how effective these arrangements have been in practice.

This should be published at least once in every 12 -month period, and include:

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

Last year's report covered a longer period from April 2020 to September 2021 with the intention that future Annual Reports corresponded to the academic year, however it was since agreed that reporting will remain on a financial year timeframe to allow data comparisons to be made. As such, this report also

covers a longer period from September 2021 to March 2023. This report for 2021/2022-23 will be published on the GSCP website –

<http://www.gatesheadsafeguarding.org.uk/>

## 5. Multi Agency Safeguarding Arrangements (MASA)

Many local organisations and agencies have a duty under section 11 of the Children Act 2004 to ensure that they consider the need to safeguard and promote the welfare of children when carrying out their functions. The responsibility for this join-up locally rests with the three safeguarding partners who have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children in a local area.

Schools, colleges and other education providers have a pivotal role to play in safeguarding children too, alongside the other relevant agencies listed in regulations. Through safeguarding partnership arrangements, the safeguarding partners are required to ensure that they are fully engaged and involved.

Working Together 2018 promotes the shared and equal duty of safeguarding partners, an emphasis on the child's experience and voice, and building a culture of reflection and learning.

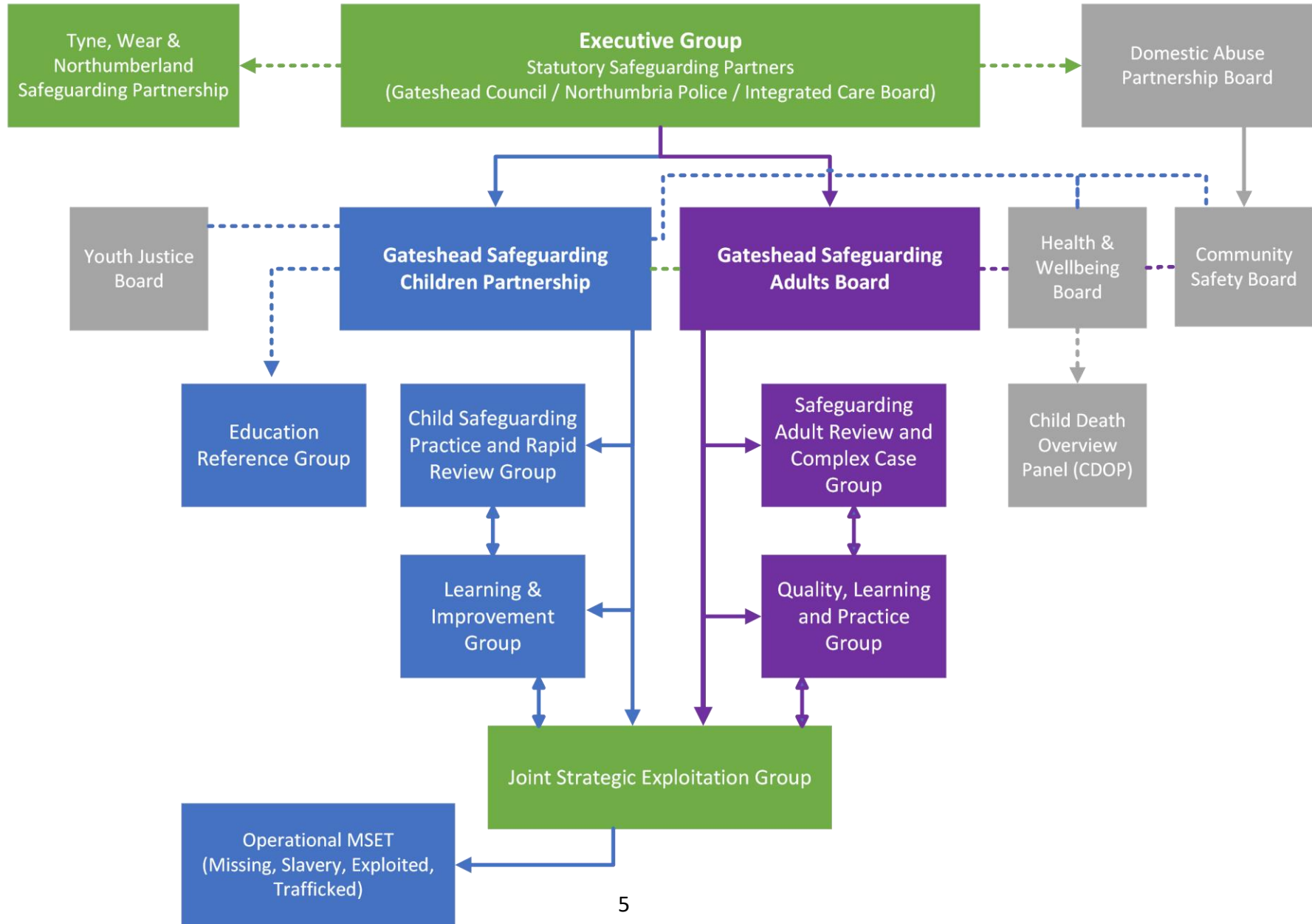
The Gateshead Safeguarding Children Partnership (GSCP) was established in 2019, following the introduction of [Children and Social Work Act 2017](#) and statutory guidance [Working Together to Safeguard Children 2018](#). The safeguarding arrangements and plan can be found here.

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<sup>1</sup> The Three Safeguarding Partners for Gateshead are Gateshead Council, North East and North Cumbria Integrated Care Board (ICB) – formally Newcastle Gateshead Clinical Commissioning Group - and Northumbria Police.

The **Multi-Agency Safeguarding Arrangements** for Children and Young People were reviewed in October 2022.

**GSCP Structure**



### 3. Independent scrutiny

The [Act](#) requires multi-agency arrangements are to be independently scrutinized, and the [guidance](#)<sup>2</sup> commits five paragraphs to explaining how scrutiny could take place. It notes that:

- The role of independent scrutiny is to **provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area**, including arrangements to identify and review serious child safeguarding cases. This independent scrutiny will be part of a wider system which includes the independent inspectorate's single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections.
- Whilst the decision on how best to implement a robust system of independent scrutiny is to be made locally, **safeguarding partners should ensure that the scrutiny is objective, acts as a constructive critical friend and promotes reflection** to drive continuous improvement.
- The independent scrutineer should **consider how effectively the arrangements are working for children and families as well as for practitioners**, and how well the safeguarding partners are providing strong leadership and agree with the safeguarding partners how this will be reported.
- The published arrangements should **set out the plans for independent scrutiny; how the arrangements will be reviewed; and how any recommendations will be taken forward**. This might include, for example, the process and timescales for ongoing review of the arrangements.
- Safeguarding partners should also agree **arrangements for independent scrutiny of the report they must publish at least once a year**.

#### Current Independent Scrutiny Arrangements in Gateshead

The current Independent Scrutiny Arrangements in Gateshead are as follows:

- **Lay members x2** who attend both GSCP and SAB meetings;
- **The Section 11 audit** forms part of the independent scrutiny arrangements and feeds into the reporting requirements as set out in [Chapter 3 of Working Together to Safeguard Children 2018](#) – this is carried out sub-regionally every two years – the same audit tool is used across six areas. Audit tool sent out at the same time and responses collated (Gateshead lead on this) – this could be themed audits, to help inform agreed regional priority areas of work.
- **Use of local authority and ICB scrutiny and health and wellbeing committees.**
- **Peer challenge** – including Regional ADCS and Tyne, Wear and Northumberland Safeguarding Partnership (TWNSP).
- **Engagement of children and young people** – via partnership agencies (including LA, ICB, Police).
- **Independent inspectorate's single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections** – [Ofsted](#), [Care Quality Commission](#) (CQC), [Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#) (HMICFRS).

Based on all the learning nationally ([WOOD REPORT – SECTOR EXPERT REVIEW OF NEW MASAs](#)) and to develop our local arrangements, the GSCP considered the options and agreed a blended approach to independent scrutiny, which includes retaining lay members and developing regional peer review/challenge

<sup>2</sup> [Working Together 2018: Chapter 3 Paragraphs 31 to 35](#)

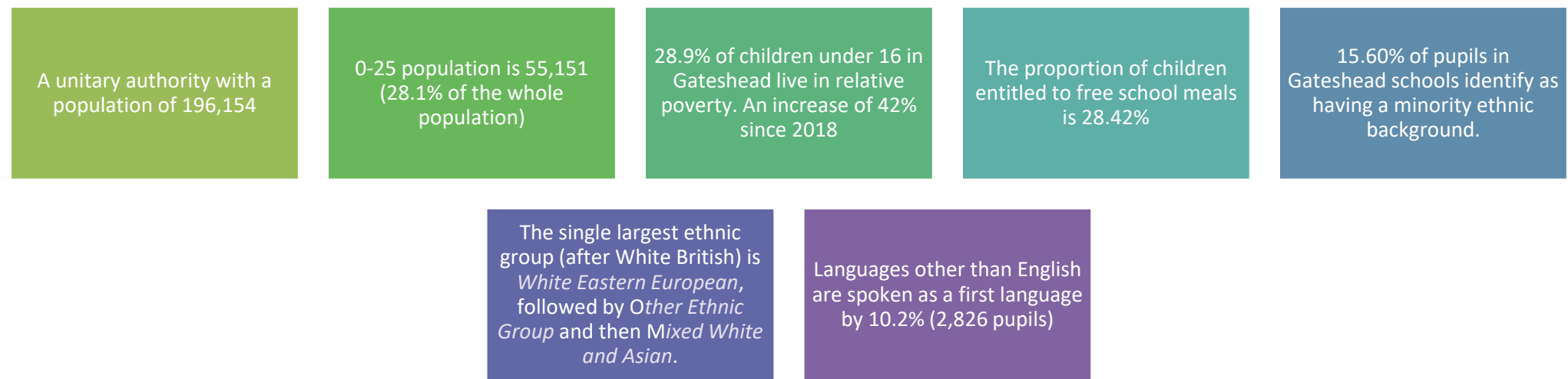
arrangements (linked to TWNSP and ADCS), as well as other scrutiny arrangements set out above. External inspections and reviews also offer scrutiny and challenge.

**An Independent Scrutineer was appointed in April 2022.** The scrutineer will have a clear remit around what they scrutinise and why. Key tasks of the scrutineer are to:

- 1 • Seek assurance in judging the effectiveness of the new multi-agency arrangements to safeguard children in.
- 2 • Assess whether the three safeguarding partners are fulfilling their statutory obligations (including mapping the Partnership work against the Six Steps of Independent Scrutiny)
- 3 • Act as critical friend, in order to scrutinise performance management, audit and ensure quality assurance mechanisms are effective.
- 4 • Arbitrate when there is disagreement between the three statutory safeguarding partners.

The chairing of the Partnership meetings forms part of the Independent Scrutiny role and will fulfil the objective to act as a constructive critical friend, promote challenge and reflection to drive continuous improvement (as set out in [Working Together to Safeguard Children 2018](#)). It should also help in seeking assurance and assessing whether the three safeguarding partners are fulfilling their statutory obligations.

## 5. Gateshead Local Area Context



## 6. Performance data - window on the system

### September 2021-September 2022

#### Contacts

- **6029 Contacts received by IRT**
- Direct comparisons are not available to the last 12 months due to a change in the Social Care system

#### Referrals

- **2244 Contact received by CSC**
- 16.9% Increase (291) compared to last 12 months
- 15% increase in rate of referral to 572.4 per 10,000 (stat neighbour average 536)
- 16.9% Repeat Referrals

#### Child Protection

- **645 Section 47s initiated**
- 3% decrease (17 less) than the last 12 months
- **379 children subject to an ICPC**
- 12% increase (41 more) than last year
- 85% of ICPCs completed within 15 working days
- **322 children were subject to a Child Protection Plan (new)**
- 5% increase (15 more) than the last 12 months
- 27.3% made subject to a plan for a second or subsequent time, more than last year (21.2%)
- 5.6% made subject to second plan within 12 months, increase compared to last year (2.6%)
- **195 children were on child protection plans during the time (ongoing)**
- 21% decrease (51) compared to last year
- 20% decrease in rate to 49.7 per 10,000 (stat neighbour average 55)
- **Emotional Abuse is the main reason for child protection plans**
- 0.8% of plans ended after 2 years, down from 5.3% in the previous 12 months

### April 2022 - March 2023

#### Contacts

- **5862 Contacts and referrals received by IRT**
- This is compare to 5432 for the same period the pervious year

#### Referrals

- **2054 Contact received by CSC**
- 7.7% decrease (171) compared to the previous 12 months
- 6.0% decrease in rate of referral to 533.5 per 10,000 (stat neighbour average 595)
- 21.1% Repeat Referrals

#### Child Protection

- **665 Section 47s initiated**
- 9.3% decrease (67 less) than the previous 12 months
- **317 children subject to an ICPC**
- 7.8% decrease (27 less) than the same period last year
- 86.6% of ICPCs completed within 15 working days
- **300 children were subject to a Child Protection Plan (new)**
- 11.8% decrease (40 less) than the previous 12 months
- 28.0% made subject to a plan for a second or subsequent time, more than last year (26.5%)
- 7.3% made subject to second plan within 12 months, increase compared to last year (4.1%)
- **212 children were on child protection plans during the time (ongoing)**
- 8.6% decrease (20) compared to last year
- 7.0% decrease in rate to 55.1 per 10,000 (stat neighbour average 57)
- **Emotional Abuse is the main reason for child protection plans**
- 0.9% of plans ended after 2 years, down from 2.9% in the previous 12 months

**Children in Care**

- 227 children entered care, 24% more than the previous 12 months (183)
- 10.6% of children in care at the end of September 2022 had been in care previously, a decrease compared to the previous year (16.4%)
- 504 children were in care at the period end
- 17.2% more than last year
- 17.8% increase in the rate of children in care to 128.6 per 10,000 (stat neighbour av. 99)
- Most children remain in Gateshead Council Placements, better than comparator authorities

**Stability of Placements**

- 1.6% of children have experienced 3 or more placements, was 4% last year
- 72% of children in long term stable placements, last year was 70%

**Leaving Care**

- 19.1% decrease (35) in children leaving care compared to last year
- 33% were made subject to a special guardianship order, was 30% last year
- 12.6% of children were adopted, the same as last year.

**Children in Care**

- 229 children entered care, an increase of 10% (21) on the previous 12 months
- 9.6% of children entering care at the end of March 23 had been in care previously, a decrease compared to the previous year (15.4%)
- 529 children were in care at the period
- An increase of 9.3% (45) on the same period 12 months ago
- This was also an increase in the rate of children in care to 137.4 per 10,000 (stat neighbour av. 101)
- Most children remain in Gateshead Council Placements, better than comparator authorities

**Stability of Placements**

- 4.0% of children have experienced 3 or more placements, was 7.9% last year
- 78.5% of children in long term stable placements this is an increase from last year (69.0%)

**Leaving Care**

- 11.0% increase (18) in children leaving care compared to last year
- 33.0% were made subject to a special guardianship order, was 26.8% last year
- 14.3% of children were adopted, an increase compared to 9.19% for the same period last year.

## 7. Business Plan

The Gateshead Safeguarding Children Partnership (GSCP) Business Plan sets the strategic direction for the GSCP. The plan identifies specific priorities for action and is clear about roles and accountability. GSCP agreed the following priorities for 2019-2022:

### Strategic Priorities

- Protecting vulnerable children and young people
- Leadership
- Learning

### Thematic Priorities

- Voice of the child
- Mental health & emotional wellbeing
- Child exploitation & children who go missing



## 8. What have we achieved and what impact have we seen?

The following information seeks to evidence the work going on across the whole partnership, and the impact of that work.

### 8.1 Strategic Priorities

#### Protecting Vulnerable Children and Young People

##### Police

In support of community safety plans Northumbria Police has developed a vulnerability assessment tracker (VAT) within the Multi-Agency Exploitation Hub. While in its early stages of development the performance data is at this time primarily Police centric, the aim is to host relevant multi agency data which will be a big step forward in supporting safety plans. Work has progressed on Information Sharing Agreements (ISA) with the future aim for all hub partners to drive a more connected intelligence picture to allow for effective contextual safeguarding. Also, developed is an internal threat reduction group meeting at a senior management level which is linked to the Force tasking and coordination process driving the 4P policing activities (Prevent, Protect, Prepare & Pursue) response to exploitation. This is supplemented with analytical support desk within the Force Intelligence Department dedicated to Modern Slavery, Human Trafficking as well as Child Sexual Exploitation and County Lines identifying any current or emerging trends and hotspots. A weekly meeting between all partners to discuss individuals raised as being at potential risk or at current risk of exploitation takes place.

Starting in April 2021, Northumbria Police's Prevention Through Education Team undertook a campaign raising awareness about the sharing of self-generated indecent images among children. Since then, and up until July 2022, the team has visited schools throughout the Force area, including 4 (1 SEN) in the Gateshead area where a total of 661 KS3 students received the team's "Sharing Images" lesson. Feedback from schools was that the inputs were informative, relevant, and 'allowed the children to speak and share in a safe way'.

In further support of this work, a short video – an introduction to the phenomenon of sharing indecent images, the consequences, and how to get help and support – was produced and sent to all schools with KS3+ students Force wide in October 2021. It is now hosted on Northumbria Police's YouTube channel and has been viewed over 2,600 times. Communications through the Force's social media channels was also used to spread the message about how sharing indecent images can affect young people's lives. The feedback received was very positive resulting in further requests for inputs covering other pressing concerns this area will continue to be developed and has been aligned to the Harm Reduction and Communities Team.

##### North East and North Cumbria Integrated Care Board (ICB)

The former Newcastle Gateshead CCG transitioned to an Integrated Care Board in July 2022 therefore reference will be made to the ICB throughout this document. The safeguarding children team has continued to fulfil their duties as a statutory partner of the Gateshead Safeguarding Children Partnership (GSCP), working with multi-agencies on a range of key topics such as children's mental health, child exploitation, and the continued promotion of ICON across primary care, acute trusts and the Local Authorities. ICON is a programme aimed to reduce the incidence of abusive head trauma which seeks to educate parents and carers (particularly males) that crying in infants is normal and suggests ways to cope during this phase.

One of the ICB safeguarding nurse advisors is working with primary care and maternity services to set up SIRS, sharing information relevant to safeguarding. This process encourages proportionate and relevant information sharing between midwifery and primary care where the prospective father/partner is registered at a different practice to inform risk assessment and future safeguarding. This was highlighted as good practice in a national review and further work from an IT perspective is being explored in the Foundation Trusts to facilitate implementation planned for the end of the year.

The safeguarding team has worked with colleagues to ensure the health needs of unaccompanied asylum-seeking families and vulnerable individuals entering the country are met, this work continues. The ICB supported a local offer of response to peer on peer abuse in schools, has participated in learning reviews and dissemination of learning and has gained approval from the partnership to progress a prevent and protect model to minimise the risks of sudden infant death syndrome (SIDS).

The majority of meetings have continued to be held virtually which has allowed greater participation of GPs to safeguarding meetings including child death review meetings where their contributions have proven valuable.

### Development of Family Hubs

Gateshead is one of the 75 areas who have benefitted from additional funding 2022-25 to transform our local services into a Family Hub model that will join up locally the planning and delivery of family services with the aim of improving access, connections between families, professionals, services and providers, putting relationships at the heart of family support. Additional funding is also available to develop and improve our Start for Life offer and support for infant feeding, parent infant relationships and perinatal mental health, parenting support and the home learning environment.

### Learning Disability & Autism

- Development autism hub – secured funding which will result in an offer across Gateshead to support people and families - mix of a physical and virtual offer.
- The hub links with the Early Help Service in the local authority and the development of a locality-based model on PCN footprints.
- Good practice guidance re LD health checks has been developed and shared with primary care and schools. Annual calls were made to GP practices to support the uptake of health checks and a raising awareness video was commissioned.
- LD postcards produced to be given to YP and parents to connect them to GP for health checks and flu vaccination.
- EHCP review templates have been updated and termly audits are undertaken of the plans.
- Clear linkage now seen for SEND through a bi-monthly board meeting and delivery of awareness sessions.
- A Speech and Language Therapy review has been completed. High level teaching assistants to be employed.

### 0-19 Service - Harrogate and District NHS Foundation Trust (HDFT)

As highlighted in the previous annual report Safeguarding Transformation in 5-19 continued across the 0-19 (25) contracts with all areas undertaken structural change with new processes in place. The background to the 5-19 Transformation work within Gateshead is that the School Nursing Service encountered

increasing difficulties to meet the requirements of the service specification and deliver on its public health priorities whilst managing the growing demand of safeguarding activity particularly in the context of preparing for and being the 'health' representative at statutory safeguarding meetings.

The Covid19 Pandemic compounded this existing challenge with a surge in the safeguarding activity which led the Gateshead management team to examine ways to release demand and relieve capacity within the existing school nursing team whilst continuing to provide a high quality, safe and efficient service to children, young people, and their families.

Recruitment to support the model was undertaken with further recruitment of a Band 6 'Floating' Safeguarding Nurse a new post that commenced in January 2022 to support the North of the footprint. This post provided support into the Gateshead Transformation Model providing some resilience within the new model. A robust preceptorship to support skill mix has proven successful and reduced safeguarding risks. The 5-19 transformation progress has freed up capacity within 0-19 service to target the most vulnerable children with outstanding health needs enhanced 0-19 and safeguarding integration.

An incremental implementation of the model in Gateshead was undertaken before the complete live date on 6th December 2021.

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A Pilot was Undertaken in September 2021

Gateshead LSCP Briefed on Transformation and full report provided in November 2021.

Full implementation 6<sup>th</sup> December 2021

Data gathering set-up with the view of a future service evaluation

This enabled a stepped approach to implementing the safeguarding aspects of the Transformation model and allowed for the focus to remain upon the safeguarding aspects of the model before moving to look at other Public Health workflows.

During 2022 HDFT has been members of the local Embassy Hotel Meeting working closely with other partners is delivering safe and effective services to children and their families living within temporary accommodation in Gateshead. This forum provides contributes to protecting vulnerable children and their families in identifying, responding to, and escalating risk when appropriate. The Named Nurse Child Protection and a Locality Manager are taking an integrated approach to managing and responding to risk as well as providing advice and guidance to staff members working into the Embassy Hotel.

### South Tyneside and Sunderland NHS Foundation Trust (STSFT)

The Children and Young Peoples Primary Care Network (CYP-PCN) is a new development for the Gateshead area. The team comprises of Children Wellbeing Practitioners and Cognitive Behaviour Therapists who offer support to children, young people and their families on an individual basis and through group sessions within their local areas. They have started working within Family Hubs and linking with professionals from different agencies and voluntary

services. The team will also offer early interventions through indirect support in the community consisting of advice, guidance, consultation, training, health promotion and special events. This innovation aims to improve access for children, young people and their families. They work alongside colleagues within the adult team within the PCN, comprising of community development workers and peer support workers.

Gateshead Sexual Health service recognises that vulnerable children and young people may need additional support to manage their sexual health and prevent unplanned pregnancies. With this in mind, the service has a dedicated Specialist Mobile Outreach Nurse for young people and hard to reach adults. The Specialist Nurse aims to meet patient need by providing innovative and flexible ways of working. Examples include longer appointments, desensitisation visits and outreach appointments in the home, school or a suitable community venue. If a young person or child is working with a professional with whom they have a trusting relationship, a collaborative approach is often used. To illustrate this partnership working, over the last year the Specialist Nurse has worked with health colleagues such as the Family Nurse Partnership; Maternity Services; School Nurses; GP's and Health Visiting. In terms of our local third sector agencies referrals were received from The Pause Project; North East Young Dad's and Lads Project; Young Women's Outreach Project, Changing Lives and Positive Futures. Gateshead Council also works jointly with the Outreach Service and referrals were received directly from Children's Services and the Young Women and Girl's Exploitation Advocate as a result of the Specialist Nurse representation at the Missing, Slavery, Exploitation and Trafficked sub group.

The safeguarding team have continued to work in collaboration with multi-agency partners throughout the recovery phase and longer term impact of the COVID-19 pandemic to ensure safeguarding measures are in place and learning is shared to support and protect children and families. Safeguarding supervision sessions have been reviewed to ensure that delivery remains impactful and meaningful. A new model for safeguarding visibility has been implemented to increase face to face presence in areas to further support staff in their safeguarding practice and offer safeguarding supervision.

The Domestic Abuse Health Advocates (DAHA) continue to work alongside the safeguarding team to support staff in the identification and response to any disclosure of DA. The DAHA's are specialists working with victims of DA, targeting ward areas, ED and community in supporting staff to recognise and respond to DA. The increased visibility of the DAHA's across the Trust has resulted in increased DA referral activity. Recent DAHA feedback from both patients and staff include:

*"Thank you, I do not know what I would have done if you had not been here to support me"*

*"Thank you so much you have been amazing in supporting me"*

*"The DAHA on duty came down to ED and was so kind and helpful and just offered to help with anything we needed. This was so kind, thoughtful and really welcomed"*

## Probation Service

A key priority for Gateshead and South Tyneside Probation Service is to keep children and young people safe. We do this through collaborative work with partnership agencies, especially police and children's services. We have made significant improvements in how we gather information both pre and post sentence, specifically in relation to Domestic Abuse and Safeguarding Checks. We have built on existing relationships with Gateshead YOS to ensure the best outcomes for young people reaching the age of 18 to ensure the correct service is in place and young people do not transfer to Probation Service just because they have reached an arbitrary figure.

## Gateshead Council

Children and their families have access to a well-established, extensive Early Help offer which responds to their needs at the earliest opportunity. Our ambitious service is accessible to our families within their local communities and integrated with voluntary sector and community services. This ensures that our families have help and support as soon as need emerges and when children's needs change arrangements for step up and step down are well understood.

When risks are identified there is a prompt response within the front door service and there are timely actions that aim to support the reduction of risks. We continue to evidence in case file audits that management oversight of referrals is strong and the rationale for the decision making is understood. Social workers are skilled and knowledgeable about what actions they need to take to ensure that they gather the right information to inform decision-making.

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*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".* **Ofsted Focused Visit (September 2021)**

When children need a response out of hours the Emergency Duty Team provide a collaborative and supportive approach ensuring that contingency plans are shared via the alert system. This ensures that children continue to be protected at evenings and weekends. When children need help there is a prompt and effective response and despite the increase in demand there is a well understood response to the contacts received. Everyday police referrals are triaged by multi agency professionals with representatives from police, early help, specialist support team - this is to ensure that consistent thresholds are applied. In relation to referrals made to IRT the majority are completed within 2 working days (97.2% YTD)

We have continued to invest in the work that we do with our multi-agency partners and have increased our capacity by providing support to schools through a Designated Safeguarding Lead (DSL) supervisors role. We know this has strengthened our relationships with DSL's in schools and is reflected in the quality of the referrals we are now seeing. We also know from our performance management system that our conversion rates from contact to referral has increased from 24% in 2019/20 to 31% in 2021/21, and 33% from April to September 2022/23. This rise is thought to be the result of the work with multi agency professionals in relation to quality of referrals and threshold criteria

We have continued to support our families where there are unborn babies and have changed our [local process](#) to avoid undue pressure on parents in the early stages of pregnancy by placing unborn babies on CP plans too early. This has resulted in a decrease in child protection plans for unborn babies compared

to the number seen at 31st March 2021, and a more co-ordinated and planned response to this. At the end of March 2023, there were 7 unborn children subject to a child protection plan, this is the same as March 2022 (7) and compares to 19 at the end of March 2021.

We have good multi-agency attendance at Child Protection Conferences and have continued to strengthen this with family group conference workers now attending meetings. This approach helps ensure that family solutions can be progressed at the right time. We continue to evidence that the right decisions are being made for children who are subject to child protection plans. The majority of meetings are timely. Children made the subject of CPP at ICPC was 82.0% for Apr 22 to Mar 23 (from 89.5% in the same period the previous year), 86.6% of ICPCs held within 15 working days timescales for the period April 22 – Mar 23 compared to 90.5% for the same period last year within timescales.

Children continue to have safe plans in place where ICPC's take longer than 15 days. For the period Apr 22 – Mar 23, 28.0% of children (84) experienced a second or subsequent child protection plan. This is compared to 90 (26.5%) in the same period previously.

### Development of Pre-Birth Team

- Our Pre-Birth service was formally launched in October 2022 with a dedicated team providing all families (where a child has been previously removed from the parent's care) with multi-disciplinary intensive intervention.
- If a new-born baby is unable to be cared for by either birth parent, the pre-birth team will work and focus on avoiding delay in creating permanence plans with the help of a robust pre-birth assessment and a greater focus on the importance of effective collaborative relationships.
- Whilst the pre-birth service is in its infancy, we have continued to engage with the Startwell program to support our families.
- It is anticipated that the introduction of prebirth model will reduce the number of newborn babies coming into care, by placing more value upon the birth parents and wider family by working with them at earlier stages and avoiding multiple social workers changing involvement.
- Whilst we believe this will support our offer to our families and help retain babies within their family unit, it is too soon to be able to demonstrate the impact of this.

### Family Group Conferencing

Investment in the Family Group Conference (FGC) Team has resulted in the expansion of the team to a complement of 5 Family Group Conference coordinators offering FGC facilitation and a mediation service.

The additional capacity enabled a named FGC link to be identified for all children's service areas. The context of this approach is to strengthen relationships and give direct support and guidance to colleagues with a view to FGC intervention at the earliest possible opportunity.

FGC Co-ordinators work within the principles and standards of the Family Rights Framework and retain the family at the centre. Empowerment and ownership of the family's plan is key in achieving positive outcomes.

Where families take part in FGC, the feedback remains positive and results in less need for repeated service involvement. Families feedback retains the “ownership” the process affords to families and appreciation for the respectful approach from the team. A family led approach is being driven through the team who demonstrate a real passion and belief in the outcomes for families.

## Leadership

### Police

There is a commitment from Northumbria Police to invest in leadership of the Safeguarding DCI's and Superintendents who will all complete the Public Protection and Safeguarding Leadership programme ran by the College of Policing.

### North East and North Cumbria Integrated Care Board (ICB)

The information sharing meetings initiated by the Designated Nurse at the start of the first lockdown have continued with provider organisations including both Local Authorities, Police, Foundation Trusts, 0-19 years' service and education. This has provided an opportunity to discuss how services are being delivered locally, what is happening on the ground and has facilitated the escalation of issues at an early stage as well as acting as a support mechanism for staff to share what it has felt like for them.

The Designated Nurse Safeguarding Children has continued to chair the Learning and Improvement sub-group which analyses information from a variety of sources such as data, audits, learning reviews, to inform future practice, identify priorities for training, promote good practice and disseminate learning. The Designated Nurses Looked After Children were successful in obtaining funding from NHSE to carry out work with care leavers leading to a variety of projects to enhance services and opportunities for them as explained in the voice of the child below. The Designated Nurses continue to attend regional and national strategic meetings to raise areas for development, share good practice and disseminate learning. The team has set up a professionals safeguarding network which includes, designated and named professionals and safeguarding advisors. This provides a platform to share issues in a safe place, it encourages learning across a wider ICB footprint which creates opportunities to develop regional pathways to promote consistency.

### Gateshead Council

Corporate support for children's social work is overseen by committed and knowledgeable leaders. Political oversight through scrutiny continues to be seen as a priority. The Chief Executive, Lead Member for Children's Social Care and wider council members have invested in the senior leadership team creating a single Director for Children Services and Lifelong Learning.

The Director of Children's Services and Deputy Director for Social Care have visibility of the services by chairing performance clinics, undertaking case file and thematic audits and holding responsibility for audit moderations which is providing an opportunity to review practice across all service areas.

There has been corporate investment in children's social care services through additional senior leadership capacity which includes a dedicated principal social worker post and quality assurance lead; and additional social work capacity to ensure continued manageable caseloads for social workers.



The Lead Member for Children plays a pivotal role in challenging senior officers. The Lead member took part in an LGA peer review of corporate parenting arrangements in another local authority and brought back learning from this experience which will be shared in the service. The Lead Member meets regularly with looked after children and care leavers to hear their voice and holds fortnightly portfolio meetings to scrutinise and challenge performance and share ideas.

Gateshead's Lead Member for Children and Young People is also the Lead Member for the regional care leavers board which support increased opportunities for benchmarking, regional collaboration and constructive challenge. His work has led to changes and improvements in our offer for care leavers and work on our preparation for adult life training.

The new Corporate Parenting Board provides challenge to ensure that we are the best corporate parents we can be. Multi-agency attendance is good and the membership has been strengthened with young ambassadors (who are care experienced) sitting on the board. Elected members have made pledges to looked after children and care leavers and have worked closely with officers to develop services, including the initiative to develop and invest in the Young Ambassador programme which has enabled officers to consider the voice of the child when developing services. Another elected member initiative which is underway is the exploration of financial incentives for local people to become foster carers which if successful will increase foster care choice for our children and help us maintain children in the local area.

The social work practice model has been updated and refreshed to support positive change for our families that can be sustained. The 'Narrative approach' ensures that our language is accessible and understood by our families. The approach is a strength based, solution focused approach to children's social work which draws on all the tools, techniques, methods, and models from strength-based, person-centred practice. Through this approach we support children, young people and families are supported to recognise and build on their own strengths contributing and collaborating in their own plans and outcomes.

Multi-agency partnership working continues to be a strength in Gateshead, as highlighted in this annual report.

The Governance arrangements for overseeing and developing services for children with SEND have recently been reviewed and refreshed with strong involvement of all key partner agencies.

There is strong learning culture and clear evidence that the Gateshead Safeguarding Partnership provides a platform for learning through rapid reviews, child safeguarding practice reviews and its learning and improvement group (attended by deputy strategic director and other senior leaders) – more info re LIG included in [learning and improvement section](#).

#### **0-19 Service - Harrogate and District NHS Foundation Trust (HDFT)**

During the Summer of 2021 the Named Nurse Child Protection (NNCP) undertook a review of the performance within the IRT focused upon the quality and performance within the Integrated Referral Team (IRT). The report demonstrated the valued contribution and impact of the Safeguarding Nurse Child

Protection (SNCP) has upon children, young people, and their families in addition to multi-agency working. It was recognised that the role of the SNCP has developed significantly within the IRT since the role was established in 2018 having a unique specialism within this setting.

IRT activity has increased progressively during 2021-22. The data demonstrates a 14.3% (from 3524 to 4028) increase in the number of families discussed in IRT triage in comparison to last year. The number of families escalated to UP or UPP is an increase by 23.7%. Those families discussed in triage that were escalated to safeguarding increased by 23.3%. Challenges to manage this surge in activity and case complexity include the limited resilience within the IRT has been challenging within Gateshead. During 2022 and to continue into 2023 this post will be undertaken on a rotational basis between 2 SNCP working within Gateshead.

Safeguarding Health leads from the local acute Trust and 0-19 community services continue to meet in an interface meeting which has provided a bridge between the acute and community services.

### **Youth Justice Service - Gateshead Youth Justice Board**

Gateshead Youth Justice Board meets bi-monthly and has representation from statutory and non-statutory partners. Gateshead Youth Justice Board ensures appropriate Youth Justice Services are in place within the local authority area. The board agenda has several key standing items including finance, performance, and cases of concern. There are several examples where challenges have been escalated to partner organisations through the board to better meet the needs of children and young people. Development sessions have taken place with the board regularly to provide the opportunity for board members to develop their understanding of the important role they have in supporting and challenging the Youth Justice Service.

The purpose of the Performance Subgroup is to inform and supplement the delivery of youth justice provision in Gateshead and enable the Gateshead Youth Justice Board to effectively fulfil the statutory duties as set out in the practice guidance for England and Wales: [Youth justice service governance and leadership](#). Members of the group are accountable to the Gateshead Youth Justice Board and clear terms of reference are in place.

### **Probation Service**

We have a strong leadership, working with a team of committed and engaged staff, delivering analytical reports to sentencers, using links with police and children's service to enable practitioners to use information to inform their assessments keeping families, children and young people safe.

### **Safeguarding issues in schools survey**

Gateshead Safeguarding Children Partnership are reviewing how we work with schools and colleges locally (including academies and independent schools) and how we tailor our approach to what analysis indicates are the risks to children and young people in Gateshead.

To help us with this, the Education Reference Group (ERG) developed a [survey](#) for schools to use to indicate the prevalence of issues they are seeing, and how we can tackle them. We asked how GSCP could improve engagement and there is also a section at the end for any further comments or queries.

This was sent to all schools (including academies and independent schools) on 26<sup>th</sup> January and closed on 11<sup>th</sup> February 2022.

In Gateshead, there are:

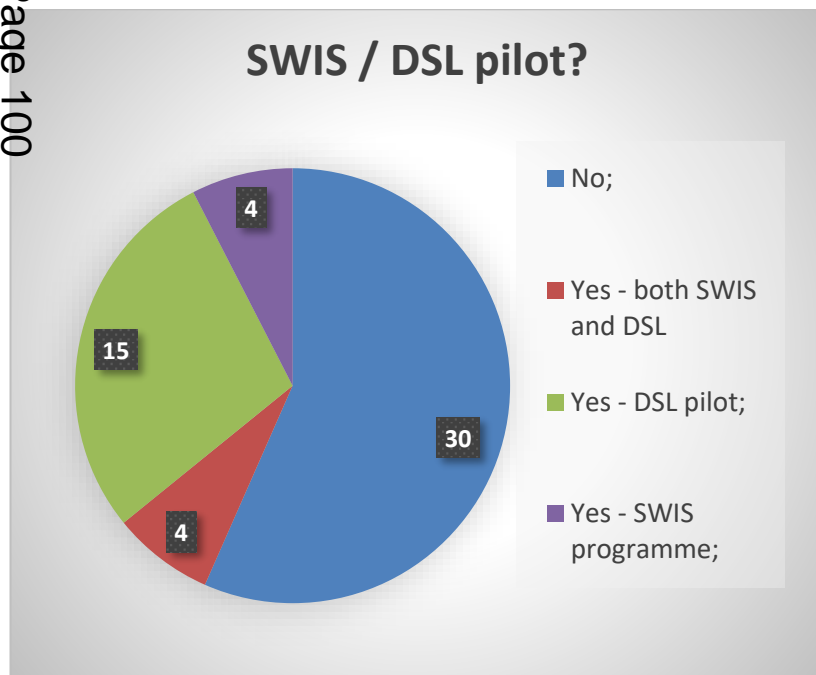


**There were 53 responses to the survey overall:**

The majority of responses were from primary schools/academies at 79% but there are more of these in Gateshead (43 out of 68 schools responded). 9% responses from special schools (5 out of 7 schools), and 8% from secondary schools/academies (4 out of 10 schools). The college made up 2% (we only have one college!).

We asked “Is your school currently part of the [Social Worker in School \(SWIS\) programme](#) or Supervision for [Designated Safeguarding Leads \(DSL\) pilot](#)?”

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great opportunity for dialogue and support with referral process.

The DSL supervision pilot has been a real support and I would recommend this being offered more widely to schools

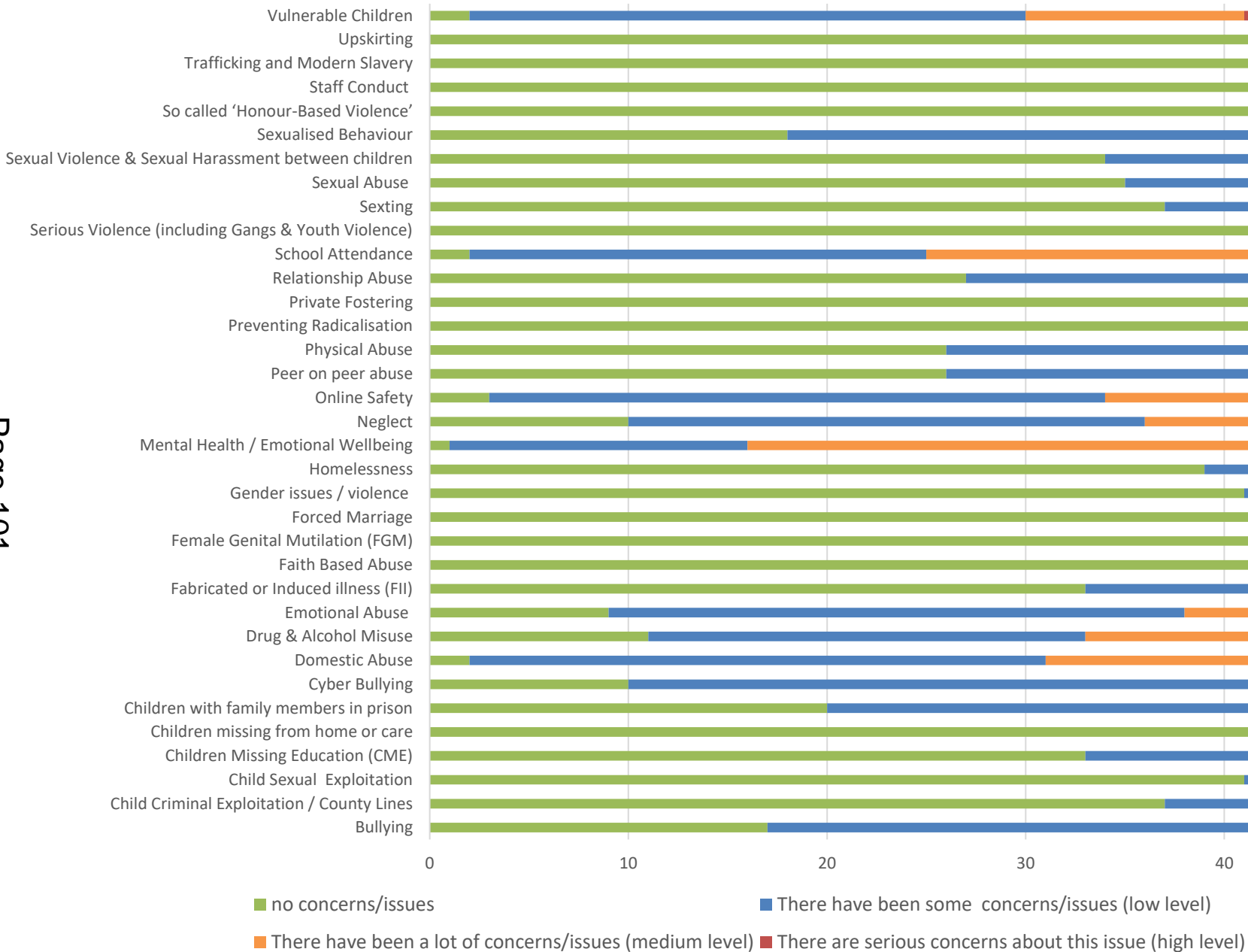
Gives a better understanding of the challenges faced and why decisions are taken under different sets of circumstances. All schools would benefit from this close level of co-operation.

We are very grateful to be part of the Supervision for Designated Safeguarding Leads (DSL) pilot: this is certainly helpful for unopened cases and families we are worried about but don't meet threshold;

The use of the SWIS and TAS has been a huge success in school. Further multi agency working in schools would be a huge benefit to help combat issues on the front line.

Helps to have a named contact to consult with when cases are different or particularly challenging.

## We asked what issues are you seeing in school?



### Summary of analysis:

- ❑ Mental health and emotional wellbeing come out as an area of serious concern - significant increase in issues (exacerbated by lockdown)
- ❑ School attendance - schools report this (along with refusal to attend) as being a significant area of concern and want the LA to provide leadership and guidance
- ❑ Vulnerable children have high number of concerns across all levels with only 2 schools reporting no concerns
- ❑ Sexualised behaviour, online safety, bullying, cyber bullying and neglect have also seen an increase in concerns.
- ❑ Low level and medium level concerns are being managed by the school working with families and other services to try and prevent concerns escalating – schools would like more support
- ❑ Schools are also seeing issues around contextual safeguarding and more complex issues – schools who are part of SWIS / DSL pilot report increased confidence in managing these cases
- ❑ Schools are reporting an increase in several concerns post-pandemic; these themes of concern are being seen across the whole partnership and have been identified in a number of local, regional and national reports re impact of the pandemic, including increase in domestic abuse and drug and alcohol concerns

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### Are there any other areas you think we should be focussing on?

#### summary of the responses:

##### School attendance

- schools report this (along with refusal to attend) as being a significant area of concern and want the LA/GSCP to provide leadership and guidance

##### Education for parents on physical chastisement

- some schools seeing increase in reports from children about being hit by parents - Some guidance for parents on laws to educate parents.

##### Support for male students

- schools seeing an increase in young males with aggressive tendencies, lack of emotional resilience and warning signs or indicators of CCE but with few avenues to access support - seems to be a gap in support for males.

##### Understanding the impact of social media on vulnerable young people

- particularly in relation to the areas of on-line sexual abuse, sexual exploitation, sexualised behaviour, mental health and wellbeing.

### Peer on Peer abuse

- This is a specific focus of the DSL pilot

### Issues re families who fall short of statutory intervention / don't meet threshold

- or who have been assessed and then NFA or stepped down to Early Help

### Racism and homophobia

- sessions in school delivered by specialists

### Poverty and impact of the pandemic on families

- this is covered in the Health & Wellbeing Strategy

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The report was shared with GSCP in May and work immediately progressed to support schools with issues identified as high concern, in particular re school attendance, drug awareness and mental health (some examples included in [mental health section](#)). The Education Reference is developing an action plan to take this forward.

## Learning and improvement

**The Learning and Improvement Group (LIG) meets quarterly and is chaired by Designated Nurse for Safeguarding. It is very well attended and has strong representation from safeguarding partners and other relevant agencies.**

### **Rapid Review held (Oct 2021) following child death to consider the potential for identifying improvement (focusing on our response to neglect).**

Rapid review highlighted the need to review and strengthen our multi-agency response to neglect, with a particular focus on housing, including revisiting and refreshing tools and resources available to support assessment and intervention. Several actions were agreed and taken forward, overseen by the LIG. It was not felt that a LCSPPR would identify any additional learning; the national panel agreed with this decision and commended our rapid review for its focus on neglect.

### **Local Child Safeguarding Practice Review – Baby Alfie**

An independent reviewer was identified in September 2021 to undertake the review and a multi-agency learning review workshop was held in October 2021. The final report was presented and agreed by the Gateshead Safeguarding Children Partnership at the February meeting. It was then shared with the National Child Safeguarding Practice Review (CSPR) Panel and What Works Centre for Children's Social Care (WWCSC) and published on our website (in line with

[statutory guidance](#)). Learning from the LSCPR was shared across the partnership. An action plan was developed and is overseen by the LIG, with regular updates to GSCP.

### Review following death of Care Leavers

There were 2 deaths in 2021 of care-experienced young adults. As there were no suspicions of abuse or known safeguarding concerns, the circumstances of the deaths did not meet the criteria for a review under usual thresholds (Safeguarding Adults/Domestic Homicide/Drug Related Death Review). However, GSCP recognises that young people who have grown up in care are far more likely to die in early adulthood than other young people and agreed to carry out an informal review using a reflective learning workshop to review services and interventions offered to both care leavers. The aim of the workshop, held in November 2022, was to seek reassurance around the support currently offered to care-experienced young people (window on the system) and identify any learning/gaps. These have since been shared with partners.

### Adoption breakdowns – Emerging theme

GSCP recognised a pattern emerging - children placed with family when babies or very young, then breakdown during teenage years. In August 2022, the LIG agreed to carry out learning review (using current case) to consider multi-agency approach (including support from mental health services) for the children and adoptive parents. The review meeting took place in December 2022 and learning has been shared with partners.

### Some other areas which have been discussed within the LIG over the year have been:

- Early Help - CAF/TAF Process - learning reviews identified cases where support could have been offered earlier by partners. Good opportunity to review, redesign and relaunch CAF/TAF process across the partnership.
- Safeguarding and Obesity Assessment Tool – [tool](#) and [guidance](#) developed (following learning from neighbouring authority).
- Learning from National Thematic Reviews – Local Learning and gap analysis - It was Hard to Escape (CCE), Out of Routine (SUDI), Myth of invisible Men (NAI).
- Exploitation Training for taxi drivers – this one-to-one training is still mandatory for new licence applications, gap identified re refresher training. Children’s Society offered support with training and outreach and are linking up with licensing and the exploitation hub.
- Perplexing presentations / FII – new multi-agency practice guidance and process developed based on RCPCH guidance and best practice.
- [Ages and Stages](#) - guide put together in response to learning. It provides staff with a comprehensive guide to supporting young people in their journey into adulthood. Multi-agency practice shorts are being planned.
- Developed [Pathway of care](#) regarding a birth mark including Congenital dermal melanocytosis (Mongolian blue spots MBS) or suspected medically induced injury (following birth etc).
- Learning Reviews on individual cases which did not meet the criteria for a review under usual thresholds but it was felt multi-agency learning could be beneficial. Three have undertaken in March 2023 by working groups and reported to the LIG.



**Some of the briefings and resources developed and shared across whole partnership over the last year (including front line services and schools) – all accessible via the resource’s library section of our procedures**

- [National Review - Arthur and Star – Summary \(SLIDES\)](#)
- [Independent Care Review – Summary \(SLIDES\)](#)
- [Professional Curiosity - 7 Minute](#)
- [Transitional Safeguarding - 7 Minute](#)
- [Multi-agency safeguarding and domestic abuse](#) - summary of CSPR Panel briefing
- [Practice Briefing: Urine Toxicology](#) – action from Baby Alfie review
- [What meeting am I attending](#) - This guide aims to support schools understanding of their role in multi-agency meetings held in relation to safeguarding and child protection.

### **Learning from other reviews**

All national reviews and regional case reviews are discussed at GSCP and any learning relevant for Gateshead is implemented. This includes reviewing our procedures and training offer and making changes, where necessary. As we share regional safeguarding procedures, we can make sure this is implemented across the six areas.

### **Procedures**

Our shared regional multi-agency safeguarding procedures are available [online](#) and managed by tri.x; we can make updates to the manual twice each year.

If procedures need to be updated following learning from a case review, these can be implemented immediately. Any amendments to procedures/protocols agreed locally are also shared across the six areas and incorporated into the shared procedures, where possible. This offers consistency for partner agencies working across the wider region.

The GSCP Business Manager also helps manage other online procedures (Children’s Social Care, Children’s Homes, Foster Carer Handbook) so can ensure any learning is incorporated within these too.

### **Police**

In response to the National Vulnerability Action Plan audit key themes were identified including Early Intervention and Prevention – which highlighted the importance of adopting the principle of professional curiosity where potential indicators of vulnerability can be identified at an early stage presenting an early opportunity for early intervention.

Responding to incidents where vulnerability is identified has the potential to uncover layers of complexity.

The Voice of the Child is a golden thread which runs through all our interventions including Children’s Safeguarding Partnership boards and subgroups. Audit, deep dive, and review work (which includes recommendations and learning from Child Safeguarding Practice Reviews) always contains a focus on the child’s experience and there is a commitment from all to ensure children are heard in ongoing improvement work

### 0-19 Service – Harrogate and District NHS Foundation Trust (HDFT)

A clear structure of safeguarding supervision facilitates safe and effective practice within Gateshead. With the development of new and specific roles (such as Band 6 Safeguarding and Strategy Nurse Roles) supervision arrangements have been extended to provide tailored supervision and management oversight of cases within the Transformation model during 2022.

This ensures that in cases where the decision is made to ‘Opt Out’ as no target intervention is required from HDFT have management oversight to support continuous quality improvement and assurance.

During 2022 Safeguarding supervision arrangement have been extended to Locality Managers lead by a Specialist Nurse Child Protection.

#### Transformation Audits Feb – March 2022

- During February – March 2022 the Named Nurse in Gateshead commenced the Transformation Impact Audit which contributed to the footprint wide audit of Transformation.
- The Gateshead area was audited by another Named Nurse from within HDFT contract area to support a more independent audit of the local Transformation model and strengthen objectivity.
- This supports an early evaluation of the Transformation work and areas of improvement to be identified early with subsequent action.

#### Mystery Shopper Audits: Jan 2022

- Mystery shopper audits have been carried out to evaluate learning from Child Safeguarding Practice Reviews across health staff and their managers.
- Previous Carousel learning events have been held internally to share learning from CSPRs.
- This audit was to evaluate the effectiveness of using events such as these to share learning.

#### Training:

- During November 2021 the Named Midwife Safeguarding QEH delivered bespoke training to Gateshead practitioners providing a refresher as well as highlighting new aspects of the local Badger System.
- This was in response to taking forward improvements in the sharing of information between the Maternity and 0-19 health Services.

### **South Tyneside and Sunderland NHS Foundation Trust (STSFT)**

All levels of safeguarding training have been reviewed to ensure they are aligned to both adult and children intercollegiate document. Level 3 face to face “Think family” training has been amended to reflect learning from recent scoping’s, SAR’s, DHR’s, CSPR’s and learning reviews. Slido is now being used to ensure that face to face sessions are more interactive and those delivering training can obtain training evaluations in real time.

A bi-monthly newsletter is shared with all STSFT employees via both the team brief and through the safeguarding champion’s forum. This newsletter highlights learning from SARs/DHRs & CSPRs and incorporates any regional / local updates inclusive of 7-Minute Briefings. The newsletter is held on the Trust intranet site.

### **North East and North Cumbria Integrated Care Board (ICB)**

The ICB has participated in local learning reviews the outcomes of which have been shared with colleagues in primary care and the acute trusts. National learning is also shared widely within primary care through a weekly bulletin disseminated to all practices by the ICB and the safeguarding team has developed a quarterly safeguarding newsletter which is disseminated to primary care.

The safeguarding team has continued to deliver level 2 and level 3 single agency safeguarding children training (to primary care) and supports multi-agency training in Gateshead with colleagues from the local authority and acute foundation trust. 7-minute briefings are used to share information and the resources from the GSCP business manager are disseminated to colleagues. The safeguarding team has commenced monthly lunchtime learning sessions on various topics which any practice staff can join, and these are recorded and uploaded onto GP team net (resource platform) for staff to access.

The Designated Nurse (Newcastle Gateshead) is a member of the North and South of Tyne Child Death Overview Panel representing the South of Tyne. Relevant learning from child deaths is disseminated to colleagues across the South of Tyne. Following the death of a child with asthma, it was unknown by professionals that the child also had food allergies exacerbating the asthma. This resulted in further discussions about asthma management and non-recurrent funding has been sought to support a pilot in Gateshead to improve the care of children and young people with asthma and allergies who are ‘not brought’ to their asthma reviews at their GP surgery. The CYP&F team are working within a Primary Care Network (PCN) to look at a transformational way of undertaking asthma and allergy reviews. The plan is to work with schools within the PCN footprint to identify children and young people who require asthma reviews and to undertake the review within the school setting as opposed to the CYP attending the practice.

### **Gateshead Council**

The Quality Assurance Framework was refreshed in 2022 and sets out a single framework that continuously drives improvement in the quality of practice which in turn leads to improved outcomes for children and families. The framework sets out our integrated Performance Management and Audit Frameworks. It builds on the work described within the Research in Practice paper “Building a quality culture” and the learning from Local Authorities who have effectively used this approach to drive improvement and achieve better outcomes for Children and Young People.

The service has now embedded practice standards and updated the practice system. There are individual service performance standards which clearly articulate the practice expectations of social workers and assist to ensure a consistency of practice across the whole service. Children and families' views are

captured as part of the auditing process. Plans and assessments all have a section to gather the views of children and their families. Most assessments and plans are written in the narrative practice style and place the child at the centre of the work.

Practice Weeks are held as part of the framework to both assure the quality of work and to influence front line practice by facilitating reflection on case direction, work undertaken and case recording. Reflection and feedback provided to practitioners at the time to encourage learning.

During practice week, learning audits and observations are completed alongside the social worker or practitioner and are completed by Practice Leaders. Learning audits are only part of the process, direct observations of social work practice and feedback from families ensure that learning is holistic process. Findings from practice week are shared across the service at an individual level with the social worker and widely at practice clinics and any actions are tracked and progressed.

A programme of thematic audits is in place and will be widened to include the Early Help service in 2022/23. Feedback from scheduled audit activity is shared through the Quality of Practice Clinics, where good practice and areas of learning are discussed, and improvements identified. Practitioners provide feedback on learning from the audits undertaken which demonstrates their own learning. Evidence from audits has seen an increase in chronologies and eco-maps being used as direct work tools which is meaningful for our families.

Data intelligence is used to inform targeted areas for deep-dive investigations and performance clinic discussions. Given our rise in Children Cared for, we have recently undertaken a detailed Looked After Children Analysis, focusing on key characteristics and trends to help inform and lead discussion to understand increasing demand.

#### **Gateshead Council – Workforce Development Team**

Gateshead Council's Workforce Development team ensure there is a robust training programme available for all Children's Social Care Staff, as well as Foster and Kinship Carers. The training programme and information regarding courses for Gateshead Council staff is all available on our new learning management system, Learning Hub. This includes the booking of face to face and virtual training as well as the completion of e-learning. The platform also holds links to external webinars, resources, TED Talks and more. All Children's Social Care staff and carers have access to this as well as the multi-agency training programme.

The system can set training as mandatory and track compliance for staff, add the training direct into the delegates calendar, send out electronic evaluations and allows staff to download certificates.

The training programme is a combination of internally delivered short courses & briefings to the use of external training providers. The training in 2021-22 looked at Domestic Abuse, Trauma Informed Practice, Working with Shame and Parental Conflict. The main focus this period was our narrative approach, writing to the child.

Between September 2021 and March 2023, 83 training events were delivered to workers and carers across Children's Social Care, this is slightly down from last year as the training programme was paused for 3 months while the new learning hub was built. At total of 1086 spaces were filled from a possible 1834.

In addition to the service specific training staff have also had access to the corporate training programme covering topics from Leadership and Management, Remote Working, Productivity & Wellbeing, Health & Safety, Equality & Diversity with specialist training on Trans-awareness, LGBTQ+, Jewish Cultural Awareness and Multi-Culture awareness.

### Gateshead Council – Youth Justice Service

Gateshead Council launched a new learning management system in May 2022. The Learning hub is the central point to access all learning and development opportunities available to council employees. The hub provides face to face, virtual training, E-learning, and resources. The Youth Justice Service has been working with the councils Workforce Development Team to ensure the training and development needs are met. Mandatory and desirable training has been sourced centrally and delivered in a number of ways including Youth Justice Service specific or as part of Children’s Social Care. There are several current joint training initiatives including trauma informed approaches, narrative practice and reflective supervision which all support collaborative working and maintain consistently high standards across all services

### Probation Service

All staff undertake mandatory Child Safeguarding, Adult Safeguarding and Domestic Abuse training.

### Multi-agency Training

The Gateshead Safeguarding Children Partnership, Safeguarding Adults Board and Gateshead Community Safety Board have produced a comprehensive joint training programme which is free for partner agencies operating in Gateshead. The training programme and information regarding courses can be accessed via the [GCSP website](#).

We have recently updated our learning system to the **learning hub**. This enables multiagency partners easy access all multi-agency virtual or face to face multi- agency course. The system can set training as mandatory and track compliance for staff (external agencies must request this function), add the training direct into the delegates calendar, send out electronic evaluations and allows staff to download certificates.

Virtual Training has continued to be developed and is offered via Microsoft teams delivered as 90 minutes to 3 hour sessions or blended session for the longer training course.





There has been a welcome return to face-to-face training which has been received well by some practitioners as it has facilitated the building of multi-agency networking. Most of the training has been facilitated by members of the Partnership and more specialist training has been commissioned focusing on safeguarding risks and the Board’s priorities.

As part of a rolling programme, the training focused on Child Neglect, Child Criminal Exploitation, Safeguarding Disabled Children, and Invisible Men.

Between September 2021 and September 2022, 55 GSCP training events were delivered to workers across the partnership, this is slightly down from last year as the training programme was paused for 3 months while the new learning hub was built but extra dates have been added 2022-23 to cover the lost session

Evaluation of the training has been carried out through evaluation forms which were initially sent out electronically via Microsoft forms but are now sent out from the learning hub. The evaluation measures not only the increase in knowledge during the training but asks learners to identify how they will use the training in their role to improve outcomes for children and young people.

The clear benefits of multi-agency training remain evident in the positive feedback received, both for training delivered by partners and specialised training providers.

-  *Gained enough knowledge to be able to deliver some level of education in schools and know where to signpost for support (Knife Crime Awareness Social workers in school)*
-  *It was interesting to hear from others on the course from different backgrounds, i.e. dietician, environmental health, midwives and community support networks. I was surprised at the high numbers of deaths, as you don't hear of these just the more complex cases on the news. (Neglect training, charity worker)*
-  *It will help when considering children's capacity, particularly when this changes when they turn 16 (Introduction to Mental Capacity children's services, Early Help Team)*
-  *Very engaging with an emphasis on applying learning- will recommend to colleagues (Introduction to child and young people's mental health, Newly qualified social worker)*

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

## 8.2 Thematic Priorities

### Voice of the child

#### Police

The Voice of the Child is a golden thread which runs through all our interventions including Children's Safeguarding Partnership boards and subgroups. Audit, deep dive, and review work which includes recommendations and learning from Child Safeguarding Practice Reviews which always contains a focus on the child's experience and there is a commitment from all to ensure children are heard in ongoing improvement work.

#### 0-19 Service - Harrogate and District NHS Foundation Trust (HDFT)

Deep Dive Supervision audits continue to audit service response in capturing the voice of the Child. These audits form the basis of the Gateshead Audit Cycle and will continue into 2023.

Safeguarding Training highlights the importance of capturing the voice of the Child and lived experiences.

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2019 Transformation Impact audits included reviewing the VOC and has impacted upon the local action plan in driving forward local improvements.

#### North East and North Cumbria Integrated Care Board (ICB)

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2021 Consultation was held with care experienced young people in Gateshead (and Newcastle) to identify unmet health needs.

Funding secured from NHS England afforded the opportunity for young people to engage with Digital Voice and produce a representation of their thoughts in a digital format - <https://youtu.be/H0aKQGtQ7KM>)

This has been shared widely and a follow up panel event was undertaken with key stakeholders and interested parties.

#### Key outcomes have been:

- 1 Pilot of free travel passes for care experienced young people
- 2 Improved information on care experienced young people's health needs in safeguarding training to GP's
- 3 Improved mental health support at time of transition (indirect but linked)
- 4 Ongoing plans to improve support to care leavers in managing their health needs



## Gateshead Council – Youth Justice Service

Young people have attended Gateshead Youth Justice Board meetings to tell their story and outline their experiences of the Youth Justice Service. This has offered the opportunity to board members to understand the journey of the child through the criminal justice system and it has also helped them to understand how their agencies have had an impact on a child's life. By meeting with a young person face to face it has been possible to ask questions about service delivery and areas for improvement. The circumstances of some of our most complex young people are discussed anonymously within the Youth Justice Service board meeting and members provide challenge and partnership working to ensure the needs of the young people are met.

## Gateshead Council - SEND Youth Forum

In Gateshead we believe that the voice, opinions and experiences of children and Young People with Special Educational Needs and Disabilities (SEND) are very important. The services they get should be informed by their experiences – they are the people that use them! We have set up a forum for young people with additional needs so that they can tell us about the issues that affect their life and help us to make changes and improvements. Gateshead SEND Youth Forum meets regularly throughout the year and is part of the wider Gateshead SEND Children and Young People's Network.

### What have the Gateshead SEND Youth Forum been involved in?

The Gateshead SEND Youth Forum have had a great year so far, getting involved in many valuable and interesting projects. Their feedback has been heard at a local and a national level.

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#### 'My Voice Counts' Children and Young People's SEND Conference:

- Members of the Forum joined the national 'Youth Voice Matters' SEND Children and Young People's Conference.
- The conference was organised by the Council for Disabled Children and developed by children and young people with additional needs, aiming to promote participation and encourage youth voice.

#### National SEND Review Consultation:

- The Forum took part in a session discussing the government SEND Review Green Paper and gave feedback about their experiences of education.
- Feedback from the group was sent to the government's SEND Review team and will be used to inform changes to the national SEND system.
- Each Forum member received a certificate and an Amazon voucher as a thank you for taking part.

#### Gateshead SEND Participation Strategy:

- The Forum has recently co-produced Gateshead Council's Participation Strategy which aims to improve participation of children and young people with SEND in Gateshead.

For further information about the Forum, please click here → [Gateshead SEND Young People's Forum](#)

For accessible minutes from meetings in 2021, please click here → [Gateshead SEND Youth Forum Accessible Minutes 2021](#)

For accessible minutes from meetings in 2022, please click here → [Gateshead SEND Youth Forum Accessible Minutes 2022](#)

For accessible minutes from meetings so far in 20223, please click here → [Gateshead SEND Youth Forum Accessible Minutes 2023](#)

For Gateshead's SEND Participation Strategy 2023 – 2026, please click here → [Gateshead SEND Participation Strategy](#)

### **Gateshead Youth Assembly (GYA)**

GYA has been around since 1999 and while every year is a distinct group, they generally follow similar paths, the young people peer researchers, assess, design, deliver then evaluate a whole range of personal development and social action projects. Alongside this they work as the link between Gateshead's young people and decision makers and to this end senior decision makers are regularly invited to GYA to discuss current issues and themes.

### **One Voice – Children in Care Council**

One Voice is the council for children and young people in the care of Gateshead Council. They meet weekly and act as the link between children and young people in care and the decision makers in Gateshead Council. One Voice has a broad remit, from meeting decision makers, helping to deliver schemes for younger children, creating and delivering training to foster carers, social workers, and decision makers, taking part in the recruitment and selection of children's social care staff and sometimes, just a space to chill out, meet friends and destress. Delivered by the Children's Rights and Engagement (CRE) team and supported by Virtual School and AYSE Academy, One Voice provides a forum for the young people who are experts by experience to support other young people.

### **Young Inspectors**

Young Inspectors meet weekly and have been working with the ICB on initiatives including the Big Orange Book, Children and Young Peoples strategy and mental health for young people. They have also been busy helping to design and deliver the Holiday Activities and Food (HAF) summer programme and Halloween party as well as being part of the group helping to design a HAF teenage offer. They also spend time chilling out and relaxing, creating and delivering personal development sessions and at the end of 2022 successfully bid to The Key for money to have a range of social times which they will review and post online. They will compare luxury versus budget activities and assessing whether they are worth the money.

### **Young Ambassadors**

Aisha, Jake and Mariceu took up their 6 hour per week posts as Gateshead's first Care Experienced Young Ambassadors. It was originally planned that these posts would be for 12 months, however we have extended them to 18-month contracts. It is planned the Aisha, Jake and Mariceu will be involved in the recruitment of their replacements in July 2023.

They have had an action-packed year from visiting Parliament to delivering sessions to young people directly. The ambassadors are each linked to two workstreams of the Corporate Parenting Partnership. Aisha leads on participation and placements and accommodation; Jake leads on education and health; and Mariceu leads on leaving care and activities and leisure.

Harry Vincent works full time in Gateshead Council's SEND Team as the Special Needs and/or Disabilities (SEND) Young Ambassador/ Business Admin Apprentice. This is a post funded by non-recurrent funding, sourced by the local NHS Integrated Care Board. Harry is using his lived experience of Gateshead's SEND system to help raise awareness and understanding of the issues young people with SEND face.

### Youth Parliament

In January 2022 Gateshead's Young People were invited to run for, and then elect our Member of the UK Youth Parliament. Five young people ran for election, campaigning in school and online for the votes of their peers. At the end of the election Ibrahim Al-Hafidh from Whickham School was elected and has, for the first year of his two-year term, represented his Gateshead peers in a variety of projects from poverty, cost of living crisis and climate change. He also took part in the UKYP Annual Sitting which sees MYP's from across the UK taking over the Houses of Parliament and conducting debates and votes in the chamber, which was televised, and you can find footage on the UKYP website. Ibrahim will produce a report on his first year which will be published on the Council's website.

### Holiday Activities and Food (HAF) Design Sprint

Gateshead Council was invited to be part of a small group of local authorities to work with young people to design a HAF programme that would be attractive to young people. There is plenty of evidence to say that HAF programmes are very attractive to children, but the stats show that it falls off once those children go to secondary school. Working with Gateshead's HAF team, the CRE team, along with staff from the library service recruited a dozen young people to work with academics from Northumbria University and the other local authorities. Over two days in October and two very long days in November (in London) our young people designed a HAF offer that would appeal to young people. Simple things like having WIFI and not starting at 10am mixed with attractive activities, life skills and food that is decided and cooked by the young people themselves were common requests. In 2023 these young people will continue this work by running a pilot teen HAF in February with the hope that we can roll out a full scheme in Easter and at the summer.

### Big Red Bus Adventure

BRBA is the name we gave to our joint HAF project. Working with the Virtual School, Gateshead Youth Council, the Play Service and the North East Bus Preservation Trust we designed and delivered a young person led Easter and Summer playscheme where our young volunteers in GYA, One Voice and Young Inspectors came together to deliver high quality playschemes for children in the care of Gateshead.

## Mental health and emotional wellbeing

**"We will improve the emotional health and wellbeing of children, young people and families, who will thrive through access to the right support at the right time in the right place."** (Gateshead's vision statement for Mental Health and Emotional Wellbeing)

Gateshead updates the children and young people's mental health and emotional wellbeing local transformation plan on an annual basis. The transformation plan provides a framework to improve the emotional wellbeing and mental health of all children and young people across Gateshead. The aim of the plan is to make it easier for children, young people, parents and carers to access help and support when needed and to improve mental health services for children and young people. The plans delivery is led by the multi-agency children and young people's mental health, learning disability, autism and emotional wellbeing

transformation group who meet bimonthly. The full plan is available at: [Gateshead Children and Young People Mental Health and Emotional Wellbeing local transformation plan 22-23 - NENC Newcastle Gateshead \(icb.nhs.uk\)](https://www.icb.nhs.uk/gateshead-children-and-young-people-mental-health-and-emotional-wellbeing-local-transformation-plan-22-23).

Successful implementation of the plan will result in:

- An improvement in the emotional wellbeing and mental health of all children and young people
- A multi-agency approach to working in partnership, promoting a trauma informed approach to mental health of all children and young people, providing early intervention and meeting the needs of children and young people with established or complex problems
- All children, young people and their families will have access to local mental health care based upon the best available evidence and provided by staff with an appropriate range of skills and competencies.
- The plan is based on the five themes within Future in Mind. The aims for each theme are described below.

### **Resilience prevention and early intervention**

Our aim is to act early to prevent harm by investing in early years and supporting families to build resilience through adulthood.

### **Improving access to effective support**

Our aim is to change how care is delivered and built around the needs of children, young people and their families.

### **Accountability and transparency**

Our aim is to drive improvement in the delivery of care and standards of performance to ensure we have a much better understanding of how to get the best outcomes for children, young people and families, to ensure value from our investment.

### **Caring for the most vulnerable**

Our aim is to dismantle barriers to access and reach out to children and young people in need.

### **Developing the workforce**

Our aim is that everyone who works with children, young people and their families is ambitious for every child and young person to achieve goals that are meaningful and achievable for them.

Our work will be underpinned by and aligned to the Thrive Model (The AFC–Tavistock Model for CAMHS) which removes the emphasis from services and re-focuses support to the needs of the child or young person. The Thrive model also ensures a more flexible, multi-agency response across the whole system that reflects our collaborative approach.



## Police

Northumbria Police have continued to provide a Street Triage Service investing in training front line officers, this commitment is open to Children across Gateshead. The CNTW nurses and police officers who work on the service deploy to incidents of children in MH crisis. In the last 12 months our Street Triage officers have undertaken training in ACE's, learning disabilities and child exploitation to ensure they have a more holistic understanding of children's presenting behaviours.

The Street Triage service also ensure they are sighted on the impact of parental mental ill health on children and young people's mental health and make safeguarding referrals for children impacted by a parent or carers mental health crisis, utilising a think family approach.

Learning from CSPR's as well as regional and national JTAI inspections is a focus for Northumbria Police, raising awareness of recommendations and identified learning will continue to be a fluid process. The role of our Criminal Justice Liaison and Diversion Nurses in Custody who can support children who are suspected of an offence with their mental health is fully embedded. The importance of seeing an incident through the eyes of a child and hearing the voice of the child to understand their lived experience to ensure that our officers focus on Mental Health triage and interventions for Children rather than taking a Criminal Justice approach wherever possible.

There is now a police officer in Central Harm Reduction with dedicated responsibility for mental health. This is allowing a more co-ordinated, timely and effective police response to some of the most vulnerable individuals.

Struggling children whose poor mental health has pushed them towards self-harm and substance abuse have been provided support by Northumbria Police through early intervention and education this area has been led by a Detective Chief Inspector for Safeguarding

### **0-19 Service**

Holistic Health Needs assessments assessing the mental health and emotional wellbeing of children and young people are used to identify individual needs and provide a targeted response or to signpost to a more appropriate service. The quality of health needs assessments is incorporated into audit activity and reviewed as part of the Transformation model.

Information sharing processes between the acute trust and community services in relation to mental health are well embedded. The SNCP based within the IRT is also involved in the triage of cases and acts as a link between the wider 5-19 service as appropriate if low level intervention is identified.

### **Gateshead Council – Youth Justice Service**

YJS have good strategic partnership with ICB which has resulted in some additional funding to purchase support from North-East Counselling to directly work with young people open to Youth Justice, provide case consultations to staff and deliver training in relation to some of the themes that present when working with the young people within the youth justice service.

### **North East and North Cumbria Integrated Care Board (ICB)**

There continues to be a reported theme of children presenting with mental health issues, some from a very young age. Comparisons have been made from the previous years with similar numbers however staff felt they were seeing more children due to the reduced footfall and attendance to Emergency Departments generally during the pandemic. The Designated Nurse has explored this further with CNTW (both in October 2020 and December 2021) and it was acknowledged that children were continuing to experience heightened anxieties for several reasons including where parental mental health was impacting on the children, particularly with the imposed lockdown measures, leading to some services offering alternate and reduced provision. Assurance was gained from CNTW that robust processes were in place to oversee the needs of these children whilst waiting to access the services.

### Crisis and Trauma:

- An integrated trauma informed care model has been procured which will be embedded within children's social care to assess and review the child's needs and how these can best be met.
- Data and business case for additional funding for 24/7 crisis and home treatment support for children and young people has been pulled together and in the process of being reviewed
- A paper has been drafted around the model of need and capacity for psychiatric liaison in acute provision for CYP
- Crisis and urgent response meetings are arranged with partners to develop and review existing service offer
- A new provider collaborative has been agreed with NHSE for specialist-inpatient services

### Education:

- MH leads identified for primary and secondary schools and schools taking up the DfE MH leads training
- RISE Mental Health support team (MHST) are delivering evidence-based interventions for CYP with low-moderate mental health problems in schools as well as offer a longer-term support via Healios who deliver virtual therapeutic one to one support
- VCSE commissioned to deliver mental, physical health and emotional well-being awareness raising sessions within schools and master-classes have been organised and led by consultants and specialist nurses to train school staff.

### Transitions:

- 95% of children and young people now have a transitions plan from children's mental health services to adult mental health services
- A piece of work is being conducted across health and social care looking at key transition points across the life-course to better meet the needs of young person and their families
- A pilot is being developed to test out improvements from secondary care to primary care transitions.

### Review of the Single Point of Access (SPA):

- The SPA was put in place to make it easier for children and young people to get the help they need at the right place and at the right time.
- The service is delivered through a lead provider model, whereby a person is referred to the appropriate service to meet their needs, whilst freeing up clinical time for those children and young people who require clinical support.
- The SPA has been operating for a few years so ICB have agreed to review the service and conduct an evaluation of the model by learning from people's experiences and those of partners who refer into the service in order to strive for continuous development and improvement to the offer for our children, young people and their families.



## Child exploitation and children who go missing

### Operational MSET

The Operational Group sits under the Safeguarding Children's Partnership and considers high and medium risk cases of children who are believed to be at risk of Missing, Slavery or Exploitation or are being Trafficked. The Operational Group meets monthly and for each case on the agenda a multi-agency Safeguarding, and disruption plan is formulated

The Operational Group also considers intelligence from across the partnership in order to identify any locations or perpetrators of concern linked to Missing and Exploitation. The group does not replace existing child protection procedures but works to reduce risk for those cases which require a multi-agency contextual safeguarding approach to reduce harm.

From September 2021 to March 2023 there have been 104 cases brought to pre-MSET for consideration. Of those cases, 22 progressed to Operational MSET full panel. 5 children were heard more than once in MSET full panel. Child A on 7 occasions, Child B, C D E on 2 occasions each.

Work has been undertaken to increase the awareness and identification of exploitation within Children's Services. This has led to a reduction in cases being presented to Pre MSET as risks are being identified and discussed at an early stage within front door services.

**Case study:** Male (16 years old) who was highlighted through the MSET process following 44 reported missing episodes in a previous 2-month period. Concerns were raised around the missing episodes his association with the homeless community an increase in substance misuse and criminal activity, as well as potential exploitation with flags around new clothes, trainers and his protective nature over his laptop. Following the meeting distraction methods were agreed and put in place and a referral into the NRM process was made. Since the meeting there has been no further missing incidents no arrests and he is complying fully with measures put in place.

MSET workshops were held in April 2022 and October 2022 to increase front line practitioner's awareness of the operational MSET processes, the Exploitation Hub, the updated missing protocol, and to support recognition of child exploitation within front line practice.

- Training highlighted importance of multi-agency approach to supporting children and disrupting exploitation
- I had little knowledge of MSET. I now have better understanding of signs of exploitation and what to do (and procedures to follow) if I have concerns.

Slides are accessible via the resource library: [MSET – Slides](#) & [Missing Protocol - Slides](#)

## Strategic MSET – Joint Strategic Exploitation Group (JSEG)

Strategic MSET (JSEG) is a joint group of the adults and children’s safeguarding partnership. The Strategic JSEG meets on a quarterly basis and has strong representation from both partnerships. The Police chair of the Strategic Group is a consistent chair across the Northumbria Police Force footprint (6 LA areas) which promotes sharing of learning and best practice and connectivity across the region in identifying emerging trends or concerns.

- ❑ Across 2021-22 we have seen rising numbers of Missing adults and children following the end of COVID lockdowns.
- ❑ Police Missing data and themes are fed into and monitored in the Gateshead Joint Strategic Exploitation Group, recognising the links between children going missing and exploitation. This work has been strengthened by building links with the LA Return home interview coordinator sharing themes around Missing children.
- ❑ Gateshead were successful in receiving funding for a Young Women and Girls Worker and this person will work closely with the Operational MSET cohort building trusted relationships with exploited young people.
- ❑ Gateshead CSC have strengthened links with Northumbria Police Missing Coordinator who now features regularly in care team meetings for looked after missing children in Gateshead, supporting Safety Planning and Joined up risk assessments.
- ❑ Across 2022 we have seen a rise in the numbers of missing children presenting with complex and risky presentations. This has required the partnership to work closely together at both an Operational and Strategic Level to collectively manage risks to young people and ensure effective safety plans for young people.
- ❑ A weekly complex case panel was established which is supported by all partners and ensures we are working across the partnership to keep children at risk of Missing and Exploitation safe.
- ❑ The Exploitation Hub has introduced the Vulnerability tracker which is now collating data in relation to exploited children and adults and there are closer working relationships with SPOCS from Gateshead LA attending the Weekly Hub Exploitation Meetings. This has helped strengthen region wide working in respect of Exploitation, recognising that victims and offenders’ cross boundaries.
- ❑ Gateshead led on a region wide training input delivered by the Children’s Society to upskill practitioners to recognise the signs of an emerging form of harm - Child Financial Exploitation – this was attended by 375 attendees from across the north east region and included partners from across children and adult services (operational and strategic).
- ❑ The JSEG has also heard updates in relation to learning from other areas - Several SAR and CSPR’s have been shared allowing Gateshead partnership to reflect on their practice and build on their forward plan. The JSEG also heard an update in respect of school’s survey which helped to understand some of the key issues which were impacting on children within schools.

Some other areas which have been discussed within the JSEG over the year have been:

- ❑ Modern Slavery – Northumbria Police Modern Slavery problem profile, [Modern Slavery Annual Report](#) and regular updates from Changing Lives re Liberty Project.
- ❑ Out of Harm’s Way – [report](#) looking at how young people in the care system are put at risk of exploitation. Considered implications locally.
- ❑ Children’s Home Providers - discussion about safeguarding checks for new providers (learning from neighbouring authority)
- ❑ Independent Inquiry Child Sexual Abuse ([IICSA](#)) - Discussed how we can consider the learning from a Gateshead perspective.

- ❑ Operation Eclipse - Learning shared from the multi-agency County Lines operation (in a neighbouring authority) which focuses on the issue of cuckooing
- ❑ Criminal Exploitation in Gateshead - Discussion at a strategic level about our response to criminal exploitation in Gateshead
- ❑ Homes for Ukraine - Overview of the safeguarding checks and support for hosts / refugees within Gateshead – Business Managers part of strategic and operational groups to ensure focus on safeguarding and escalate any concerns
- ❑ Update on the work of the Violence Reduction Unit (VRU) and their preventative education workstreams
- ❑ Lads like us - Overview of [Lads Like Us](#) which is a non-profit organisation helping men to heal from adverse childhood experiences. Training will be rolled out across the region and Barnardo's/Lads Like Us were key speakers at our conference re contextual safeguarding in January 2023.

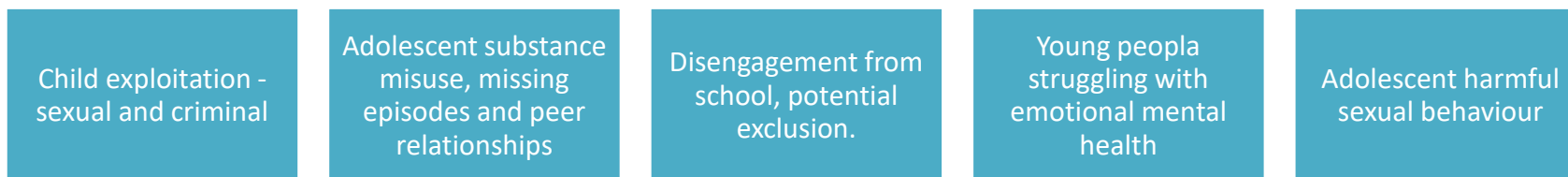
Both Operational and Strategic MSET continue to have strong partnership commitment and effective working practices to help support the safety of children and young people in the Gateshead area.

### Gateshead Council

Work has been completed to redesign services and teams within social care to better meet the needs of children at risk of contextual safeguarding. This ensures that risks are responded to children have appropriate and effective support.

The team take referrals from children from our front door (IRT) where the presenting issue is linked to child (Teen) – parent relational challenges due to contextual safeguarding concerns such as:

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Assessments use a theoretical model to assess the push – pull factors placing the young person at risk of harm or exploitation. When children require support, this is intensive and delivered by an expert adolescent Social Worker and expert adolescent Advocate.

The model of practice is systemic, strength based, using a trauma lens to understand the family dynamic and relational issues within the family and wider support network. The team feeds into the regional exploitation hub facilitated by police and the local MSET arrangement.

There has been recent success in securing funds from the Young Women and Girls Fund for a young women and girls exploitation worker to implement intervention and training specifically to females at risk of exploitation in Gateshead. The post has now been appointed to and over the coming months a programme of work will be delivered into social care teams, into schools and across the wider partnership.

## IMPACT

- There is a close working partnership with our police colleagues to prevent children going missing. In the past 12 months 14% (88 of 622) of Children in our Care had a missing incident reported this is up from 10% for the same period last year.
- Missing procedures have been strengthened which has successfully ensured that, based on the most recent missing episode, 100% of missing children have been offered a return Home Interview.
- Systems to monitor and assess the impact of work with vulnerable adolescents, those missing from home and children at risk of exploitation need to continue to be strengthened.

### Police

Central Harm Reduction have built and maintain close links with the Missing From Home Coordinators, and the LA with daily contact to share information on repeat and concerning missing people. This enables more effective response to missing people at an operational level. It also allows professional challenge to decision making partners ensuring incidents are dealt with applying appropriate risk rationale.

### Northeast and North Cumbria Integrated Care Board (ICB)

The ICB employs an exploitation safeguarding nurse who is based in the exploitation hub. This allows for sharing of information between agencies and the nurse signposts individuals to services and carries out one to one work depending on need. The nurse attends pre-MSET and MSET meetings and obtains information from primary care to inform risk assessments and case management. The exploitation nurse delivers training to colleagues across the ICB both internally and externally which has included delivering training to staff from the local hotel who accommodate vulnerable children and families entering the country. The sessions have received excellent feedback as reported below.

#### Feedback from primary care attendees at single agency level 3 safeguarding children training

##### What will you put into practice?

- Communicating a safeguarding concern to other multidisciplinary members involved in patient care
- "Respectfully disagree"
- Mindful of radicalisation in online groups, always think about Prevent and do not hesitate to ask
- Adolescent to parent domestic abuse - being more aware of this
- The formalised questioning for young sexually active, useful reminder about the age of consent, ringing police directly as well as referring to CSC in cases of statutory rape. More robust consideration of Gillick competence

#### Feedback from practitioner attendees at the exploitation training:

- The presentation was excellent – it was so powerful and definitely makes you think. As you know I was near to tears when you read the poems – they are very hard hitting
- Really good to have this presentation from a health perspective, very interactive which keeps you engaged, and so powerful
- The training was excellent, I feel more confident now in spotting the signs. The poems really brought it home. I felt I could ask questions without being made to feel silly, and I really liked how interactive it was. It was fun but I learned lots

## 0-19 Service - Harrogate and District NHS Foundation Trust (HDFT)

HDFT safeguarding team in Gateshead are members of MSET. The Named Nurse Child Protection is a member of the Strategic Exploitation Group.

Vulnerability MSET flags are in place on health records to identify risks and provide some level of data in relation to the number of children across Gateshead at risk of exploitation. The flagging system is to be reviewed with the aim of developing a more accurate profile in Gateshead and contribute to the development of a local partnership profile within the area. The Named Nurse Child Protection has taken up 'Contextual Safeguarding' as a thematic lead and will work to take forward improvements in profile development and review standards across the footprint.

Internal and external training opportunities in relation to contextual safeguarding are shared with practitioners.

## Multi Agency Exploitation Hub

The Hub was launched in November 2021 and has proven to be a great asset across the region and is an excellent opportunity to pull together cross border cases which transcend geographic boundaries and age-related services. It brings together not only all 6 Local Authorities (Gateshead, Newcastle, Northumberland, North Tyneside, South Tyneside, Sunderland), both Children and Adult services, but also Health and several third sector organisations across the area. There are no other similar collaborations or coordinated services which expand across the area with the intended benefit of safeguarding vulnerable adults and children.

## Benefits of the Exploitation Hub

### Hub Weekly Meeting

- A single weekly meeting between all partners to discuss individuals raised as being at potential risk or current risk of exploitation.
- The meeting provides an overview across the six Local Authorities, highlighting cross border.
- There are no geographic or age related (or any other) boundaries allowing a "whole systems" approach with all LA's in the region and Health with 3<sup>rd</sup> sector integration.

### Performance Framework

- The joint performance framework is being supported by the data within the vulnerability assessment tracker (VAT).
- Development of the VAT is continuous however at present the performance data remains primarily Police centric at this time.
- The aim is to host relevant multi agency data which will be a big step forward and supports recent recommendations (such as *I/CSA*)

### Information Sharing Agreement (ISA)

- Work has progressed on the (ISA). Following extensive review work a new version is currently being circulated for agreement.
- The future aim is for all hub partners to drive a more connected intelligence picture to allow for effective contextual safeguarding.

### Threat Reduction Group

- The police have developed an internal threat reduction group meeting at a senior management level.
- This meeting is linked to the Force tasking and coordination process and coordinates the 4P policing activities and response to exploitation across the various area commands and units within the region (Prevent, Protect, Prepare & Pursue).

### Analytical support

- Analytical Threat desks within the Force Intelligence Department are dedicated to Modern Slavery & Human Trafficking and Child Sexual Exploitation (as well as County lines and other strategic threat areas) - analyses all data, incl the VAT, to identify any current trends, hotspots or emerging trends.
- Problem profiles for MSHT & CSE are being currently being progressed by the analysts

### Coordination of work with Police colleagues across the Force

- the Hub staff are subject experts for Modern Slavery, Human Trafficking, complex Child Sexual Exploitation, NRM and the S45 defence.

### Support of national initiatives & established relationships with regional teams

- OP Aidant (NCA led intensification periods), County Lines Intensification periods, national CSE Awareness

### Safe Space - Utilisation of the Hub by all partners as a 'safe space' for vulnerable individuals

- None police / local authority identifiable building with additional facilities such as office space, meeting rooms and a large living area as well as witness interview room (ABE suite)
- Provides a space where time can be spent to meet and build the trust of individuals without the stigma of attending a police or local authority branded building
- Place of safety of unaccompanied migrant children taken into police protection under S46(1) Children Act 1989 – OP Innerste (we are seeing an increase in migration which will only grown given the current war crisis)
- Initial safe space for MDS victims – for period when appropriate accommodation is being sourced.
- Potential use for children taken into police protection. There is currently no out of hours provision for children in PP (younger children may get immediate access to foster carer but no current provision for older children) - we have had incidents of children sleeping on police station front office floors.

## Continued work to support women fleeing exploitation

'Grab bags' containing everyday essential items are being offered to women fleeing exploitation to help them break free from the cycle of abuse.

Together with partners, officers from Northumbria Police's Multi Agency Exploitation Hub, are helping women and children fleeing all forms of exploitation including modern slavery, human trafficking, abusive relationships, and county lines.

Most women in these coercive situations flee with only the clothes on their back and have no access to funds. Our officers work in conjunction with the local authorities, Soroptimist Groups, non-governmental organisations (NGOs) and The Salvation Army to provide help and support to these women.

The bags, provided by the local Soroptimists are given to victims who have come forward to police after leaving their homes without any belongings.

All the items within the bags – including clothing, hygiene products, make-up, and a purse – are new and have been purchased from funds raised/donated - helping victims take that initial step knowing they have support waiting for them.

"The grab bags contain all of the essentials that someone will need until secure and safe accommodation and other financial support is acquired for them. Often these people flee in the middle of the night, and it can make it difficult to access immediate support – this is where we come in.

Speaking to these women and hearing their journeys you quickly understand the fear and pressure they felt to stay within the realm of their exploitation. Their bravery is inspiring.

I want other women in these situations to hear us when we say that we're here ready to help and your safety, dignity and welfare is our top priority."

*Detective Chief Inspector Sharon Chatterton (Multi Agency Exploitation Hub)*

## Return Home Support – for children who go missing

A Return Home Support Worker (RHSW) role is now established within the Specialist Support Team as a dedicated resource. The Return Home Support Worker works to quickly build rapport with young people who have been reported missing, offer a safe space to talk about why they went missing, what happened while they were away and any remaining concerns they may have.

The Return Home Support Worker gathers intelligence and advocates on behalf of young people to help understand how we can effectively safeguard them and prevent further missing episodes.

The Return Home Support Worker has established strong links with our residential homes and spends time weekly in the homes to interact with our young people on an informal basis to strengthen trusting relationships.



Since the appointment of the Return Home Support Worker, RHI engagement rates have improved along with evidence of high-quality interventions.

The Return Home Support Worker has a regular presence in our Children's Homes and Young people have requested her support at CAMHS and other wellbeing related appointments.

RHI engagement rates have risen to 65% compared to 48% in August 2021, which is evidence of improvement but still with further work to do.

Young people have shared intelligence in relation to concerning activities in the community such as underage alcohol sales which have been reported to the relevant authorities who have responded accordingly.

A particular area for development is where our Return Home Support Worker is unable to establish contact with a young person following a missing episode.

Our RHSW has been proactive in strengthening relationships with our Children's Homes and this has had an impact on increased participation. In order to further improve engagement, this approach will now be extended to supported accommodation staff and private providers.

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"Since having the Return Home Support Worker in post we have had consistency and support for our young people, which I believe has helped protect and safeguard them. The RHS Worker goes over and above to get to know our young people and support them."  
(Children's Home Manager)

"It is apparent in the RHI that (Return Home Support Worker) has developed a good rapport with the young people she visits. The RHI's have been informative and helpful with associates/locations whilst missing. This information can then be used by police in any future missing episodes."  
(Police Missing from Home Co-ordinator)

## Operation Endeavour

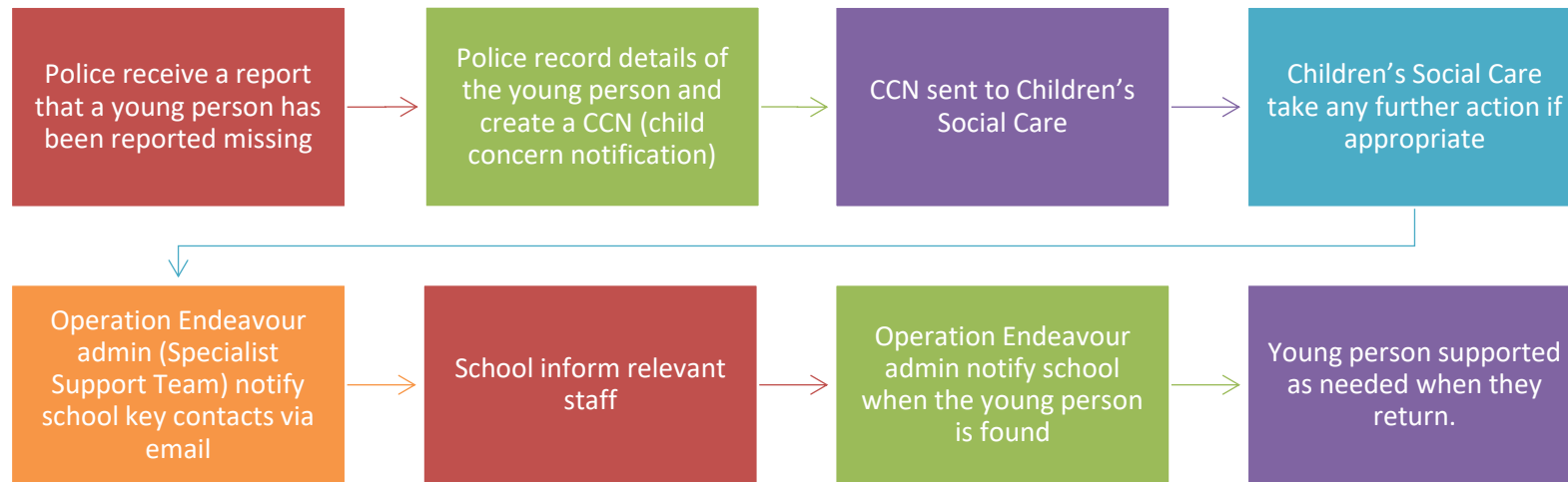
Operation Endeavour is a joint operation between Gateshead Children's Services and Northumbria Police to safeguard children and young people at risk of harm from going missing. This is an innovative project in which schools and colleges are participating.

Operation Endeavour aims to support children and young people who go missing from home. Children who go missing from home are at risk of significant harm and they may be vulnerable to sexual exploitation, violent crime, gang exploitation, or to drug and alcohol misuse.

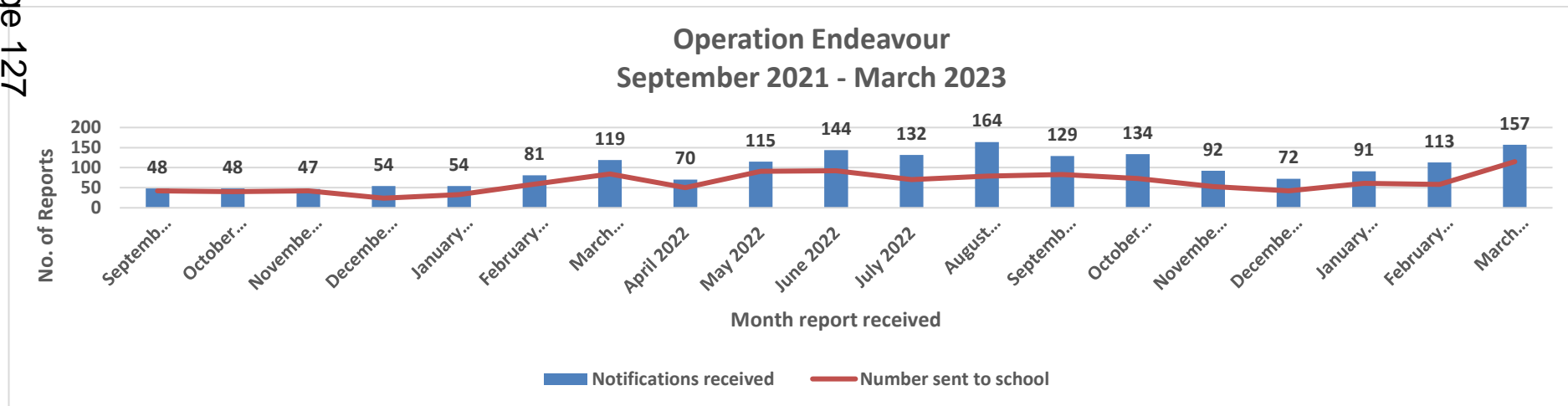
As a result, following any report of a child going missing to the Police, the Police will contact Children's Social Care who will then communicate relevant and necessary information to nominated school staff. Each school has members of staff (key adults) who have been fully trained in liaising with the Police and Children's Social Care when required, and will ensure that the necessary support is made available to the child or young person following their return

See:  [10 things you should know about Operation Endeavour \[277.37KB\]](#)

## Operation Endeavor Process



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\* Data for January 2022 is only up to 19/1/22 due to change in reporting system.

## 9. Summary of other thematic info

### Domestic Abuse

#### Domestic Abuse Service update

Our in-house Domestic Abuse Team is a highly skilled and specialist team offering:

Practical and emotional one-to-one support for adult victims of domestic abuse

Groupwork (Freedom Programme, START & Moving On)

Bespoke direct work with child victims of domestic abuse (children who have experienced DA in their home environment)

Bespoke direct work with young people who are in (or at risk of) abusive relationships themselves

Bespoke direct work with perpetrators of abuse (Behaviour Change programme)

Domestic Abuse Workers provide practical and emotional support to those affected by domestic abuse. The role of Domestic Abuse Worker is to identify risk factors, empower victims to make informed choices and promote strategies that manage risk. Whilst all Domestic Abuse Workers work with adults, young people and children, within the team there are 2 specialist children's workers who offer bespoke, one-to-one interventions with children and 1 specialist young people's worker who supports young people experiencing (or at risk of) domestic abuse in their own relationships.

The Domestic Abuse Team works with in excess of 200 victims of domestic abuse at any given time, currently 187 adults and 61 children/young people. In the period September 2021 - March 2023, there have been 2740 referrals to the Domestic Abuse Team, 1868 in the 12 month period April 2022 – March 2023.

Where there are children in the family, all DAT intervention has a direct or indirect impact on the children. Direct work with children takes a therapeutic approach and is usually very specific. This may cover aspects such as:

Age specific safety planning

Dealing with feelings

Healthy relationships

Goal setting

Positive gender work

Rebuilding relationships  
(between the child and the non-abusive parent)

Children are always considered as part of the safety planning. A children's risk assessment is undertaken, any safeguarding concerns addressed, and other services are drawn on where appropriate utilising counselling services, CYPS, the Emotional Well-Being Team, or the PCC funded *Bright Eyed and Bushy Tailed* programme. Parents are supported to open up conversations with their children about their experiences. There is a strong focus on repairing bonds with the non-abusive parent whilst discussing appropriate and safe contact arrangements as required or supporting clients to access legal advice to gain prohibited steps or child arrangements orders as required.

All 3 group work programmes (Freedom, START, Moving On) consider parenting and the impact of DA on children. Moving On is entirely focussed on the impact domestic abuse can have on parenting and repairing relationships.

One of our Domestic Abuse Workers has recently undertaken the specialist 'Responding to young people affected by domestic abuse' YPVA qualification and in September 2022, we have implemented a dedicated offer of support for young people who are in (or at risk of) abusive relationships themselves. This offer has strong links with the wider contextual safeguarding work in relation to missing and exploitation.

#### Some feedback:

- I will tell my children about you when they are older and how you helped me through the dark times.
- Because of you I have found the inner strength to motivate myself to better myself and my children's future and make them proud.
- My son told me she helps him to stop worrying as much and it makes him feel good because he can talk to someone about stuff that he can trust.
- The anxiety in my belly has gone, I feel validated and like I have more power over my situation.
- She (DAT worker) really was a beacon of support when I needed it most and for that, I am forever grateful.
- You were a source of comfort and great counsellor. As a result, this has brought her and the girls to a point where they are not just surviving but thriving.
- I'm grateful for the time you took with me and the patience you had, listening to me arcane and despair at a time when no one really "Heard" me.... You "Heard" me.

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#### Behaviour Change Programme

The Behaviour Change Program is a flexible one to one program which is built around three core theories:

Cognitive Behavioural Therapy, where the use of violence is attributed to learned behaviours aimed to achieve specific outcomes, work is completed to alter patterns of thought in order to change future behaviour;

Psychodynamic approaches, where abusive partners are educated to recognise the feelings and emotional disposition that precipitate violence to support them to divert and de-escalate; and,

Pro-feminist approaches which look at societal, familial and personal views and how these have been influenced by patriarchal values to create expectations around gender roles.

Behaviour Change Workers deliver bespoke, one-to-one interventions to break the cycle of abuse, promote safety for victims and children, and ultimately reduce the multiple negative impacts of domestic abuse. The role of the Behaviour Change Worker is to work collaboratively with Domestic Abuse Workers, Social Workers, Lead Practitioners, Police and other professionals to provide bespoke interventions with those who demonstrate abusive behaviours.

2 of the 16 BCP modules are specifically focused on the impact of domestic abuse on children these cover issues such as parent-centred behaviours, boundaries, fathering circles, in addition to looking at the specific effects that living with domestic abuse has on children.

There have been 195 referrals to the programme in the period September 2021 - March 2023, (113 in the 12 month period September 2021 – September 2022; 122 in the 12 month period April 2022 – March 2023). The program is currently in the process of being assessed for RESPECT accreditation, this is the national gold standard for domestic abuse perpetrator programs. An initial site visit took place in September 2022, and it is hoped that final accreditation will be achieved by June 2023.

The program is also being independently evaluated by Newcastle University who have undertaken interviews with clients, relevant professionals, victim/survivors and practitioners and will also be reviewing relevant data sources.

The BCP team are developing a training program for the wider work force around work with abusive partners to create greater confidence and engagement with perpetrators of domestic abuse in all areas of the system.

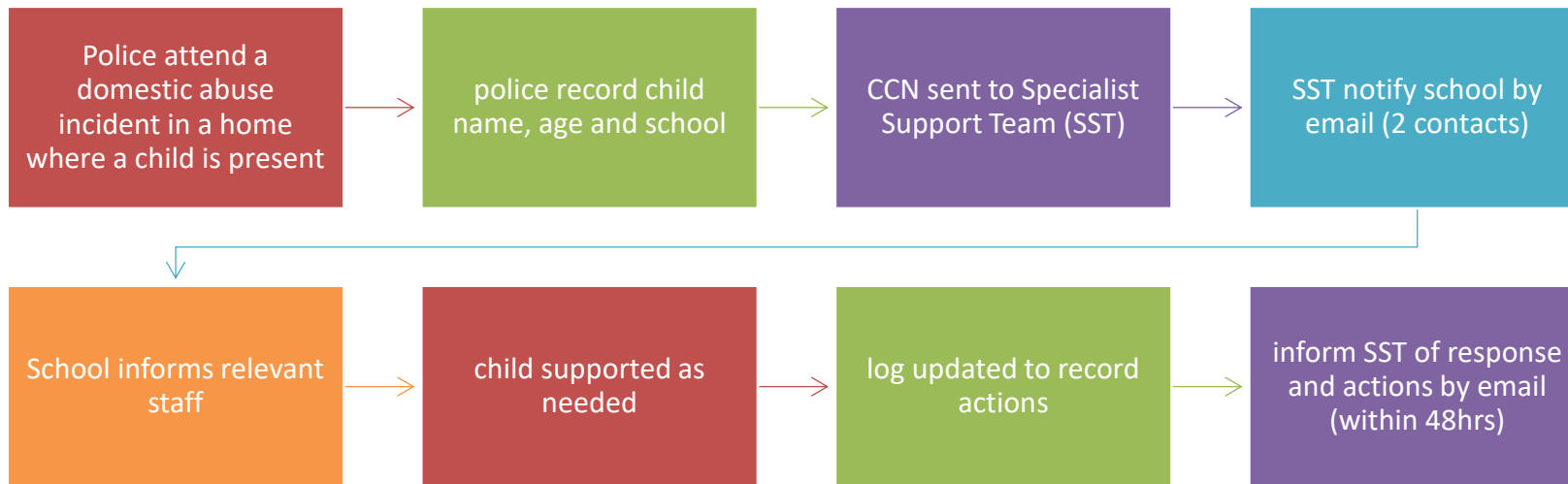
#### Some feedback:

- This is all about what I did wrong, and I absolutely accept that now, that weighs heavy but now I am in the right place to listen to what people need.
- Behaviour Change Programme has changed my relationship with my children, it has prepared me for when the contact starts again, and I don't think I was ready for that before this.
- This has been a massive emotional learning experience; it's informing my behaviour all the time.

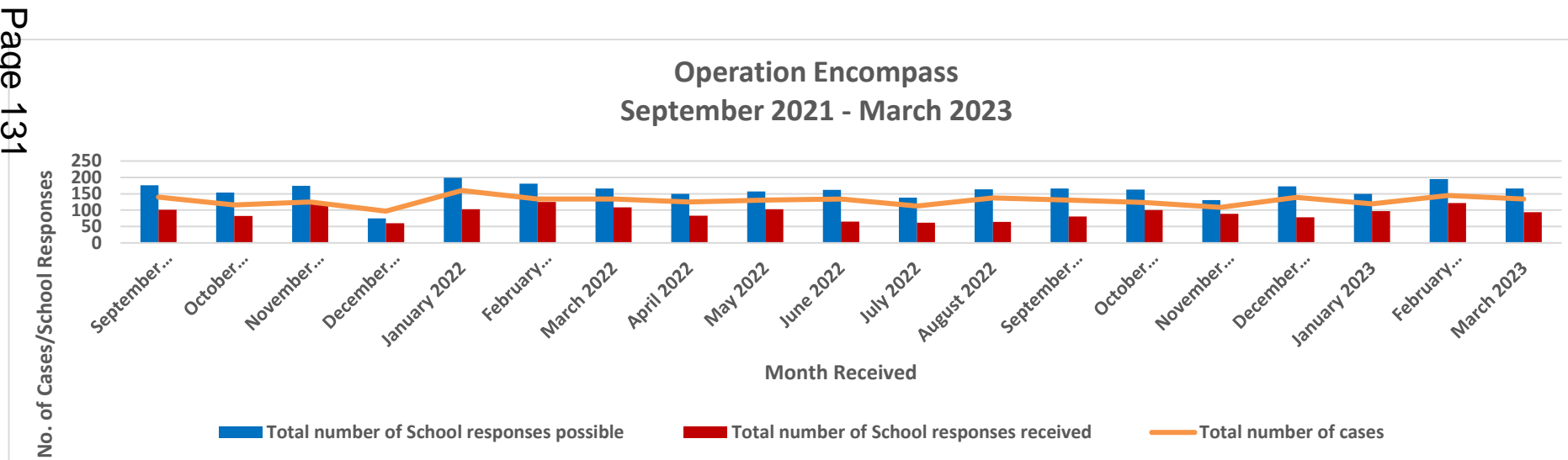
#### Operation Encompass

Operation Encompass is a police and education early information safeguarding partnership enabling schools to offer immediate support to children experiencing domestic abuse. Operation Encompass ensures that there is a simple telephone call or notification to a school's trained Designated Safeguarding Lead/Officer (known as Key Adult) prior to the start of the next school day after an incident of police attended domestic abuse where there are children related to either of the adult parties involved. Information is shared with a school's Key Adult (Designated Safeguarding Lead or Officer) prior to the start of the next school day after officers have attended a domestic abuse incident. This sharing of information enables appropriate support to be given, dependent upon the needs and wishes of the child.

**Operation Encompass Process:**



**Operation Encompass  
September 2021 - March 2023**



## Early Help

Children and their families have a substantial early help offer delivered through our children's centres. The offer comprises of a whole-family intervention (Targeted Family Support), parenting programmes, reducing parental conflict programmes, Team Around the School (TAS) model, community (Beacon Lough) co-location and an online offer.

There are eight recognised Children's Centres in Gateshead, including our three main sites at Deckham, Chowdene and Blaydon. Children's Centres staff also deliver the offer at nine community/VCS locations throughout the borough. An early help worker and a social worker is based in the High Fell ward alongside VCS partner Edbert's House. The Play Service provide a community outreach function weekdays and on a Saturday for children and young people with SEND, referred by CWD colleagues.

Our practice in Early Help is centred around the importance of developing high quality and trusting relationships. A priority for 2023 is to further embed the Practice model and the Quality Assurance Framework which has been revised in children's social care.

### Impact of Early Help is demonstrated by:

- Supporting Families Programme Outcomes Target in 2021/22 – 100% of all outcomes achieved since introduction of programme in 2015.
- Children's needs are met at the earliest possible stage, since March 2022, 88.98% of cases closed to Early Help have not returned to Tier 3 statutory services (almost 9 out of 10 children are not re-referred), a measure of sustained change.
- 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.
  - Clear procedures/thresholds in place – patterns regularly reviewed in Early Help Performance Clinics;
  - IRT/Early Help facilitate joint training on thresholds (Level 3 Safeguarding)
  - 62.1% of of EHAs (407) are completed by services external to Gateshead Council
  - 66.1% of EHAs completed are initiated from outside of the Early Help Service which positively demonstrates the partnership application of the Early Help strategy.

### Future plans:

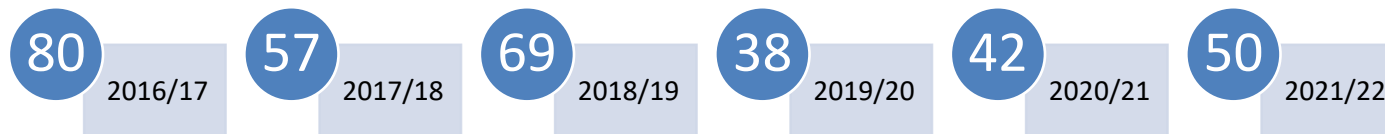
- Gateshead is one of 75 Upper Tier Local Authorities selected for funding to implement a network of Family Hubs between 2022-25.
- Gateshead will receive new 'Turnaround' funding to work with 92 children and young people (aged 10-17 years) at risk of entering the youth justice system between 2022-25.
- Gateshead triaged 1,899 referrals as the regional referral gateway for the Reducing Parental Conflict Programme, exceeding the referral target set by DWP by 13% and posting a programme start rate (parents/carers) of 73%. The LA has applied for and received a new DWP grant totalling almost £60K over 2 years to train facilitators in some of the programmes offered so that interventions can continue to be delivered as part of a local RPC offer.
- The updated partnership Gateshead Early Help Strategy will be published in Summer 2023.



## Permanent exclusions 2020/21

During 2021/22 there were 50 young people permanently excluded from secondary schools, an increase of 19% from the previous year. There were no primary permanent exclusions.

### Number of secondary permanent exclusions since 2016/17 academic year:



### Reasons for permanent exclusions in 2021/2022:

Reason	Number
Physical assault (pupil)	5
Physical assault (adult)	6
Verbal abuse (pupil)	0
Verbal abuse (adult)	0
Bullying	1
Racist incident	1
Sexual misconduct	0
Drug/alcohol	4
Damage	0
Theft	0
Persistent disruptive behaviour	31
Inappropriate use of social media	0
Other	2

### Permanent exclusion rates nationally and in Gateshead:

	2019-2020	2020-2021	Autumn term 2021-2022
National suspension rate	0.06	0.05 (-0.01)	0.03
Gateshead suspension	0.11	0.14 (+0.03)	0.04

The rate of permanent exclusion over the three-year period (autumn term 2021-2022) is significantly above the national average.

Research highlights that pupils who are excluded are at greater risk of having poorer educational outcomes, more fragile to criminal and sexual exploitation and have reduced life chances.

### In 2021-2022

- boys represented the highest number of permanent exclusions that were issued and upheld. They are approximately three times more fragile to permanent exclusion than girls. This is a trend continued from the previous year.
- none-SEN pupils represent the highest group of pupils that were issued with a permanent exclusion that was upheld.
- Key Stage 3 was the phase where most permanent exclusions were issued and upheld. This is a trend continued from the previous year.
- In 2021-2022 persistent disruptive behaviour was cited on the greatest number of permanent exclusions issued and upheld.

## 10. Child deaths

The Child Death Overview Panel (CDOP) is a multi-agency panel which aims to scrutinise the circumstances surrounding each child's death and where appropriate, provide challenge to the agencies involved to further enhance the learning, as well as make recommendations to the appropriate agencies to improve service delivery and patient experience.

The CDOP will in each case classify the cause of death, identify contributory factors, identify any modifiable factors (those which can be changed through national or local interventions) and make recommendations to prevent future similar deaths, or improve the safety and welfare of children in the local area and further afield. Ascertain why a child has died by a thorough but proportionate review of the facts and circumstances surrounding the death.

### [Child Death Overview Panel – Annual Report \(2021–2022\)](#)

This is the second annual report of the joint North and South of Tyne Child Death Overview Panel (N&S Tyne CDOP), which contains a summary of the activity carried out by the panel across the 6 LA areas represented: Gateshead, Newcastle, Northumberland, North Tyneside, South Tyneside and Sunderland.

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In 2021/22 there were a total of **91 child death notifications** across Northumberland, North Tyneside, Newcastle, Gateshead, South Tyneside and Sunderland (North and South of Tyne), 13 for Gateshead. The highest number of child deaths were below the age of 27 days. A child is most at risk of death within the first year of life, and particularly within the first 27 days of life.

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There was a total of **73 child death reviews**, 9 for Gateshead.

### Modifiable factors

The review process is required to identify deaths where modifiable factors occur, in order that agencies learn lessons, improve practice and ultimately prevent further deaths. A modifiable factor is defined as something which: *“may have contributed to the death of the child and which, by means of locally and nationally achievable interventions, could be modified to reduce the risk of future child deaths”*.

There were 4 out of 9 (44%) modifiable factors identified in the Gateshead reviews. Of the 73 cases reviewed in 2021/2022, modifiable factors were identified in 28 cases (38%) NCMC national data<sup>3</sup> shows the North East rate was 34% and the national rate was 37%.

It is worth noting that the child death process also creates an opportunity at the meetings held before the panel review (Joint Agency Response Meetings, Morbidity and Mortality and Child Death Review Meetings) for services to identify other smaller, micro-changes to practice, e.g. a need for workplace training or amendments to internal policies and procedures.

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<sup>3</sup> [NCMD Child death review data release 2022](#)

## Examples of action taken to reduce child deaths across the CDOP footprint

### Primary Care

- As a result of a child's death a primary care practice introduced a system to highlight vulnerable young people who were not requesting repeat prescriptions for long term mental health conditions. The preliminary findings after a six-month review identified five such cases.
- When primary care has undertaken pieces of work as above, the learning is shared with other practices via GP TeamNet, email and peer review sessions.

### Midwifery

- The maternity service in Northumberland completed a gap analysis of ongoing public health workstreams to ensure the modifiable factors were being addressed. An area of focus was safe sleeping practices, and as a result the maternity service planned their educational 'Theme of the Month' around safe sleeping practices.
- This includes educational displays in all staff areas throughout the service, an update of the Head of Midwifery monthly newsletter, a parent education drive with information shared via social media platforms and also in patient facing areas in the maternity units.
- An online survey was shared with parents to gather data regarding the information midwifery staff were providing, whether this was adequate, and which areas needed further development (interestingly this was around safe bed sharing practices...).
- The results of this survey fed into the gap analysis and action plan and as a result patient information has been updated and will be transitioned onto BadgerNet from April 2022.

### NCMD Webinars

- The 58 CDOPs contribute data nationally which is then used to develop themed reports and inform professionals and policy makers, highlights from this work includes:**
- 1. Continued sharing of real-time child death data with NHS England to support and inform the national response to COVID-19 pandemic.
- 2. Child Mortality and Social Deprivation Report May 202, supported by a webinar
- 3. Suicide in Children and Young People Oct 2021, supported by a webinar
- 4. Child deaths in England after Covid-19 infection during the first pandemic year
- 5. How to complete a reporting form effectively, supported by a webinar
- 6. The Role of the Key worker, supported by a webinar
- 7. Safety notices shared on super strong magnets and baby slings: these come about when the NCMD receive a notification of a child's death and they believe the risk to other children is great enough to warrant a national alert.

See: [CDOP Annual Report 2021-2022](#) for more information

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**TITLE OF REPORT:** Annual Work Programme 2023-24

**REPORT OF:** Sheena Ramsey, Chief Executive  
Mike Barker, Strategic Director, Corporate Services  
& Governance

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## Summary

To provide details on development of the work programme for Overview and Scrutiny Committees (OSCs) and the provisional work programme for Families OSC for the municipal year 2023-24.

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## Development of 2023-24 Work Programme

1. Every year each Overview and Scrutiny Committee draws up a work programme based on the Council's policy framework which is then agreed by the Council as part of the policy planning process.
2. The Committee's work programme is a rolling programme which sets the agenda for its meetings. It is the means by which it can address the interests of the local community, focus on improving services and seek to reduce inequalities in service provision and access to services.
3. OSC members have been involved, through consultation, in shaping the focus of the work of specific OSCs and have been provided with an opportunity to comment on the emerging themes at the April 2023 OSC meetings. The emerging themes have taken account of the need to support the Council's Thrive agenda and add value, the Council's Performance Framework; the Gateshead Strategic Needs Assessment and the Council's Health and Wellbeing Strategy.
4. Subsequently, in line with usual practice, partner organisations have been consulted on the themes identified through consultation with members and have indicated that they are supportive of the emerging themes overall. Partners have also put forward some suggested areas for scrutiny for specific OSCs as set out in Appendix 2 to the report.
5. The proposed 2023/24 work programme (attached at Appendix 1) remains provisional as:-
  - Cabinet may wish to refer further issues to Overview and Scrutiny Committees for further consideration.
  - It does not take account of new policy issues which may be identified during the year, which Cabinet may wish to refer to Overview and Scrutiny; and
  - It does not include issues identified by members of committees on an ongoing basis during the year as a result of scrutiny decisions, call in and councillor call for action.

## Recommendations

6. The Committee is asked to:-

- a) Note the information contained in the annual work programme report and provide any comments.
- b) Endorse the Overview and Scrutiny Committee's provisional work programme for 2023-24 attached at Appendix 1, subject to any amendments arising from consideration of Appendix 2, and refer it to Council on 20 July 2023 for agreement.
- c) Note that further reports will be brought to the Committee to identify any additional issues which the Committee may be asked to consider.

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**Contact:** Rosalyn Patterson

**Ext:** 2088

<b>DRAFT Families OSC Work Programme 2023-24</b>	
<b>15 June 2023</b>	<ul style="list-style-type: none"> <li>• <b>Trauma Informed Care Report</b></li> <li>• <b>Performance Management and Improvement Framework – Year End Performance 2022-23</b></li> <li>• <b>Children’s Safeguarding Partnership Annual Report – Plans and Emerging Priorities</b></li> <li>• <b>LADO Annual Report</b></li> <li>• <b>Corporate Parenting Board Annual Update</b></li> <li>• <b>Work Programme</b></li> </ul>
<b>7 September 2023</b>	<ul style="list-style-type: none"> <li>• <b>Outcome of Youth Justice Service Inspection with Action Plan</b></li> <li>• <b>Social Services Annual Report on Complaints and Representations – Children</b></li> <li>• <b>Progress on delivering Early Help and Prevention Strategy</b> <i>(to include Family Hub development; delivery of Healthy Child Programme and Baby Box scheme)</i></li> <li>• <b>Work Programme</b></li> </ul>
<b>19 October 2023 (5.30pm)</b>	<ul style="list-style-type: none"> <li>• <b>Update on support to vulnerable adolescents</b> <i>(to include those missing and exploited / on the edge of Care – impact of strategies to reduce demand for children entering care)</i></li> <li>• <b>Trauma Informed Team Update</b></li> <li>• <b>Preventing Homelessness for Young People</b></li> <li>• <b>Work Programme</b></li> </ul>
<b>30 November 2023</b>	<ul style="list-style-type: none"> <li>• <b>Performance Management and Improvement Framework – Six Month Update – 2023-24</b></li> <li>• <b>Progress Update on delivery of SEND Strategy</b> <i>(to include progress against all 4 priorities; SEND tribunal data; pathways into EET for those with SEND)</i></li> <li>• <b>Delivery of Therapy Services for children - impact and outcomes</b></li> <li>• <b>Overview of delivery of mental health services for children and young people</b></li> <li>• <b>Work Programme</b></li> </ul>
<b>18 January 2024</b>	<ul style="list-style-type: none"> <li>• <b>Schools Performance Overview Report</b> <i>(including attendance, attainment and exclusion data; ofsted school outcomes)</i></li> <li>• <b>Early Years Sufficiency</b></li> <li>• <b>Regional Adoption Agency Annual Report</b></li> <li>• <b>Work Programme</b></li> </ul>
<b>7 March 2024</b>	<ul style="list-style-type: none"> <li>• <b>Annual Progress Update on Children’s Social Care Improvement Plan</b></li> <li>• <b>Preventing Youth Crime and Serious Violence</b> <i>(invite HEHC OSC to jointly look at this)</i></li> <li>• <b>Work Programme</b></li> </ul>



18 April 2024	<ul style="list-style-type: none"><li>• <b>Response to Child Poverty in Gateshead</b></li><li>• <b>Health Service support in schools for children with chronic health conditions / childhood allergies</b> (<i>to include trends, treatment, management in schools</i>)</li><li>• Work Programme</li></ul>
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**Issues to slot in:**

- Benefits arising from the changes to the Music Service (*Helen F – to take up with colleagues*)
- SEND Inspection outcomes (*September – November time potentially depending on if inspected*)

## Emerging Issues for OSC Work Programmes 2023-24

### Corporate Resources OSC

- **Demand Pressures**
- **Impacts of Brexit, conflict in Ukraine, legacy of Covid-19** (to look at effect on ability to achieve targets)
- **Workforce Strategy** (to look at age / gender / where vacancies are / age groups / why staff are leaving / sickness / health of workforce / equality issues)
- **Digital and online services**
- **Implementation of the Council's Fuel Poverty Action Plan**
- **Development of Performance Management and Improvement Framework presentation format / members training**
- **Capturing wider regeneration benefits of Gateshead Quays** (to look at the benefits of a wider geographical area including the Old Town Hall, the Town Centre and Baltic Quarter)
- **The geographical distribution of the Capital Programme**
- **Review of the Budget Management process**
- **Update on voluntary sector resilience** (focus on how voluntary sector are surviving in these challenging financial times)
- **Resilience and Emergency Planning annual update** (including strength / robustness of our response to emergencies, caused by climate change, including the power network – high winds damaging power lines, felling trees. Flood risks during heavy rainfall)
- **Performance Management & Improvement Framework** (six monthly performance reporting)
- **Corporate Asset Management – Delivery and Performance**
- **Information Governance annual update**
- **Health and Safety Performance – Annual report**
- **Budget Annual Report including savings delivery**

### Care Health and Wellbeing OSC

- **Update on the new LPS (Liberty Protection Safeguards)**
- **Update on Work to Attract and Retain a multi professional Workforce / Access to GP Appointments** (focus on how different practices manage demand that they cannot fulfil; same-day appointments only; in person and phone appointments; access barriers to appointments via landline, mobiles and online booking. Any particular groups experiencing difficulty securing appointments / patient satisfaction data broken down to each surgery. To include information on whether younger GPs coming into the profession in Gateshead prefer to be directly employed NHS Workers, salaried GPs or the traditional GP business model)
- **The Newcastle and Gateshead Persistent Physical Symptoms Service (PPSS)**
- **Support with the menopause, menstrual cycle problems and post-partum mental health issues: access to specialist support and variations of approach across Gateshead GP practices**
- **Demand pressures on Social Care Services**
- **Widening inequalities / long-term health impacts**
- **Ongoing issues surrounding hospital discharge and residential care numbers**
- **Public Health update on the £5m grant to research inequalities**
- **CQC Assurance**
- **CQC Maternity Inspection**
- **Departmental Strategy and Delivery Plan**
- **Strengths Based Approaches**
- **Co Production**

- **Social Care Recruitment**
- **Home Care Model**
- **Care Home Model**
- **Extra Care / Supported living models**
- **Visit to Sister Winifred Laver Promoting Independence Centre**
- **Performance Management & Improvement Framework – six monthly performance reporting**
- **Health and Wellbeing Board –Six Monthly Update**
- **Social Services Annual Report on Complaints and Representations – Adults**
- **Annual Report of Local Adult Safeguarding Board and Business Plans & emerging priorities**
- **Healthwatch Gateshead Annual Update**

### ***Partner Feedback***

#### **CBC Health Federation Ltd**

Gateshead Primary Care Networks (PCNs) are supportive of the areas committee is focusing on. However, OSC is asked to expand the focus on recruitment and retention of GP's to include a look at locum work in Gateshead. This is a route most go down now and this is creating instability. OSC is asked to focus on the number of GPs leaving to become locums or retiring early so understanding the number of whole time equivalent GPs working in Gateshead, the number of patients per WTE GP as well as the number of GPs leaving versus joining the profession.

### **Families OSC**

- **Trauma Informed Team - Update**
- **The benefits arising from the changes to the Music Service**
- **Children's Services approach to poverty**
- **Impact of Family Hub Development**
- **Impact of Strategies to Reduce Demand for Children Entering Care**
- **Health service support in schools for children with chronic health conditions / childhood allergies: trends, treatment and management in school**
- **School Performance** (to include Ofsted outcomes / school data and performance / Special School information from Headteachers)
- **Preventing Youth Crime and Serious Violence** (to include Strategy; impact and outcomes) *(joint scrutiny with reps from HEHC OSC)*
- **Outcome of Youth Justice Service Inspection with Action Plan**
- **LADO Annual Report**
- **Annual Progress update on Children's Social Care Improvement Plan**
- **Regional Adoption Agency Annual Report**
- **Children's Safeguarding Partnership Annual Report**
- **Reducing Childhood Obesity / Healthy Child Programme**
- **Early Years Sufficiency**
- **Progress Update on Delivery of new SEND Strategy** (to include updates from workstreams and Local Offer – feedback from families, quality and timeliness of EHCPs. Understanding the cohort of children; diversity issues / transitions and preparing for independence. Development of Alternative Provision Strategy / pathways into Education, Employment and Training for those with SEND)
- **Delivery of Therapy Services for children – impact and outcomes / Annual Joint Report for new initiatives in Gateshead looking at children's mental health**
- **Performance Management & Improvement Framework** (six monthly performance reporting)
- **Corporate Parenting Board Annual Update**

- **Annual Report on Complaints and Representations – Children**

### **Housing, Environment and Healthy Communities OSC**

- **Climate Change** (to include fleet, community EV provision and infrastructure / local transport networks and car dependency / impact of domestic fires and log burners / school catering re plant-based alternatives)
- **Changing Futures Northumbria, MCN and Homelessness**
- **Affordable Housing provision in the Borough** (to include profile of existing stock / proposed housing / affordability)
- **Housing Development Programme Update** (to include what is being built and where, i.e. brownfield / greenfield. Breakdown of tenure / challenges and how tackling / sustainable living to reach Net Zero goals)
- **Building Safety Compliance in Council Homes / assurance**
- **Voids**
- **Repairs and Maintenance – Progress Update**
- **Tenant Satisfaction Survey 2023** (results and next steps)
- **Update on Allotments**
- **Lifelong Learning** (focus on what is available academically and physically – is there a clear picture of provision across the borough)
- **Economic Development / Physical Development and Regeneration** (to include overview of the Strategy / plans for achieving this and how they align with the NE LEP's defined objectives for more and better jobs / how is success measured)
- **Parking Enforcement** (to look at prevention / improved enforcement / plan and projected timescales / measuring success)
- **Locality Working** (to look at progress and any impacts)
- **Green initiatives in the Budget**
- **Update on new approach to anti-social behaviour**
- **Bus Services** (to look at impact of cuts to services on communities, in particular remote villages)
- **Street Lighting** (to look at impact of changes to street lighting in line with light pollution considerations / perceptions of safety with some lights being turned off during the night)
- **Performance Management & Improvement Framework** (six monthly performance reporting)
- **The Flood and Water Management Act 2010: Annual Progress Report**
- **Housing Performance and Compliance Monitoring** (to include updates on Housing Regulatory Self-Assessment, Repairs and Maintenance Improvement Plan, Housing Compliance, Operational Performance, Housing Satisfaction Survey, Resident Influence Panel update)
- **Community Safety priorities update / progress updates**

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