



FAMILIES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Thursday, 7 September 2023 at 1.30 pm in the Bridges Room - Civic Centre

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies for absence
2	Minutes of last meeting (Pages 3 - 8) The Committee is asked to approve as a correct record the minutes of the last meeting held on Thursday 15 th June 2023.
3	Social Services Annual Report on Complaints and Representations (Pages 9 - 22) Report of Alison Routledge, Quality Assurance and Commissioning.
4	HMIP Inspection of Youth Justice Services in Gateshead (Pages 23 - 42) Report and Presentation of Emma Blackwell, Team Manager for Youth Justice Service.
5	Early Help Strategy 2023-26 - progress against the key priorities, including Family Hubs implementation update (Pages 43 - 86) Report and Presentation of Andrea Houlahan, Childrens Social Care and Lifelong Learning.
6	Gateshead's Children and Young People's Mental Health and Emotional Wellbeing Local Transformation Plan 2023-24 Update (Pages 87 - 98) Presentation of Angela Kumar, NHS North East and North Cumbria.
7	Annual Work Programme 2023-24 (Pages 99 - 102) Joint report of Sheena Ramsey, Chief Executive and Mike Barker, Strategic Director, Corporate Services and Governance.

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GATESHEAD METROPOLITAN BOROUGH COUNCIL
FAMILIES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Thursday, 15 June 2023

PRESENT: Councillor M Hall (Chair)

Councillor(s): D Burnett, B Clelland, P Craig, K Henderson, H Kelly, K McCartney, J Mohammed, L Moir, A Ord, M Ord, D Robson, D Weatherley, Ayodele Akin and Rachel Walton

APOLOGIES: Councillor(s): D Bradford, L Caffrey and E McMaster

F86 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Bradford, Caffrey, McMaster and Mullen.

F87 MINUTES OF LAST MEETING

RESOLVED - That the minutes of the meeting held on 27 April 2023 were agreed as a correct record.

F88 CONSTITUTION

RESOLVED - That the constitution of the Committee for municipal year 2023/2024 be noted.

F89 ROLE AND REMIT

RESOLVED - That the remit and terms of reference of the Committee as previously agreed by the Cabinet and Council be noted

F90 PERFORMANCE MANAGEMENT AND IMPROVEMENT FRAMEWORK - YEAR END PERFORMANCE 2022-23

The Committee received a report and presentation on 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 provided an overview of performance relevant to the role and remit of this committee.

The Committee were advised that 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 was set out and attached to the main report at

Appendix 1. Areas of particular relevance to this Committee were highlighted in the 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.

The Committee were advised that 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.

The Committee were advised that 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 focused 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.

Work is ongoing to improve the presentation of performance information and analysis, particularly as a catalogue of data is gathered over time through performance reporting phases and it is important the PMIF is flexible and able to evolve to ensure it remains relevant.

- RESOLVED -
- i) That the information be noted
 - ii) The Committee welcomed the year end performance report attached to the main report at Appendix 1.
 - iii) The Committee recommended the performance report to Cabinet for consideration on 18 July 2023.

F91

CORPORATE PARENTING ANNUAL SUMMARY

The Committee received a report and presentation on the Annual Review of Corporate Parenting Activity 2022/23.

The report provided 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 (attached at Appendix 1) and work to be undertaken by the Corporate Parenting Board over the next 12 months.

The Committee were advised that the current situation was that 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, Councillor 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.

Over the past 12 -18 months the board has been revised and the corporate parenting partnership has been re-established and strengthened. Six young

ambassadors were recruited following proposals from the Corporate Parenting Board and have been in post for 12 months. Their work plan is routinely reported into the Board for consideration.

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.

The Committee were also advised of the next steps 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.

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.

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.

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.

- RESOLVED -
- i) That the information be noted
 - ii) The Committee noted the content of the report and accompanying power point presentation
 - iii) The Committee requested that the Care Leavers Ambassadors be invited to the next meeting (Sept) to give a presentation on their own experiences

F92

TRAUMA INFORMED CARE

The Committee received a report and presentation which provided an overview of the development and progress of the new Trauma Informed Care Service, which is initially been funded for a 2-year pilot project within Gateshead.

The report provided background, policy content, Gateshead prevalence and details of building on good practice to the Committee.

The Committee were advised that 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 recognise 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.

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.

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.

The Committee were advised of the proposed outcomes, staffing requirements and progress to date and the next steps were outlined as follows:-

- Agree workforce training strategy to ensure all practitioners in Gateshead Children's Services are trauma aware
- Agree co-production model to ensure the lived experience of young people who have experienced adverse childhood experiences and trauma shape the service delivery model
- Develop and agree pathways 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

RESOLVED - i) That the information be noted
 ii) The Committee to receive regular updates as the pilot develops

F93 LOCAL AUTHORITY DESIGNATED OFFICER (LADO) ANNUAL REPORT

The Committee received a report and verbal presentation on the LADO Annual Report.

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

Safeguarding procedures are in place to manage allegations against staff or volunteers who work with children in Gateshead. These procedures are applied 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

The Annual Report for the period 1 April 2021 – 31 March 2022 was attached at Appendix 1 for information.

- RESOLVED -
- i) That the information be noted
 - ii) The Committee were satisfied with the robustness of the process and the identified recommendations contained in the Annual Report

F94 CHILDREN'S SAFEGUARDING PARTNERSHIP ANNUAL REPORT - PLANS AND EMERGING PRIORITIES

The Committee received a verbal update on the Gateshead Safeguarding Partnership Annual Report 2021/22-23.

The Committee were advised that the Annual Report covers an extended reporting period in order to re-align the Gateshead Safeguarding Children Partnership (GSCP) Annual Report to the financial reporting period from April 2023. As a result, the report covered a period of 18 months (September 2021 – March 2023).

A new Independent Scrutineer has also been appointed as Chair and Independent Scrutineer and that person is Heather Pearson.

The Committee were advised that 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).

The Committee were advised that 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 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

The Committee were advised that in February 2023 an initial review workshop involving two of our Young Ambassadors, the leader of our Youth Council and GSCP Members. Discussions focussed on governance and structures, strengthening involvement of young people in our arrangements and what was felt to be the issues that were of most concern currently. The feedback will be used to develop and strengthen the partnership during the review. The outcome of the review will then be utilised to develop our partnership further and refresh the plan and priorities during 2023.

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

F95 WORK PROGRAMME

The Committee received a report which provided details on the development of the work programme for OSC Committee’s and the provisional programme for Families OSC for the municipal year 2023-24.

The proposed 2023/24 work programme was attached the main report as Appendix 1 and remains provisional as:-

- Cabinet may wish to refer further issues to OSC’s 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

- RESOLVED -
- i) That the information be noted
 - ii) The Committee endorsed the OSC’s provisional work programme for 2023-24 attached at Appendix 1, subject to any amendments arising from consideration of Appendix 1, and refer to Council on 20 July 2023 for agreement;
 - iii) The Committee noted that further reports will be brought to the Committee to identify any additional issues which the Committee may be asked to consider.

Chair.....

TITLE: **Children and Families Service - Annual Report on Services Complaints, Compliments and Representations - April 2022 to March 2023**

REPORT OF: Alison Routledge, Social Care Complaints Manager

SERVICE: Quality Assurance and Commissioning, Integrated Adults and Social Care Services

SUMMARY

The Children Act 1989 Representations Procedure (England) Regulations 2006 sets out the procedure that Local Authorities have a responsibility to follow when a complaint is made about Children's Social Services. Regulation 13 (3) of this Act states that all local authorities must publish an Annual Report (1 April to 31 March) to identify the number, detail and outcomes to all complaints received. The information within this Annual Report fulfils Gateshead Council's obligations under this regulation and covers the period between 1 April 2022 – 31 March 2023.

1.0 The Statutory Complaints Procedure

- 1.1 This procedure is for all representations received from children and young people, their parents, foster carers, or other qualifying adults about Gateshead Council's Children's Services.
- 1.2 The Statutory Procedure covers complaints about services delivered to children and young people under Part 3 of the 1989 Act and specific functions under Parts 4 and 5 of the Children Act 1989.
- 1.3 There are three stages to the procedure:

Stage 1 - Local Resolution

Operational managers investigate Stage 1 complaints. Complaints at this level are expected to be concluded within ten working days, with an extension of further ten working days, (with the agreement of the complainant), if necessary. The maximum time for a Stage 1 investigation is twenty working days.

Stage 2 – Investigation

Investigations at Stage 2 are conducted at arm's length to the operational service complained about, with full and formal reporting to the complainant by an Adjudicating Officer, (usually at Service Director level), within twenty-five working days, with extension up to sixty-five working days, if necessary, which must be negotiated with the complainant.

Stage 3 – Review Panel

If there is any residual dissatisfaction with the outcome at Stage 2, the complainant can request that the issues are taken to a Review Panel, (Stage 3). A Stage 3 Review Panel must be requested within twenty working days of receipt of the Stage 2 investigation findings. A Stage 3 Review Panel is the final stage of the statutory complaint's procedure.

2.0 Publicity and Information

- 2.1 Information about the complaint's procedure can be made available in key languages and formats. Requests for information in these formats or from customers with sight or hearing impairment are provided via the Council's Communication Team.
- 2.2 There is also a leaflet for children and young people receiving a service. This leaflet was designed with help from the children and young people from One Voice, the Children and the Young People's Forum. The leaflet includes a pre-paid slip that can be completed and posted back free of charge.
- 2.3 When young people are admitted into Local Authority care, part of the 20-day review requirements state that they are to be visited by the Council's Children's Rights Officer. The young person also receives a 'Welcome' pack', which includes information, leaflets and other guidance on how to make a complaint.
- 2.4 The Children's Rights Officer, Independent Visitors and Independent Reviewing Officers are important links between the child and the Complaints Manager and ensure that any issues of dissatisfaction are resolved at the earliest opportunity.
- 2.5 Information about the complaint's procedure can be made available in key languages and formats. Information for customers with sight or hearing impairment can also be provided on request.

3.0 The Independent Element

- 3.1 Under the complaint's procedure, there is a requirement to provide Independent Persons for all Stage 2 complaints. There is currently a reciprocal consortium arrangement with South Tyneside Metropolitan Borough Council and Sunderland City Council, which provides Independent People for Children Act 1989 complaints. There is also a requirement to ensure that Stage 3 Review Panels consist of three members who are fully independent of the Council. Review Panels are independently organised and administered by Legal and Democratic Services.

4.0 Advocacy and Special Needs

- 4.1 The purpose of advocacy in complaints procedures is to ensure that children and young people are given assistance when making or intending to make a complaint. Advocacy is about empowering children and young people to make sure that their rights are respected and that their views and wishes are fully considered and reflected in decision-making about their own lives. It is a legal requirement that any child or young person wishing to make a complaint must always be offered the services of an advocate.

5.0 Training and Employee Development

- 5.1 Training for Investigating Officers is undertaken on an annual basis. All investigating skills training courses are commissioned from the Local Government & Social Care Ombudsman, (LG&SCO). This ensures that investigating officers are trained to the Ombudsman's investigation standard with the focus being on swift resolution, proportionate investigations, and appropriate redress.
- 5.2 An LG&SCO Investigating Skills Training Course was arranged for Spring 2022. All current and new managers across Children's Services operational teams were invited to attend. It is also arranged to undertake additional training and guidance on the internal procedures followed by Gateshead Council with all Children's Services managers. This will reinforce the requirement to carry out robust investigations across all stages of the procedure along with the importance of meeting statutory timescales.

6.0 Complaints from Children in Residential Facilities

- 6.1 All children’s residential homes have their own “in-house” complaints process to resolve low level concerns. Residential staff work with the young person and allow them to identify themselves how their issues can be resolved to their satisfaction. Information about low level concerns is retained within the facility and is available in the event of OFSTED inspections.

7.0 All Representations Received over the Past Three Years

Representations	2020/2021	2021/2022	2022/2023
Stage 1 Complaints	17	11	8
Stage 2 Complaints	2	0	4
Stage 3 - Review Panels	1	3	3
Comments	2	3	1
Corporate Complaints	14	19	10
Complaint related queries	27	26	23
Data Issues	1	15	8
Insurance Claims	1	5	1
LGO Referrals	3	6	8
Safeguarding Partnership Complaints	0	0	2
MP / Councillor Referral	2	0	4
Total	79	88	72
Compliments	136	99	125
All Representations Received	215	187	197
Trend		-13.02%	5.35%

7.1 Key Points of Interest – Statutory Complaints

- The number of formal contacts received citing dissatisfaction about Children’s Services decreased by 18% (72 from 88) compared with the number of dissatisfaction contacts received during 2021/22, (88).
- **However, during 2022/23, 63% (125) of all Children’s Services contacts were compliments.**
- Children’s Services received eight Stage 1 complaints during 2022/23. This is a 27% decrease on Stage 1 complaints received during 2021/22, (11).
- 62% (5) of complaints related to the quality of services provided.
- No statutory complaints were received regarding professional misconduct of workers.
- One Corporate Complaint was received about actions by a member of staff within the Children’s Engagement Service. The complaint was later withdrawn by the complainant.
- 25% (2) of complaints were regarding the quality or lack of support provided by individual workers or services.
- The number of complaint related queries (low-level issues not requiring a written response) decreased by 11% compared to those received during 2021/22 (23 from 26).
- Safeguarding and Care Planning Teams received 52% (12) of complaint related queries received. However, it was found that a number were relating to court proceedings and subsequently closed.
- All complaint related queries received about Children’s Social Care were dealt with directly by either the team manager of the service complained about or by the Complaints Section after prior discussion with the worker concerned.
- There were four complaints registered at Stage 2 of the complaints procedure during 2022/23. Stage 2 is the progression from a Stage 1 complaint. The issues remain the same but require a more in depth investigation.
- There were also three Stage 3 Review Panels held during this time. All three Review Panels were progressions from Stage 2 investigations carried on in 2022/23.
- Two of the Panels held were from different members of the children’s family and related to the quality of the support provided by the workers concerned. Decisions taken by the

service were also the subject of both complaints. One Review Panel was regarding the quality of a Child in Need Assessment, where it was alleged that key information had not been recorded.

7.2 Specific Areas of Statutory Complaints

Service Area	2020 2021		2021 2022		2022 2023	
Assessment & Intervention / CCiN	35.29%	6	27.27%	3	37.50%	3
Cared For Children Team	17.65%	3	27.27%	3	37.50%	3
Children with Disabilities	5.88%	1	0.00%	0	0.00%	0
Fostering Team	11.76%	2	9.09%	1	0.00%	0
Safeguarding, Care Planning	23.53%	4	36.36%	4	25.00%	2
Safeguarding Children Unit	0.00%	0	0.00%	0	0.00%	0
Other	5.88%	1	0.00%	0	37.50%	0
Total		17		11		8

- 25% (2) of all statutory complaints received were in respect of services provided by the Safeguarding and Care Planning Teams. This is a 50% decrease from 2021/22.
- It should be noted that most children receiving a service are allocated a social worker from the Safeguarding and Care Planning Teams.
- 37% (3) of complaints were regarding the services provided by the Assessment and Intervention Team.
- The key theme identified from complaints about the Assessment and Intervention Service were disputes to information within assessments or the assessment process.
- 37% (3) of complaints received were regarding services provided by the Cared For Children Team. This is at the same level as the number of complaints received about the team in 2021/22 (3).
- Two of the complaints about the Cared for Children Team were from current and previous cared for young people and were regarding placement issues.

7.3 Issues linked to the complaint

Main Complaint Issues	2020 2021		2021 2022		2022 2023	
Delay	0.00%	0	0.00%	0	12.50%	1
Lack of Service	11.76%	2	18.18%	2	25.00%	2
Quality of Service	64.71%	11	54.55%	6	62.50%	5
Refusal of Service	17.65%	3	18.18%	2	0.00%	0
Staff Issues	5.88%	1	9.09%	1	0.00%	0
Total		17		11		8

- There were no complaints at Stage 1 regarding allegations of inappropriate staff conduct.
- In all cases, should complaints be received where there is evidence that workers have acted inappropriately or failed to follow processes or procedures, the matter is always shared with senior managers and addressed directly with the member of staff concerned. Appropriate and proportionate measures are then taken to reduce the risk of any similar situations occurring.
- Quality of Service remained the key theme of all complaints received. Almost 63% (5) of complaints received were regarding the quality of the services provided.
- Quality of service includes:
 - Missed or late contact visits.
 - Contact visits that are cancelled at very short notice.
 - Conflicting or incorrect information by workers.
 - Allegations of poor support from the services involved in individual cases.
 - Poor communication between the workers and family members.

- After investigation, only one complaint about quality of service was fully justified. One was found to be partially justified and 50% (2) were found to be fully unjustified. One complaint about quality of service remains outstanding.

7.4 Themes of Statutory Complaints Received

After full consideration of all Stage 1 complaints received during 2022/23, only one key theme of dissatisfaction was identified.

7.4.1 Quality of Service

Quality of services provided continues to attract the largest number of complaints with five complaints being received during 2022/23.

Complaints about quality cover several areas and can range from low level disputes to significant concerns about the actions or decisions of the services involved.

During 2022/23, two of the complaints received about quality were regarding disputes to decisions made by the workers or service. One was regarding the quality of the Children in Need Assessment and the decision of the worker not to include relevant information within the assessment document. This complaint was partially upheld. However, the complaint did subsequently progress to Stage 2 and to a S3 Review Panel.

One complaint about decisions was regarding the service decision not to allow children in care to move back into the family home following improvements made by the family. This complaint is still under investigation.

Two complaints about quality were regarding the quality of communication by individual workers. One complaint about the quality of communication was regarding the adoption process and the lack of updates by the worker. It was found that although there were reasons for the lack of updates, that these were not shared with the potential adopters which had left them in limbo when organising a family holiday. The Council apologised to the complainants and highlighted recommendations in relation to the individual worker. This was dealt with via individual supervision sessions to monitor any reoccurrence.

All other complaints about quality were regarding different areas.

One complaint was regarding a lack of progress to change a cared for child's placement. This complaint was upheld. However, the main issues regarding the placement had already been addressed whilst the complaint investigation was ongoing.

One complaint from a previously cared for child was in respect of historic foster carer conduct. This area of complaint was not upheld after investigation. However, one area regarding the loss of a document was upheld and an apology and a time and trouble payment offered. The document concerned was mislaid and unable to be located by the team at the time. The recommendation from this complaint was shared across the team to ensure that any documents received by the service are securely copied with the original returned to the owner once they are no longer needed.

7.5 Statutory Complaints Outcomes

Outcomes of complaints	2020 2021		2021 2022		2022 2023	
Outstanding					2	
Not upheld	35%	6	45%	5	50.00%	3
Partially upheld	35%	6	27%	3	16.67%	1
Upheld	6%	1	0%	0	33.33%	2
Closed or withdrawn	24%	4	27%	3	0.00%	0
Total		17		11		8

- In 2022/23, 50% (3) of complaints were upheld after investigation.

- 17% (1) was found to be partially justified. Partially justified highlights that the main issue of complaint was found to be unjustified, but there were areas where the service could have performed better, for example communication, delays in returning calls or late/missed visits.
- In each case where it is found that there had been some fault by the service, the complainant will always receive a written apology within their response letter. The Investigating Officer will also be expected to identify ways in which the service can improve and ensure that these recommendations are progressed by the service.
- After investigation, 33% (2) complaints were found to be fully justified. One complaint acknowledged that there had been delays in respect of an alternative placement and one complaint was regarding a lack of action by the service in response to requests for documentation via the adoption process.

7.6 Timescales for Responding to Statutory Complaints

Complaints Completed within 20 Working Days	2020 2021	2021 2022	2022 2023
Resolved	5	4	1
Not Resolved	11	2	5

- The statutory timescale for Stage 1 resolution is ten working days. This can be extended to twenty working days with the complainant's agreement.
- From the six complaints responded to, only one was completed within twenty working days.
- This evidences that only 17% of complaints met the extended timescale of twenty working days.
- As a number of complaints now include additional areas, it is difficult to meet such tight timescales for response, whilst also ensuring a thorough and robust response. However, the Investigating Officers is expected to maintain contact with the complainant to keep them updated on the progress of investigation.
- Prompts for investigation updates are sent on a weekly basis by the Complaints Team to all investigating officers, (and their line managers) undertaking investigations to request updates on the progress of investigation. If the complaint is overdue, the Practice Lead is then informed and will be requested to make arrangements for the complaint to be finalised and completed.

8.0 Stage 2 and 3 Complaints

Stage 2 Complaints	2020 2021	2021 2022	2022 2023
	2	0	4
Stage 3 Review Panels Held	1	3	3

- There were four Stage 2 requests during 2022/23. Two related to the same children and to the practice of workers through the Special Guardianship Process. One was about a disputed Child in Need Assessment. One Stage 2 progression was delayed allowing Court Proceedings to conclude as it was agreed that any concurrent investigation could have caused conflict as the issues raised were the same.

Stage 3 Review Panels Held

- Three Stage 3 Review Panel were held during 2022/23.
Two of the Stage 3 Review Panels were regarding children from the same family. One panel was from grandparents and one complaint was from the children's aunt and uncle.
Both complaints were considered separately by the Review Panel.

As a number of recommendations had already been made by the Stage 2 Investigating Officer, the Review Panel only identified a small number of recommendations.

The learning from both complaints have been taken forward by the service to ensure implementation.

- One Review Panel was from a father of a young person and was in respect of the quality of a Child in Need Assessment. The complaint had already been considered at Stage 2 and recommendations identified for the Service.
- The Review Panel identified recommendations for the complainant and for the Stage 2 complaints documentation. The service learning from all three Review Panels will be shared within this report.
- As Stage 3 is the normal progression for complaints. Unless the complaint is fully upheld at Stage 2, all complainants subsequently request a Stage 3 Independent Review Panel.

9.0 How Statutory Complaints Were Received

Method of Complaint	2020 2021		2021 2022		2022 2023	
Complaint Form – Online	0.00%	0	0.00%	0	0.00%	0
E - mail	58.82%	10	54.55%	6	100.00%	8
Children’s Complaints Leaflet	5.88%	1	0.00%	0	0.00%	0
In Person	0.00%	0	9.09%	1	0.00%	0
Letter	23.53%	4	9.09%	1	0.00%	0
Telephone	11.76%	2	27.27%	3	0.00%	0
Total		17		11		8

- Email continues to be the main method of complaint referral accounting for all eight of the statutory complaints received.
- Emails and letters tend to raise multiple areas of complaint. Therefore, it is important that an Investigating Officer speaks with the complainant at the earliest opportunity to identify the key issues of concern and to highlight areas that are not able to be responded to or are outside of the remit of the complaints procedure.
- Complaints brought by relatives with parental responsibility accounted for 75% (6) of all complaint referrals.
- One complaint was raised directly by a previously cared for young person. This complaint was regarding the historic actions of a foster carer along with the loss of a personal document by Social Work staff. The issue about foster carer conduct was not upheld after investigation. However, it was accepted that a personal document had been mislaid and an apology along with the offer of a time and trouble payment given.
- One complaint was from a cared for young person via their advocate. This was regarding a change of placement. The service had already taken action before the complaint was received and so had the opportunity to build on this within the response. The young person was happy with the services actions and response to their complaint.
- Children and young people receiving a service have recourse to the Council’s Children’s Rights Officer. The Children’s Rights Officer works closely with those who raise concerns and, in most cases, can resolve these successfully.

10.0 Equalities Monitoring

- Gateshead Council recognises that equality monitoring of service delivery is crucial for effective planning and scrutiny of the services that it provides. This monitoring can identify which groups are using services and gauge their level of satisfaction. The information can then be used to highlight possible inequalities, investigate their underlying causes, and address any unfairness or disadvantage. However, as complainants tend to be from relatives, it is not possible to collect this information with any accuracy as diversity forms sent out were not routinely returned despite the forms being made simpler to complete in 2022/23.
- During 2022/23, there was one complaint and two low level issues where the complainant was a member of the BAME community. Two compliments were also received.
- Information about the complaints process can be made available in key languages and formats. Information for customers with sight, hearing or learning difficulties can also be provided.

11.0 Corporate Complaints Received

Between 2022/2023, Children's Services received ten Corporate Complaints. Corporate Complaints are from those who do not have parental responsibility, or issues relating to Child Protection matters, LADO issues and Early Help Services. Corporate Complaints are outside of the statutory procedure and follow the Council's Corporate Complaint Procedure.

[About the corporate complaints process - Gateshead Council](#)

Currently Corporate Complaints about Children's Social Care are recorded on the Social Care Complaints System. Moving forward, the complaints will need to be recorded and responded to via the Council's Corporate Complaint Portal and will be reported on by Legal and Democratic Services rather than within the Statutory Complaint Report. Training on this system is arranged by Legal and Democratic Services.

Corporate Complaint - Service Area	2021 – 2022	2022 – 2023
Access & Intervention	6	2
Cared For Children Services	3	1
CWD	0	0
Early Help	3	2
Safeguarding & Care Planning	1	3
Safeguarding Children Unit	6	2
Total	19	10

Corporate Complaint - Main Element	2021 – 2022	2022 – 2023
Delay	0	0
Lack of Service	1	3
Quality of Service	11	4
Refusal	5	0
Staff Conduct / Actions	2	3
Total	19	10

Corporate Complaints – Outcome	2021 – 2022	2022 – 2023
Not Upheld	17	8
Partially Upheld	1	0
Fully Upheld	1	1
Withdrawn / Closed	0	1
Total Completed	19	10

Issues complained about via the Corporate Complaint Procedure included three allegations of inappropriate staff comments. Following receipt, one complaint about staff comments was withdrawn. One complaint from an extended family member was not upheld.

One corporate complaint was upheld, and an apology given. The matter was discussed with the worker and advice given regarding the need to be sensitive when commenting on contact arrangements.

One corporate complaint was about the lack of communication with a commissioned provider. This had resulted in alleged financial injustice to the provider. As an outcome to this complaint, the Cared for Children Service has ensured that all commissioned services care package requests will now link to the new Electronic Case System, Mosaic, and require senior management validation. It is anticipated that this will prevent similar issues reoccurring.

Following Investigation 80% (8) of corporate complaints received were not upheld. One complaint was withdrawn and only one complaint was found to be fully justified.

12.0 Local Government & Social Care Ombudsman Referrals

During 2022/23, Children's Services received eight Local Government and Social Care Ombudsman (LG&SCO) referrals.

LG&SCO Referrals - Service Area	Total 2021 - 2022	Total 2022 - 2023
Access & Intervention	0	0
Cared For Children Services	2	2
Children with Disabilities	1	1
Safeguarding & Care Planning	3	4
Safeguarding Children Unit	0	1
Total	6	8

LG&SCO Outcomes	Total 2021 - 2022	Total 2022 - 2023
Closed - No Further Action	3	3
Closed - LA Remedy Appropriate	1	2
Outside LG&SCO Jurisdiction	1	1
Closed – Out of Time (12 months)	0	1
Fault Causing Injustice	1	1
	6	8

In all cases, information was provided by the Council to allow the Ombudsman to consider the issues raised. Following this, three referrals were subsequently closed by the Ombudsman after initial enquiries.

Two referrals were considered by the Ombudsman, but the Ombudsman was satisfied that the remedies proposed by the Council was appropriate to the level of injustice caused and subsequently closed the complaint.

One referral was outside of the Ombudsman's jurisdiction as the issues were subject to Court Proceedings.

The Ombudsman did find that one referral had caused injustice to the family of the child concerned. The Council were asked to provide a payment to the complainants in respect of the injustice caused and to share information that the recommendations at Stage 2 had been progressed. This was provided with evidence that the recommendations had all been implemented. The Ombudsman was satisfied that the Council had acted accordingly.

13.0 Learning from Complaints

- 13.1 At the end of every investigation, the investigating officer is responsible for identifying any improvements or recommendations resulting from the complaint. Changes can include policy, procedure, or staff development.
- 13.2 Complaints about individual practice or failure to follow procedures are dealt with by reinforcement of processes and reiterating customer care standards through service / team meetings or individual supervision sessions. In addition to this, if it is felt that additional or refresher training is required for either workers or teams, this will be progressed by the relevant team manager.
- 13.3 In respect of complaints about staff attitude or conduct, if it is found that an employee has deliberately acted inappropriately, the issue will be dealt with in line with internal employment procedures.
- 13.4 Children's Services have recently developed a Quality Assurance process via the Quality Assurance Strategic Group which allows the Services to consider recommendations and

improvements identified from all complaints that have been responded to. The process will now monitor the agreed recommendations to ensure that they are implemented within a timely manner, and to ensure that learning from complaints is shared across all Children's Services Teams.

13.5 Improvements to service identified following a complaint:

13.5.1 Assessment and Intervention Team

Action: A complaint was received about the quality of the Child in Need Assessment Process, where it was found that key information had not been included within the final document. This had impacted on the decision making by the young person's family in relation to contact. The complaint was investigated at Stage 2 of the procedure and subsequently at a Stage 3 Review Panel.

The Stage 2 findings recommended that information about the Child in Need Assessment Process along with the requirement to include any significant information relevant to the assessment within the final assessment document.

Improvement: This requirement has since been shared across the service with an instruction to disseminate this requirement to all workers who are responsible for undertaking Assessments. This has since been fully completed.

13.5.2 Safeguarding and Care Planning Teams

Action: After a complaint where the quality of social worker support and conduct was raised by two members of the same family, two separate investigations were undertaken.

Improvements: The investigating officer implemented several recommendations from their investigation.

- The importance of children been seen by their Independent Reviewing Officer before every review should be seen as a priority across the service to reinforce standards of good practice. This includes ensuring the children's wishes and feelings are represented in their Review meeting. To ensure implementation of this requirement, the training has since been reviewed to ensure that this requirement is embedded into practice.
- In addition to this, the Court Report Writing course has also been reviewed to ensure that it is effective across the service and that Court Reports are based on factual evidence.
- That a review of the individual worker's practice has been carried out to ensure that all professional Social Work standards are always adhered to.
- A process for quality assuring adjudication letters at Stage 2 of the complaints procedure has been developed and implemented. The Complaints Manager now checks all adjudication letters to ensure that they align with the details / outcomes within the Stage 2 Investigation Report.

Action: As an outcome to a corporate complaint about inappropriate remarks made by a worker, it was agreed that although the worker did share the correct information, that this could have been done in a more sensitive manner. The worker offered to contact the complainant to provide a personal apology for any upset caused. This was carried out and the complainant was satisfied with the remedy to the complaint.

Improvement: The Team Manager also ensured that this matter was addressed and monitored within the worker's supervision sessions and no further issues were identified.

13.5.3 Cared for Children

Action: A complaint was raised about the involvement of the Cared For Children's Team in relation to financial support for adopters / Special Guardianship holders. The complaint also included concerns about the care provided by a foster carer.

Improvements: Following the conclusion of the complaint investigation, the following recommendations were agreed and implemented.

- A letter has been developed which details the outcomes from financial assessments carried out along with the rationale on how the final decision had been made. The letter must also include details of the statutory complaints procedure should the outcome of the financial assessment be disputed.

The letter was subsequently developed and implemented and is now in use by the Cared For Children Teams.

- That all Fostering Annual Reviews should reflect whether a Foster Carer has been subject of a complaint during their review period, how these concerns have been raised with the carers and how they are to be addressed by the service. Documentation regarding Fostering Annual Reviews has been updated to include these requirements and is now in use.
- The guidance for Stage 2 investigations has been revised to reiterate that the key points of complaint at Stage 1 should form the basis of the Stage 2 Statement of Complaint which will then be quality assured by the Complaints Manager. The Stage 2 investigation guidance has been updated to reinforce this requirement.

Action: A complaint was received from a previously looked after young person who alleged that the Social Work team had lost an important personal document that had been shared with them. This matter was upheld and as an outcome to this it was agreed that when link workers receive original copies of documentation, that they are kept in a secure place and then returned to their owner as soon as they are no longer required.

Improvement: This requirement was shared across the Cared for Children's Service who have since implemented this recommendation and all documents are kept in a secure place until they can be returned to their owner.

13.5.4 General Recommendations from a Review Panel

Action: That during complaints investigations, social workers should be reminded of preparing for interviews ahead of attending them. This will ensure that they are able to respond to any questions raised.

Improvement: This requirement is already within the letter sent to social workers when inviting them to interview.

Action: That Investigating Officers and Independent Persons should ensure that the investigation report always follows the signed statement of complaint and that all elements are answered fully and in order.

Improvement: This is already a requirement within the information shared with Stage 2 Investigating Officers / Independent Persons. However, it will now be robustly monitored during the quality assurance process for Stage 2 Reports.

14.0 Compliments

- 14.1 Between 1 April 2021 and 31 March 2023, Children's Services received 125 compliments about either individual workers or teams. This means that compared with the number of statutory and corporate complaints received during 2022/23, (18), 87% (125) were compliments about Children's Services.

16% (20) of compliments were regarding Access and Intervention Teams.
4% (5) were regarding Children's Business Support Officers.
3% (4) were about the Cared for Children Teams.
33% (41) were about the Children with Disabilities Service, including Grove House Respite.
33% (41) were regarding teams within Early Help.
6% (8) were about the Safeguarding and Care Planning Teams.
5% (6) were regarding the Safeguarding Unit, including FDAC and Children's Engagement.

14.2 Examples of compliments received

Assessment & Intervention Team

'Dear W..., I would just like you to know how impressed I am with the work W..., has completed with one of our parents. It is absolutely clear that W... cares passionately for the wellbeing and care of this vulnerable family. His support will undoubtedly make a big difference to their future. It was truly a pleasure to work with him. Kind regards, NI'

'Hi S... I just wanted to say thanks again for everything, you have been so supportive and made a difference. I had very little faith in the system but now my views have changed so thank you from the whole family. Take care S...'

Cared for Children Team

'Hi A..., I've just finished reading your assessment. You've put so much work into it, give yourself a massive pat on the back! I can see the hours it must have taken you. I've really enjoyed reading it. Its lovely, brought tears to my eyes! You've done a really great job. It's all spot-on.... Thank you for all the lovely things you've said about us. You've made the assessment all so easy and I can't thank you enough. You do a brilliant job. Well done! Thanks A...'

Children's Business Support Team

'KR informed me that she would like to thank you (AMP) for your help yesterday and last week for dealing with her issues quickly. She reported that you are very good at your job and if she has further queries, she plans on contacting you to address these.'

CCiN & RR Team

'We had the first court hearing for J... today. I just wanted to share with you that both the Judge and children's guardian were very complimentary of the work that has gone into supporting J..., advocating for him and ensuring that the foster care placement he is in is going as well as it is doing. The Judge was very impressed with the work that you did F... with J... when you gathered his views for the initial SWET. The Judge actually said that he copied that entire section into his notes for the case and will use this when the judge meets with J...'

Children with Disabilities - Grove House Respite

'V was full of praise for Grove House and said after speaking to L last night, L said she absolutely loved her tea visit at Grove House and was looking forward to her next visit.'

'M gave S an update after J's overnight stay. S was delighted with the positive update and complimentary of staff engaging children in activities to support Autism Acceptance 60 challenge. S advised that J is always very excited to go to Grove House'

'Thank You A..., His last visit will be very emotional for us, he loves coming to Grove House, I don't think we will be sending him anywhere else, wish there was something like Grove House for 18 - 25 year olds. Thank you to all of you for everything you have done for our A'

Children with Disabilities Team

'Dear H..., We're so grateful for all your hard work in supporting us to get the continuing care funding. There's no way we could have done it without you. Please know you've made a massive difference. Thanks again. x'

Children's Engagement / Rights

'To V..., A... and everyone who is part of the big red bus Gateshead team this week. We'd like to say a HUGE thanks you for all the planning, energy and patience that has gone into making the time on the bus brilliant this week. It has had a big impact on Jamie seeing young people, older than himself, volunteering as part of the team and he said today he'd like to do this one day - this is just wonderful! Thanks so much to you all. J..., H..., P... and T...'

Children's Travel Care Team

'Hi please be advised that my son J will no longer need to access the Home to School travel scheme from September 2022 as he leaves Hill Top School end of July 2022. Can I take this opportunity to thank you for providing this service during J's school career, it has been invaluable to us as a family and very much appreciated, please pass on my regards to all concerned. Thanks again C.'

Early Help Service – DAT

'H... is a wonderful person, She made me feel so much better about everything i was going through. She helped me through the dark times and give me the strength to carry on. She is amazing at her job! Even though it is her job she is caring, kind and listens. Thank you H..., honestly because of you I have found the inner strength to motivate myself to better myself and my children's future and make them proud! I will tell my children about you when they are older and tell them about the woman who I never met but felt she was with me through the dark times. Thank you H... Take care and thank you!'

'Both EG and AM have been absolutely amazing and have given me the best support I could have asked for throughout. They have helped me so much and i appreciate all their advice and support. They are truly amazing and i want to say thank you very much.'

Early Help Service – Specialist Support Team

'Hiya G., Hope you're well!!! Just wanted to send an email to say a massive thank you for all your help and support over the last year, if it wasn't for you, I wouldn't have realised how violent and abusive my ex really was. The freedom programme is what I think literally changed my life, and my view of everything! It's mad looking at the place I'm in now, compared to when I first got in touch with you. Apologies this has turned into such a lengthy message!! Haha but yeah just wanted to really say your support has meant the world, and I'm finally at a place in my life for the first time ever where I'm truly happy and at peace!! Thanks so much again, the work you do to help people is amazing, I'll never forget it. Thanks, A M.'

Fostering Team

J... made some really significant comments about the Fostering service after being a Carer for a number of years, she loved her former supervising Social Worker but R... she commented specifically about the support you provided her during her personal time this year. She commented about your availability and also reassurance and is grateful for your support.'

Safeguarding & Care Planning Teams

'I honestly want to thank you all from the bottom of my heart for everything you all have done for me and my children we will be forever grateful xxx.'

'The Children's solicitor complimented E... on behalf of the Children's Guardian for her excellent work with S.... The Judge also wanted to commend "the huge efforts made by the allocated Social Worker alongside dad and step mum to bring about a remarkable transformation in S...s presentation.'

Contact Officer: Alison Routledge, X2408

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Title of Report: HMIP Inspection of Youth Justice Services in Gateshead

Purpose of the report

- 1 The Gateshead Youth Justice Service works with children and young people in the criminal justice system to prevent offending and reoffending behaviour as well as supporting victims.
- 2 This report summarises the recent HMIP inspection of Youth Justice Services in Gateshead and outlines recommendations and next steps.

Background

- 3 His Majesty's Inspectorate of Probation (HMIP) is the independent inspector of youth offending and probation services in England and Wales. HMIP is the independent source of fair comment for ministers and the public on the effectiveness of the work of probation and youth justice providers.
- 4 On 19th January 2023, HMIP announced the intention to carry out an inspection of youth justice services in Gateshead during the week commencing 27th February 2023.
- 5 The inspection covered key domains:
 - Organisational Delivery
 - Court Disposals
 - Out of Court Disposals
 - Resettlement
- 6 The inspection found that Gateshead Youth Justice Service was rated 'Good' overall while rating its 'implementation and delivery' as 'Outstanding', due to the way high-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child.
- 7 The full inspection report can be found here [An inspection of youth offending services in Gateshead \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/youth-justice/inspections/2023-01-19-gateshead-youth-justice-service/)

Proposal and/or Issues for consideration

- 8 The inspection found many strengths at Gateshead Youth Justice Service not least:
 - Youth justice staff have established positive relationships with children under their supervision and their parents or carers.
 - The service for children in the care of the local authority, or who are considered particularly vulnerable, is prioritised and they are provided with bespoke support.

- Board members are invested in and advocate for the YJS and a child-centred and holistic approach is reflected throughout the partnership.
 - The management team and senior leadership are visible. Staff understand lines of accountability and feel strong support is offered to them.
 - The workforce is stable, and staff are confident, experienced, and knowledgeable.
 - Staff are motivated and passionate and there is a genuine commitment from all staff to achieve the best outcomes for children, families, and victims.
 - There is a strong relationship with children's social care, which enables staff to take a coordinated and collaborative approach to addressing children's needs.
 - The voices of children, families and victims are continually heard at the board and used to influence service delivery.
- 9 A total of seven recommendations have been made to Gateshead YJS. The Gateshead Youth Justice Service should:
- (a) further develop data analysis processes to proactively explore and scrutinise trends in data. Findings should be used to shape service delivery
 - (b) develop processes to enable systematic evaluation of service delivery to provide an evidence base and clear understanding of the impact of provision
 - (c) review resettlement policy and provision to ensure that provision and practice consistently meets children's needs.
- 10 The management board should:
- (d) work with the YJS to further develop its diversity strategy and capture this in guidance and processes. The management board should also support the YJS in embedding its strategy and ensure that managers and practitioners are trained and supported to deliver it
 - (e) continue to work with the partnership to ensure that children have quick access to specialist mental health provision
 - (f) ensure that the pathway to speech, language and communication provision is fully embedded, allowing quick access for YJS children
 - (g) continue to work with the YJS and its partners to further develop their response to ensuring all children have access to appropriate education, training, and employment (ETE) provision. This should include improving data analysis and escalation routes to assist effective challenge when there are concerns about ETE provision.

Communications Implications

- 11 HMIP published the report in a national press release on 23rd May 2023. A news article was subsequently published on the Gateshead Council website

Recommendations

- 12 The Gateshead Youth Justice Service and Partnership Board will respond to the recommendations as follows:
- (a) Review the remit of the existing Performance Subgroup to ensure data is effectively scrutinised and analysed to ensure the needs of our children are fully understood and that these findings shape service delivery.
 - (b) Continue to have an active role in the review and evaluation of local, regional and national initiatives whilst further developing our in-house process to better understand the impact that Youth Justice Service involvement has had for children and their families.
 - (c) Review our resettlement policy and provision to develop clear guidance in relation to preparing children for release. This will include the responsibilities of the partnership to ensure robust and effective resettlement provision across wellbeing, accommodation, education, training, and employment.
 - (d) Strengthen our understanding of diversity, equality and inclusion across all protected factors through training and development whilst reviewing our policies and procedures to ensure our approach to diversity is transparent.
 - (e) Implement an initial speech, language and communication screening process for every young person coming into Youth Justice Service and strengthen our partnership arrangements and pathways to support with CAMHS, CYPS and North East Counselling to ensure young people have direct access to the appropriate counselling and support for emotional health issues.
 - (f) Work with Trusting Hands GATESHEAD to ensure that young people have quick access to specialist mental health provision and pathways into speech, language and communication provision is fully embedded.
 - (g) Establish an education lead worker within YJS and collaborate with education partners to strengthen the education offer for young people and ensure they receive appropriate and effective provision to meet individual need.
- 13 These actions will form a development plan which will to be submitted to HMIP as part of the inspection process.
- 14 The recommendations will be incorporated into the priorities in the Gateshead Youth Justice Service Strategic Plan 2023 – 2024.

Consultees:

The following officers have been consulted on the preparation of this report:

Linda Whitehead
Emma Blackwell

Contact: Linda Whitehead

Ext: 2560

Youth Justice Service – Development Plan

Priority / Area of work	Detailed Actions / What needs to happen?	Timescales / By when?	Lead Managers & Support	Expected Outcomes / Why are we doing this?	Status / What progress has been made?	Evidence of impact / What difference is being made?
<p align="center">Page 27</p> <p>Strengthen the Education Training and Employment offer to young people</p>	<p>Youth Justice Service case managers actively involved in supporting reviews of Educational Health Care Plans</p>	Jun-23	<p>Emma Blackwell - YJS Team Manager Ana Spoljaric - Business Support Officer Julie McDowell - Manager Education Support Service Linda Mason - REALAC Virtual School Laura Smith - Strategic Lead for SEND & Inclusion Tara O'Donnell - Designated Social Care Officer (DSCO) for</p>	<p>Young people will receive their appropriate educational entitlement</p>	<p>Dates of SEN reviews are requested by business support at the point of allocation so the case manager can feed information into the review</p>	<p>YJS Case Managers are aware of all ECHP review dates and share information to assist the assessment</p>
	<p>Following initial screen complete Do-It profiler assessments to identify SLCN needs</p>	Jun-23	<p>Emma Blackwell - YJS Team Manager</p>		<p>Do-it profiles are being carried out on young people who have a potential individual needs</p>	<p>Eight Do-it profiles have been completed or are in the assessment phase. The profiles have been used to inform interventions to ensure it best meets the needs of the young person. The profile has been shared with partners including schools so they are aware of where the young person needs additional support. Each child has received a set of resources specifically designed to meet their needs</p>
	<p>Gateshead Youth Justice Service to be actively involved in the attendance strategy</p>	Jan-23	<p>Emma Blackwell - YJS Team Manager Julie McDowell - Manager Education Support Service Linda Mason - REALAC Virtual School Laura Smith - Strategic Lead for SEND & Inclusion Tara O'Donnell - Designated Social Care Officer (DSCO) for</p>		<p>The Youth Justice Service YJS Team Manager is actively involved in the Working Together to strengthen Attendance strategy</p>	<p>YJS is part of the multi agency attendance strategy working group</p>
	<p>Education plans to be put in place for young people not receiving a full time education offer</p>	Sep-23	<p>Emma Blackwell - YJS Team Manager Rachel Lacey - YJS Assistant Team Manager Julie McDowell - Manager Education Support Service Linda Mason - REALAC Virtual School Laura Smith - Strategic Lead for SEND & Inclusion Tara O'Donnell - Designated Social Care Officer (DSCO) for SEND</p>		<p>Individual educational support plans are being developed to support young people</p>	<p>To be reviewed three months after implementation - December 2023</p>

	Develop a single point of contact in the Youth Justice Service and in each secondary provision to work together to strengthen the young persons attendance	Jun-23	Emma Blackwell - YJS Team Manager		A .5 case manager post has been re-configured to specialise in education. Secondary schools have a single point of contact in the Youth Justice Service. The Youth Justice Service education worker spends time in the Pupil Referral Unit and systems are in place to monitor attendance and time tables.	YJS has recruited to the .5 case manger role with a specialism in education.
Prevention	Offer eligible young people a Turnaround intervention to prevent entry into the Criminal Justice System	Jan-23	Debbie Cooper - Targeted Family Support, Team Manager	Target young people at an earlier stage to divert them from the formal Criminal Justice system	Processes are in place to identify eligible young people to offer support and interventions	34 have been allocated to Early Help for an Early Help Assessment. In all Turnaround cases there have had number of identified unmet needs. These include access to appropriate children's mental health services, short term school exclusions, peer influences, poverty, poor emotional regulation, reported lack of local amenities, parenting capacity, child to adult violence, parental substance misuse and unmet parental mental health needs.
	Offer a DIVERT intervention to young people who are at risk of serious violence and knife crime.	Mar-23	Andy Goulding - Targeted Family Support Team Manager		Processes need to be further developed to identify eligible young people to offer support and interventions	In the first quarter return 4 young people progressed to assessment and intervention, none of these young people have gone onto offend.
Page 28 Understand and respond to Serious Youth Violence in Gateshead	The Youth Justice Service will work with the Violence Reduction Unit the Community Safety Partnership and other partners to write a serious violence strategy	Dec-23	Adam Lindridge - Community Safety Manager Steve Hume - Director of Northumbria Violence Reduction Unit (VRU) Emma Blackwell - YJS Team Manager	To understand the offence trends and intervene with young people	Consultation on developing the Serious Violence Strategy has began	To be reviewed three months after implementation - March 2023
	Gateshead Youth Justice Service will deliver interventions to young people involved in carrying weapons this will be coproduced with young people	Oct-23	Violence Reduction Unit Emma Blackwell - YJS Team Manager	To raise awareness and prevent knife crime	Gateshead Youth Justice Service are working with the Violence Reduction Unit to develop a knife crime intervention programme	To be reviewed three months after implementation - December 2023
Develop restorative projects in the community.	Identify suitable reparation sites in local communities and family hubs where intervention can be carried out to benefit the community	Sep-23	Emma Blackwell - YJS Team Manager	Strengthen the quality of reparation projects. strengthen young peoples positive engagement within the local community	Site visits have been completed and potential projects discussed. Risk assessments being completed ready for implementation.	To be reviewed three months after implementation - December 2023

Strengthen children and young peoples access to health services	Work with the partnership to ensure that children have quick access to specialist mental health provision	Sep-23	Emma Blackwell - YJS Team Manager Trusting Hands Service CYPS Emotional Wellbeing Team	To strengthen health offer to young people within Youth Justice Service	Young people who are high risk, high harm and high vulnerability will be able to access a specialist trauma informed service which will work with some of the most complex children within the Youth Justice Service. The Trusting Hands Service has been launched, Gateshead Youth Justice Service has a single point of contact within the service	To be reviewed three months after implementation - December 2023
	Ensure that the pathway to speech, language and communication provision is fully embedded, allowing quick access for Youth Justice Service children	Sep-23	Emma Blackwell - YJS Team Manager Trusting Hands Service	Young people open to the Youth Justice Service will receive direct access to Speech Language Communication services		To be reviewed three months after implementation - December 2023
	Youth Justice Service staff will be trained and supported by Clinical Psychologists, nurse practitioners and speech and language therapist	Dec-23	Emma Blackwell - YJS Team Manager Trusting Hands Service	Youth Justice practitioners will have a better understanding of the impact of trauma and Speech Language and Communication needs of our young people		To be reviewed three months after implementation - March 2024
	Ensure that young people will have direct access to counselling and support for emotional health issues	Jul-23	Emma Blackwell - YJS Team Manager Trusting Hands Service CYPS Emotional Wellbeing Team	Ensure that young people will have direct access to counselling and support for emotional health issues		North East Counselling has been working with the Youth Justice to ensure young people can access counselling without delay.
	Develop a strategic approach to addressing diversity	Dec-23	Gateshead Youth Justice Board	Have a consistent approach to addressing diversity across Children's Social Care	This is being progressed in the Gateshead Youth Justice Service Board	To be reviewed three months after implementation - March 2024

Strengthen children and young peoples access to health services

Strengthen our response to diversity across all protected characteristics	Ensure policies and procedures respond effectively to protected characteristics	Oct-23	Emma Blackwell - YJS Team Manager	To understand and respond effectively to the diversity needs of young people	Polices and procedures are being reviewed. New policies and procedures are written to ensure protected characteristics are met.	To be reviewed three months after implementation - Jan 2024
	Scrutinise BME data at each Youth Justice Service Board	Jun-23	Gary Lewis - Service Manager, Quality Assurance		This is a regular item on the Gateshead Youth Justice Service Board agenda	The Gateshead Youth Justice Service Board are aware of any trends
	Training to be delivered to staff to fully understand the diversity of children and families	Dec-23	Workforce Development		Working with Gateshead workforce delivery to identify suitable training for staff	To be reviewed three months after implementation - March 2024
	Strengthen the recognition and responses to diversity needs	Mar-23	Emma Blackwell - YJS Team Manager		All assessments recognise diversity, this is being developed across all arras of case management	Young peoples diversity needs will be met effectively
Strengthen the resettlement process for young people	Review resettlement policy and provision to ensure that provision and practice consistently meets young people's needs	Sep-23	Emma Blackwell - YJS Team Manager	Young people sentenced to custody will have their resettlement needs are met and robust plans are in place for on release from custody	Case managers have received training on resettlement. The resettlement policy is being reviewed. The Youth Justice Service is working with the housing review to ensure the needs of this cohort are understood and accommodation is available. The Youth Justice Service is working with the Information, Advice and Guidance service to ensure Education Training and Employment is in place and release on temporary release is used effectively	To be reviewed three months after implementation - December 2023
Evaluate service delivery	Develop processes to enable systematic evaluation of service delivery	Sep-23	Emma Blackwell - YJS Team Manager Gary Lewis - Service Manager Quality Assurance	To ensure Gateshead Youth Justice Service understands what works and why	Gateshead Youth Justice Service is part of the evaluation of the Youth Justice Boards Youth Rehabilitation Order ISS Pilot. Evaluation of OOC's is being developed across Northumbria. Gateshead Youth Justice Service is also part of the Do-it profile evaluation	To be reviewed three months after implementation - December 2023
	Examine methods to incorporate a robust way profile our young people to better meet their needs	Sep-23	Gary Lewis - Service Manager Quality Assurance		A proposal for improving data analysis was taken to the Youth Justice Service board in June 2023, this has been agreed and will be implemented	To be reviewed three months after implementation - December 2023

Develop data analysis processes to proactively explore and scrutinise trends in data	Through the performance subgroup develop, including partners using local authority, health education and police data	Oct-23	Gary Lewis - Service Manager Quality Assurance	To ensure data is fully understood and is used to shape service delivery	A proposal for improving data analysis was taken to the Youth Justice Service board in June 2023, this has been agreed and will be implemented.	To be reviewed three months after implementation - January 2024
	Review the reporting format to develop a comprehensive data dashboard	Oct-23	Gary Lewis - Service Manager Quality Assurance		A proposal for improving data analysis was taken to the Youth Justice Service board in June 2023, this has been agreed and will be implemented.	To be reviewed three months after implementation - January 2024
	Provide board members and partners with clear view of data, drill in to protective characteristics, lay out trends overtime and bench mark relevant comparator groups	Sep-23	Gary Lewis - Service Manager Quality Assurance		A proposal for improving data analysis was taken to the Youth Justice Service board in June 2023, this has been agreed and will be implemented.	To be reviewed three months after implementation - December 2023

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HMIP Inspection of Gateshead Youth Justice Service



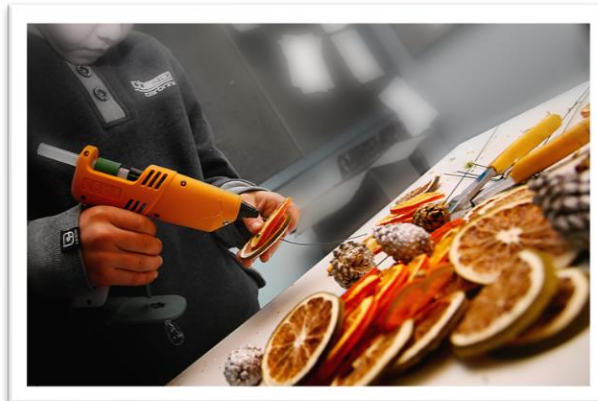
GOOD

“This is a much-deserved ‘Good’ rating for Gateshead Youth Justice Service – they are a credit to the local community and to Tyne and Wear. They are successfully preventing children being involved in reoffending, often going above and beyond to support each child and give them every chance of a brighter future.”

Chief Inspector of Probation Justin Russell

Our Strengths

- Youth justice staff have established positive relationships with children under their supervision and their parents or carers.
- The service for children in the care of the local authority, or who are considered particularly vulnerable, is prioritised and they are provided with bespoke support.
- Board members are invested in and advocate for the YJS and a child-centred and holistic approach is reflected throughout the partnership.
- The management team and senior leadership are visible. Staff understand lines of accountability and feel strong support is offered to them.



Our Strengths

- The workforce is stable, and staff are confident, experienced, and knowledgeable.
- Staff are motivated and passionate and there is a genuine commitment from all staff to achieve the best outcomes for children, families, and victims.
- There is a strong relationship with children's social care, which enables staff to take a coordinated and collaborative approach to addressing children's needs.
- The voices of children, families and victims are continually heard at the board and used to influence service delivery.

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Recommendations



The Gateshead Youth Justice Service Should:

- Further develop data analysis processes to proactively explore and scrutinise trends in data. Findings should be used to shape service delivery
- Develop processes to enable systematic evaluation of service delivery to provide an evidence base and clear understanding of the impact of provision
- Review resettlement policy and provision to ensure that provision and practice consistently meets children's needs



The Management Board Should:

- Work with the YJS to further develop its diversity strategy and capture this in guidance and processes. The management board should also support the YJS in embedding its strategy and ensure that managers and practitioners are trained and supported to deliver it
- Continue to work with the partnership to ensure that children have quick access to specialist mental health provision
- Ensure that the pathway to speech, language and communication provision is fully embedded, allowing quick access for YJS children
- Continue to work with the YJS and its partners to further develop their response to ensuring all children have access to appropriate education, training, and employment (ETE) provision. This should include improving data analysis and escalation routes to assist effective challenge when there are concerns about ETE provision.

Our Response

The Gateshead Youth Justice Service and Partnership Board will respond to the recommendations as follows:

- Review the remit of the existing Performance Subgroup to ensure data is effectively scrutinised and analysed to ensure the needs of our children are fully understood and that these findings shape service delivery.
- Continue to have an active role in the review and evaluation of local, regional and national initiatives whilst further developing our in-house process to better understand the impact that Youth Justice Service involvement has had for children and their families.
- Review our resettlement policy and provision to develop clear guidance in relation to preparing children for release. This will include the responsibilities of the partnership to ensure robust and effective resettlement provision across wellbeing, accommodation, education, training, and employment.
- Strengthen our understanding of diversity, equality and inclusion across all protected factors through training and development whilst reviewing our policies and procedures to ensure our approach to diversity is transparent.

Our Response

- Implement an initial speech, language and communication screening process for every young person coming into Youth Justice Service and strengthen our partnership arrangements and pathways to support with CAMHS, CYPS and North East Counselling to ensure young people have direct access to the appropriate counselling and support for emotional health issues.
- Work with Trusting Hands GATESHEAD to ensure that young people have quick access to specialist mental health provision and pathways into speech, language and communication provision is fully embedded.
- Establish an education lead worker within YJS and collaborate with education partners to strengthen the education offer for young people and ensure they receive appropriate and effective provision to meet individual need.

These actions will form a development plan which will to be submitted to HMIP as part of the inspection process.

The recommendations will be incorporated into the priorities in the Gateshead Youth Justice Service Strategic Plan 2023 - 2024

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Title of Report: Early Help Strategy 2023-26 – progress against the key priorities, including Family Hubs implementation update.

Purpose of report

- 1 To provide an update on:
 - Progress meeting the priorities of the Gateshead Early Help Strategy 2023-26
 - Implementation of the Family Hubs and Start for Life Programme

Background

- 2 The Gateshead Early Help Strategy 2023-26 was approved by Cabinet in April 2023.

Proposal and/or Issues for consideration

- 3 Progress against the Key Actions (Pages 22-24) underpinning our strategic priorities are set out below:
- 4 Section Theme – Making it easier to get the right help, where and when families need it

Implement a network of Family Hubs and integrate these into locality-based systems of support

- 5 Former Children’s Centre sites at Deckham, Birtley, Felling, Blaydon, Chowdene and Teams have operated under Family Hub branding from July 2023 – Chopwell will follow in August 2023. Further sites at Wrekenton and Leam Lane will also host a Family Hub offer. Recruitment of 5.0 FTE frontline Hub staff and a 1.0 FTE Parent/Carer Panel Co-ordinator role has been completed.
- 6 Pre-funding agreements have been reached with VCFS providers St Chad’s Community Project, Edbert’s House, Gateshead Young Women’s Outreach Project, Labriut and Teams Life Centre to provide a community outreach offer to supplement the core Family Hub network. Funding documents will be signed in August 2023.
- 7 Progress against the milestones of the Gateshead Delivery Plan is regularly reviewed with DfE officers.

- 8 Family Hubs were officially launched on 2 August 2023 and a comprehensive all-age offer is being delivered across the Family Hub network.

Broaden and improve the range of virtual information and support available to families, including a clear Start for Life offer for families with young children.

- 9 A comprehensive online Start for Life offer was launched on 31 March 2023 and is aligned to a rebranded (Sure Start) Facebook platform.

Map and develop a range of prevention services for young people at risk of entering the youth justice system.

- 10 Turnaround model continues to be delivered with performance reports shared with the Youth Justice Board.
- 11 UK Shared Prosperity Fund allocation for youth work services is now open for Gateshead VCFS providers.
- 12 Initial mapping work of support available to adolescents has started.

Improve access to early help services in education settings.

- 13 Team Around the School (TAS) model has continued up to July 2023 and is now subject to a review where the benefits of using a locality-based MDT process is being considered.

Develop and embed a clear Reducing Parental Conflict offer for parents and co-parents.

- 14 Healthy Relationships Pathway launched in March 2023, including more evidence-based RPC interventions.
- 15 This follows facilitator training in March 2023 to introduce new programmes from the Fatherhood Institute to complement the existing offer.
- 16 The (DWP) Local Grant has also funded an extension of the (One Plus One) digital RPC e-learning licences up to March 2025.

Develop and embed an improved offer of support for family relationships.

- 17 Healthy Relationships Pathway introduced – see above.
- 18 Standard Teen Triple P programme introduced in May 2023.
- 19 Facilitator training booked for Incredible Years Babies (September 2023) and Triple P Baby (April 2024).
- 20 Family Networks Pilot confirmed in July 2023.

Section Theme – Key Enablers

Review the early help assessment process with key stakeholders and align with other local assessments.

- 21 New Early Help Assessment (EHA) has been introduced for Early Help Service use from April 2023 – partnership version to follow in August 2023.
- 22 Workforce Development colleagues are helping to develop an updated training package for use of the EHA among external partners.

Develop data maturity across the early help system to further enhance analysis of performance.

- 23 Business case approved for extra data (MIRO) capacity for work on the Supporting Families Programme agenda.
- 24 Format and focus of Early Help Performance Clinics is to change – new Clinics will use exception reports based on an updated data dashboard.

Improve the strategic oversight of, and accountability within, the early help system.

- 25 Draft Terms of Reference have been shared by the DCS for consultation among stakeholders, including the Family Hubs and Start for Life Steering Group.
- 26 The first meeting of the Gateshead Early Help System and Prevention Board will take place in September 2023.

Communications Implications

- External communication (media) in regard to the launch of Family Hubs has taken place in April and August 2023;
- Updates have been shared about the Early Help Strategy and Family Hubs with a wide range of forums, including CMT and CYP Portfolio;
- Early Help Strategy approved by Cabinet in April 2023.

Recommendations

- 27 OSC Families are recommended to:
 - (a) Note contents of this report for information only.

Contact: Gavin Bradshaw **Ext:** 3543

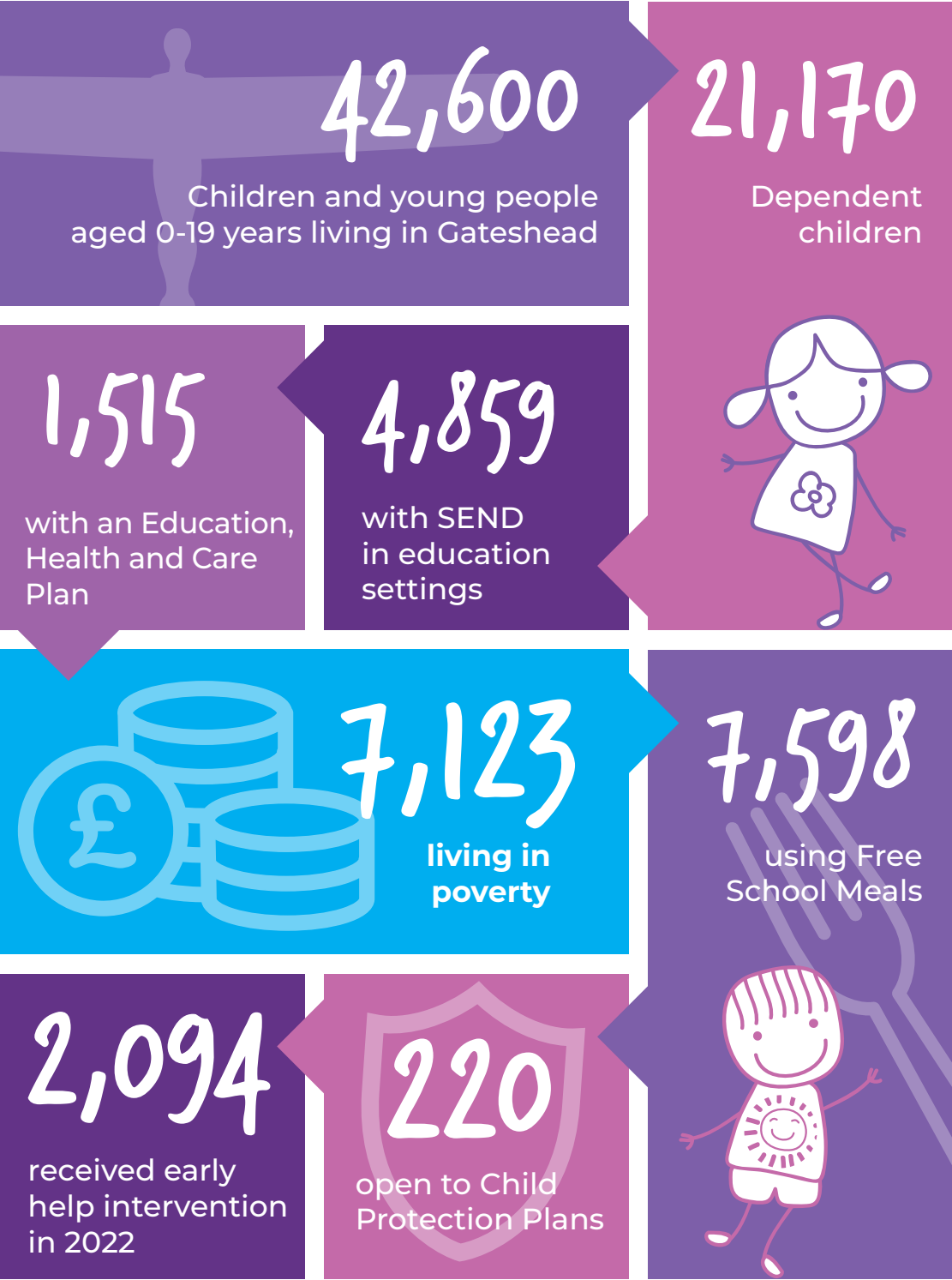
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Gateshead Early Help Strategy

2023-2026

Our partnership approach to delivering family help



Foreword



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

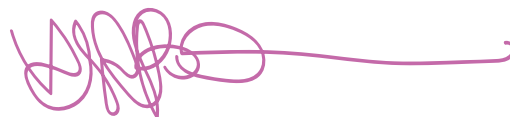
We know that the impact of the Covid-19 pandemic has widened existing inequalities across our communities and we understand how worsening cost of living pressures will lead to increased numbers of families seeking help and support. More than ever, our strong cross-system commitment to working together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

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

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

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

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



Heather Pearson
Chair & Independent Scrutineer
Gateshead Safeguarding Children Partnership

1. Introduction

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

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

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

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

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

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

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

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



A handwritten signature in purple ink that reads "Helen Fergusson".

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

2. Our Vision

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

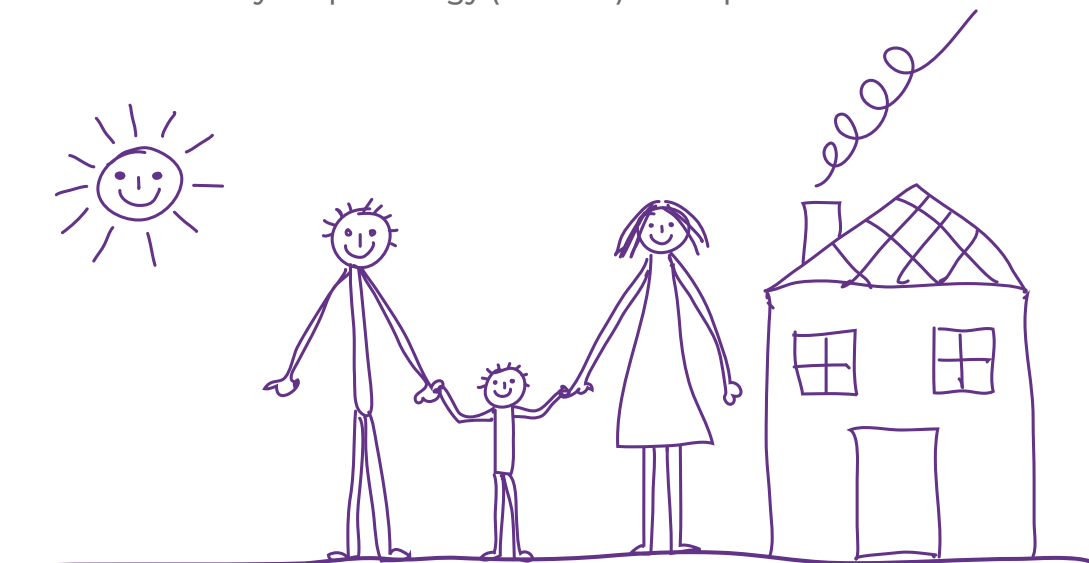
This vision is consistent with the five key pledges set-out in Gateshead Council's Corporate Plan, 'Making Gateshead a Place Where Everyone Thrives', including the focus on putting people and families at the heart of our work, tackling inequality, supporting communities, extending opportunities for employment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

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

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

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

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



3. Guiding Principles



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

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

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

We also seek to ensure that:

- a clear early help offer is promoted across our borough – supported by the implementation of Family Hubs;
- the offer is understood by children, young people, families and communities;
- we use an inclusive definition of family, including kinship care;
- we develop a strong, capable early help workforce across all sectors;
- more partners in a variety of contexts take responsibility for the Lead Practitioner role.

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

4. Early Help in Gateshead - a partnership responsibility

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

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

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

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

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

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

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

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

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

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

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

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

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

5. Early Help in Gateshead - a partnership system

Our definition of Early Help

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

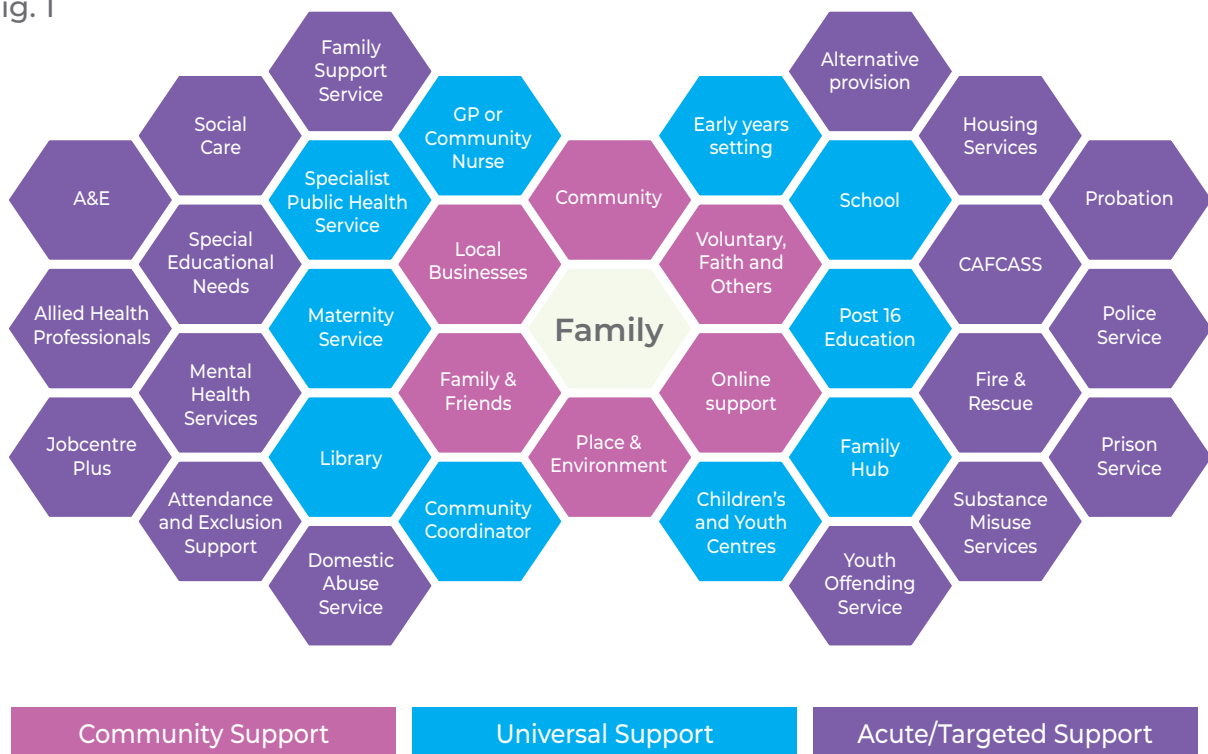
- identifying needs within families early, providing preventative support and intervention before problems become complex and entrenched;
- using evidence-based interventions which draw upon families' own strengths and promote resilience and self-reliance, starting with the capability of the family and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

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

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

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

Fig. 1



6. Early Help as part of a continuum of need

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

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

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

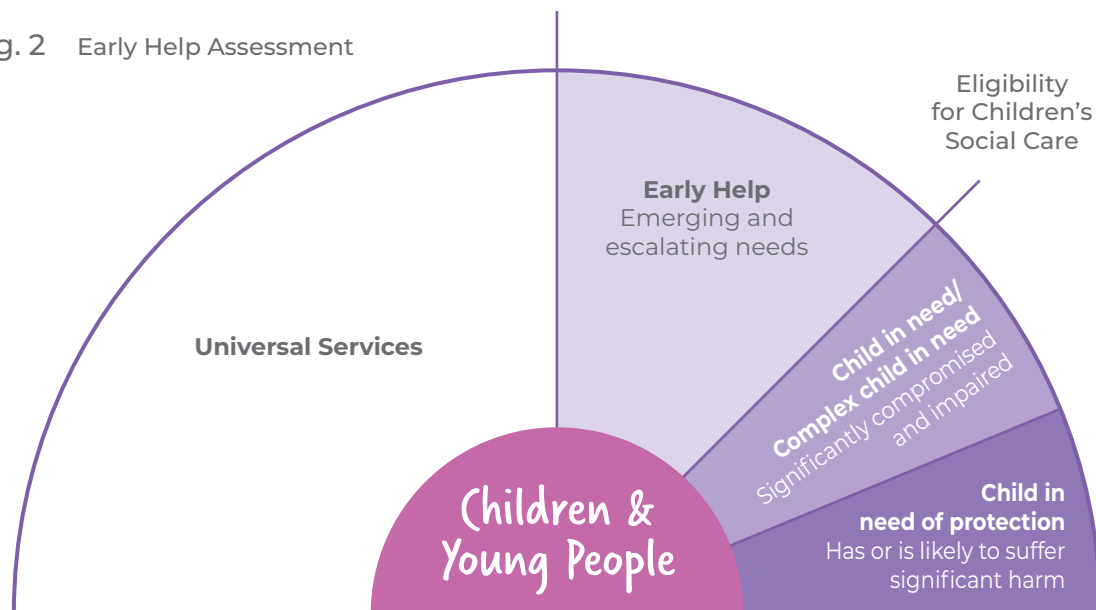
This continuum of need is underpinned further by common practice standards used by staff across the children's workforce within the Local Authority. A new 2022 practice model will also be implemented (see 'Workforce Development' section) to further embed the common approach with a thematic focus on systemic,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

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

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

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

Fig. 2 Early Help Assessment



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

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

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

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

7. Our Priorities

7a. Family Hubs & Start for Life

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

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

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

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

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

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

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

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

7b. Reducing parental conflict and improving family stability

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

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

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

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

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

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

Parenting interventions - delivering 'what works'

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

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

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

The current offer of parenting programmes includes:

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

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

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

7c. Youth Crime Prevention

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

This is delivered through:

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

Supporting Families Programme

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

Youth crime prevention through whole-family support

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

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



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

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

Progress - our prevention journey

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

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

In the next 12 months, we will:

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

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

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

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

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

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

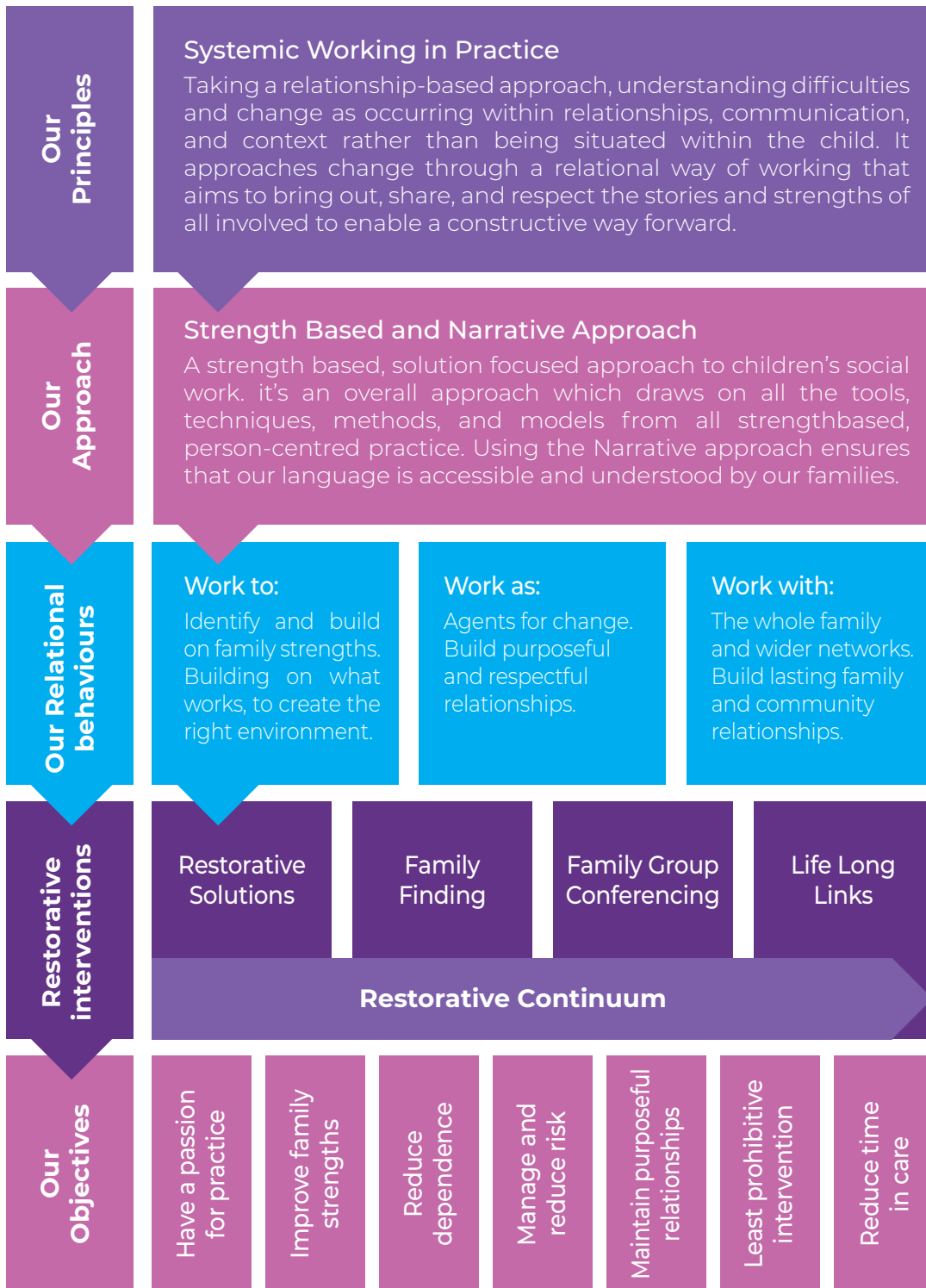
- actively identify and assess a child and family's holistic needs as they arise;
- respond to child and family's needs at the earliest opportunity;
- are confident as Lead Practitioners and collaborate effectively as members of the TAF;
- facilitate the involvement of children, young people and families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

Plus:

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

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

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



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

8. Our early help improvement journey

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

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

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

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

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

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

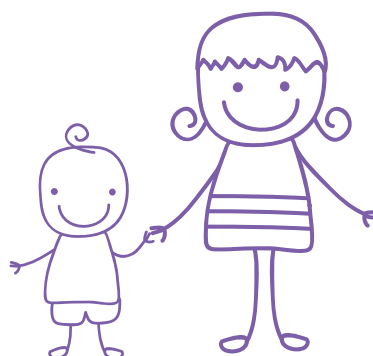
Contacts/referrals for 5,344 children were received by the Early Help Service in 2022 from a diverse referral base, including education (76 schools), police, housing, health, social care and voluntary sector.

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

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

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

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



9. Key Actions - our plan for 2023 – 2026

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

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

(continued...)

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

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

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

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

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

10. Measuring Impact

Supporting Families Outcomes Framework

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

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

Fig. 4



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

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

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

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

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

11. Governance

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

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

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

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

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

Strategic oversight of the Strategy will be provided by:

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

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



12. Appendix – Supporting Families Outcomes Plan

1. Getting a good education

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

2. Good early years development

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

3. Improved mental and physical health

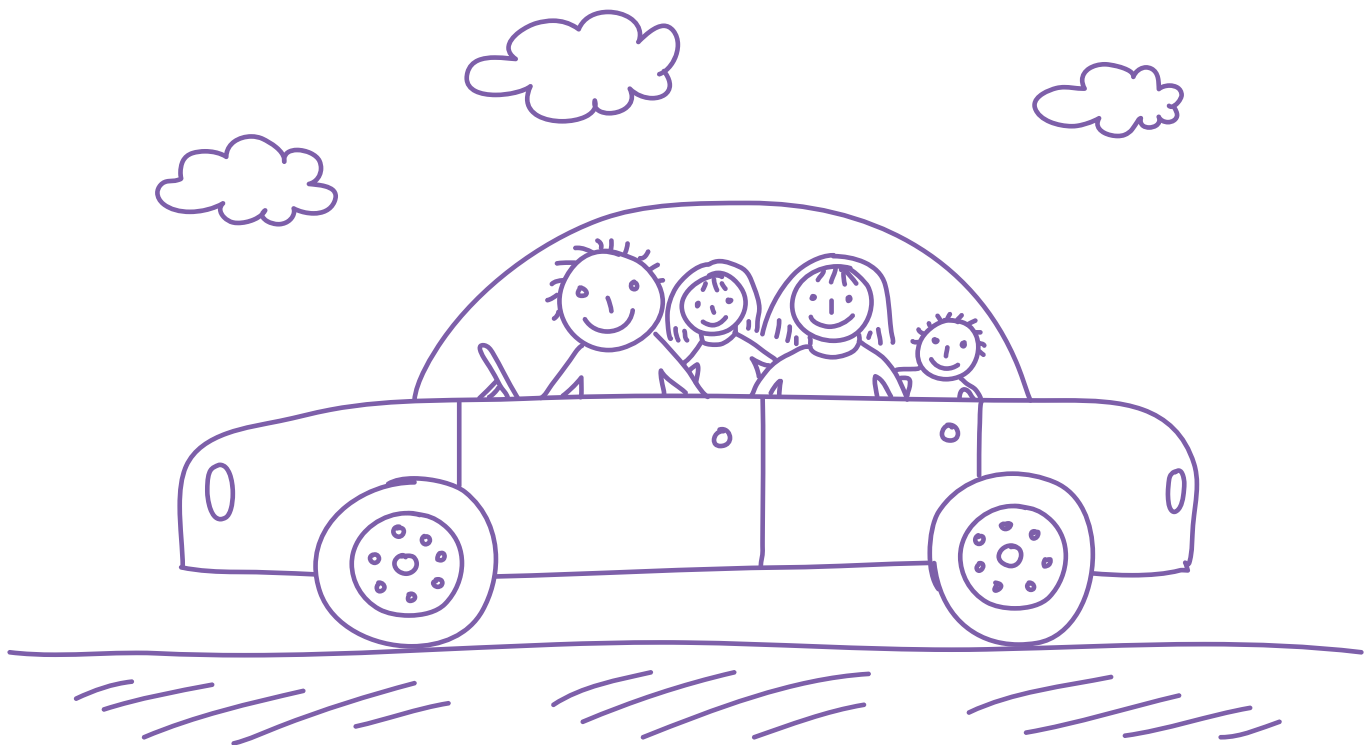
Criteria	Family need	Intended Outcome
3.1	Baby/child needs support with their mental health	The baby/child's mental health and/or wellbeing has improved AND Family/parents/carers feel better equipped to manage the child's mental health and well-being. AND/OR Early attachment relationships are improved/parents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

4. Promoting recovery and reducing harm from substance use

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

5. Improve family relationships

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



6. Children safe from abuse and exploitation

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

7. Crime prevention and tackling crime

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

8. Safe from domestic abuse

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

9. Secure housing use

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

10. Financial stability

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



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Glossary of Terms

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

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

Early Help in Gateshead

Everyone's business

CHILDREN & YOUNG PEOPLES MENTAL HEALTH

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Long Term Plan Deliverables – An overview of Gateshead

Agenda Item 6

WHY AM I HERE?.....



To outline the requirements of the plan



Provide a summary of 22-23

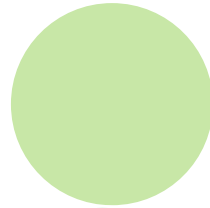


Generate system thinking of how we can transform our mental health offer for children and young people in Gateshead.

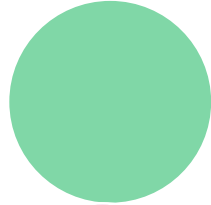


Develop a shared vision with high level objectives and an action plan for what we'll work on together over the next 12 months

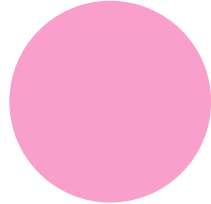
PLAN BASED ON 5 THEMES WITHIN FUTURE IN MIND....



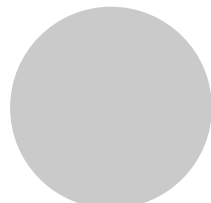
Promote good mental health, build resilience, and identify and address emerging mental health problems as soon as possible



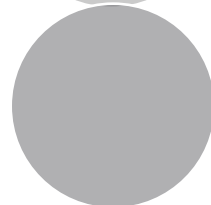
Ensure children, young people and families have timely access to evidence-based support and treatment when in need



Improve the experience and outcomes for the most vulnerable and disadvantaged children, ensuring they are adequately supported at key transition points



Work in partnership to develop multi-agency pathways underpinned by quality performance standards, which will be reported in a transparent way

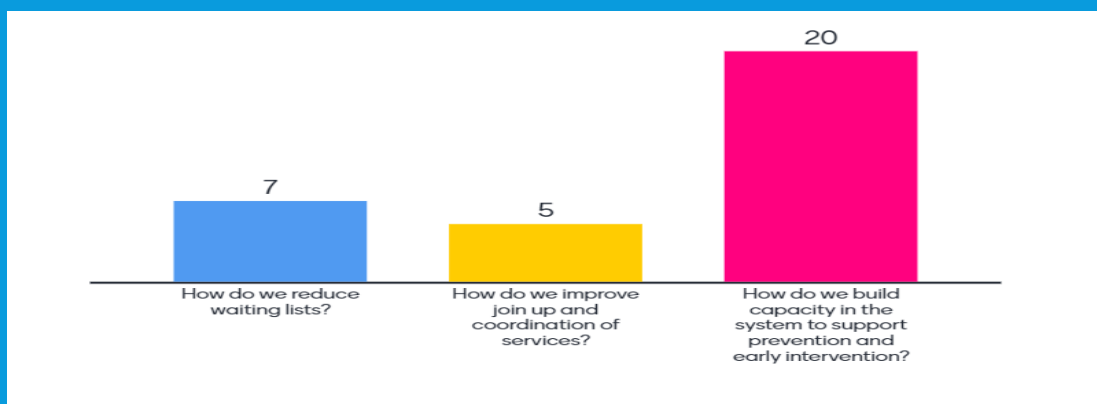


Continue to train and develop our workforce to ensure we have staff with the right mix of knowledge, skills, and competencies to respond to the needs of children and young people and their families, making every contact count.

WHAT'S INFORMED OUR THINKING?....



Improve	Improve communication between services and to our families
Develop	Develop a responsive and user-friendly system
Ensure	Ensure we are meeting our children and young people's mental health needs
Focus	Focus on coordinating the offer of support to children, young people and families
Plan	Develop plans to continue to address waiting lists for services

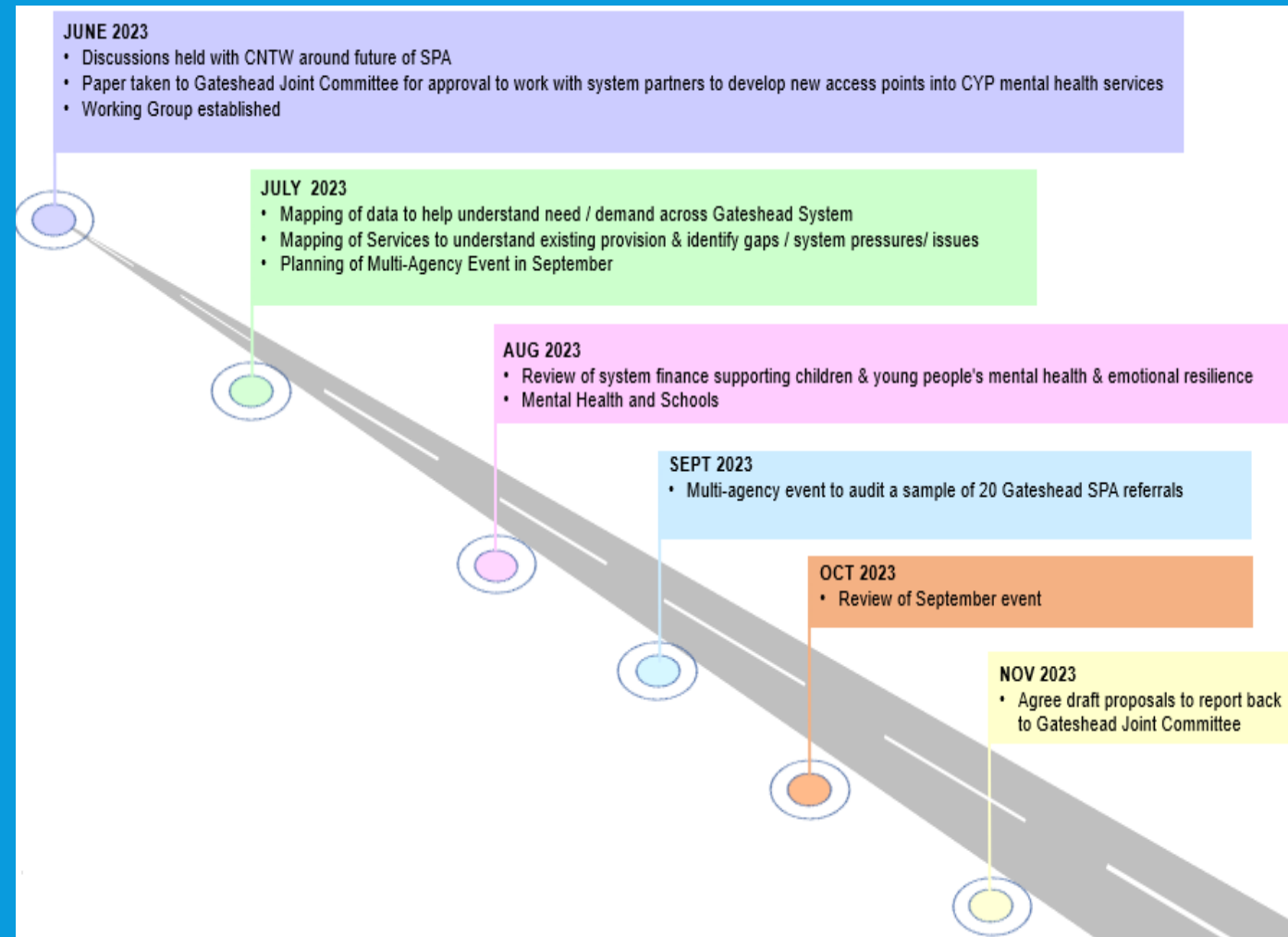


Gateshead Place Plan	Health and Wellbeing Strategy	ICB forward plan (in development)	Learning Skills Strategy	Physical Activity Strategy 2022-2032
Early Help Strategy	Multi-Agency Safeguarding Arrangements Children & Young People	SEND strategy	Attendance Strategy 2020-2025	Gateshead Youth Justice Strategic Plan
Anti-bullying strategy 2020-2025	Emotionally Based School Avoidance Strategy 2020-2025	Gateshead Accessibility strategy 2021-2024	Children & Young People in Care and Care Leavers Strategy 2019-2022	Elective Home Education Strategy 2020-2025

IMPROVING ACCESS- ENSURING A COMPREHENSIVE 0-25 OFFER....

- Review of the Single Point of Access for Getting Help & Getting More Help services
 - Made progress 2022-23 – engagement and consultation, CYP MH Conference, Data and information development, system mapping (workforce, services, vol community offer, learning e.g SEND Inspection, various pilot programmes)
- Not just about the SPoA.....
 - Are we optimising resources to improve capacity? No.
 - Is there a clear offer across the system that can be clearly understood and articulated? No.
 - Is there clear and robust transition planning – child to adult services, schools, education and employment....

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- Mental Health Support Teams (Local Service is Rise delivered by Childrens Society) –
 - a review has been undertaken to inform future delivery
 - looking to develop a joint approach of support around the school (and Family Hubs) – to stop silo working and do things differently by starting to join the system up and optimising our resources – Budget, workforce, community, local services, self help, digital.....
- Children and Young Peoples IAPT – further develop offer with Primary Care and with Family Hubs
- Continue to support youth justice agenda and work with partners to implement development areas identified in recent inspection.
- Trauma Informed Care Pilot – launched earlier this year.
- Plans for 23-25 to build on this and implement learning. Full evaluation taking place in conjunction with Newcastle University

Whats next.....

- Draft proposal for new model for CYP Community Mental Health by November!!!
- Move forward with the ‘team around the school’ approach and/or aligning to Family Hub development
- Expand access to psychological therapies through the SSTFT CYP Primary Care Network Team
- Develop children and young people’s peer support offer



CRISIS....

- Pilot with North East Counselling Service for young people considering suicide
- Grant Investment into NE Youth & Gladstone Tce Youth Hub to create suitable environments for the delivery of services to support the mental health of young people
 - NE Youth £16,500
 - BBC Boys Club (Gladstone Tce youth Hub) £79,010
- Worked with Young Women's Outreach Project who have engaged with young women to understand their barriers to accessing mental health support and helping identify what young people would like from services moving forward to support their mental health
- Grant Investment of £10,000 into Youth Focus North East via Community Grants to launch a Safe Haven Drop-In at St. Chad's Community Project working with the GP surgery and STSFT Primary Care Mental Health Team

What's next....

- In 23/24 hope to take forward plans for alternative to crisis provision building on the learning of work in 22/23 with North East Youth and the Young Women's Outreach Project
- Further research, particularly with young men and diverse communities across Gateshead who don't typically access services so we can understand their barriers further
- Utilise insight to help us work with system partners to remove barriers and improve access to children & young people's mental health services to help reduce crisis
- Work with Daisy Chain to increase access to advice and support for Autistic children & young people
- As part of the work to redesign children & young people's mental health pathways in Gateshead, develop an Alternative to Crisis Offer specifically for children & young people

YOUTH JUSTICE, LEARNING DISABILITY & AUTISM....

Youth Justice

- Established links with North East Counselling Support
- Features as part of Anti-social behaviour pilot
- Working on a dedicated youth offender pathway as part of trauma Informed Care pilot
- Recommendations from recent Youth Justice Inspection

Autism – commissioned 5 autism hubs across the borough with Daisy Chain as the commissioned provider.

They will align with the Family Hub development as well as play a part in upskilling the workforce and accessibility of services.

Learning Disability – launched Insights Network with support from Inclusion North

- Support the Learning Disability & Autism 3 Year Plan which includes mental health and housing as key development areas to ensure people can be supported in the community.
- Digital media – ‘biteables’, Twisting Ducks short films

INEQUALITIES....



Looked after Children,
Care Leavers, Child
Protection Plan

Coexisting health
conditions (asthma,
epilepsy, obesity,
deafness)

Autistic children and
children and young
people with a learning
disability

Children with SEND
and those with a
Education Health and
Care Plan

Children and young
people who identify as
LGBTQ+

Children and Young
People experiencing, or
that have experienced,
homelessness or
housing insecurity

Children and young
people living in
deprivation or at risk of
poverty

Unaccompanied
asylum seeker children

Children from Gypsy,
Roma and traveller
communities.

WORKFORCE....

- Established a multi-agency workforce to support recruitment, retention and training
 - Cultural competence
 - Learning disability, autism and SEND
- Summer school for young people and opportunities for internships and work experience.

What's next....

- Build on information available through 'Our Gateshead'
- Work with Family Hubs, Edberts House and development of Integrated Neighbourhood Teams with a view to maximising the workforce and services available in Gateshead
- Looking to enhance Daisy Chain offer to provide additional workforce training to improve accessibility of services and upskill staff
- Build Children and Young Peoples Peer Support offer

NEXT STEPS.....

- Plan to be presented at various forums including, Overview and Scrutiny Committees, Health & Wellbeing Board.
- Narrative plan sent out to partners for comment (deadline 18 August)
 - Comments considered and incorporated into the plan where appropriate
 - Action plan amended in view of any changes to narrative
 - Full plan – narrative and action plan circulated for final comments (deadline 15 September)
 - Publication of the plan on or before 29 September 2023

TITLE OF REPORT:	Annual Work Programme 2023-24
REPORT OF:	Sheena Ramsey, Chief Executive Mike Barker, Strategic Director, Corporate Services & Governance

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.

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) Note that further reports will be brought to the Committee to identify any additional issues which the Committee may be asked to consider.

Contact: Rosalyn Patterson

Ext: 2088

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

	<ul style="list-style-type: none"> • Preventing Youth Crime and Serious Violence (<i>invite HEHC OSC to jointly look at this</i>) • Work Programme
18 April 2024	<ul style="list-style-type: none"> • Response to Child Poverty in Gateshead • Health Service support in schools for children with chronic health conditions / childhood allergies (<i>to include trends, treatment, management in schools</i>) • Work Programme

Issues to slot in:

- Benefits arising from the changes to the Music Service
- SEND Inspection outcomes