

GATESHEAD HEALTH AND WELLBEING BOARD AGENDA

Friday, 8 September 2023 at 10.00 am in the Bridges Room - Civic Centre

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies for Absence
2	Minutes (Pages 3 - 10) The minutes of the meeting held on the 21 July 2023 are attached for approval, together with the Action List
3	Declarations of Interest Members of the Board to declare an interest in any particular agenda item.
4	Updates from Board Members <u>Items for Discussion and/or Agreement</u>
5	SEND Inspection Presentation - Andrea Houlahan and Lisa Wood (Pages 11 - 26)
6	Trauma Informed Care - Lisa Wood
7	Gateshead's Children and Young People's Mental Health and Emotional Wellbeing Local Transformation Plan 2023-24 - Angela Kumar (Pages 27 - 74)
8a	Notification of Removals from the Pharmaceutical List and Changes to Pharmacy Opening Hours - Edward O' Malley (Pages 75 - 88)
8b	Boots Pharmacy closures update - John Costello
9	People@theheart Partnership Agreement - Alice Wiseman (Pages 89 - 108)
10	Gateshead Cares System Board Update - Mark Dornan / All <u>Items for Information</u>
11	Pharmacy notification from NENC ICB: Avicenna Pharmacy, Fewster Square, Leam Lane Estate (change to supplementary hours) (Pages 109 - 110)
12	A.O.B

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GATESHEAD METROPOLITAN BOROUGH COUNCIL

GATESHEAD HEALTH AND WELLBEING BOARD MEETING

Friday, 21 July 2023

PRESENT	Councillor Lynne Caffrey	Gateshead Council (Chair)
	Councillor Bernadette Oliphant	Gateshead Council
	Councillor Bill Dick	Gateshead Council
	Councillor Gary Haley	Gateshead Council
	Councillor Jane McCoid	Gateshead Council
	Councillor Martin Gannon	Gateshead Council
	Councillor Paul Elliott	Gateshead Council
	Alice Wiseman	Gateshead Council
	Claire Wheatley	Northumbria Police
	Lisa Goodwin	Connected Voice
	Steve Thomas	Tyne & Wear Fire and Rescue

IN ATTENDANCE	Alison Dunn	Gateshead CAB
	Amy Davies	Gateshead Council
	Dale Owens	Gateshead Council
	Joanna Clark	Gateshead Health FT
	John Costello	Gateshead Council
	Kirsty Sprudd	NENC ICB
	Lynn Wilson	NENC ICB
	Nicola Allen	CBC Health Federation
	Nicola McDougal	CSB Health Federation
	Peter Wright	Gateshead Council
	Philip Hindmarsh	Gateshead Council
	Vicky Sibson	Gateshead Council
	Yvonne Probert	Healthwatch Gateshead

HW24 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Jonathan Wallace, Cllr Leigh Kirton, Cllr Michael McNestry, Cllr Pamela Burns, Dr Mark Dornan, Helen Fergusson and Stephen Kirk.

HW25 MINUTES

RESOLVED:

- (i) That the minutes of the meeting held on 9 June 2023 be approved.
- (ii) That the action list update be noted.

Matter arising: The Chair reminded the Board that the assurance sub-group of the Health & Wellbeing Board is seeking expressions of interest for membership; Board members were encouraged to sign up if they have not already done so.

HW26 DECLARATIONS OF INTEREST

RESOLVED:

- (i) That there were no declarations of interest.

HW27 UPDATES FROM BOARD MEMBERS

The Board received verbal updates from members as follows:

- The Healthwatch Gateshead Annual Report 2022-23 has been published; a copy of the report was appended to the agenda pack for information. It was agreed that an update report on the future priorities for Healthwatch Gateshead would be scheduled for a future meeting.
- The NENC Joint Forward Plan is being developed; Lynn Wilson advised the Board that the the draft plan is currently being consulted upon. The Board were reminded that they would be invited to take part in the consultation via separate MS Teams meetings in August and also on the 4th September.
- Dale Owens advised the Board that Nicola Bailey had been appointed as the Safeguarding Adults Board Chair.
- Lisa Goodwin noted that the voluntary sector compact is being refreshed and it was agreed to bring an item on the compact to a future Board meeting.
- Joanna Clark highlighted that as part of the NHS 75th anniversary, an open day had taken place within the Trust and that this had been well attended. The Board also noted an update on the impact of the doctors strikes at the QE, it was acknowledged that these strikes have been challenging for both staff and patients due to some planned work being stood down.
- The Citizen's Advice Bureau in Gateshead is now open 7 days per week.

RESOLVED:

- (i) That the Board note the updates provided.

HW28 A NEW HOME IMPROVEMENT AND ASSISTANCE SERVICE FOR GATESHEAD - PETER WRIGHT

The Board received a report seeking support for proposals regarding the implementation and development of a new 'home improvement and assistance' service for Gateshead.

From the report, the Board were provided with information relating to the new service as follows:

- A single, multidisciplinary, and in-house team will be responsible for the whole end-to-end adaptations process and providing a person-centred, tenure blind service.

- The team will comprise of case managers, OT's, technical expertise and administrative support.
- It would have increased capacity, with staffing proposals and levels based on current demand, and an assessment of the required skills needed for service improvement.
- Additional staffing costs could be met from capitalisation, and therefore would be unlikely to impact on the General Fund.
- A near total redesign of job roles and responsibilities requiring organisational change.
- Potential additional roles will include handypersons, a social prescriber, resettlement, and hospital discharge roles.
- There will be a development of links with the Council's current supporting independence team based in Building Cleaning Services.
- There is a proposed redesigned workflow, with the home improvement and assistance service (or HIA) being the first point of contact, undertaking triage, visits, and assessment, post visit activities, and obtaining customer feedback.
- A systems-based approach will be taken wherever possible to reduce cost, ensure better efficiency and performance.

It was highlighted that the new service would also have 22 employees, an increase on the current adaptations team of 8.2 full time equivalent posts. It was explained that this increase would be met using a mix of existing staff and new recruitment.

The Board commented that the new service meets the ethos of the Health & Wellbeing Board in being person-centred; Board members also noted that an improvement plan will be produced to address the backlog of residents waiting for an assessment for adaptations to their homes.

A further comment was made noting that patients who have adequate home adaptations can receive more efficient care from district nurses within their homes.

RESOLVED:

- (i) That the Board supported the proposals to establish a new home improvement and assistance service in Gateshead.
- (ii) That the Board requested an update report on the progress being made in implementing the new service at a future meeting.

HW29 SPECIALIST & SUPPORTED HOUSING NEEDS ASSESSMENT & STRATEGY - VICKY SIBSON AND AMY DAVIES

The Board received a presentation and report providing an update on a proposed new 'Specialist and Supported Accommodation Needs Assessment and Strategy'. Feedback and endorsement from the Board was sought prior to the strategy being

presented to Cabinet in September 2023.

The Board were advised that consultants Housing LIN were commissioned to undertake specialist and supported housing needs assessment strategy; it was reported that the needs assessment scope included older people (aged 55+), people with a disability and people experiencing or at risk of homelessness. The Board were provided with a summary of findings from the research and consultation for information.

It was highlighted that the strategy will aim to engage with:

- Housing organisations that provide supported, specialist and mainstream housing.
- Support and care organisations that provide supported housing services.
- Community organisations in Gateshead with an interest in specialist and supported housing.

From the presentation, the Board noted that the strategy will sets out five aims and incorporate a delivery plan that sets actions against each aim to ensure need/demand is met. The five aims were presented as follows:

1. To develop and enable the provision of a wide range of homes, including supported and specialist homes, that are suited to the needs of an ageing population.
2. To commission and develop a range of specialist and supported housing, with associated care and support services, that enable adults with longer term care and support needs to have a home in the community.
3. To commission and develop a range of specialist and supported housing, with associated support services, for young people and adults who are homeless, or who are at risk of homelessness; and homes for young people who are care experienced.
4. To enable and provide a range of accessible and adapted homes suited to the needs of people with physical disabilities and/or long-term conditions.
5. To maintain and raise the standard and quality of supported housing services.

The Board were advised that officers will further develop joint working between housing, health, social care and commissioning to deliver the aims of the strategy. It was also explained that there will be engagement with partners to share the needs assessment and strategy to encourage joint working and to develop plans for implementing the strategy over the next 12 months.

The Board expressed its support to the aims of the strategy; a comment was made noting that it provides an opportunity for innovation. A discussion also took place on the “home first” model for adult social care in Gateshead; it was noted that improvements to supported housing would support residents to live more fulfilling lives.

RESOLVED:

- (i) That the Board endorsed the draft specialist and supported

- accommodation needs assessment and strategy.
- (ii) That the Board endorsed an annual review of the needs assessment to monitor and assess demand.
 - (iii) That the Board endorsed the development of a joint plan between health, housing and social care for the implementation of the identified accommodation needs plan.

HW30 HEALTH DETERMINANTS RESEARCH COLLABORATION GATESHEAD - EDWARD O' MALLEY

The Board received a presentation providing an update on the Health Determinants Research Collaboration in Gateshead.

The Board acknowledged that the HDRC was a complex and multi-faceted initiative and endorsed the aims and objectives of the collaboration. The Board also noted that the research collaboration would support and help with the system's understanding of deprivation across Gateshead and also endorsed the proposals that are 'resident centric'. A comment was made noting that the involvement and input from the community and voluntary sector was important.

RESOLVED:

- (i) That the Board noted the update.

HW31 WORKFORCE AND WORKFORCE DEVELOPMENT - NICOLA MCDUGAL

The Board received a presentation from Nicola McDougal providing an update on Workforce and Workforce Development across the CBC Health Federation in collaboration with partners from across the Gateshead Cares Workforce Partnership.

The Board received updates on the 'Step Into Work' scheme and the new health and care summer school being run throughout August. The Board noted that retention of staff was a key priority across the sector; it was also noted that there is to be a development of career progression routes for new and existing staff.

From the presentation, the Board also received an update on the 'Flexible Workforce Hub' which aims to provide cover to fill short term workforce gaps across Gateshead's 25 GP Practices.

RESOLVED:

- (i) That the Board noted the update.

HW32 GATESHEAD CARES SYSTEM BOARD UPDATE - MARK DORNAN / ALL

RESOLVED:

- (i) That the Board noted the update.

HW33 GATESHEAD BETTER CARE FUND SUBMISSION 2023-25 - JOHN COSTELLO

The Board received a report providing the Better Care Fund (BCF) Plan submission

requirements for 2023-25 and the submission documents for retrospective endorsement.

RESOLVED:

- (i) That the Board endorsed the 2023-25 BCF submission for Gateshead.

HW34 NENC JOINT FORWARD PLAN

RESOLVED:

- (i) That the Board noted the item for information.

HW35 HEALTHWATCH ANNUAL REPORT 2022/23

RESOLVED:

- (i) That the Board noted the item for information.

HW36 PHARMACY NOTIFICATIONS FROM NHS ENGLAND

RESOLVED:

- (i) That the Board noted the item for information.

**GATESHEAD HEALTH AND WELLBEING BOARD
ACTION LIST**

AGENDA ITEM	ACTION	BY WHOM	COMPLETE or STATUS
Matters Arising from HWB meeting on 21st July 2023			
Partner Updates	Healthwatch Gateshead to report on its final priorities for 2023-24	Yvonne Probert	To feed into Forward Plan
Partner Updates	Refresh of Voluntary Sector Compact to come to future Board meeting	Lisa Goodwin	To feed into Forward Plan
A New Home Improvement and Assistance Service for Gateshead	To receive an update on progress being made in implementing the new service at a future meeting	Peter Wright	To feed into Forward Plan
Matters Arising from HWB meeting on 21st April 2023			
Physical Activity Strategy	To receive a further update report in Autumn	Michael Lamb / Natalie Goodman	To feed into Forward Plan
Notification of Removal from the Pharmaceutical List and Changes to Pharmacy Opening Hours	To review Pharmacy provision specifically in relation to out of hours and weekend hours	Alison Wiseman / Edward O'Malley	To be considered by the HWB at its meeting on 8 th September
Matters Arising from HWB meeting on 27th January 2023			
Family Hubs	To receive a further update on plans at a future meeting	Gavin Bradshaw	To feed into Forward Plan

AGENDA ITEM	ACTION	BY WHOM	COMPLETE or STATUS
Matters Arising from HWB meeting on 21st October 2022			
Delayed Discharges Harm Assessment	To receive a progress report on delayed discharges in 2023	Jo Baxter / D Owens	To feed into Forward Plan
Matters Arising from HWB meeting on 29th April 2022			
Climate Change Strategy for Gateshead	To receive an update on progress in taking forward the Climate Change Strategy	A Hutchinson / L Greenfield	To feed into Forward Plan

Inspection of Gateshead's arrangements for children and young people with special educational needs and/or disabilities



The image shows the cover of a document titled "SEND: Gateshead's Response to the Areas for Development identified by Ofsted and the Care Quality Commission". The cover features the Gateshead Council logo on the left and the NHS North East and North Cumbria logo in the center. On the right, there is a 3x3 grid of nine circular icons, each containing a stylized illustration of a diverse child or young person. The word "SEND" is written in large, colorful letters (S: orange, E: green, N: blue, D: pink) across the middle. Below the title, there is a decorative horizontal bar with segments in blue, pink, orange, green, yellow, and blue.

Gateshead Council

NHS
North East and North Cumbria

SEND

Gateshead's Response to the Areas for Development identified by Ofsted and the Care Quality Commission

July 2023

Introduction

Our vision in Gateshead is for all children and young people with SEND to thrive, have appropriate provision, feel positive about their next steps and believe in themselves. We put families at the heart of everything we do.

Our strategic approach is to 'Make Gateshead a place where everyone thrives'.

For children and young people with Special Educational needs this means our four priorities are:

1. To have a transparent approach to identify children and young people's needs which is understood by parents, carers and professionals, so that the right support is in place at the right time.
2. To actively engage with children and young people and their parents and carers, so that their vision of 'Our choice, our voice' is heard and supported during strategic planning.
3. For health, social care, and education services to work together to commission the best support for children and young people's needs, and to keep all children and young people safe.
4. To ensure that children and young people are well prepared, supported and feel positive about taking their next steps.

Following a local area inspection of Gateshead's services for young people with SEND in May 2023, the local partnership between Gateshead Council and the NHS North East and North Cumbria Integrated Care Board (ICB) will be updating its strategy to ensure young people with SEND in Gateshead have equal opportunities to thrive – from accessing educational support and care services to specialist health care.

Ahead of the inspection taking place, the partnership took steps to address concerns shared by parents and carers of young people with SEND, as well as young people accessing SEND support services themselves, with a consultation in February on how to strengthen support for these children and young people. During the Local Area SEND Inspection, inspectors praised the partnership for its "determination to provide high-quality education and support to all children and young people with SEND" and acknowledged the strength of the work done with local parents, carers and young people to continue to improve services. The Gateshead SEND Strategy 2023-2026, written in January 2023, addresses the inspector's recommendations which include reducing wait times for health services and offering clearer guidance on EHC assessments, while continuing to improve transitions from child to adult services.

This document sets out the Gateshead local area collective response to the findings of the recent inspection of arrangements for children and young people with SEND. It outlines the collective commitment of the partnership in Gateshead to our children, young people and their families to provide an honest account of the changes needed in our local area so that we can deliver this vision and address the findings of the recent SEND inspection.

Inspection findings

Between the 5 May and the 26 May 2023, Ofsted and the Care Quality Commission (CQC) jointly inspected arrangements across education, health and care services to understand how well members of Gateshead's Partnership work together to improve the experiences of children and young people with SEND.

A copy of Gateshead's Inspection Letter can be found on the Ofsted website at:

Gateshead Area SEND inspection May 2023

The inspection found that:

1. Leaders are determined to provide high-quality education and support for children and young people with SEND.
2. Leaders have invested in ARMS provision to meet changing needs.
3. Delays to CYPS are mitigated against with the provision of family events, support workshops and support from the emotional well-being team.
4. Children and young people in residential settings out of Gateshead have their needs met effectively. They are supported well, and systems are in place to ensure they are safe.
5. The fair-access protocols work well, which results in children and young people attending well and has reduced the risk of permanent exclusion.
6. The parent carer forum actively contributes to strategic developments. They feel confident that their views and concerns are listened to.
7. SENDIASS support parents well, giving impartial advice on EHCP's and tribunals.
8. Children's and young people's views are sought and shared with leaders, facilitated by the involvement worker and youth ambassador.
9. The virtual school team play a crucial role in supporting children and young people with SEND who are in our care. They have provided training across schools and health to understand the impact of trauma on school attendance and well-being.
10. Across the partnership, there is a combined strategy for workforce development. This is responding to the growing number neurodevelopmental and social emotional mental health needs among children and young people.
11. Multi-agency working through Early Help and Children with Disabilities teams make a positive difference for children and young people with SEND.
12. The dynamic support register is well established, with a strong multi-agency team providing individualised support.
13. Specialised speech and language teams support young people up to the age of 19, with a smooth transition to adult services and specialist providers.
14. Timely EHCP assessments and amended plans within the statutory 20-week process.

These findings were reflected in Gateshead's accurate self-evaluation form.

Inspection Outcome

The inspection team found that Gateshead's arrangements lead to inconsistent experiences and outcomes for children and young people with SEND and have asked the partnership to work together to address the following areas for improvement:

1. Leaders in health should ensure that plans to target the reduction in waiting times for services clearly identify the support that children and young people and their families will receive while waiting. These plans should contain ambitious timescales for improvement and clear monitoring and evaluation procedures.
2. Leaders in health should ensure there is clear oversight of children and young people as they move through the emotional well-being and mental health support systems in the area. Leaders should provide clear and consistent information to children and young people, families and professionals on the pathway.

3. Strategic leaders across education, health and care should ensure that they provide clarity and consistency of expectations on the level of contribution from all agencies to continue to improve the quality of the EHC assessment and review process.
4. Strategic leaders should continue to improve the transitions from child to adult services in health, education and care. They should ensure that the strategy for preparation for adulthood starts from the earliest years, particularly for children with complex needs.
5. Leaders within the SEND service should improve communication between health, education, care and parents and carers to improve the experiences for children and young people with SEND and their families. They should further develop the role of the SEND caseworkers to strengthen communication. This should include tailored communication for parents and carers new to the country or who speak English as an additional language.

The inspection team also identified the following areas which the partnership must address:

1. Provision for children and young people with physical needs with opportunities for academic qualifications.
2. Strategic plans across education, health and social care for children born with complex needs.
3. Social work assessments to provide a holistic view of children and young people's history and lived experience. This includes ethnicity, language, religion and culture.
4. Reduce waiting times for some children who are waiting for support through the short breaks service.
5. Improve the 18-25 offer in health, to ensure a smooth transition to adult health services

Next steps

Within 30 working days of the publication of the inspection report, Gateshead is required to update and publish its SEND Strategic Priority Action Plan so that the areas for improvement identified by Ofsted and the CQC integrate with the Partnership's existing delivery plan.

The connectivity between the report findings and how these relate to Gateshead's strategic priorities are set out in the following text and diagram.

The SEND Strategy was developed with four key priority areas. These are as follow;

1. To have a transparent approach to identify children and young people's needs which is understood by parents, carers and professionals, so that the right support is in place at the right time.
2. To actively engage with children and young people and their parents and carers, so that their vision of 'Our choice, our voice' is heard and supported during strategic planning.
3. For health, social care, and education services to work together to commission the best support for children and young people's needs, and to keep all children and young people safe.
4. To ensure that children and young people are well prepared, supported and feel positive about taking their next steps.

Within each of the key priority areas are the areas for improvement (AFI) which have been identified from the Local Area SEND Inspection. In the report, there were also other areas for improvement (OA) as detailed below. These other areas for improvement also fit into each of the key priority areas.

Colour Key



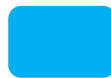
Priority 1



Priority 3



Priority 2



Priority 4

Gateshead SEND Strategic Plan

Strategic Priority
Areas from Strategy

P1

To have a transparent approach to identify children and young people's needs which is understood by parents, carers, and professionals, so that the right support is in place at the right time.

P2

To actively engage with children and young people and their parents and carers, so that their vision of 'Our choice, our voice' is heard and supported during strategic planning.

P3

For health, social care, and education services to work together to commission the best support for children and young people's needs, and to keep all children and young people safe.

P4

To ensure that children and young people are well prepared, supported and feel positive about taking their next steps.

Areas for improvement
from **SEND**

AFI 1

Leaders in health should ensure that plans to target the reduction in waiting times for services clearly identify the support that children and young people and their families will receive while waiting. These plans should contain ambitious timescales for improvement and clear monitoring and evaluation procedures.

AFI 4

Strategic leaders across education, health and care should ensure that they provide clarity and consistency of expectations on the level of contribution from all agencies to continue to improve the quality of the EHC assessment and review process.

AFI 3

Leaders within the SEND service should improve communication between health, education, care and parents and carers to improve the experiences for children and young people with SEND and their families. They should further develop the role of the SEND caseworkers to strengthen communication. This should include tailored communication for parents and carers new to the country or who speak English as an additional language.

AFI 2

Leaders in health should ensure there is clear oversight of children and young people as they move through the emotional well-being and mental health support systems in the area. Leaders should provide clear and consistent information to children and young people, families, and professionals on the pathway.

AFI 5

Strategic leaders should continue to improve the transitions from child to adult services in health, education, and care. They should ensure that the strategy for preparation for adulthood starts from the earliest years, particularly for children with complex needs.

Other areas for development
identified in report

OA 4

Reduce waiting times for some children who are waiting for support through the short breaks service.

OA 3

Social work assessments to provide a holistic view of children and young people's history and lived experience. This includes ethnicity, language, religion and culture.

OA 2

Strategic plans across education, health and social care for children born with complex needs.

OA 1

Provision for children and young people with physical needs with opportunities for academic qualifications.

OA 5

Improve the 18-25 offer in health to ensure a smooth transition to adult health services.

Accountability arrangements

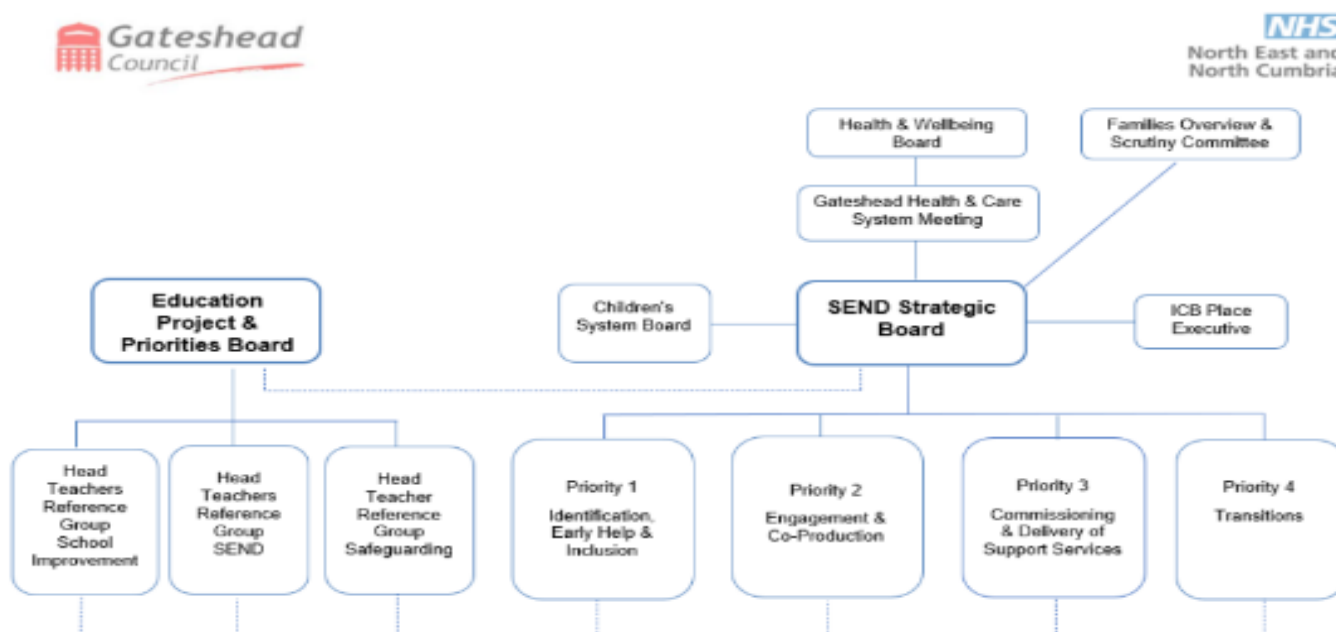
Gateshead’s SEND Partnership Board is responsible for holding partner organisations to account for the delivery of high-quality services for children and young people with SEND and will oversee the delivery of the SEND Strategic Priority Action Plan for Gateshead.

The Board is chaired by the Council’s Strategic Director Children’s Social Care and Lifelong learning and Service Director for Education, Schools and Inclusion in the role of Deputy Chair. The key organisations involved in the SEND Partnership Board are:

- Gateshead Council – Early Help Services, SEND Service, Education Services, Children’s and Adult Social Care, Housing, Public Health
- NHS Northeast and North Cumbria Integrated Care Board (ICB) -- Director of Nursing, ICB Commissioning Lead, Children’s Portfolio Lead
- Gateshead Health Foundation Trust (GHNFT)
- CNTW NHS Foundation Trust
- Voluntary Community Sector Organisations (VCS)
- Representatives from Gateshead’s mainstream schools, designated provisions and special schools
- Gateshead Parent and Carers Forum representative
- Gateshead SEND Youth Forum
- SENDIASS

The SEND Strategic Board is ultimately accountable to the Health and Wellbeing Board.

Structure for Leadership, Governance and Partnerships



Reporting arrangements

So, there is robust oversight of the SEND Strategic Priority Action Plan and Delivery Plan for progress to be made at the right pace and in line with the desired outcomes, each priority for improvement has been allocated a Priority Owner, a named working group, parent and/or carer representative and Head Teacher representation with the following responsibilities:

The overall oversight of the SEND Strategic Priority Action Plan and Delivery Plan is completed by the Strategic Lead for SEND & Inclusion.

Role	Responsibilities
Strategic Lead for SEND & Inclusion	<ul style="list-style-type: none"> • Strategic oversight of the priority areas. • Champion the work of partners involved in supporting and implementing the SEND Delivery Plan. • Remove any barriers to the successful implementation of the SEND Delivery Plan at a strategic level across all organisations. • Support partners in their work to resolve any emerging risks or issues which could impact the delivery of the Plan.
Priority Owners	<ul style="list-style-type: none"> • Operational oversight of the implementation of the agreed actions contained in the Delivery Plan. • Tracking the performance against the success measures in the Delivery Plan. • Identifying risks or issues which may threaten to derail the implementation of the Delivery Plan and working with the Strategic Sponsor to put in place credible plans to resolve any risks or issues. • Producing highlight reports on the progress made against the Delivery Plan on a quarterly basis to be presented at the SEND Strategic Board.
Working Group	<ul style="list-style-type: none"> • Reporting to the priority owner. • Carry out operations in relation to the priority area actions.
Parent and/or carer	<ul style="list-style-type: none"> • Highlight the lived experiences of parents/carers. • Challenge the work of the partnership to support positive improvement and development of service for children, young people and their families. • Support clear communication with families about the progress being made by the Partnership. • Support participation, engagement and coproduction regarding the changes required to services.
Head Teacher Representation	<ul style="list-style-type: none"> • Highlight the lived experiences of schools. • Challenge the work of the partnership to support positive improvement and development of service for children, young people and their families. • Support clear communication with school leaders about the progress being made by the Partnership. • Support participation, engagement and coproduction regarding the changes required to services.

They will be supported by the relevant qualified professionals to implement the activities set out in the SEND Strategic Priority Action Plan and Delivery Plan and will meet monthly to review the progress made, escalate any concerns, identify and resolve issues and risks, as well as address any ongoing performance questions.

Each Priority Leader will present updates at the SEND Strategic Board quarterly. This will include KPIs, time scales and any associated risks. The Project Manager will manage and review the risk log in monthly meetings with the Strategic Lead for SEND & Inclusion.

Measuring the difference, we have made

Progress will be monitored on a monthly basis against the Key Performance Indicators identified in the Plan using the following 'PRAGG' rating:

- | | |
|---|--------|
| • Action completed and embedded | PURPLE |
| • Action significantly delayed | RED |
| • Action in progress | AMBER |
| • Action on track | GREEN |
| • Action not yet started as dependent on or waiting other actions to be completed | GREY |

Softer intelligence will be used to demonstrate the lived experience of children, young people and families. This will include, but is not limited to information collected from:

- Gateshead Parents and Carers Forum
- SENDIASS
- SEND Youth Forum Feedback
- Service user questionnaires
- Case studies
- Complaints and compliments.

Communication plan

Partners including Designated Clinical Officer, Designated Social Care Officer and Service Manager for SEND will work closely with the Gateshead PCF and will meet monthly to oversee regular and transparent communications about the progress made and disseminate these wider to children and young people with SEND and their families.

The Strategic SEND Action Plan will be updated annually and will be uploaded to the Gateshead Local Offer. [Gateshead Local Offer SEND 0 to 25 Years - Gateshead Local Offer SEND 0 to 25 years](#)

General queries about the content of this document can sent to SENTeam@Gateshead.gov.uk

Issue/Recommendation		Key Actions Required	Lead(s)	Timescale	When will we know we have made a difference
<p>AFI 1 (Priority Area 1)</p> <p>Leaders in health should ensure that plans to target the reduction in waiting times for services clearly identify the support that children and young people and their families will receive while waiting. These plans should contain ambitious timescales for improvement and clear monitoring and evaluation procedures (Therapies).</p>	1	<ul style="list-style-type: none"> Review and transform services to increase capacity and reduce waiting times for therapy services. 	<p>Lynn Wilson – Director of Place, ICB</p>	September 2025 (Within wider NENC ICB transformation programme)	<p>A review of services will have been completed and transformational ways of working implemented to improve the experience for our children and young people. There will be increased capacity for needs assessments and multi-agency approach to prioritisation of those with greatest need.</p> <p>Children and young people will access appropriate support more quickly and before needs escalate.</p>
	2	<ul style="list-style-type: none"> Review and transform Emotional Wellbeing Mental Health service to increase capacity and reduce waiting times. 		September 2025 (Within wider NENC ICB transformation programme)	<p>A review of services will have been completed and transformational ways of working implemented to improve the experience for our children and young people. There will be increased capacity for needs assessments and multi-agency approach to prioritisation of those with greatest need.</p> <p>Children and young people will access appropriate support more quickly and before needs escalate.</p>
	3	<ul style="list-style-type: none"> Ensure alignment with NENC ICB wide work on transforming CYP mental health and learning disability transformation programme. 		September 2025 (Within wider NENC ICB transformation programme)	<p>Reduced variation across the NENC ICS and more timely access to therapeutic services, measured across clinical pathways.</p>
	4	<ul style="list-style-type: none"> Reduced waiting times with trajectories identifying key milestones for access to support and services. 		September 2025	<p>Measurable reductions in waiting list size and waiting times.</p> <p>Families report improvement in efficiency and quality of assessments and review process.</p>
	5	<ul style="list-style-type: none"> ICB review of under 5 neurodevelopmental waiting times 		September 2025	<p>Measurable reductions in waiting list size and waiting times.</p> <p>Families report improvement in efficiency and quality of assessments and review process.</p>
	6	<ul style="list-style-type: none"> Develop a comprehensive, clinically led service specification and data set for therapy services. 		September 2024	<p>Service specifications and pathways will be in place. Improved provision of data for the effective local monitoring of metrics.</p>
	7	<ul style="list-style-type: none"> Improve data flows and performance reporting for therapies and mental health waiting times to improve the experience of children and young people. 		March 2024	<p>Data flows will have been strengthened to ensure all appropriate partners share information and inform the SEND data dashboard to improve the experience of children and young people. Agreed reporting timeframe in place between LA and Health.</p>

AFI 2 (Priority Area 3) Leaders in health should ensure there is clear oversight of children and young people as they move through the emotional well-being and mental health support systems in the area. Leaders should provide clear and consistent information to children and young people, families and professionals on the pathway.	1	<ul style="list-style-type: none"> Have a clarity of offer for children and young people while awaiting assessment/treatment and for pre/post diagnostic support. Improve the visibility on key performance metrics including benchmarking data which provides assurance and informs commissioning priorities 	Lynn Wilson – Director of Place, ICB	March 2024	Clear communication of services shared across the partnership with children, young people and their parent carers. Clear oversight of where Children and Young people are in the system with clear pathways and reporting in order to ensure timely access to services and support
	2	<ul style="list-style-type: none"> Develop and implement clear communication processes about the service provision for professionals and children, young people and families, Ensure information is available via a range of media and utilise existing capacity to effectively share information with young people and families. 		December 2023	Parents/Carers, young people and professionals will report that they have a clear understanding of the pathways to support and the service offer which is easy to access.
AFI 3 (Priority Area 2) Leaders within the SEND service should improve communication between health, education, care and parents and carers to improve the experiences for children and young people with SEND and their families. They should further develop the role of the SEND support workers to strengthen communication. This should include tailored communication for parents and carers new to the country or who speak English as an additional language.	1	<ul style="list-style-type: none"> Review the SEND Statutory Services Team to develop a more responsive service to ensure it meets the needs of children, young people and families and meets the range of statutory duties. 	Suzanne Dunn, Service Director Education, Schools and Inclusion – Gateshead Council	July 24	Full-service review of the statutory SEND services team completed to refine the procedures in place for communication throughout the needs assessment. Families will report a positive experience throughout the needs assessment process.
	2	<ul style="list-style-type: none"> Improve the clarity of communication about the local offer and pathways to access services and support. 		December 23	Gateshead will have an embedded SEND communication strategy meaning; that all partners will have a secure understanding of their responsibilities in relation to communicating with children, young people and their families and when communicating and sharing information with other partners. Parents and carers will report that they have a full understanding of where to find information and to the pathways and services open to their child in the local area.
	3	<ul style="list-style-type: none"> Develop and implement the lines of communication and information sharing pathways to parents and young people and all partners in education, health and social care, in relation to EHCP and SEND Support documentation and reviews. 		February 25	Parents and carers will report that when liaising with health, education or social care that their needs have been heard and they have been fully informed in relation to processes/assessments regarding their child/young person. Children, young people and their families will tell us that they have felt fully informed throughout their needs assessment.

					<p>Parents and carers new to the country or with English as an additional language will report their needs have been met at every point of the needs assessment process.</p> <p>SEND assessment and review processes will have been strengthened to ensure all appropriate partners involved with a child or young person are included in the assessment and review of EHCP and SEN Support plans and are in receipt of a copy.</p> <p>Parents and carers will report that the team around their child are fully informed and involved in relation to all aspects of their special educational needs and that these are considered when decisions are being made.</p> <p>EHC plans are shared with relevant health professionals (GP's, Therapies, Emotional Wellbeing and Mental Health Services, Consultants/Paediatricians).</p>
<p>AFI 4 (Priority Area 1)</p> <p>Strategic leaders across education, health and care should ensure that they provide clarity and consistency of expectations on the level of contribution from all agencies to continue to improve the quality of the EHC assessment and review process.</p>	1	<ul style="list-style-type: none"> Provide clarity to all partners regarding the expectations of high quality contributions to EHC plans and develop a workforce training offer to support front line practitioners. <p>Develop a robust multi agency audit programme to provide assurance that the quality of plans are improving.</p>	<p>Laura Smith, Strategic Lead for SEND and Inclusion – Gateshead Council</p>	December 24	<p>Children and young people with education, health and care plans will have clear and consistent contributions from all agencies involved in their plan.</p> <p>Multi Agency audits will confirm that education, health and care plans are consistently of a good quality.</p> <p>Children, young people and their families will tell us that their plans reflect their views, care and aspirations for the future.</p>
	2	<ul style="list-style-type: none"> Schools to embed the established "engagement of health professionals flow chart" in the EHCP review process. 		September 24	<p>Education staff/schools will have adopted the Engagement of Health professionals flow chart in the EHCP review process.</p> <p>All health professionals involved with the child/young person will be invited to contribute during initial assessment and all additional review meetings</p> <p>Families will report that during their child/young person review that they have had information from all health professionals involved.</p>
	3	<ul style="list-style-type: none"> Develop the workforce understanding of the assessments of the needs of children and young people with SEN. 		July 24	<p>Education, health and social care colleagues will have a shared understanding of the four areas of special educational need and the meaning of EHCP and SEND Support.</p> <p>Children, young people, and their families will receive a consistent message regarding special educational needs from all professionals in education, health and social care.</p>
	4	<ul style="list-style-type: none"> Improve single and multi-agency quality assurance processes and audits to drive continuous improvement. 		September 24	<p>Gateshead will have an embedded quality assurance process for SEND, both single and multi-agency, across education, health and social care whereby outcomes drive continuous improvement.</p>

					Children, young people and their families will know this has been achieved as they will be receiving a consistent service offer from education, health and social care in relation to meeting the special educational needs of their child/young person.
AFI 5 (Priority Area 4) Strategic leaders should continue to improve the transitions from child to adult services in health, education and care. They should ensure that the strategy for preparation for adulthood starts from the earliest years, particularly for children with complex needs.	1	<ul style="list-style-type: none"> Review and implement a new graduated approach to identify and assess the needs of children and young people in relation to the four areas of special educational need. Preparation for adulthood targets will be set at the earliest possible stage for each young person. 	Laura Smith, Strategic Lead for SEND and Inclusion – Gateshead Council	September 24	<p>The Gateshead SEND Thresholds will have been published. All partners will have a full understanding of the SEND Thresholds and what this means for children and young people at points of transition in their lives. Children and Young people will have SMART outcomes in their EHCP and SEND Support plans relating to preparation for adulthood.</p> <p>Children, young people, and their families will report that their aspirations are heard and that they have targets relating to preparation for adulthood which support achieving their aspirations.</p>
	2	<ul style="list-style-type: none"> Partnership review, adaptation and embedding of the Ages and Stages guidance to improve the experiences of transition to adulthood for young people with SEND. 		April 2024	Children, young people and their families will report that their transition needs have been planned for in advance of changes and their children have been prepared and supported for their next steps.
	3	<ul style="list-style-type: none"> Implement the Health Transitions multi-disciplinary process between secondary care and primary care 14 – 25 		December 2024	<p>Pilot completed and co-produced pathways and processes for multi-disciplinary teams developed and in place between primary care and secondary care.</p> <p>Audits will provide assurance of an effective health transitions pathway.</p> <p>Young people and their families will report positively in relation to their transition plans and experience into adult health services.</p>
	4	<ul style="list-style-type: none"> Develop implement and share EHC plans with all relevant professionals in education, health and social care. 		December 23	<p>SEND assessment and review processes will have been strengthened to ensure all appropriate partners involved with a child or young person are included in the assessment and review of EHCP and SEN Support plans.</p> <p>Children, young people, and their families will know this has been achieved as they will have full representation of all professionals involved in their child's education and care in attendance or providing advice for the needs assessment and the SEN/EHCP review.</p>
	5	<ul style="list-style-type: none"> Develop Complex Needs Housing Pathway with associated commissioning and development plan. 		December 24	<p>Housing solutions are available in a planned and timely manner for all young people with complex needs within the borough.</p> <p>Young people with complex needs and their families will know that this has been achieved as they will have experienced a planned housing solution pathway in a timely manner to them being able to live independently.</p>
OA 1(Priority Area 3) Provision for children and young people with physical needs with opportunities for academic qualifications.	1	<ul style="list-style-type: none"> Review and implement a new graduated approach to identify and assess the needs of children and young people in relation to the four areas of special educational need. 	Laura Smith, Strategic Lead for SEND and	September 24	The Gateshead SEND Thresholds will have been published and all partners will have a clear understanding of how the needs of children and young people should be met within mainstream settings. The preparation for adulthood will inform decisions made during reviews for transitions.

			Inclusion – Gateshead Council		Children, young people, and their families will report that their aspirations are heard and that they have targets relating to preparation for adulthood which support achieving their aspirations.
	2	<ul style="list-style-type: none"> Review the current ARMs provision available in Gateshead and using data identify the needs moving forward, particularly for key stage 3/4. 		December 24	<p>Gateshead will have an enhanced ARMs offer for young people transitioning into the secondary phase.</p> <p>Young people and their families will know this has been achieved as they will have a wider range of options for their secondary school pathways.</p>
	3	<ul style="list-style-type: none"> Review the current special schools offer and work with leaders to redefine the designations and outreach offer of each setting. 		September 24	<p>Gateshead Special Schools will have redefined designations in response to the changing needs of the population. Special Schools will have a redefined outreach offer to support mainstream settings in meeting the needs of more complex children and young people.</p> <p>Children, young people, and their families will know this has been achieved as they will have a deeper understanding of their child’s special school and what they can offer. Parents of children and young people in mainstream school will have an understanding of the outreach offer from special schools and how this can benefit their child or young person.</p>
OA 2 (Priority Area 2) Strategic plans across education, health and social care for children born with complex needs.	1	<ul style="list-style-type: none"> Develop a multi-agency system for the strategic planning and tracking for education, health and care needs for children born with complex needs. 	Laura Smith, Strategic Lead for SEND and Inclusion – Gateshead Council	December 23	<p>A multi-agency system will be effectively used by all partners in education, health and social care to plan provision for the needs of children and young people born or moving into Gateshead.</p> <p>Gathering and evaluation of data to identify any children with complex needs will inform future provision.</p> <p>Families will report a positive planned experience in relation to preparing their children for education, health and care provision and will understand the support being provided to them.</p>
OA 3 (Priority Area 2) Social work assessments to provide a holistic view of children and young people’s history and lived experience. This includes ethnicity, language, religion and culture.	1	<ul style="list-style-type: none"> Review and implement an assessment, chronology and genogram training programme to improve the quality of all assessments in relation to children's lived experiences, ethnicity, language, religion and culture 	Andrea Houlahan, Deputy Director CSC – Gateshead Council	April 2024	<p>Children and family assessment will incorporate a holistic view and understanding of children’s needs and evidence lived experiences which informs care planning.</p> <p>Audits of the quality of assessment practice will confirm that these are issues are routinely addressed within social work assessments.</p> <p>Children, young people, and their families will tell us that their assessments reflect their lived experiences and holistic needs.</p>
OA 4 (Priority Area 1) Reduce waiting times for some children who are waiting for support through the short breaks service.	1	<ul style="list-style-type: none"> Review and implement additional short break provisions to meet the needs of children and families. 	Andrea Houlahan, Deputy Director CSC	December 2023	<p>Children and young people will have their short break needs identified and there will be sufficient resources in Gateshead to meet the demands for all children in need of short break care without lengthy waits for support.</p>

			- Gateshead Council		
	2	<ul style="list-style-type: none"> Open additional Saturday clubs to meet the needs of children and families with SEND needs. 		October 2023	More children, young people and their families will tell us that their short break care needs are being met.
	3	<ul style="list-style-type: none"> Review the current arrangements for Direct Payments and Personal Assistants and continue to increase access for families with SEND and SEN support needs. 		December 2023	Children and families will have timely access to direct payments and personal assistant in accordance with their plans and children and families' needs will be met.

Appendix 1

Priority Areas – updates to SEND Board

	Strategic Action Plan and Delivery Plan	Priority 1	Priority 2	Priority 3	Priority 4
September 23	X				
October 23		X		X	
November 23			X		
December 23					X
January 24		X		X	
February 24			X		
March 24					X
April 24		X		X	
May 24			X		
June 24					X
July 24		X		X	
August 24			X		X



Gateshead's Children and Young People's Mental Health and Emotional Wellbeing, Local Transformation Plan 2023-2024

**Better health
and wellbeing for all...**

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Glossary

Table 1 Glossary of definitions

ADHD - Attention Deficit and Hyperactivity Disorder	JSNA - Joint Strategic Needs Assessment
ARMS – At Risk Mental State	LA – Local Authority
ASD - Autistic Spectrum Disorder	LAC – Looked After Children
BME - Black and Minority Ethnic	MH – Mental Health
CAMHS – Children & Adolescent Mental Health Service	MHLDA – Mental Health Learning Disability and Autism
CHIMAT – Child and Maternal Health	NENC – North East North Cumbria
CNTW – Cumbria, Northumberland, Tyne & Wear NHS Foundation Trust	NEETS – Not in Employment, Education or Training
CP – Children Protection	NENC ICB – North East North Cumbria Integrated Care Board
CYP – Children and Young People	NENC ICS – North East North Cumbria Integrated Care System
CYPS – Children & Young People's Service	NHS – National Health Service
DNA – Did Not Attend	NHSE – National Health Service England
ED – Eating Disorders	NICE - National Institute of Clinical Excellence
CEDS – Community Eating Disorder Service	PHE – Public Health England
EHCP - Education, Health and Care Plans	SENCO - Special Educational Needs Coordinator
EIP - Early Intervention in Psychosis	SEND – Special Educational Needs and Disability
EMHP - Education Mental Health Practitioner	SPA - Single Point of Access
FT – Foundation Trust	VCS – Voluntary Community Sector
GPs – General Practitioner's	VCSE - VCS – Voluntary Community Sector Enterprise
GTT- Gateshead Talking Therapies	
ICS – Integrated Care System	
ICB – Integrated Care Board	

Acknowledgements

To all our children, young people, parents, carers, families and professionals who engaged with us during our listening, engagement and co-production phases.

To all of the organisations and groups who helped us make such a success of the listening and engagement to ensure we heard from our communities in order to develop an effective sustainable model that meets their needs. This includes the stakeholders involved in the delivering the priorities for 2022/2023 and supporting us to develop the 2023/2024 update (see table.....)

To the Gateshead Health and Wellbeing Board who have approved this updated plan and continue to support the system to action our transformation priorities.

To accompany the review, a summary of the action plan is included at Appendix 1. This is an iterative plan and is updated regularly by the system transformation group.

The refreshed document will be published on the North East and North Cumbria Integrated Care Board and Local Authority websites by 30 September 2023, in line with the requirements set out by NHS England.

1. Introduction

- 1.1 This document sets out the 2023-24 Children and Young People's Mental Health and Emotional Wellbeing Transformation Plan for Gateshead, in line with the national ambition and principles set out in 'Future in Mind – Promoting, protecting and improving our children and young people's mental health and wellbeing'.¹
- 1.2 A requirement of Future in Mind is for areas to develop a local plan focused on improving access to help and support when needed and improve how children and young people's mental health services are organised, commissioned and provided.
- 1.3 The 2017 Green Paper 'Transforming Children and Young People's Mental Health Provision'² and subsequent 2018 refresh 'Government Response to the Consultation on Transforming Children and Young People's Mental Health Provision: a Green Paper and Next Steps' set out a clear direction of travel which focussed 'a far more joined up approach to mental health support, not just across health and education but also other services – a multi-agency approach focused on collectively understanding and meeting the needs of children and young people in an area' (p.14).
- 1.4 The Gateshead system partners have been working together with our communities and stakeholders to understand and plan what needs to happen locally to transform the emotional wellbeing and mental health provision for children and young people and their families across Gateshead.
- 1.5 Our Transformation Plan is a living document and sets out our commitment to ensure that children and young people and their families, and professionals working in the field, are at the heart of the transformation, by ensuring the views and experiences of those who are in receipt of support or may use services and, those who deliver them were listened to and respected. This plan describes what we have achieved over the last few years and identifies actions which are ongoing in their implementation (See Appendix 1 Action Plan).
- 1.6 The Covid-19 pandemic continues to impact on the delivery of our system wide transformation and as a system we are still working together to understand the

¹ Department of Health NHS England (2015) *Future in Mind – Promoting, protecting and improving our children and young people's mental health and wellbeing* [Future in mind - Promoting, protecting and improving our children and young people's mental health and wellbeing \(publishing.service.gov.uk\)](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/728892/future-in-mind-promoting-protecting-and-improving-our-children-and-young-peoples-mental-health-and-wellbeing.pdf)

² Department of Health and Social care, Department of Education (2018) Government Response to the Consultation on Transforming Children and Young People's Mental Health Provision: a Green Paper and Next Steps https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/728892/government-response-to-consultation-on-transforming-children-and-young-peoples-mental-health.pdf

lasting effects the pandemic has had on our communities. We will endeavour to demonstrate the opportunities that have been realised from the pandemic as well as the increased demand we continue to recognise in Gateshead particularly for children and young people's mental health and emotional wellbeing services that have resulted from this life-changing event.

2. What is the Children and Young People's Mental Health and Emotional Wellbeing Transformation Plan?

2.1 The Transformation Plan provides a framework to improve the emotional wellbeing and mental health of all children and young people across Gateshead. The aim of the plan is to make it easier for children, young people, parents and carers to access help and support when needed and to improve mental health services for children and young people.

2.2 The plan sets out a shared vision, high level objectives, and an action plan which takes into consideration specific areas of focus for Gateshead system.

2.3 Successful implementation of the plan will result in:

- An improvement in the emotional wellbeing and mental health of all children and young people
- A multi-agency approach to working in partnership, promoting a trauma informed approach to the mental health needs of all children and young people, providing early intervention and meeting the needs of children and young people with established or complex problems
- All children, young people and their families will have access to local mental health care based upon the best available evidence and provided by staff with an appropriate range of skills and competencies.

This plan has been developed by a multi-agency group. The providers and stakeholders involved in the development of the plan are listed in table

2.4 Action plans have been informed by the available health needs assessment and reflect the Gateshead Joint Strategic Needs Assessments³ and Health and Wellbeing Strategy⁴.

³ [Headline data - Gateshead JSNA](#)

⁴ [Health and Wellbeing Strategy 2020.pdf \(gatesheadjsna.org.uk\)](#)

3. Our Vision

The national ambition is to

Enable every child and young person with mental health needs to achieve their goals and life potential

In Gateshead we are committed to the following vision and collective approach to supporting our children and young people

We will improve the mental health and emotional wellbeing of children, young people and families, who will thrive through access to the right support at the right time in the right place

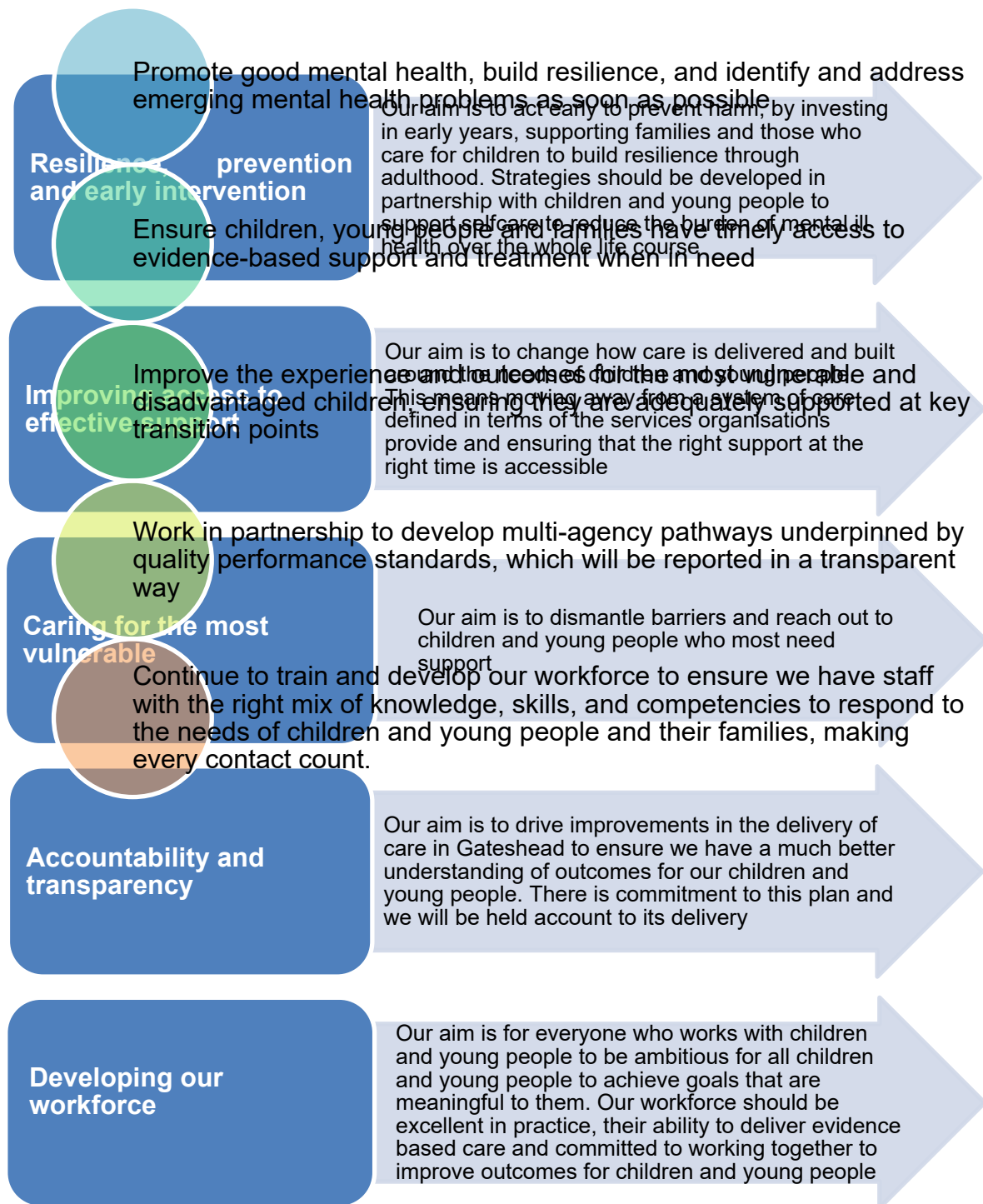
The corner stones of achieving our vision are



How are we going to achieve our vision?

- 3.1 The Gateshead Local Transformation Plan has been developed to bring about a clear coordinated change across to the whole system pathway to enable better support for children and young people, realising the local vision.
- 3.2 A whole system approach to improvement has been adopted. This means health organisations, local councils, schools, youth justice and the voluntary sector working together with children, young people and their families.
- 3.3 Fundamental to the plan, is partnership working and aligned commissioning processes, to foster integrated and timely services from prevention through to intensive specialist care. Investing in prevention and early intervention is a strong principle of the work for Gateshead, as if we cannot intervene early problems become harder, and more costly, to address.

3.4 The plan is based on the five themes within Future in Mind. The aims for each theme are described below:



3.5 In keeping with the above Future in Mind, we want to:

- 3.6 Shifting our approach to pre-empt or respond quickly to emotional wellbeing concerns instead of focus on treating the consequences will improve the mental health and emotional wellbeing of our children and young people in Gateshead. To do this we need a cultural shift, and a flexible and responsive workforce.
- 3.7 Access to a variety of types of support and therapy should be easy to access 'Easy in' and when appropriate should be easy to leave 'Easy out' in a planned and controlled way to prevent relapse. Such provision should always be 'recovery focused', positively supporting children and young people to get back to 'normal' life and live the best lives that they can.
- 3.8 Within this context the needs of children and young people and families are at the heart of what we do and provide, not the needs of services. When someone is referred, we expect 'No bounce' by this we mean that individuals should not be bounced from service to service. There should be a shared care and joint planning approach whereby the original referrer always keeps the child or young person in mind and in sight, ensuring everything is going to plan and supporting that recovery focused model of care.
- 3.9 Our work will be underpinned by and aligned to the i-Thrive Model (The AFC– Tavistock Model for CAMHS) which removes the emphasis from services and re-focuses support to the needs of the child or young person.

The Thrive model also ensures a more flexible, multi-agency response across the whole system that reflects our collaborative approach.

¹ Thrive, The AFC-CAMHS,



Tavistock Model for November 2014.

4. National

Context

- 4.1 In June 2022 the Government developed a research briefing called Support for children and young people's mental health (England)⁵ This document gives a full history of previous government policies on children and young people's mental health and highlights the data collection that was updated in 2020 from the original collection for the Children and Young People's Mental Health Green Paper (December 2017). A summary of the 2020 data collection is in **section**.
- 4.2 The NHS Long Term Plan (2019)⁶ set out key priorities for the NHS in England over 10 years. The plan continued The Five Year Forward View for Mental Health to improve access to mental health treatment for 70,000 more children and young people.

Further national commitments set out in the Plan include:

- Funding for children and young people's mental health services will grow faster than both overall NHS funding and total mental health spending.

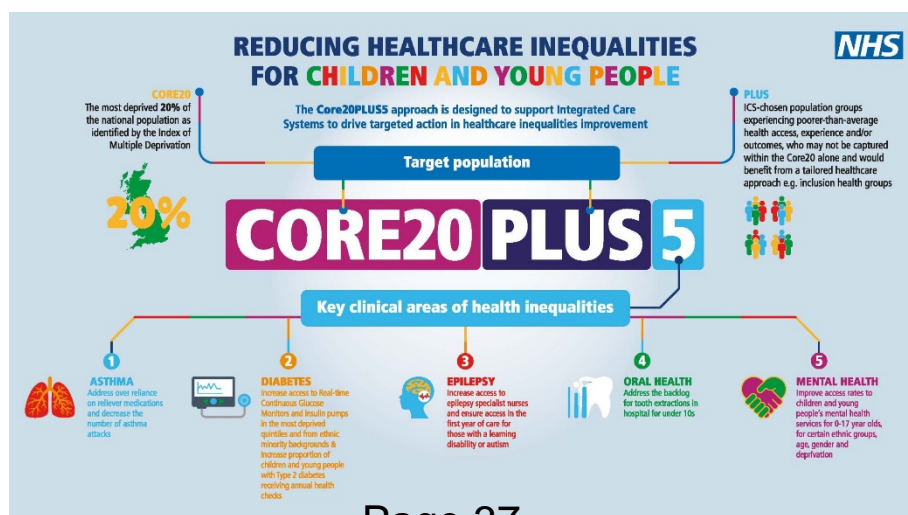
⁵<https://researchbriefings.files.parliament.uk/documents/CBP-7196/CBP-7196.pdf>

⁶ <https://www.longtermplan.nhs.uk/>

- By 2023/24, at least 345,000 additional children and young people (up to age 25) will be able to access mental health support through NHS services or school or college-based Mental Health Support Teams.
- Extra investment over the next 5 years to meet waiting time standards for children and young people's eating disorder services.
- Children and young people experiencing a mental health crisis will be able to access the support they need with a single point of access through NHS 111, providing accessible crisis care 24 hours a day, seven days a week.
- The NHS will work with schools, parents and local councils to embed school and college-based mental health support for children and young people. Mental Health Support Teams will be rolled out to between one-fifth and a quarter of the country by the end of 2023.
- The current 0-18-years' service model will be expanded to create a comprehensive offer for 0–25-year-olds spanning mental health services for children, young people and adults.
- Access will be improved for perinatal mental health services; including expanding the remit of the community teams to support mothers up till their infant is 2 years old, improve access to psychological therapies and improve support to partners.

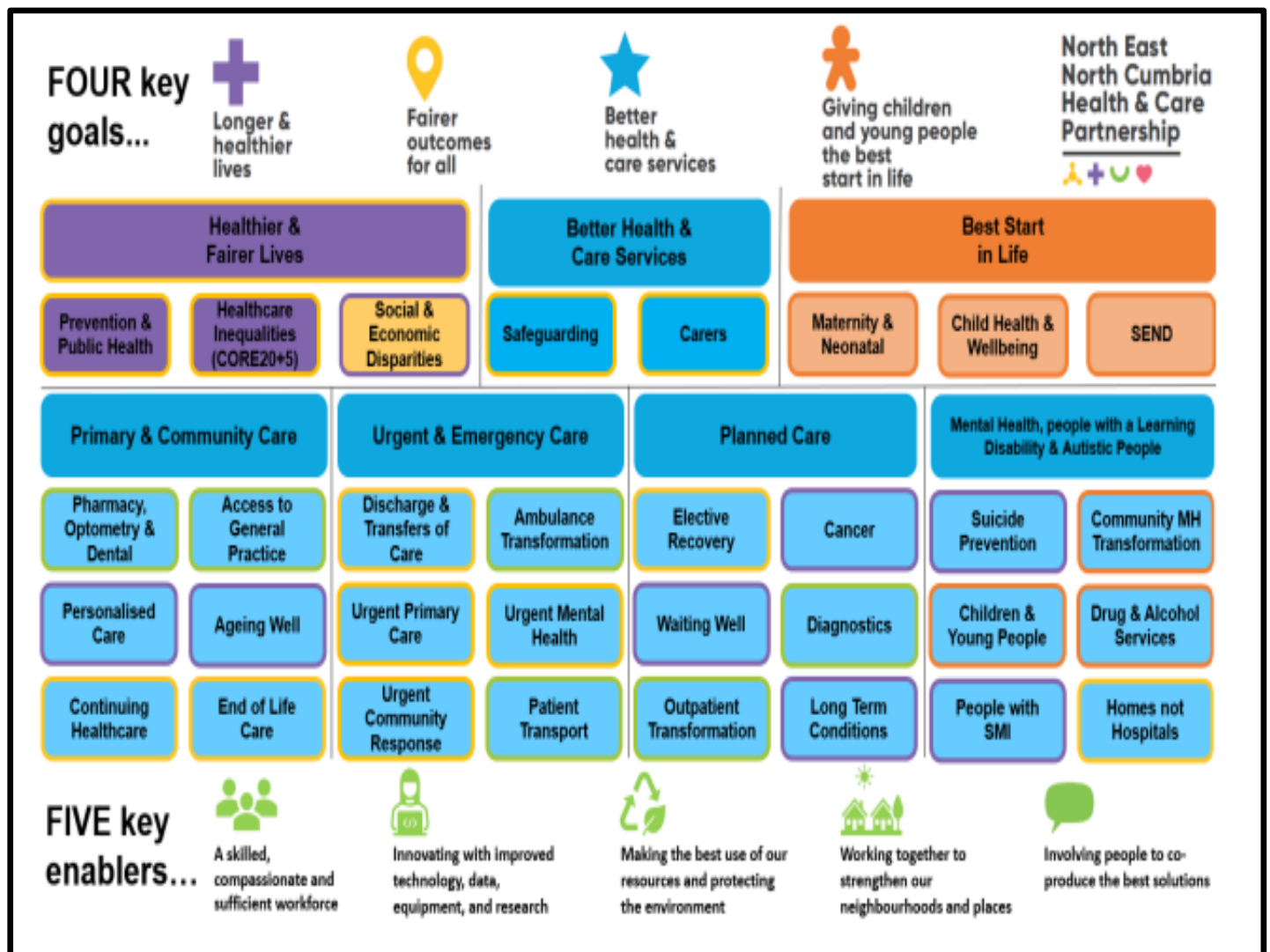
4.3 **Core20PLUS5** is a national NHS England approach to support the reduction of health inequalities at both national and system level. The approach defines a target population cohort and identifies '5' focus clinical areas requiring accelerated improvement.

The approach, which initially focussed on healthcare inequalities experienced by adults, has now been adapted to apply to children and young people—the information below outlines the Core20PLUS5 approach for children and young people. See infographic for the children and young people priorities.



5. Alignment to System Transformation of Children and Young People's Mental Health

The integrated Care Board has set out four key goals in the Integrated Care Partnership strategy 'Better health and wellbeing for all'(2022)⁷



⁷ [final-nenc-integrated-care-strategy-16-december-2022.pdf \(northeastnorthcumbria.nhs.uk\)](https://www.northeastnorthcumbria.nhs.uk/~/media/16-december-2022-integrated-care-strategy-final.pdf)

For children and young people's mental health and emotional wellbeing the objectives focus on access to services closer to home, reducing unnecessary delays and providing specialist mental health care based on the needs of our children and young people in the North East and North Cumbria. The following is a summary of the forward plan objectives:

Objectives

- Coverage of mental health support teams for schools as national funding / workforce development allows.
- Work in partnership to deliver new models of care.
- Commission early-intervention "getting help" services particularly those with reach into underserved communities.
- Seamless working between primary care, paediatric inpatient units, and mental health providers to improve the eating disorder pathways.
- Crisis/intensive home treatment teams to minimise inpatient admissions, but where necessary, beds as near to home as possible.
- Increase access to perinatal services and move towards offering 2-year support across as investment and workforce challenges allow.

6. Local Context

6.1 The Gateshead Health and Wellbeing Strategy sets a focus for good jobs, homes, health and friends. The Strategy sets out six key policy objectives. They build upon the key priorities set out in the work of Sir Michael Marmot to reduce health inequalities.

They are evidence based and include a focus on those crucial determinants of health.

They provide the building blocks we all need to live longer, healthier lives. As such, action is needed in each of these areas to support a place based, whole system approach.

No single organisation, service or team can deliver these alone, but we all have a role to play in supporting their delivery.

- Give every child the best start in life
- Enable all children, young people and adults to maximise their capabilities and have control over their lives
- Create fair employment and good work for all
- Ensure a healthy standard of living for all
- Create and develop healthy and sustainable places and communities
- Strengthen the role and impact of ill health prevention.

It may be that a service may take a lead for a specific policy objective, driving it forward, whilst considering their impact and contribution to other areas. This local transformation plan is recognised as a key strategy to deliver the best start in life priority.

6.2 The children and young people's mental health and emotional wellbeing local transformation plan is complimented and compliments a range of system wide strategies for children, young people and their families.

6.3 Below shows a range of the strategies available for further information on the local offer and local authority website.



6.4 Development of Family Hubs

The key objective in the development of Family Hubs⁸ is to join up and enhance services delivered through transformed family hubs in local authority areas, ensuring all parents and carers can access the support they need when they need it.



The Family Hub and Start for Life online offer was launched in March 2023 and can be accessed via this link: [Gateshead Family Hubs - Gateshead Council](#)

There are six Family Hubs operating in Gateshead at Deckham, Felling, Blaydon/Winlaton, Chowdene, Birtley, Harras Bank and Teams to provide an all-age menu of support alongside help for families with dependent children. Further sites are under consideration.

⁸ [Family Hubs and Start for Life programme - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Maternity services are co-located at three Hub sites, with plans to extend this arrangement further, while a trial of birth registrations at the Blaydon Hub will be piloted in 2023/24.

Up to seven VCS providers will be funded to develop their family support offer in our communities of highest need and to align these with the Hub network, providing more support across the funded, thematic areas of parenting, infant feeding, perinatal mental health and parent-infant relationships and the home learning environment.

6.5 Integrated neighbourhood teams

Next steps for integrating primary care: Fuller stocktake report (2022)⁹⁹ set out plans to support the development of integrated neighbourhood teams which is a priority for Gateshead. In summary;

- Systems should support primary care to build on the primary care network (PCN) structure by coming together with other health and care providers within a local community to develop integrated neighbourhood teams at the 30,000-50,000-population level. This will help to realign services and workforce to communities and drive a shift to a more holistic approach to care
- This means putting in place the appropriate infrastructure and support needed to build these multi-disciplinary teams, so they can proactively tailor care to meet the needs of particular communities and individuals in their local population, with a particular focus on the most deprived 20 per cent of their population (Core20PLUS5).

⁹⁹ [NHS England » Next steps for integrating primary care: Fuller stocktake report](#)

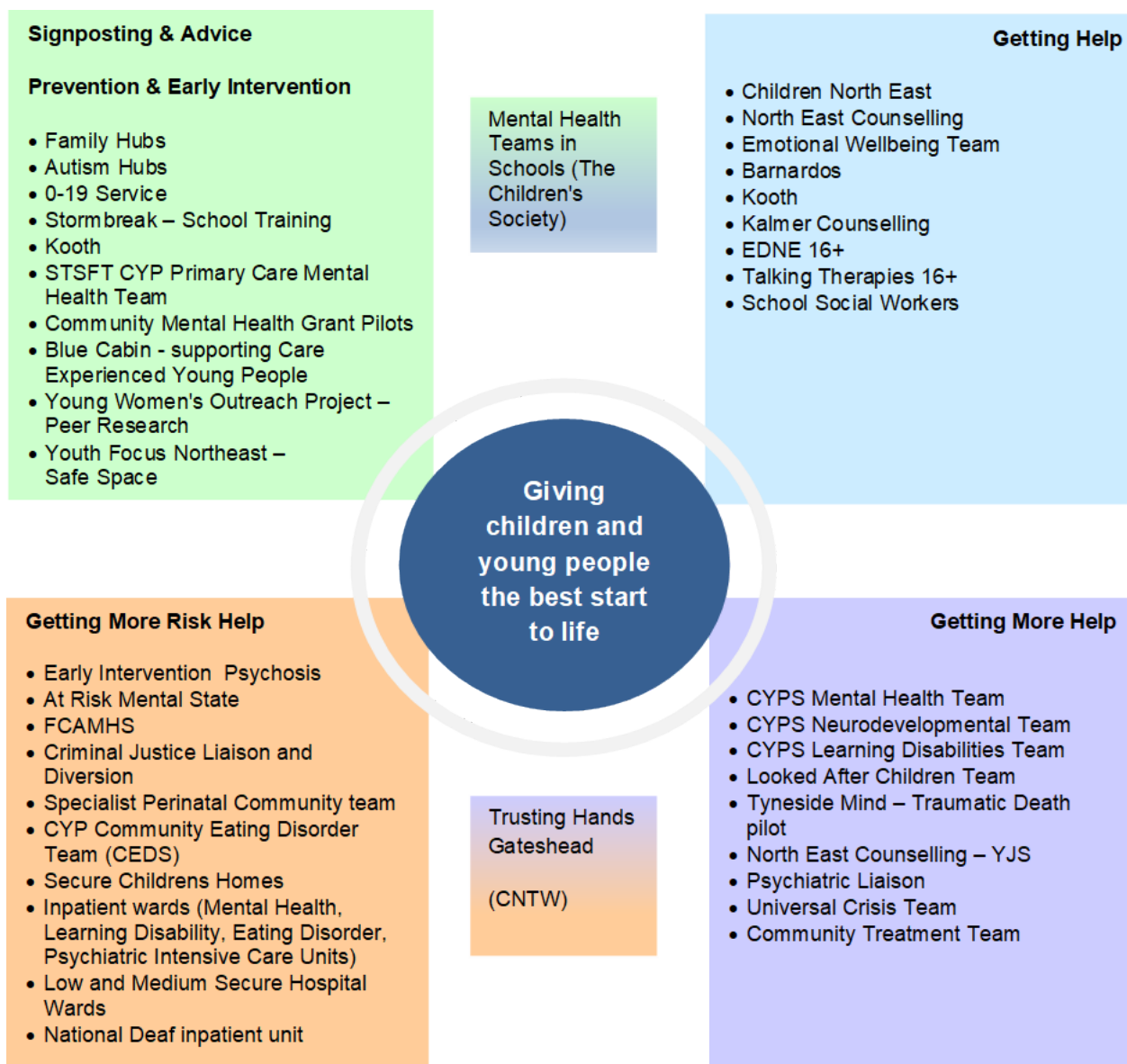
The below image presents the vision of integrated neighbourhood teams in three offers



7. Currently Commissioned Services

- 7.1 Whilst the local authorities and North East and North Cumbria Integrated Care Board provides a range of services for children who are in need, and their families and carers, there is an acknowledgement that the needs of vulnerable children and young people are not always met by mainstream commissioned services. This strategy recognises that for some, services need to be commissioned on an individual basis to meet identified needs via continuing care.
- 7.2 Following agreed mapping of current resources in 2022/2023 update below presents the offer of services in Gateshead for mental health and emotional wellbeing within the i-Thrive framework.

Gateshead I Thrive Model – up to 25 years



The AFC-Tavistock Model for CAMHS, November 2014

8. Finance Update

- 8.1 Our aim is to shift our approach across the whole system to pre-empt or respond quickly to emotional wellbeing concerns instead of treating their consequences and ensure an early intervention and prevention approach is adopted.
- 8.2 Shifting resources will not happen overnight, and as such we needed to resource additional upstream services during the process of change, whilst maintaining safe and accessible provision.
- 8.3 Efforts are being made to establish the level of investment by all local partners commissioning children and young people's mental health services for the

period April 2019 to March 2024 (See table three and four). This will aid local decision making. Additional detail will follow when available.

8.4 Table 2 Actual and Planned expenditure on Children and Young People Mental Health and Emotional Wellbeing services

Key Increases over the last year		Gateshead		
		Summary of increased		
Areas increased year on year	SDF/MHIS	2022/23	2023/24	Notes
Investment SDF: Getting Help	SDF	£163,000		Share of investment
Investment SDF & MHIS:CYP IAPT	SDF & MHIS	£172,000	£336,000	All Gateshead
Investment MHIS: CYP ICTS Crisis	MHIS	£123,060		Share of investment
NR investment MHIS - W List NE Counselling via CNTW	MHIS	£72,800		All Gateshead
CYP ARRS	SDF		£52,000	All Gateshead
Total		£530,860	£388,000	

Table 3 Key increases year on year- Gateshead Value

	Actual expenditure				Plan
	2019/20 Newcastle & Gateshead	2020/21 Newcastle & Gateshead	2021/22 Newcastle & Gateshead	2022/23 Gateshead Place Only	2023/24 Gateshead Place Only
Newcastle Gateshead Clinical Commissioning Group	£9,009,378	£9,342,199	£9,922,159	£4,088,751	£4,129,589
Gateshead Metropolitan Borough Council	£693,200	£686,573			
NHS England	<i>See point 22.3 below</i>				
TOTAL	£9,702,578	£10,028,772			£4,129,589

Please note that from 22.23 Newcastle Gateshead CCG ceased and commissioning services were transferred into the North East & North Cumbria ICB. It must be highlighted that the spend in 22.23 and plan for 23.24 in the above table is an estimated split for Gateshead place of the former contracts.

8.5 It is acknowledged that there are several commissioned services that will contribute to children and young people’s mental health and wellbeing. However, unless commissioned solely for that purpose, they have been excluded from that shown in Table three.

8.6 NHS England are a partner organisation commissioning Specialised Services (Tier 4) for Children and Young People and Health and Justice / Offender Health – CAMHS Secure Children’s Home, Liaison and Diversion. These services are commissioned on a regional basis not at ICB level. The information provided by NHS England is expenditure relating to CAMHS Tier 4 Inpatient and Outpatient services. As these services are commissioned on a case-by-case basis NHS England does not commission on a ICB basis and is not able to provide forward estimates of expenditure at a ICB level.

8.7 Police and Crime Commissioner fund some services in Gateshead through a Supporting Victims Fund which has four key priority victims’ groups:

- Domestic abuse and sexual violence
 - Victims under 18
 - Victims of hate crime
 - Victims with mental health needs and those who are vulnerable due to risk of abuse/harm
- 8.8 NHS England initially provided transformation funding to develop a perinatal mental health service, which commissioners across the North East collaboratively commissioned from March 2019. Newcastle Gateshead CCG have increased investment in this area to ensure the sustainability of the team, meet CCQI standards and allow development to meet Long Term Plan aspirations. This investment will be evaluated in 2022-2023 and further investment may be considered in conjunction with the development of the family hubs and thematic working group focusing on perinatal and maternal mental health.
- 8.9 Funding has been made available in 2023-2024 to support initiatives to reduce waiting times for services in Gateshead.

9 Progress and key highlights on 2022-23 action plan

Area	Progress during 2022-23
Overarching areas	<ul style="list-style-type: none"> • The evaluation of the Single Point of Access has reached the next stage and the model development will continue through 2023/2024 • As a system we have reviewed our children and family governance structures and agreed our strategic system objectives • Two successful children and young people's system events have been held to support the delivery and development of our local transformation plan • Gateshead Youth Justice service had a successful inspection in February 2023 receiving a 'GOOD' rating • A multiagency review of the children and young people's community eating disorders teams across the North East and North Cumbria has been working to align the provision to NICE guidance and national modelling • A task and finish group for Avoidant Restrictive Food Intake Disorder (ARFID) has been established and Gateshead has been involved mapping our provision in this area • We continue to work with Kooth to build an online safe space for our children and young people. All children and young people referred to the Single Point of Access are offered Kooth services • The Teenage resource is being launched • A workforce system induction platform is being established
New models and pilots	<ul style="list-style-type: none"> • The trauma informed care pilot launched as the Trusting Hands service in May 2023 • Our children and young people primary care workforce are all qualified and are being deployed into their communities to support

	<p>early intervention and prevention work from primary care networks linking into the family hubs.</p> <ul style="list-style-type: none"> • Mental Health, Learning Disability and Autism Community grants have been supported in 2022/2023 in Gateshead and some of these projects are specifically targeted at children and young people. • North East Counselling post crisis counselling pilot has been successfully running, the evaluation has commenced, and the service will continue into 2023/2024 • Training was delivered to the Gateshead system to support understanding of the impact of COVID on our children and young people's mental health. • 7 GP practices are supporting the roll out of the GP Kitemark • Our 2022/2023 non-recurrent pilot projects have been delivered and evaluations are being developed. • The Autism in Schools project has been running in Gateshead with an evaluation underway • Two perinatal peer support workers are being recruited in July 2023 as part of the perinatal mental health family hubs development to support peri-natal mental health of new mothers and dads/ male carers
<p>Crisis and Trauma</p>	<ul style="list-style-type: none"> • 24/7 crisis and home treatment support service delivered CNTW • Suicide prevention and post vention support
<p>Learning Disability Autism</p>	<ul style="list-style-type: none"> • The Intensive Positive Behavioural Support for Autism pilot has been running in the North East and North Cumbria and the evaluation of this is currently being developed. • The Keyworking project has been underway across the North East and North Cumbria with the team making progress towards the national targets and standards. • The Learning Disability Annual Health check post cards are being rolled out in schools increasing the awareness of this check and its availability to 14+ age young people. • The Autism hubs have been procured and mobilisation is being developed. • Work has commenced with Twisting Ducks to develop a series of short films for SEND
<p>Education:</p>	<ul style="list-style-type: none"> • RISE (our mental health team in schools) has had a successful year of delivery in 22/23 and has already planned the roll out of the first school term in 2023/2024 academic year. • Gateshead received its area SEND inspection in May 2023. The inspection report identifies a wide range of positive areas of practice across the partnership as well as some areas for improvement. The overall judgement of the Ofsted and CQC inspection team is that children's experiences and outcomes are inconsistent, and improvements are needed over the next three years. • Stormbreak are delivering early intervention through support and training to school staff in utilising movement and physical activity to support emotional wellbeing. They are currently supporting and 15 primary schools in a Gateshead pilot. • 62% of Gateshead schools have taken up the senior mental health leads training.

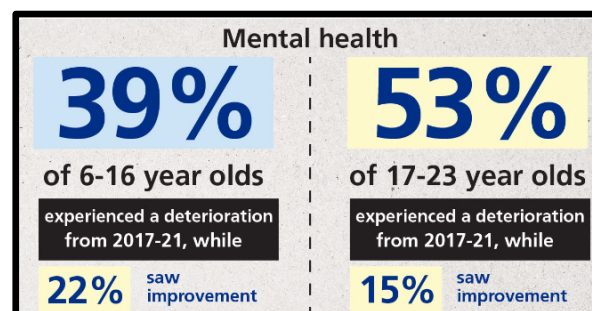
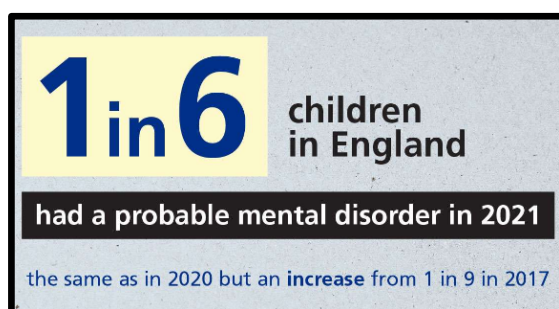
	<ul style="list-style-type: none"> • Step into work and a care academy are being established in Gateshead. • Design of a team around the school linking in to Family Hubs has commenced.
Transitions:	<ul style="list-style-type: none"> • X% of CYP now have a transitions plan from CYP to adult MH services. This has increased from X % 9 95% target.

10 Demand for Children and Young People's Mental Health Services in Gateshead

10.1 What is the data telling us?

The national picture, from a follow up survey published by NHS Digital from 2020 and a prevalence report in 2021 show the following:

10.2 Key findings¹⁰



a probable mental disorder, increasing from one in nine (10.8%) in 2017. The increase was evident in both boys and girls

- The likelihood of a probable mental disorder increased with age with a noticeable difference in gender for the older age group (17 to 22 years); 27.2% of young women and 13.3% of young men were identified as having a probable mental disorder in 2020.

In 2020:

- Among 11- to 16-year-old girls, 63.8% with a probable mental disorder had seen or heard an argument among adults in the household, compared with 46.8% of those unlikely to have a mental disorder. The association was not evident in boys
- Among those aged 5 to 22 years, 58.9% with a probable mental disorder reported having sleep problems. Young people aged 17 to 22 years with

¹⁰ https://files.digital.nhs.uk/AF/AECD6B/mhcyp_2020_rep_v2.pdf

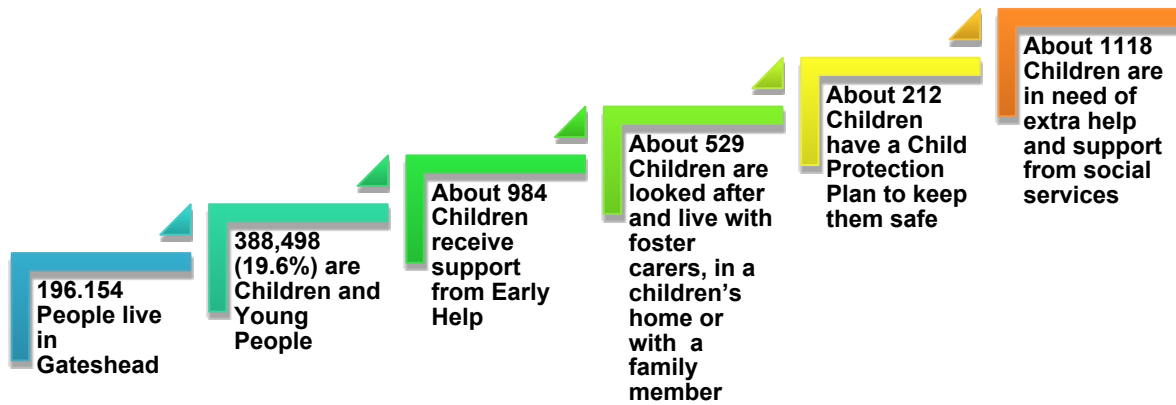
a probable mental disorder were more likely to report sleep problems (69.6%) than those aged 11 to 16 (50.5%) and 5 to 10 (52.5%)

- About six in ten (62.6%) children aged 5 to 16 years with a probable mental disorder had regular support from their school or college, compared with 76.4% of children unlikely to have a mental disorder
- Children aged 5 to 16 years with a probable mental disorder were more than twice as likely to live in a household that had fallen behind with payments (16.3%) than children unlikely to have a mental disorder (6.4%)
- Children and young people with a probable mental disorder were more likely to say that lockdown had made their life worse (54.1% of 11- to 16-year-olds, and 59.0% of 17 to 22 year olds), than those unlikely to have a mental disorder (39.2% and 37.3% respectively)

There has also been the following reported effects in other areas of children and young people's lives;

- Eating problems have increased specifically among those aged 17-19
- Sleep problems are reported across all age groups and generally higher for those with a probable mental health disorder
- Loneliness rates are higher in girls and young women
- Social media impact remains similar from 2017-2021 with 51% of young people agreed they spent more time on social media than they meant to
- Family connectedness and functioning is likely to be lower for children and young people experiencing a mental health disorder
- Children and young people with a mental health disorder were more likely to live in a household that has fallen behind with bills, rent or mortgage payments
- Children and young people with a probable mental disorder were about twice as likely to report that restrictions made their lives much worse, compared with those unlikely to have a mental disorder
- Overall, 11% of six- to 16-year-olds missed more than 15 days of school for any reason during the 2020 Autumn term. Children with a probable mental disorder were twice as likely to have missed this much school (18%) as those unlikely to have a mental disorder (9%)
- There was an increase in the proportion of 6- to 16-year-olds with a laptop or tablet they could work on at home – this rose from 89% in 2020 to 94% in 2021

10.3 Gateshead Demographics



The table below shows the most recent finger tips data set which benchmarks Gateshead regionally and nationally in a wide data set for children and young people's outcomes.

Indicator	Period	Gateshead			Region	England	England		
		Recent Trend	Count	Value	Value	Value	Worst/ Lowest	Range	Best/ Highest
Infant mortality rate	2019 - 21	—	22	3.7	3.5	3.9	7.5		1.2
Child mortality rate (1-17 years)	2018 - 20	—	9	*	10.4	10.3	17.7		6.1
Population vaccination coverage: MMR for one dose (2 years old)	2021/22	➔	-	94.1%	94.5%	89.2%	65.4%		97.7%
Population vaccination coverage: Dtap IPV Hib (2 years old)	2021/22	➔	-	96.7%	96.0%	93.0%	70.6%		99.1%
Children in care immunisations	2022	➔	287	90.0%	86.0%	85.0%	30.0%		100%
School readiness: percentage of children achieving a good level of development at the end of Reception	2021/22	—	-	62.9%	64.1%	65.2%	53.1%		74.4%
Average Attainment 8 score	2021/22	—	91,278	48.3	46.8	48.7	39.2		61.3
Average Attainment 8 score of children in care	2021	—	826	25.0	23.0	23.2	14.2		38.3
16 to 17 year olds not in education, employment or training (NEET) or whose activity is not known	2021	⬇	-	5.0%	5.4%	4.7%	14.7%		1.4%
First time entrants to the youth justice system	2021	⬇	21	118.9	138.8	146.9	446.9		56.3
Children in absolute low income families (under 16s)	2021/22	—	6,695	19.5%	21.2%	15.3%	35.3%		4.2%
Children in relative low income families (under 16s)	2021/22	—	8,335	24.2%	25.8%	19.9%	41.7%		5.4%
Homelessness - households with dependent children owed a duty under the Homelessness Reduction Act	2021/22	—	541	23.9	12.8	14.4	39.3		4.5
Children in care	2022	—	483	125	110	70	218		26
Children killed and seriously injured (KSI) on England's roads	2018 - 20	—	21	20.0	20.9	15.9	55.0		2.6
Low birth weight of term babies	2021	➔	59	3.3%	2.7%	2.8%	5.0%		1.5%

Reception: Prevalence of obesity (including severe obesity)	2021/22	↑	235	12.3%	11.4%	10.1%	14.9%	●	5.4%
Year 6: Prevalence of obesity (including severe obesity)	2021/22	→	570	27.5%	26.6%	23.4%	34.0%	●	12.4%
Percentage of 5 year olds with experience of visually obvious dental decay	2021/22	—	-	30.5%	22.2%	23.7%	46.0%	●	9.7%
Hospital admissions for dental caries (0 to 5 years)	2018/19 - 20/21	—	165	432.1	403.8	220.8	7.5	○	931.3
Under 18s conception rate / 1,000	2021	—	64	20.6	19.8	13.1	31.5	●	2.7
Teenage mothers	2021/22	→	15	0.8%	1.2%	0.6%	2.4%	●	0.0%
Admission episodes for alcohol-specific conditions - Under 18s	2018/19 - 20/21	—	60	50.8	52.0	29.3	83.8	●	7.7
Hospital admissions due to substance misuse (15 to 24 years)	2018/19 - 20/21	—	75	105.2	115.2	81.2	229.4	●	16.9
Smoking status at time of delivery	2021/22	↓	226	11.8%	12.6%	9.1%	21.1%	●	3.1%
Baby's first feed breastmilk	2020/21	—	945	60.4%	63.9%	71.7%	1.3%	●	98.6%
Breastfeeding prevalence at 6-8 weeks after birth - current method	2021/22	↑	755	40.7%	35.7%	49.2%*	-	Insufficient number of values for a spine chart	-
A&E attendances (0 to 4 years)	2021/22	—	9,115	911.0	1,031.6	762.8	2,080.6	●	387.2
Hospital admissions caused by unintentional and deliberate injuries in children (aged 0 to 14 years)	2021/22	—	360	111.4	128.5	84.3	162.2	●	38.8
Hospital admissions caused by unintentional and deliberate injuries in young people (aged 15 to 24 years)	2021/22	—	305	149.3	179.4	118.6	252.2	●	53.3
Hospital admissions for asthma (under 19 years)	2021/22	—	70	172.8	172.3	131.5	438.0	●	47.0
Hospital admissions for mental health conditions (<18 yrs)	2021/22	—	35	90.9	128.6	99.8	355.1	●	33.3
Hospital admissions as a result of self-harm (10-24 years)	2021/22	—	180	566.2	575.0	427.3	1,051.7		

10.4 Include service data from CNTW here

10.5 Mental Health Support Teams in Schools (RISE)

In 2022/23:

- RISE MHST has now delivered into 59 schools
- 13,442 CYP have been reached in the borough

- Of those 437 CYP were supported via 1:1 or small group work
- 398 sessions were delivered via assemblies, class groups and large groups (8-12 in a large group)

The RISE team is reaching a large number of CYP to help build their resilience around events which can happen in their lives that have a negative impact on their mental health and wellbeing.

The RISE team is building trusted relationships with schools and supporting school staff to build a whole school approach around mental health and emotional wellbeing. Including helping to support staff with their emotional wellbeing and parents by giving them the tools to support their children with their mental health.

10.6 What is the system telling us:

In December 2022 Gateshead held a system event around children and young people's mental health. Below is the illustrated notes of this day by Inky thinking.

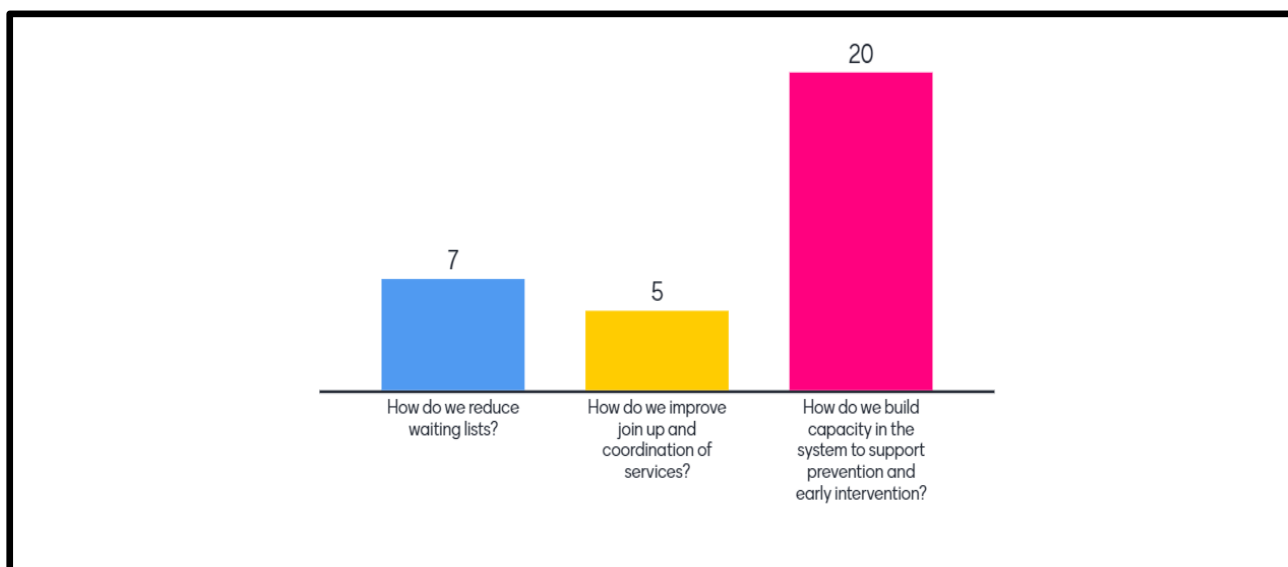
The workshops held around creative solutions yielded the following feedback in summary;

- A shared solution to build capacity and support prevention and early intervention must be developed



- There is a need to balance short term solutions whilst building longer term solutions
- We must be bold and brave about investment and resource planning
- We need to continue integrating our approaches across health, social care and education
- We must support our children and young people to access their community in spaces they want to engage in
- Collectively we need to focus on solutions to share data and intelligence.

The results of our priority poll conducted on the day can be seen below:



The short term identified next steps from the day were to:

1. Understand what information sharing is currently happening in Gateshead and developing a plan to enhance this, including skill sharing across the system
2. Ensuring we have opportunities to share good news stories and case studies that identify positive outcomes and impact
3. Develop and enhance relationships with our local universities

The long term identified next step from the day is to undertake a comprehensive emotional health and wellbeing needs assessment for children and young people in Gateshead. The purpose of this is to identify children and young people's needs across the spectrum from the well-being perspective right thought to the crisis. This will also encompass sharing information on budgets and assessing spend through the spectrum of commissioned services.

In April 2023 Gateshead also held an event to consider system wide children, young people and families priorities. Within the ranked priorities on the day, where all are relevant to this work, the following ones are key for our local transformation plan;



10.7 What are young people and families telling us:

Engaging, consulting and designing with our children, young people, families and communities is integral to all work in Gateshead. Across 2022/2023 there have been several opportunities where we have listened to the people of Gateshead. Below is a highlight summary of these opportunities:

- The Young Women's outreach project has utilised a community grant funding to support young women in Gateshead and seek their views
- Involve North East worked with the Children's society in May 2022 to review our Mental Health in Schools Team (RISE team). The results of this have directly supported RISE to tailor their offer more effectively
- In May 2023 our Teenage resource launched called The Little Book of Useful Stuff, your toolkit for healthy life. Our children and young people played a vital coproduction role in this publication.
- Before our event in December 2022, we sought the views of our children and young people to capture feedback for the event and also ensured children and young people presented at the event and were represented
- Trusting Hands, our new trauma informed service in Gateshead, launch was supported by our children and young people in representation, feedback and presentations. Our children and young people in Gateshead residential settings were the decision makers on the name and branding of the new team
- The children's society delivered a relaunched event of the RISE service in February 2023 with all key stakeholders
- Our engagement forum continues to run and is well attended in Gateshead

- As a system we regularly engage with and seek the support of the Gateshead Youth Assembly, SEND Youth Forum, Parent Carer forum, Young Ambassadors and our newly appointed SEND Young Ambassador

We are committed as a system in our governance processes to continual learning and incremental change being needed to ensure support is flexible and responsive to the changing needs of our children, young people and their families, which can also be impacted on by political, and environmental factors that are out of our control.

10.8 A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis has been carried out following several consultation exercises with young people and their families during the past 12 months, the outcome of which is displayed below:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Autism hubs are being developed which will provide a greater level of pre and post diagnostic support in Gateshead. • Gateshead has a committed and passionate workforce, and this was recognised in our recent area SEND inspection. • Parents, carers and young people are engaged in strategic improvement work. • Gateshead has a well-established dynamic support register. • Increase in Children and Young Peoples mental health workforce. 	<ul style="list-style-type: none"> • When children and young people are on waiting lists, groups and psychoeducation can at times duplicate others offers in the system. • Families can feel at times like concerns escalate before help can be accessed. • Our children and young people have concerns around engaging in school which can affect their emotional wellbeing, including post COVID catching up with studies pressure. • Our children and young people told us they do speak about their feelings to parents, friends and professionals, however the majority said they found this difficult.
Opportunities	Threats
<ul style="list-style-type: none"> • Ensure our services are based on achievable goals that our children and young people find meaningful. • Ensure the suite of offers can provide choice to our children and young people including where you see a practitioner/worker. • To consider the needs for pre and post support for children and young people with ADHD • Ensure we have safe and engaging spaces in Gateshead where children and young people can share their feelings and thoughts 	<ul style="list-style-type: none"> • Increasing demand is resulting in increasing waiting times. • Children and young people feel that at times support is withdrawn prematurely. • Young people can feel like their autonomy to manage their needs at times is superseded by risk management. • Families in hardship are being asked to travel to appointments which is causing a barrier to our families in need. • Our children, young people and families do not have knowledge about what is locally available to them and the majority we spoke to told us it was hard to find information.

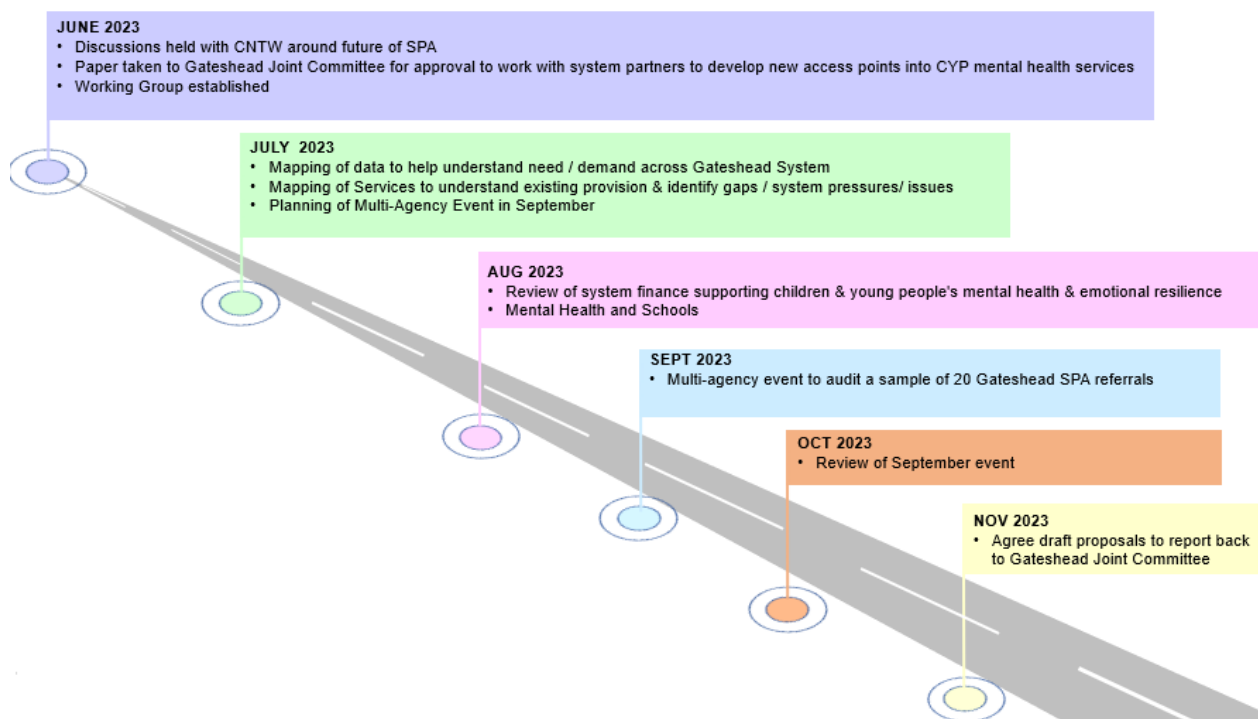
The below is an extract from a survey Involve North East support Gateshead with around mental health services experiences. It shows the responses from our children and young people describing what good mental health means to them.



11 Our system priorities in 2023-24

11.1 Improving access

Following the development of the Single Point of Access (SPA) in 2019 and shift to the i-Thrive model, we have been on a journey to evaluate the effectiveness of this new model which commenced in 2021/2022. Below is the 2023/2024 visual work plan for the development and stages of the work to finalise recommendations around improved ways of ensuring we improve access to services for children and young people in Getting Help by November 2023. This workstream will also consider the identified development areas highlighted in the Area SEND Inspection in May 2023.



11.2 Mental Health Team in Schools

The RISE Mental Health Support Team programme sits within the Signposting & Advice (Prevention & Early Intervention) and Getting Help provision of Gateshead's i-Thrive model.

The Children's Society (TCS) took over as provider in February 2021 and the team name is RISE. In Gateshead there are two mental health supports teams (MHST). An MHST consists of 4 Educational Mental Health Practitioners (EMHP). The team deliver evidence-based interventions for mild-to-moderate mental health issues to children and young people (CYP); support the senior mental health lead (where established) in each school or college to introduce and develop the whole school or college approach. Also giving timely advice to school and college staff and liaise with mental health services to help children and young people to get the right support and stay in education via their whole school approach model. This includes supporting the parents of CYP who have received support.

Areas for 2023/2024 development:

- Deliver RISE whole school approach model to those remaining schools who haven't received it.
- Continue to engage with our schools located in and attended by our Jewish community.
- Progress parent Cognitive Behavioural Therapy workshops.
- Broaden offer in schools by developing drop-in sessions.
- Work to develop an offer that can link into family hubs.
- Progress an audit tool to support an Ofsted inspection around emotional wellbeing for schools.

- Reach out to the more diverse communities within the borough.

11.3 Access to Psychological Therapies at Community and Primary Care level

Building on the successful training of our primary care network team recruited with Sunderland and South Tyneside NHS Foundation trust the priorities this year are to focus on developing team capacity and relationships across the system to intervene early and help to deliver prevention support in Gateshead. This work will sit alongside the development of family hubs in Gateshead and link into the adult peer support workforce to strengthen our transitions offer and lifespan approach to early intervention in mental health.

11.4 Youth Justice

For context in Gateshead 88% of children in the Youth Justice Service caseload were experiencing emotional wellbeing and mental health difficulties, and those with substance misuse issues made up 58% of the caseload.

Following successful inspection, the system is working together on the identified areas for development. A summary of the key mental health areas is below;

- Ensuring children and young people have access to specialist support for mental health needs and continue to work in partnership around this
- Work together to embed new pathways with the Trusting Hands service to support access to mental health provision as needed
- Work together to ensure more in-depth, routine analysis and data from partners is provided to support decision making.

11.5 Trauma Informed Care and Decision Making

In 2022/2023 Gateshead committed to being a trauma informed system with the delivery objective to launch a trauma informed pilot team linked to the national vanguard programme for the integrated community framework.

Trusting Hands Gateshead launched in May 2023. Children and young people in our residential services supported the co-production of the name and branding of the team.



The delivery of the service is a graduated advice and consultation model, in line with the Thrive framework:

- **Getting advice:** Connected conversations; advice and guidance through consultations.
- **Getting help:** 'Understanding my Story' multiagency formulations; targeted support to primary caregivers; therapeutic parenting programmes.
- **Getting more help:** Liaison meeting with Gateshead CYPS to promote timely access to evidence-based psychological interventions where indicated.
- **Getting risk support:** Contribution to multiagency care and risk planning; providing containment and support to system; liaison with secure/inpatient environments to promote sharing of formulation information.

The service held a launch day in May and the evaluation results shows that those attending understood the remit of the service and trauma informed care, had been supported to consider using trauma informed language in their practice and they have built knowledge regarding the importance of creating safety for self and others in the workplace.

Senior leadership support in the system will be key to embedding this approach and building a trauma informed system.

12 Reducing Inequalities

12.1 Promoting equality and addressing health inequalities is central to this transformation plan.

12.2 This Transformation Plan aims to uphold the principles within Future in Mind which include ensuring those with protective characteristics such as learning disabilities are not excluded.

12.3 Parity of Esteem is the principle by which mental health must be given equal priority to physical health¹¹. It was enshrined in law by the Health and Social Care Act 2012.

12.4 In our society mental health does not receive the same attention as physical health. People with mental health conditions frequently experience stigma and discrimination, not only in the wider community but also from services. This is

¹¹ Centre for Mental Health

exemplified in part by lower treatment rates for mental health conditions and an underfunding of mental healthcare relative to the scale and impact of mental health issues.

12.5 This plan contributes to the NHS ambition to put mental health on a par with physical health, in the following ways:

- **Access to Services;** appropriate waiting times must be established so that children and young people with mental health problems know the maximum waiting time for treatment as individuals with physical health problems do.
- **Parity of Treatments;** many psychological therapies are NICE approved and recommended but the NHS Constitution does not entitle people to them in the same way we are entitled to NICE approved drugs.
- **Access to Crisis Care;** children and young people using mental health services have 24/7 access to a crisis support.

12.6 No plan for mental health or improvements to services will have as much impact without a focus on the wider determinants of health which can negatively impact on a person or family's emotional and physical wellbeing. In addition to the work on Best Start in Life and the development of family hubs across the borough, there are several streams of work that is taking place in support of this plan which includes:

- Development of a new Housing Strategy and Allocations and Lettings Policy.
- A corporate review and procurement of Homelessness Accommodation which includes housing and accommodation for young people over the age of 16 and care leavers, and for those who are experiencing poor mental health.
- A locality-based project in Birtley, bringing together all parts of the system to deliver targeted support with identified inequalities and design new ways of working with people and communities to better meet their needs.
- An Equality Impact Assessment is planned to be delivered on 22/23 to support the implementation of this plan.
- We are undertaking a comprehensive emotional health and wellbeing needs assessment for children and young people in Gateshead.

13 Engagement and Partnership Working

- 13.1 There is a commitment in Gateshead to ensure that people have a say in decisions about their care and in the development of local services. We will involve and consult appropriately with the Gateshead community in decisions concerning service changes. This influences and supports inclusion of the voice of the child, engaging with all communities and using the networks and places people trust e.g. current community groups and networks including specific targeted groups. This produces positive changes in individual service user's experiences and provides a clear point of access to offer feedback

Ensuring:

- Mechanisms to engage with a wide range of people at locality level
 - Provide feedback mechanism to ensure boards are sighted on public/community views
 - Provide a forum for members of the public via the local engagement board
 - Provide opportunities for collaborative working across sectors with an ability to build capacity for participation and engagement.
- 13.2 A whole system approach will be needed to achieve the best outcomes in an efficient and sustainable way. Engagement will continue to take place with health organisations, local councils, schools, youth justice and the voluntary sector working together with children, young people and their families in a variety of ways. As below demonstrates:
- We are committed to listening to the voices of children, young people and families in everything we do, working to create more opportunities for children, young people and families to play an active part in the development of services and ensure their voices are heard during decisions that will affect them. Established working groups with our young people and parent carer forum are in place to actively work together to ensure voices are heard and listened to.
 - Gateshead System believe that the voice, opinions and experiences of children and young people should be at the heart of the development and delivery of our services
 - A system-wide engagement working group is in place to ensure that all the key organisations in Gateshead can work collaboratively, sharing good practice and working together to engage with our children, young people and families. This group includes North East and North Cumbria Integrated Care Board, Gateshead Council and wider health and social care colleagues as well as voluntary sector organisations and the parent carer forum. The group works together on areas like the Local Offer, Special Educational Needs and Disabilities where a particular focus has

been on Improving the uptake of Learning Disability Annual Health Checks in our GP settings and schools, developing an Awareness Calendar across partners to promote emotional mental health and wellbeing, as well as sharing information through a quarterly engagement newsletter. The newsletter outlines projects that are currently being undertaken to ensure that children, young people, their families and carers all remain informed of all work and projects that are relevant to them, and how they can get involved.

- To enhance the system's coproduction and engagement process a SEND ambassador/ Young Mayor post has been recruited too. The role represents and champion the views and needs of those children and young people with additional needs. The Young Ambassador has taken part in the recruitment processes for Children's service roles and is participating in the development of Twisting Ducks film making (see below for more detail on this example).

13.3 Developing the use of Digital Media in Gateshead

The below offers some examples of how digital materials are being produced in Gateshead to support engagement, understanding of access to services and supporting easy routes for feedback to be received.

- Gateshead System supports the SEND Young People's Forum, which is open to all local children and young people with SEND. The group meets monthly and provides [accessible minutes of each meeting, on the Local Offer website.](#)
- The children, young people and families team have been producing digital materials for young people and working with a parent from Gateshead to produce an easy read and video format social story to support young children with autism visiting their GP practice. By accessing the following link (in the digital version of this plan) you can access the social story video:

<https://biteable.com/watch/3921378/fd1b170d087343871055ae210a2f7fea>

Further examples of digital media documents can be accessed in the digital version of this plan:

Video name	Link
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Exploitation video	https://biteable.com/watch/3908197/f61078ae337485eeb66462ffd7e02fe1
Mental Health intro page	https://biteable.com/watch/3794851/0603ed5b1ab66211071df8800e1b8f6d
International Pronouns Day	https://biteable.com/watch/3840792/ffbeac10afbabbcc15bd337d6d5620540
International Knife crime Day	https://biteable.com/watch/3922261/d23529ffcd072063e6bcb3975e3e9358
Transgender Awareness week	https://biteable.com/watch/3787147/205f56407750ef9864b8fda202ed7a07

- Through Summer 2023, Twisting Ducks, a theatre company for young adults with learning disabilities and autism, are working to support the development of three short films that aim to help facilitate young people to communicate what an Education, Health and Care Plan should look like. With the help of our new SEND Young Ambassador who came into post in December 2022, we also worked with young people in Gateshead's special schools to talk to them about their experiences of their annual reviews and how this can be improved. Young people were also involved in leading both the direction and content of the videos.
- The Little Book of Useful Stuff¹², "your toolkit for healthy life" includes mental health information launched in June 2023. This publication links to the Healthier Together website where further information and signposting for support will be available. Scanning the QR codes will take you to your local support page. Healthier Together is a locally developed website, providing relevant and accurate health and wellbeing information for young people. The following link will take you to the online version A paper version is also available in easy read guide and biteable videos. The publication supports the work Gateshead undertake in secondary schools in Year 9 assemblies to promote access to GPs from the age of 14+.



13.4 Summary of communications and engagement highlights and achievements within Children and Young People's Mental Health Services:

¹² [The Little Book of Useful Stuff – a young person's toolkit for a healthy life :: North East and North Cumbria Healthier Together \(nenc-healthiertgether.nhs.uk\)](https://nenc-healthiertgether.nhs.uk)

- Kooth – regular sharing of monthly schedule of posts on social media, as well as ad-hoc generic mental health related posts
- Mental health range of services information (adult and children and young people) appears prominently on Gateshead websites.
- There is a dedicated Children and Young People Mental Health page and a handy links page.
- Gateshead have promoted, through press releases, a range of different Children and Young People's Mental Health initiatives throughout the year, piggybacking on broader mental health aimed at whole-population stories (for example, the Mind helpline).
- From December 2021 to March 2022, Gateshead undertook a digital Mental Health campaign (for all ages) as part of winter service use campaign, which was featured on a number of third-party websites and local media outlets. This provided increased click-through traffic to the relevant pages of our website.
- ICB pages in Gateshead Council News have regularly featured mental health service information including services young people
- Template content recently provided to GP practices in Gateshead, to be used on practice websites, outlining the range of mental health services (including for Children and Young People's Mental Health Services). Similar information will also be sent to partner organisation.
- Children and Young Person Friendly Kite Mark accreditation for GP practices
- From an engagement point of view, the main piece of work we did in the 2022/2023 period was during May 2022, when we tasked Involve NE with contacting schools across Gateshead asking them to provide feedback on the RISE programme. 46 representatives (headteachers, SENDCo, and other professionals) from 39 schools shared their views on the RISE programme, including schools who use alternate mental health provision to the RISE programme, but may use it in the future. Involve North East (INE) continued to support this project by delivering 3 presentations on our findings to key stakeholders between July and October 2022. We then published a report into the work, and both the summary and the full report is on the ICB website here (scroll down to RISE ("Understanding the views and experiences of schools in

Gateshead"), and follow the link:

<https://northeastnorthcumbria.nhs.uk/get-involved/our-work-with-people-and-communities/past-engagement/>

13.5 Multi-agency engagement groups and projects

In Gateshead, during the Covid-19 pandemic Gateshead identified a need for a Children, Young People Engagement Working Group. This has members from health, local authority, police, education and the voluntary sector. The purpose of the group is to support new ways of working. To collaborate, develop and link up services and projects in Gateshead. All members of the group have the same interest of making sure the voices of children and young people are heard to further improve services for them in Gateshead. To promote this joint engagement, work an engagement newsletter has been devised that will be distributed across Gateshead on a quarterly basis.

- 13.6 Working closely with partners, we plan to establish clear feedback mechanisms throughout the engagement process, including keeping stakeholders up to date through regular newsletters, utilising social media, and regular contact with the groups involved in this work. Regular attendance at the Gateshead Parent Carer Forum and School Network meetings. Newsletters are produced on a quarterly basis and shared across North East and North Cumbria Integrated Care Board at Gateshead Place.

An example system project was in 2022-2023 Gateshead system commissioned a project with Access 27 theatre company to support our workforce around the effects of COVID 19 on our children and young people's mental health. The performance highlighted key themes from the pandemic in a creative and thought-provoking way. It looked at what it was like to experience lockdown, the effects of not going to school, safeguarding and domestic violence and children in care settings. The project reached 210 participants across Health, Education and Social Care.

Feedback from a local General Practitioner (GP) was – the "digital performance captured wide-ranging impact of the pandemic, powerfully encouraging us to view things from the child or young person's perspective. The resource package also helped to build on that picture, recognising the signs of psychological distress can be far ranging, and seen in physical, cognitive and behavioural symptoms. It prompts us to avoid superficial exploration of symptoms and ensure we are taking into account the wider health and wellbeing of the child or young person".

14 Education

- 14.1 Gateshead is committed to giving children and young people the best start in life. We aim for our children and young people to develop their independence and to become confident and participating adults who lead fulfilling and productive lives.
- 14.2 Our vision that “Children and Families” are at the heart of everything we do, ensuring all children can thrive and reach their full potential and be advantaged by organisations working together.
- 14.3 We focus on the best start in life, particularly during the first critical 1001 days of a child's life (from conception to age 2) as care during this period of rapid growth and brain development has been found to have significant influence on a child's life outcomes.
- 14.4 This provides the most effective way of ensuring people have the best chance of thriving, and living an enjoyable life in good health, is to make sure they have a good start in life, a good education, good health, a warm and loving home, good friends and support networks, access to good quality work and enough income to meet their needs.
- 14.5 This plan acknowledges the progress we have made to date, but also sets out what we intend to do, in partnership, to ensure that all the children and young people of Gateshead, regardless of their background or individual circumstances, can lead happy, successful, fulfilling lives.
- 14.6 Early Years services, including health, education, and social care where appropriate, work together with families to support children throughout their early years so that children start school ready to learn. The Gateshead System is committed to prevention, promoting early identification of difficulties, and early intervention to prevent a progressive requirement for additional support. Increase focus on health and wellbeing, including building resilience, and promoting good mental health, especially in the wake of the Covid-19 pandemic.
- 14.7 A key priority for us to strengthen our support for transitions from one key stage to the next, and into post-16 education, training, employment or adult life, including independent living where desirable and appropriate.

To support this work, we have three key groups in place:

Early Years Sub-group - Leads on the delivery of the key priorities for children 0-4 years across schools, settings and services, ensuring processes and systems are effective.

5- 16 Years Sub-group - Leads on the delivery of key priorities for children 5-16 years across schools and services. It also develops policy and practices in line with the Code of Practice for SEND pupils 5-16 years. It monitors the Accessibility Strategy, progress data from the data sub- group, training for schools, SENCO support and networking.

Post 16 Sub-group - Leads on the delivery of key priorities for young people over 16 years across schools, colleges and services including:

- Quality assurance of post 16 special needs provision
- Preparation for Adulthood and Post 16 Transition
- Promoting mental wellbeing and support for mental ill health in relation to post 16 young people

14.8 A whole school approach to the promotion of mental wellbeing with the collaboration of health and education to deliver trauma informed support. The mental health offer in Gateshead has been increased to meet the demand, and to improve access to support at a range of levels.

14.9 **A key focus during 2022 -2023 is:**

1. Ensuring our Teachers and Education settings have the skills they need to support provide early intervention emotional wellbeing needs for our Children and Young People in Gateshead
2. Transitions across health, education and social care, ensuring that young people are enabled to work towards their own aspirations, and that they are fully prepared to transition to adult services and into adulthood
3. Improving Absenteeism in Schools: Poor attendance at school, whether due to absenteeism or exclusion, leads to multiple social, educational, and lifelong socioeconomic disadvantages. A project will commenced in June 2023 to identify those children and Young People who are persistently absent from school exploring the reasons for absenteeism and the interventions that can be put in place to mitigate
4. Ensuring the communication needs of our children is met in Gateshead with universal and specialist services where appropriate

14.10 **Special Educational Needs and Disabilities (SEND)**

An Area SEND Inspection took place in Gateshead from 5th-26th May 2023. The Inspection was carried out under the new inspection framework and by Inspectors from Ofsted and CQC. The three-week inspection looked at the local area partnership arrangements for children and young people with SEND.

A draft report has been received to highlight findings and a response to the Inspection Team regarding matters of accuracy has been returned. We currently await the final report when we will be able to advise of the outcome and strategic plan to support areas of improvement.

There are robust assurance processes in place to ensure that the needs of our children and young people with SEND are being met and monitored across the System. Annual training programmes are in place to ensure the workforce across Health, Education and Social Care are able to respond to the requirements of the Children and Families Act 2014 collaboratively, delivering to our SENCOs in mainstream and special schools.

Strong relationships between Health, Education, Social Care and our Parent Carer Forum are in place which allows us to develop a shared understanding of the needs of our SEND children and young people being key members of service reviews and co-production to address and improve where required, participation of children, young people and families are key to service development.

There is a dedicated Children, Young People and Families team which includes specialist SEND nurses and a Designated Clinical Officer who support our mainstream and special schools, parent carers and families.

Some of the projects the team support are:

Special School Eye Care Service

- Children with learning disabilities are 28 times more likely to have a sight problem than other children. A third of children attending special schools will need glasses.
- Gateshead was the first authority in the country to sign all its special schools up to the NHS-funded special schools eyecare service.
- Since beginning the service in April 2021 the service has delivered over 5,000 sight tests covering North East & Yorkshire, London and North West. Of the 5,043 tests carried out 92.41% were their first sight test. They have issued 2,154 glasses of which 10.95% was children and young people who had attained glasses for the first time. In Gateshead 33 tests have been completed since April 2022 over 2 of our Special Schools. Of these 33, 17 children received glasses with 11 receiving glasses for the first time.

The service continues to offer eye checks in two of our Special Schools in Gateshead. It was recently confirmed that this contract is to continue in the schools for the next school year 2023-2024.

Developing our asthma/allergy support for primary care and schools

- Asthma is common – about 1 in 10 children and young people in the UK suffer from it. If asthma is mild, the symptoms may not be too much of a problem and, particularly if people take their asthma medications correctly, they can have no symptoms at all. As a result, a lot of people don't worry about asthma or don't take symptoms too seriously.
- The ICB has secured some non-recurrent funding for a pilot in Gateshead to improve the care of children and young people with asthma and allergies who are 'not brought' or do not attend asthma reviews at their GP surgery.
- The team will work with a PCN or group of GP Practices to look at a transformational way of working to undertake Asthma and Allergies Reviews. The plan is to work with schools within the PCN footprint to identify children and young people who require Asthma Reviews and to undertake the review within the school setting as opposed to the child or young person attending the practice.
- Training will be offered to school staff to allow them to support the child/young person should they be having an exacerbation of their symptoms. Alongside these sessions update training could be provided to school staff for a number of long-term conditions and children and young people with medical devices. We currently have the support of a Practice Nurse and Pharmacist who will go into schools to carry out asthma reviews, ensure the child/young person is using their inhaler correctly and offer training and support to school staff. The Beat Asthma Bundle of Care package is supporting this training by offering e-learning modules for these staff but also for responsible staff in Schools to upskill their knowledge and offer confidence when supporting the children/young people.
- The initial pilot has taken place within one of our Primary Schools in Gateshead. 22 children were identified as needing an asthma review, a number had not been seen by the GP practice for over 2 years.
- The children have received a review of their asthma, a personalised asthma action plan was issued for parents and also a copy for school.
- Training and support was given to the children, their parents and also school around supporting the children during exacerbation of asthma symptoms to give them confidence to support the children.

- Excellent feedback has been received from both parents and the children who feel it was much easier to receive the review in school and receive the additional information they needed at the review
- It was also identified during these reviews that some of the children no longer had asthma symptoms and therefore no longer require the use of an inhaler
- Masterclasses have been offered to our schools to further support the training and response to children at times of illness which has upskilled through this training and given them the opportunity to use equipment and ask questions in a much more controlled environment with the appropriate professionals supporting this

Awareness Sessions for Schools

- Good relationships have been developed with Early Years, Mainstream, Special Schools and local Colleges, who have attended an awareness session delivered by our team to support the work for our SEN children and young people. From this we have developed Case Studies to highlight the process of this work which supports our commitment and evidences the importance of our practice. We include the outcomes from these sessions within our case studies and continue to be approached by schools for support, and we are able to co-ordinate and direct appropriately where the support is required.
- Awareness sessions continue to be offered to all settings on an annual basis and have taken place in July 2023. This gave settings the opportunity to gain an update in relation to health support available and discuss any ongoing issues within schools. Schools continue to contact the Designated Clinical Officer on a regular basis for support around training needs, and engaging health professionals to support the health needs in school

To further build emotional resilience and minimise the effects of long term emotional and physical abuse and neglect on children and young people with SEND, we are implementing trauma informed, wrap around service offering support at the earliest opportunity.

15 Transitions

- 15.1 We recognised that transitions for our Children, Young People and Families at all stages of life can be difficult to navigate. As a system we are committed to

ensuring these transition points are as smooth as they can be the right support is accessible to ensure this journey does not feel difficult in Gateshead.

15.2 Our ambitions and principles include:

- An ambition to eliminate transitions wherever possible, and rather provide a needs-led continuity of care based on developmental and individual requirements
- Where transitions are required, begin the process of transition as early as possible, proactively involving all appropriate services for an individual's specific needs
- Taking account of individual circumstances, work proactively across services to identify and agree the most appropriate treatment approaches for young people with co-morbidities, based on individual need rather than diagnosis. This will also agree arrangements to facilitate continuity of care with the same professional as required
- Clear mechanisms to provide appropriate levels of support for families as young people move between services
- Adopt a more systemic, pathway management approach.

15.3 Key areas of focus work in 23/24 include:

RISE transition offer?
Care planning CNTW?

16 Transparency and Governance

16.2 The governance of the Children and Young People work begins at place with a Gateshead Children and Young People Mental Health and Learning Disability and Autism group which meets bi-monthly.

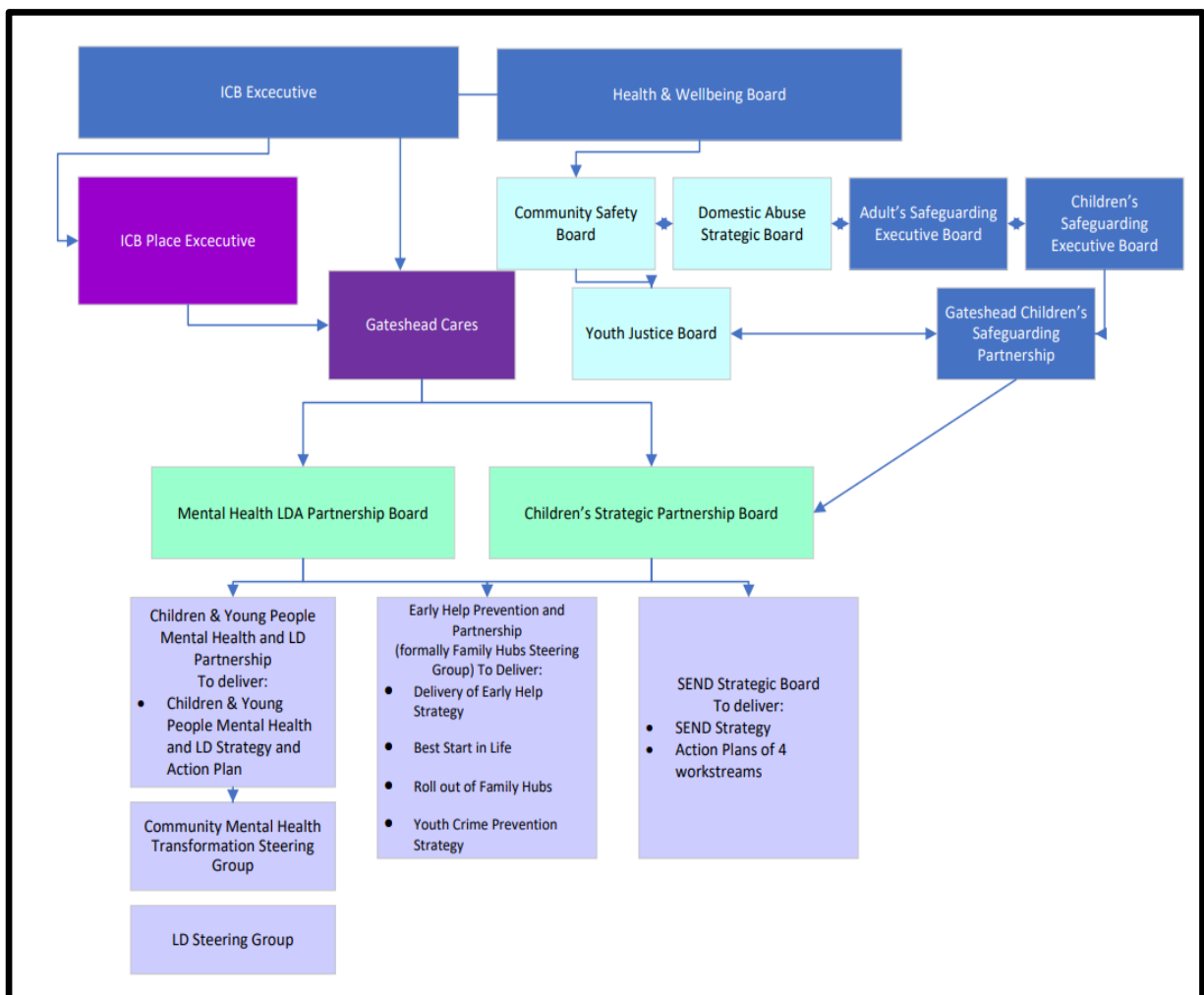
16.3 From the outset we developed a governance framework which was operational at the onset of the transformational work. Good governance is about the processes for making and implementing decisions.

16.4 Our governance structures and frameworks have allowed for access to increased knowledge and operational intelligence, has provided challenge and innovation, and has allowed for strategic leadership and decision making.

16.4.1 Quarterly reports from The Children and Young People's Mental Health & Emotional Wellbeing Local Transformation Plan are presented to the

Gateshead CYP MHLDA partnership groups, Gateshead System Board and Health & wellbeing Board

- 16.5 Having Children and Young People’s Mental Health transformation work as a standing item has helped put children and young people much higher on the agenda.
- 16.6 At the time of publication, we have utilised a partnership approach to agree and refresh with relevant partners such as specialist commissioning, local authorities, local safeguarding boards and local participation groups for children and young people, parents and carers. Terms of Reference can be found at Appendix 2.
- 16.6.1 The plan will continue to be updated and be managed through the governance structures as depicted below in Figure 2, with progress updates to Gateshead Cares System Collaborative Board, and Gateshead Health and Wellbeing Board.



17 Workforce

A multi-agency Gateshead Cares Workforce Partnership has been established and now meet regularly. This groups key priorities are around supporting Recruitment, Retention and Training plans for the whole system. This supports system resilience as workforce is a key element and the Workforce Partnership are working closing to share all our recruitment plans which will support posts and vacancies in all areas.



We have identified the current workforce gaps, and this will be used to support the overall Gateshead workforce plan as part of the local transformation plan.

It has been identified that there is provision in the system which may not be being used to its full potential and that some services have capacity to see more people while other such as crisis teams are stretched.

We need to ensure that there is a sound understanding of all the services in Gateshead and Provider Forums are being set up from September 2022 to March 2023 to discuss key topics/themes to share information on the service available around that key theme so other professionals are aware.

A website will be used to host a page to enable Gateshead residents to be able to access information about local health and wellbeing services near to them.

Plans to work with the 111 team to explore the choices patients are given around low-level mental health and wellbeing provision rather than an onward referral to their GP. We need to support organisations to complete the Directory of Services documents from 111 to ensure all relevant info is available to call handlers about alternative services other than GP or crisis team.

A platform for Gateshead Health and Social Care professionals where all mental health and wellbeing services will be listed to give a comprehensive list of all services available to them.

Gateshead is considering a new staffing model with onward progression to fill gaps in the workforce. We are hoping to use this model in Gateshead to grow and retain our own staff within Gateshead, with a clear workforce career pathway. We are also looking at working together across the system to progress plans on join apprenticeships and placements, so people have an opportunity to work in other areas not only building their skills but giving them an opportunity to identify career prospects through training and development.

We are focusing on ensuring our workforce is culturally competent and Connected Voice – HAREF – are supporting with training. We recognise the need to expand this offer and consider our Jewish population in Gateshead to ensure we meet the needs of all people across Gateshead making access to service as easy as possible.

There will be several other training courses on offer via the online platform including, LD and Autism, Mental Health first aid, SEND awareness and Dementia training. This will again support increasing the knowledge and understand of all staff working in Gateshead again to support people better in Gateshead.

18 Stakeholders involved in the development of the plan 2022/23

Table XX The stakeholders that were engaged with to support the development and implementation of the plan.

NENC ICB – Gateshead place	NHS England – Specialised Commissioning
Kalmer Counselling	Gateshead Council
Barnardo's	Healthwatch Gateshead
The Children’s Society	RECOCO – Recovery College
Mental Health Concern	Sunderland South Tyneside NHS Foundation Trust
Zen Zone - Kooth	Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust
North East Counselling	Gateshead Health NHS Foundation Trust

19 Next Steps

19.1 We will continue to use the Gateshead Joint Strategic Needs Assessment (JSNA) to support our work and help us to understand the key issues facing children, young people and families in Gateshead as we continue our transformational journey in the coming months.

The delivery plan below in appendix one details further work which will be delivered through place-based partnerships and will be incorporated into a holistic Children and Young People Strategy in Gateshead, reflecting differences in population, providers and needs at place.

- 19.2 This delivery plan and the new Children and Young People strategies will be reviewed and refreshed as a minimum at least once a year with all system partners, children, young people, families and carers involved in the process; it is a living document that that will be updated by the partners as milestones are reached and actions are implemented.

TITLE OF REPORT: Notification of Removals from the Pharmaceutical List and Changes to Pharmacy Opening Hours

Executive Summary

Since the previous assessment (PNA 2022), Gateshead Council and the Health and Wellbeing Board have been notified of several changes to pharmaceutical provision. Which include 3 changes of ownership, 6 pharmacies reducing hours, 3 closure notices (Lloyds Team Valley, Boots Low Fell, Boots Felling). These changes equate a to a 10% reduction in provision across Gateshead.

Purpose of the Report

1. To notify the Health and Wellbeing Board and consideration of the impact to the Gateshead population regarding a number of changes in pharmacy opening hours across the locality and the planned closures of two pharmacies in October and November 2023 respectively.

How does the report support Gateshead's Health & Wellbeing Strategy?

2. Development and publication of a Pharmaceutical Needs Assessment (PNA) regarding local Pharmaceutical Services is a statutory responsibility of the Health and Wellbeing Board under the Health and Social Care Act 2012. PNAs are reviewed and updated every 3 years and are used as the basis for determining market entry to a pharmaceutical list by NHS England and NHS Improvement now part of the Integrated care system.

Background

3. Northeast and North Cumbria Integrated Care Board (NENC ICB) now has full delegated responsibilities for the commissioning of community pharmacies across NENC. The HWB statutory responsibilities remain the same, as set out in the NHS (Pharmaceutical and Local Pharmaceutical Services) Regulations 2013.¹

4. Services provided as part of this NHS contract include essential services such as dispensing medicines and provision of professional pharmaceutical advice and also a range of optional advanced services. In addition, pharmacies in Gateshead also deliver a number of key locally commissioned services, such as stop smoking services, supervised consumption of treatments for substance misuse clients and emergency

¹ [The National Health Service \(Pharmaceutical and Local Pharmaceutical Services\) Regulations 2013](#)

hormonal contraception. Further information regarding the range of services provided by pharmacies in Gateshead is described in section 7 in the [Gateshead PNA](#) published October 2022.

5. Whereas there is often some small adjustment of community pharmacy provision within the three-year cycle of a Pharmaceutical Needs Assessment (PNA), already since publication in October 2022, both nationally and locally in Gateshead, there have been significant changes in service provision taking place. This has included well documented national development of Lloyds Pharmacy Limited to withdraw from the pharmaceutical list in respect of several premises and the decision published in the media that Boots are intending to close further pharmacies through consolidating their provision.

6. In addition, new national regulations in May 2023² allowed 100-hour pharmacies, to reduce their contracted hours from 100 hours to 72 core hours.³

Why are these changes happening?

7. There are many reasons being cited regarding the community pharmacy closures and impacts on our local population. Some of the reasons for the current concerns include:

- Operational costs increasing and whether the community pharmacy service is able to remain cost effective.
- Impact of on-line services and shopping with some pharmacies choosing to focus on on-line business rather than having a “high street” presence.
- Staff shortages resulting from staff migration in response to the expansion of pharmacy roles into new service developments such as primary care networks (PCN) and ICB in addition to the more traditional movement between primary, secondary and community pharmacy services.
- Development of the pharmacist role in primary care, in particular regarding utilising their clinical skills more effectively.
- Issues regarding the national funding framework including whether the current NHS contractual process is fit for purpose.
- Issues such as medicine stock supplies have also impacted on pharmacies and their customers.
- Practical issues such as digital connectivity with the healthcare system which are not currently fully joined up.

How is this being addressed?

8. Nationally, the Health and Social Care Committee, Expert Panel have recently (25.7.23) published Expert Panel: Evaluation of the Government’s commitments in the area of pharmacy in England - Health and Social Care Committee⁴

² [The National Health Service \(Pharmaceutical and Local Pharmaceutical Services\) \(Amendment\) Regulations 2023](#)

³ [New PLPS regulations tomorrow and an update for 100-hour pharmacies](#)

⁴ Expert Panel: evaluation of the Government’s commitments in the area of pharmacy in England

9. The Community Pharmacy England’s overview is that; In line with the experiences of pharmacy owners, the panel found: “Demand for community pharmacy services has increased significantly with community pharmacies struggling to deliver services within the existing funding model, or even to remain open.”

They also said available funding was “not sufficient to keep pharmacies open”, noting that businesses are struggling financially with increased demand for dispensing, workforce pressures and rising costs due to inflation.

10. Regionally, the North East and North Cumbria ICB have also informed HWBs (19.7.23) that “To best meet the above challenges, we are committed to setting up a Working Group to strengthen the collaborative approach; whilst recognising the different unique functions of each and managing any conflicts of interest that may arise. We will work with you to shape the terms of reference of the group.

Notification of changes

11. In recent months Gateshead has been notified of several changes of ownership, consolidations, changes of hours and notifications regarding closures of community pharmacy provision.

Changes in ownership

12. Nationally Lloyds Pharmacies Ltd are closing their “high street” premises. In Gateshead, the Lloyds Pharmacies in Sainsbury’s closed in April 2023, however the 5 remaining branches have undergone or are anticipated to have changes of ownership:

Location	Change of ownership to	Hours of trading
Harras Bank, Birtley, Chester-le-Street, DH3 2PE	Elmfield Trading Ltd From 19th June 2023	40hour + 7.5 supp hours Hours unchanged 8.30am-6pm Mon- Fri Closed Sat and Sun (Note: Lloyds had previously, in March 2023, reduced early opening from 7.30am to 8.30am)
Wrekenton Pharmacy 1 Springwell Road, Wrekenton, Gateshead, NE9 7JN	N&B Chemist Ltd From 1st June 2023	40hour +5 supp hours Hours unchanged 9am- 6pm Mon- Fri
Rockwood Hill Road, Greenside, Ryton, NE40 4AX	LP SD FIFTY TWO LIMITED Date to be confirmed.	Currently 40hour + 0.5 supp hours Mon- Fri 8.30am-4pm Sat 9am-12noon
	Hours lost:	No loss of hours

Information not yet received regarding:

- Lloyds Pharmacy Limited, Teams Medical Centre, Watson Street, Teams Estate, Gateshead, NE8 2PQ
- Lloyds Pharmacy Limited, Pattinson Drive, Crawcrook, Ryton, NE40 4US

Changes in opening hours

13. Pharmacies that are contracted to provide 40 hours per week may also be open for additional “supplementary hours” which provide the extended service often as early mornings, evenings and weekend opening.

Supplementary hours can be amended by giving NHS England 90 days' notice of the intended change, HWB are informed but not consulted.

'40-hour' pharmacy and current / previous opening hours	Changes – detail and date
Tesco Stores Ltd, 1 Trinity Square, Gateshead, Tyne and Wear, NE8 1AG	Change 28.11.22 Reduction in supplementary hours (from 44 to 38 hours) Weekday and weekend evening closure at 8pm not 9pm
Whitworth Chemist Ltd, Wrekenton Health centre, Springwell Road, Gateshead NE9 7AD	Changed 5.12.22 Reduction of supplementary hours (from 11.5 to 7.5 hours per week) No longer open on Saturday mornings
Bestway National Chemists Limited (T/A Well), 14 Beaconsfield Road, Low Fell, Gateshead, NE9 5EU	Changed 19.3.23 Reduction of supplementary hours (from 11.5 to 9 hours per week) Weekdays open at 9am previously 8.30am
Bestway National Chemists Limited (T/A Well), 105 Prince Consort Road, Gateshead, NE8 1LR	Changed 19.3.23 Reduction of supplementary hours (from 10.5 to 8 hours per week) Weekdays open at 9am previously 8.30am
Avicenna Retail Ltd Fewster Square Pharmacy 11 Fewster Square, Leam Lane Estate, Felling, Gateshead, NE10 8XQ,	Changed 3.4.23 Reduction of supplementary hours (from 13 to 9 hours per week) Saturday opening 9am-1pm (previously 9a.-5pm)
Hours lost:	19 hours per week (supplementary hours)

Changes in 100 hour provision

14. In response to the national regulations in May 2023 that allowed pharmacies with 100 contracted core hours to reduce these to a minimum of 72 core hours, the one 100 hour pharmacy in Gateshead, 31 Harraton Terrace, Durham Road, Birtley, applied to reduce opening hours to 78hours.

'100-hour' pharmacy and current / previous opening hours	72-hour application made to NHS England
Bestway National Chemists Limited (T/A Well) 31 Harraton Terrace, Durham Road, Birtley,	Changed 10.7.23 Reduction to 78 hours per week Reduced: Mon- Sat: morning from 7am to 9am opening and evening closure from 11pm to 9pm Sunday – unchanged (10am- 4pm)
Hours lost:	22 hours per week

Distance selling pharmacies.

Distance selling pharmacies are required to deliver the full range of essential services, though not to people on a face-to-face basis on the premises of the pharmacy. They will receive prescriptions either via the electronic prescription service or through the post, dispense them at the pharmacy and then either deliver them to the patient or arrange for them to be delivered.

15. The NHS (Pharmaceutical and Local Pharmaceutical Services) Regulations 2013 contain an exemption that allows pharmacists to open an NHS pharmacy without having to show that the need for that pharmacy was identified within the PNA, or having to satisfy NHS England that the pharmacy would satisfy the test under Regulation 18 for unforeseen benefits. There were 3 Distance Selling pharmacies in Gateshead at the time of the PNA 2022 publication. Further to this, notification has been received of a further business proposal, although the HWB are currently awaiting confirmation of a decision.

Closures

16. In May 2022, the HWB were notified of the closure of Lloyds Pharmacy Limited, based in Sainsbury's supermarket, Team Valley, which ceased trading on 22nd April 2023 and was removed from the pharmaceutical list for the area of Gateshead Health and Wellbeing Board with effect from that date. This closure, in the south locality of Gateshead was deemed not to create a gap in community pharmacy services in Gateshead.

17. The HWB have recently been notified of two further closures:

- a. Boots UK Limited, 479 Durham Road, Low Fell, Gateshead, NE9 5EX (planned 7.10.23)

- b. Boots UK Limited, Unit 4 Booth Street, Felling, Gateshead NE10 9BF (planned 11.11.23)

18. The loss of these three pharmacies will result (by November 2023) in a loss of

- a. 120 essential hours
- b. 59 supplementary hours per week

19. NHS England provide assurance that they work closely with pharmacy and has been given assurances that all measures have been taken to ensure patients will not be adversely affected by these closures.

Boots UK Ltd, 497 Durham Road – closure planned 7.10.23.

20. Boots at Durham Road, Low Fell is currently contracted to provide a 40-hour service and provide an additional 10.5 supplementary hours. Open weekdays (9am - 5.30pm) and Saturday (9am to 5pm). It is situated in the south locality of Gateshead.

There are other pharmacies within a mile radius of this pharmacy.

- Well Pharmacy, Beaconsfield Rd 0.1mile
- RG Young, Sheriff’s Highway, Old Durham Rd 0.6mile
- Beacon View Pharmacy, Beacon Lough 0.6mile
- K&A Pharmacy, Old Durham Rd 1mile

Local concerns have been raised via Safeguard Incident and Risk Management System (SIRMS) reporting system by the GP practice at Fell Cottage Surgery regarding the impact on patients with this closure.

Boots UK Ltd, Booth Street, Felling, Gateshead closure planned 11.11.23

21. Boots at Booth Street Felling is currently contracted to provide a 40-hour service and also provide an additional 10.5 supplementary hours. Open weekdays (9am - 5.30pm) and Saturday (9am to 5pm). It is in the east locality of Gateshead.

Pharmacies within a mile radius of this pharmacy are;

- Boots, Felling Health centre 0.1mile
- RG Young, Sheriff’s highway, Old Durham Rd 0.9mile
- K&A Pharmacy, Old Durham Rd 1mile

(Maps appendix 2)

22. In addition, correspondence has been sent (15.8.23) directly to Boots UK Ltd on behalf of the elected representatives of Gateshead, by the Leader of the Council, to protest at the proposed closure of the Gateshead branches in Low Fell (Durham Road, NE9 5EX) and Felling (Booth Street, NE10 9BF).

Impact of these changes

23. **Number of pharmacies in Gateshead**

Table 1: Total number of pharmacies in Gateshead

PNA	PNA 2022	Notified changes (including Boots closures in Oct and Nov 2023)
Number of 40-hour pharmacies	42	39
No of 100 hour pharmacies	1 (100hr)	1 (78hr)
Number of distance selling (DSP)	3	3 + 1 pending
Total number of pharmacies	46	43
Total number “walk in” pharmacies	43	40

24. **Pharmacies per population**

25. Table 2 (below) demonstrates that the impact of the closure on the number of people per pharmacy is such that the central, south, inner west and west localities remain reasonably well served by pharmacy services. (Appendix 2)

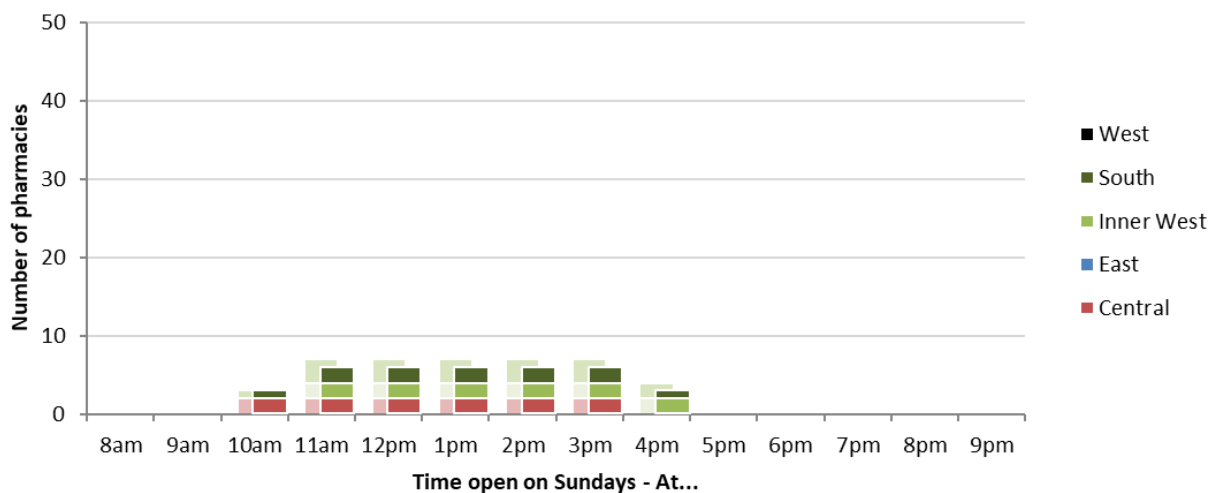
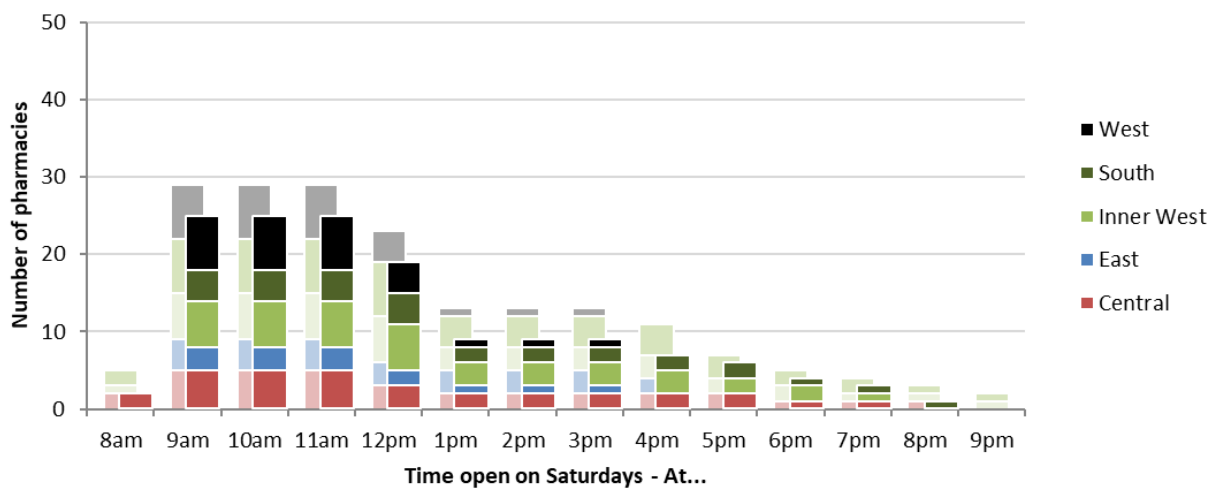
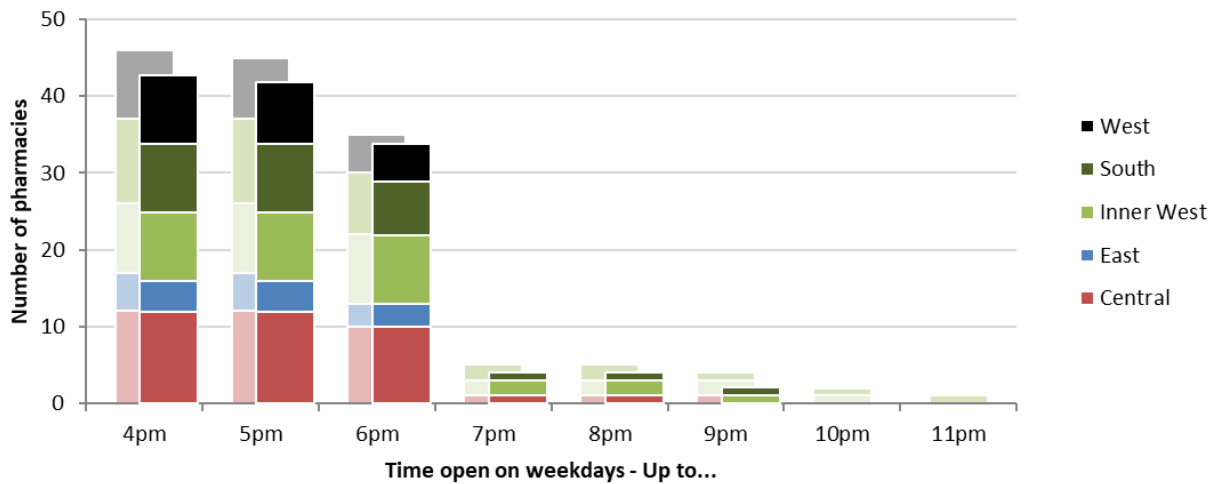
26. However, this is not the case in the East of the borough, which was previously identified as having lower provision (PNA 2022), meaning the closure any pharmacies may have greater impact.

Table 2: Pharmacies, people per pharmacy, and pharmacies per 100,000 population, PNA Oct 2022 compared to current provision taking into account all closures (appendix 1)

	Current...			PNA...		
	Number of Pharmacies	Persons per pharmacy	Pharmacies per 100,000 population	Number of Pharmacies	Persons per pharmacy	Pharmacies per 100,000 population
Central	12	3,209	4.6	12	3,209	4.6
East	4	8,713	1.4	5	6,970	1.7
Inner West	9	3,690	3.0	9	3,690	3.0
South	9	4,944	4.0	11	4,045	4.9
West	9	5,009	4.1	9	5,009	4.1
Gateshead	43	4,561	84.3	46	4,264	90.2

Evening and weekend opening access

27. The impact on the reduction of hours and pharmacy closures will have an impact on the access to services in evenings and weekends. This impact being most noticeable on weekday and Saturday evenings as fewer alternative pharmacies become available (appendix 1)



28. The PNA 2022 identified that access to community pharmacies during the weekdays and weekends was reduced in the evenings and on Sundays which limits the ability to access essential services and advanced services as well as placing more demand on urgent and emergency care services.”

29. Furthermore, the PNA stated that HWB continues to recommend local discussions with the LPC regarding possible support to evening or weekend opening to ensure patients with minor ailments and/or require medication to be dispensed following

consultation with and extended access service, out of hours GP or referral by 111 for emergency medication can access pharmacy support”

30. Therefore, based on current data available the east locality relative to all other localities could be considered as underserved.

31. Concerns regarding the impact of these changes for the local population of Gateshead have been raised and have been voiced across the ICB footprint. The ICB has recently (19.7.23) informed HWBs of the intention to set up a working group to strengthen the collaborative approach.

Proposal

32. The PNA working group will continue to monitor and report to HWBB any changes to provision.

33. In the event of a significant gap emerging, the PNA steering group will be reconvened to discuss appropriate action, which may include a full and comprehensive review of the PNA 2022.

Recommendations

34. The HWBB is asked to approve the addition of this supplementary statement to the PNA 2022

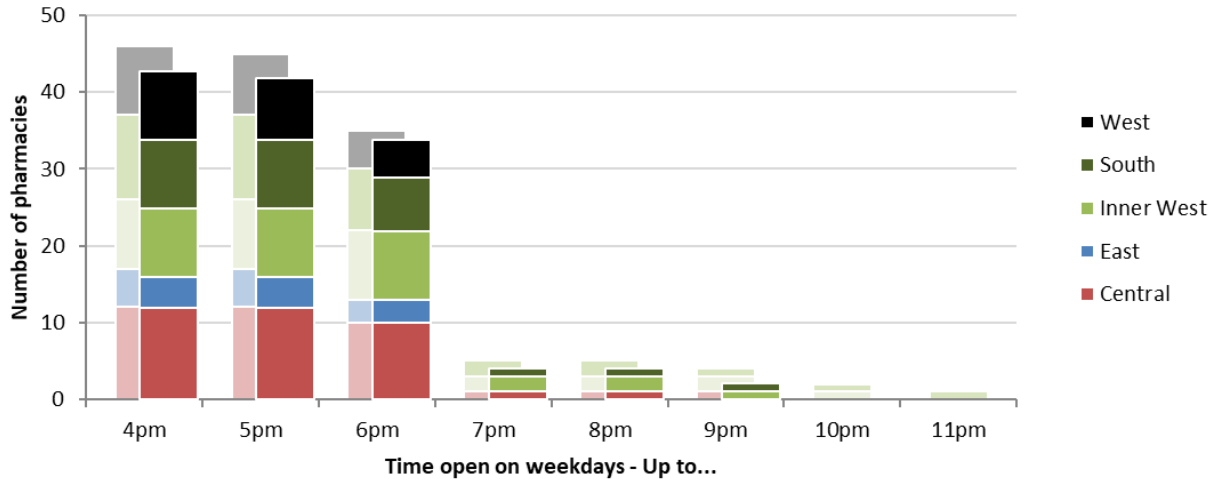
35. The HWBB is asked that Pharmacy provision be discussed and considered by the ICP North.

Contact: Edward O'Malley, NIHR HDRC Lead, Public Health, Gateshead Council.
edwardomalley@gateshead.gov.uk

Appendix 1

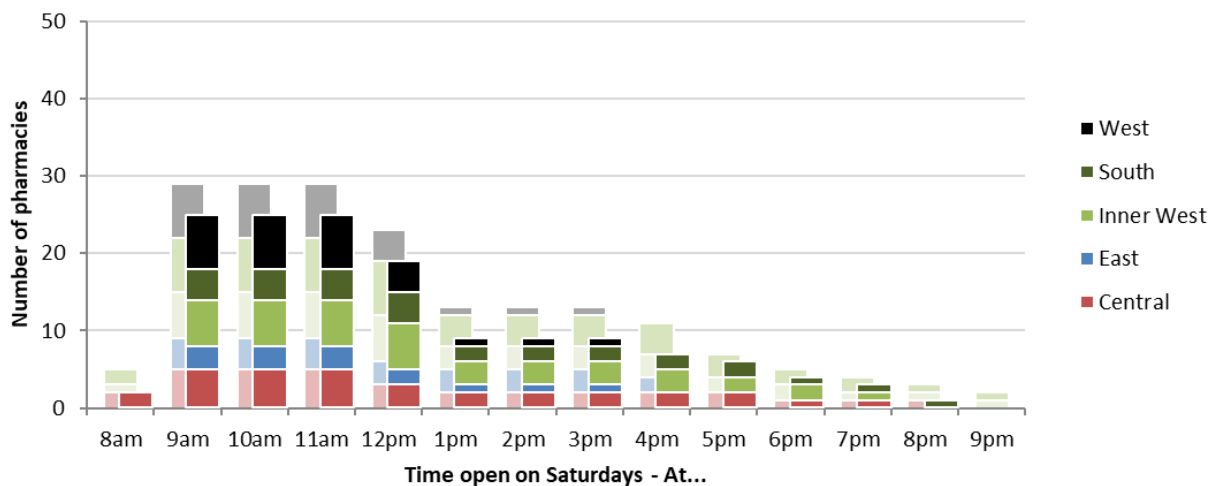
Pharmacy changes since PNA published (current situation shown in bars at the front of charts)

1. Weekdays



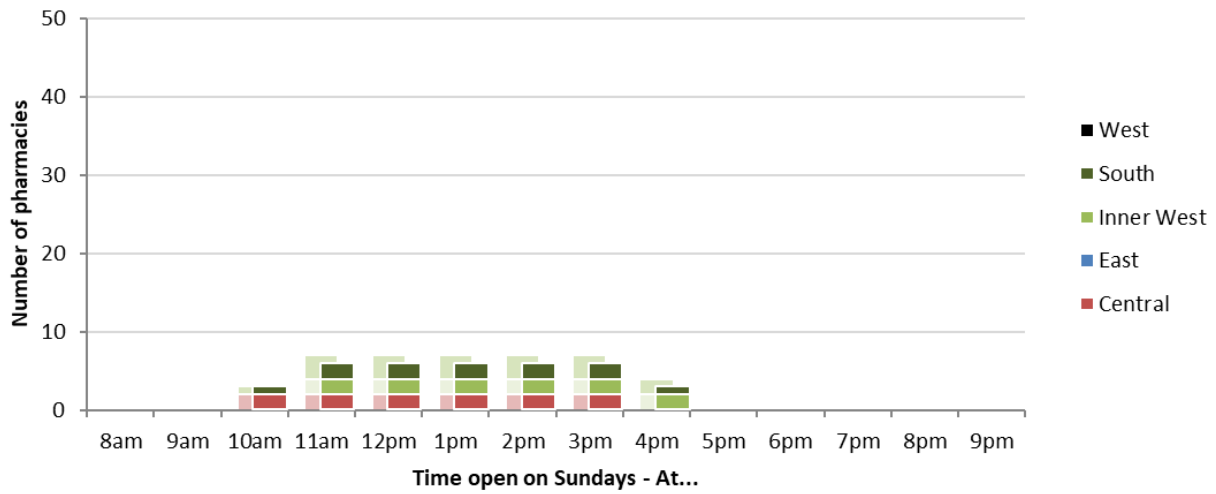
	Time open on weekdays - Up to...									
	4pm	5pm	6pm	7pm	8pm	9pm	10pm	11pm		
Central	12	12	10	1	1	0	0	0		
East	4	4	3	0	0	0	0	0		
Inner West	9	9	9	2	2	1	0	0		
South	9	9	7	1	1	1	0	0		
West	9	8	5	0	0	0	0	0		

2. Saturdays

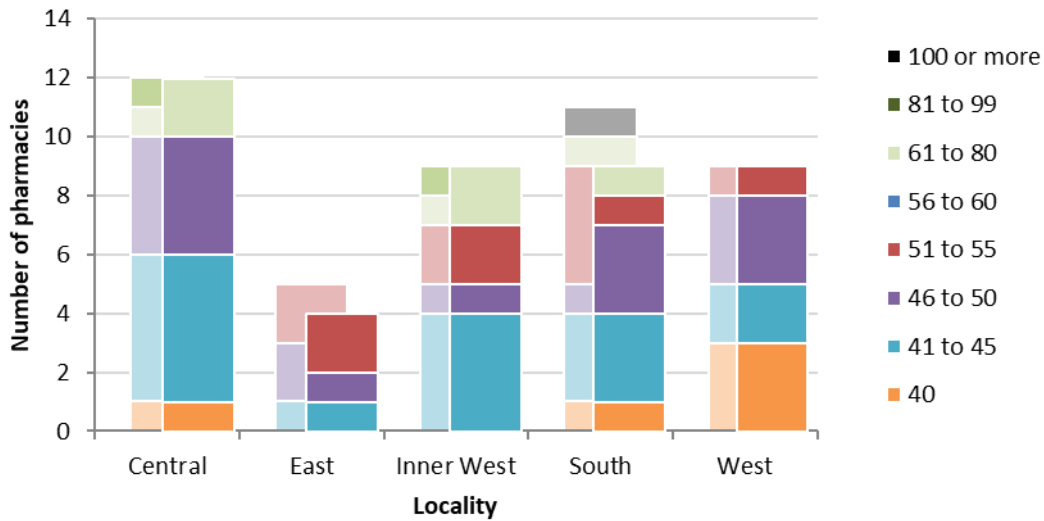


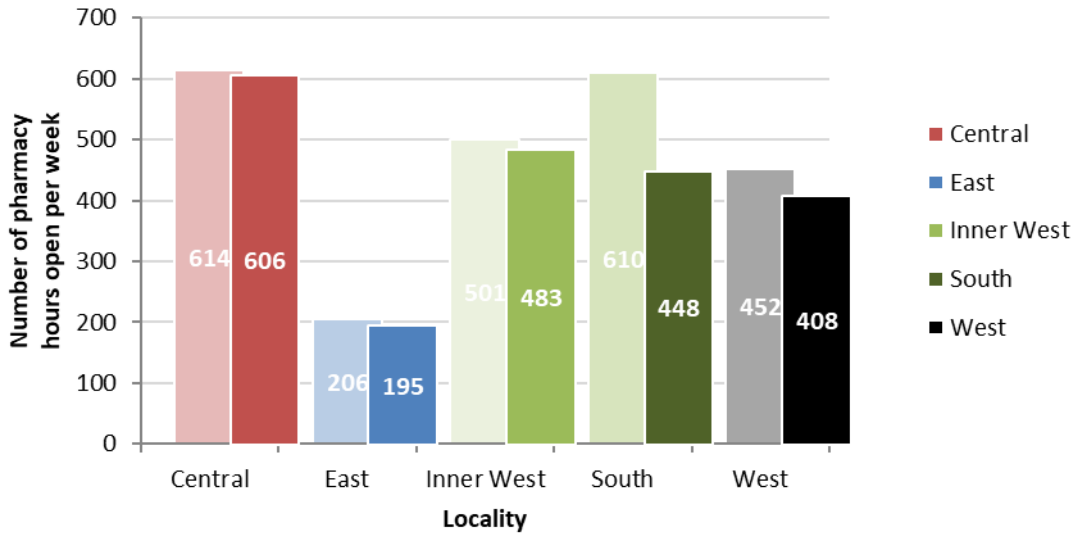
	Time open on Saturdays - At...														
	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm	9pm	
Central	2	5	5	5	3	2	2	2	2	2	1	1	0	0	
East	0	3	3	3	2	1	1	1	0	0	0	0	0	0	
Inner West	0	6	6	6	6	3	3	3	3	2	2	1	0	0	
South	0	4	4	4	4	2	2	2	2	2	1	1	1	0	
West	0	7	7	7	4	1	1	1	0	0	0	0	0	0	

3. Sundays



4. By locality

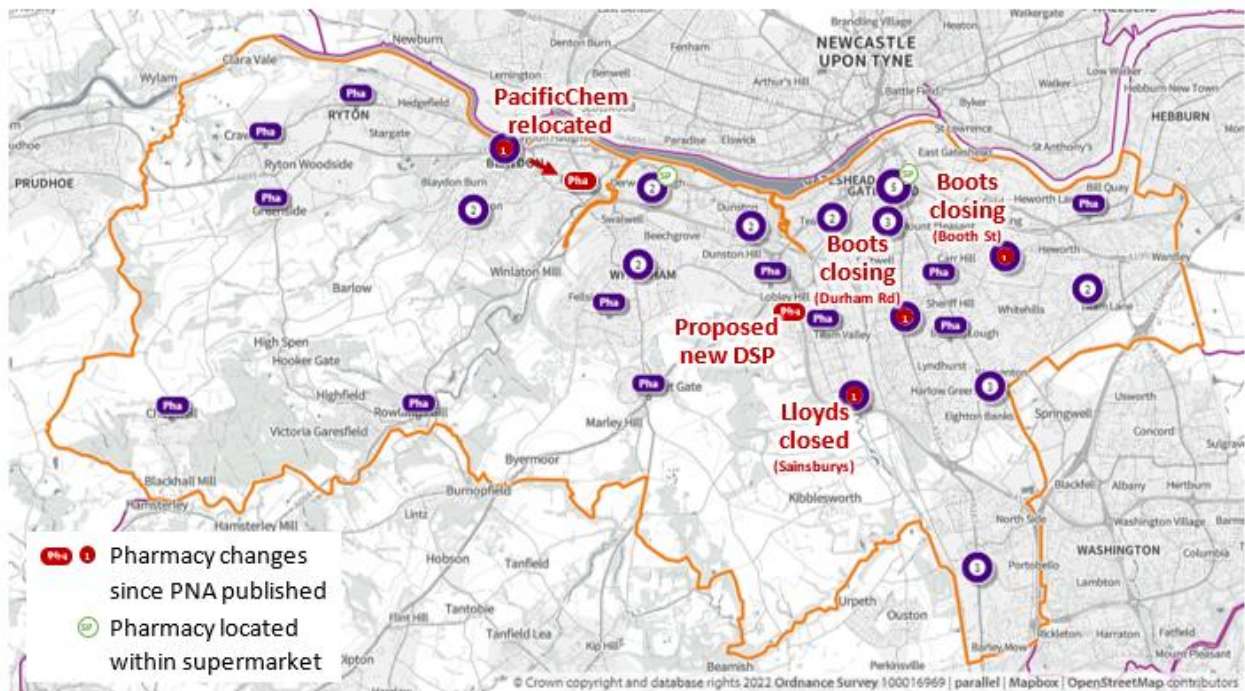




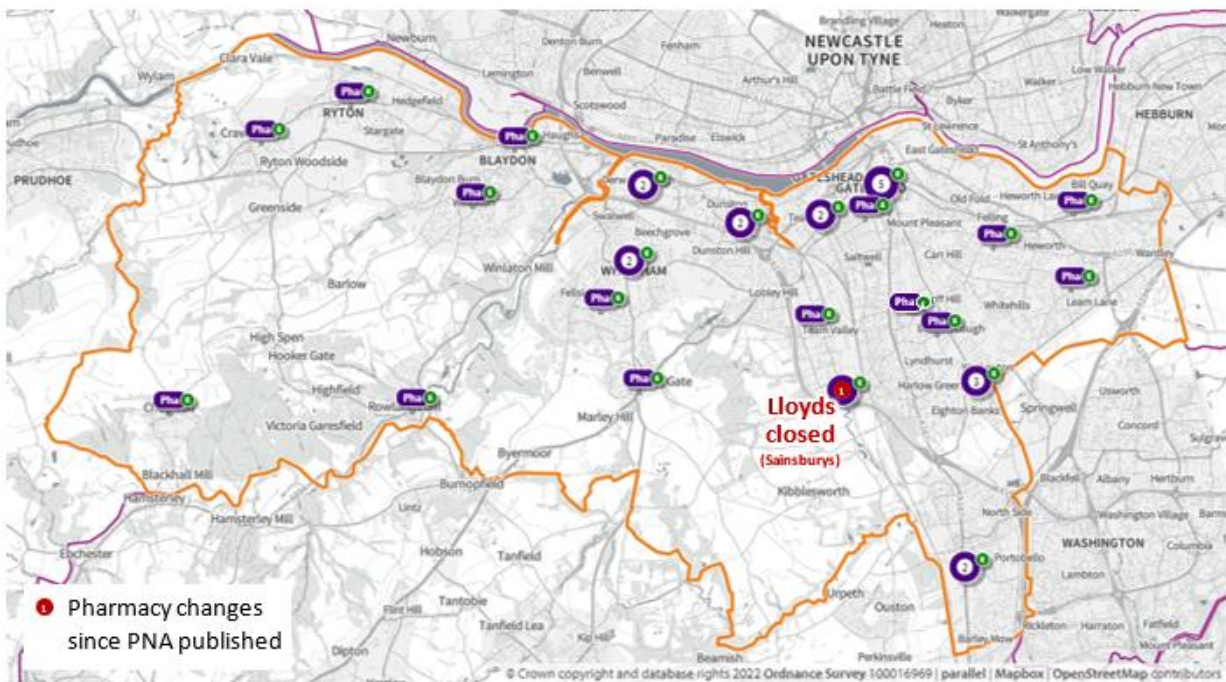
	Current...			PNA...		
	Number of Pharmacies	Persons per pharmacy	Pharmacies per 100,000 population	Number of Pharmacies	Persons per pharmacy	Pharmacies per 100,000 population
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West	9	5,009	4.1	9	5,009	4.1
Gateshead	43	4,561	84.3	46	4,264	90.2

Appendix 2

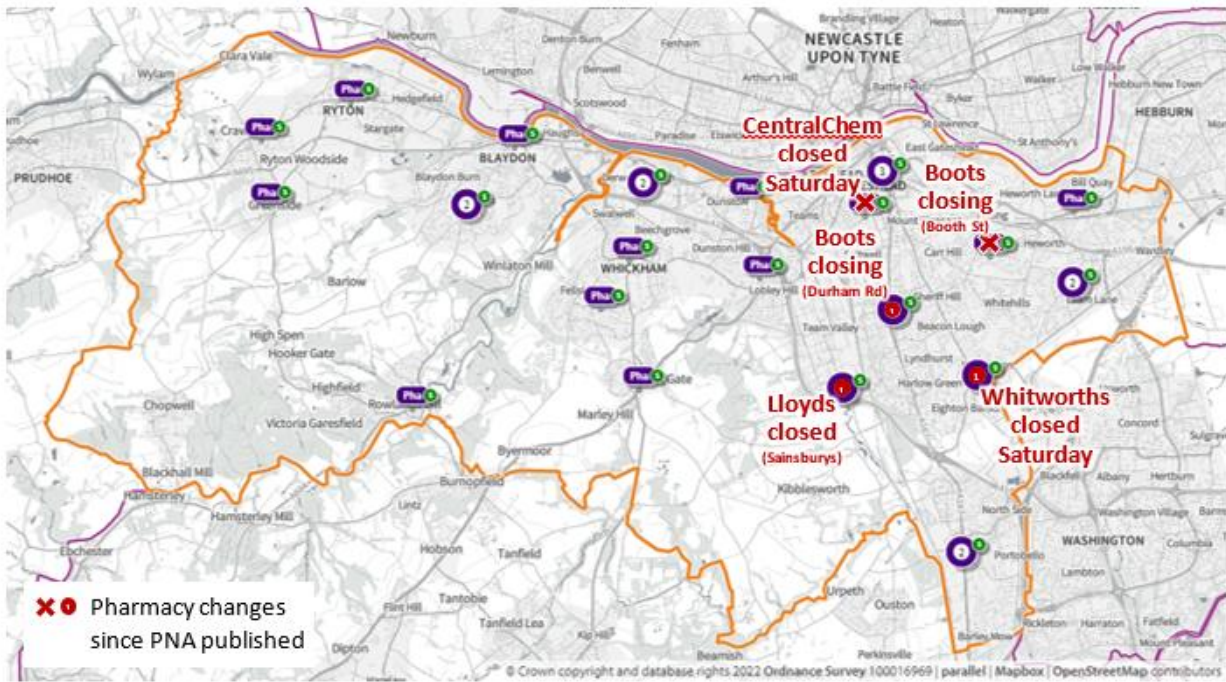
1. All pharmacies



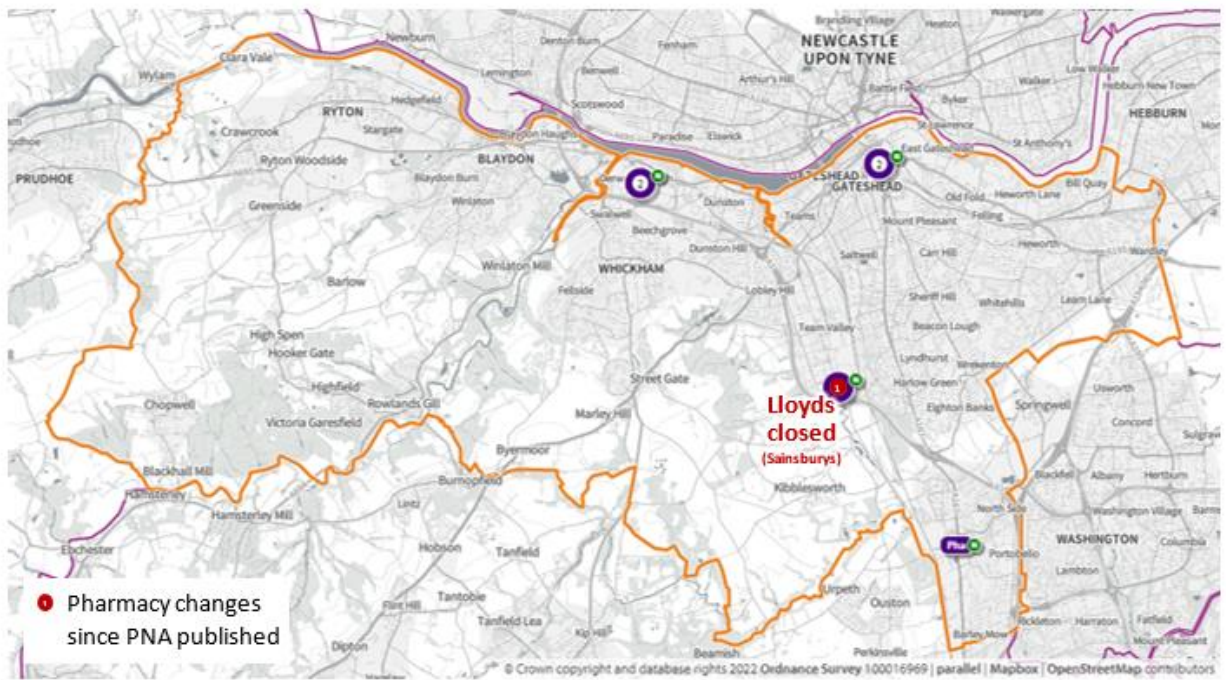
2. Pharmacies open on weekday evenings



3. Pharmacies open on a Saturday



4. Pharmacies open on a Sunday





**GATESHEAD HEALTH AND
AND WELLBEING BOARD**

DATE: 8th September 2023

TITLE OF REPORT: People@theheart Partnership Agreement

Purpose of the Report

1. To consider the report attached that was discussed by the People@the heart Programme Board at its last meeting on the 16th August and support the sign-up by partner organisations to the People@theheart Partnership Agreement.

How does the report support Gateshead's Health & Wellbeing Strategy?

2. The report supports the policy objectives of Gateshead's Health and Wellbeing Strategy 'Good jobs, homes, health and friends' as the People@theheart programme focuses on partner organisations working differently together to ensure better outcomes for people with multiple and complex needs (MCN), many of whom experience significant health and wellbeing inequalities.

Background

3. The attached report sets out the background, purpose, objectives and guiding principles of the People@the heart programme.

Proposal

4. It is proposed that Partner organisations sign up to the Partnership Agreement.

Recommendations

5. The Health and Wellbeing Board is asked to support the sign-up by partner organisations to the People@theheart Partnership Agreement attached.

Contact: Alice Wiseman (0191 433 2777) AliceWiseman@Gateshead.Gov.UK

Report Cover Sheet

Agenda Item: 8

Report Title:	Partnership Agreement			
Name of Meeting:	People@the heart Programme Board			
Date of Meeting:	16th August 2023			
Author:	Suzanne Henderson			
Sponsor:	Kirsty Robertson			
Report presented by:	Suzanne Henderson			
Purpose of Report	Decision:	Discussion:	Assurance:	Information:
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><i>The Partnership Agreement details the background, purpose and objectives of the People@the heart programme. It is not a legally binding document but gives reference to what we are trying to achieve as a system in collaboration. The agreement gives a document of services to sign up to demonstrate their commitment to working differently to provide outcomes for people with MCN. The document can be used to refer back to for any challenges or where clarity is required. There is a single page document to sit alongside the pledge to be displayed in service for all staff and service users to have sight. It has been circulated for feedback.</i></p>				
Paper previously considered by:	June 2023 partnership pledge for discussion			
Key Points for consideration	<ul style="list-style-type: none"> • Service user champions • Awareness of agreement front line • Named person to sign on behalf of each organisation • Next steps for any organisation not willing to sign 			
Identify Risks / Issues	Not signing up to the agreement may cause concern around the commitment which in turn could be a risk to programme delivery			

Recommended actions for this meeting:

- Sign the agreement today or arrange time for SH to visit.
- Identify a service champion
- Display the single page document and agree who the sign up will be communicated across the organisation.

DATED January 2023

PARTNERSHIP PLEDGE

between

THE BOROUGH COUNCIL OF GATESHEAD

and

GATESHEAD NHS FOUNDATION TRUST

and

GATESHEAD SERVICES INVOLVED WITH PEOPLE WITH MULTIPLE COMPLEX NEEDS
(To be updated on sign up)

This agreement is dated January 2023

Parties

- (1) THE BROOUGH COUNCIL OF GATESHEAD of Civic Centre, Regent Street, Gateshead NE8 1HH
- (2) GATESHEAD NHS FOUNDATION TRUST of Queen Elizabeth Hospital, Sheriff Hill, Gateshead, Tyne and Wear, NE9 6SX
- (3) Partnership agencies who deliver services across Gateshead for people with Multiple Complex Needs (MCN)

1. Background

- 1.1 The Council and Gateshead Health Trust have agreed to work together on the programme detailed in ANNEX A People@the heart. The delivery of the programme will also be inclusive of all other partner agencies in Gateshead who offer services to people with multiple complex needs.
- 1.2 The original People@the heart report was written and published following commissioned research from Gateshead Council in 2019. The People@the heart programme is designed to implement the recommendations in the report in conjunction with other organisations
- 1.3 The overall aim is to bring system change for the better for people with multiple complex needs.
- 1.4 The parties wish to record the basis on which they will collaborate with each other on the programme. This Memorandum of Understanding (**MoU**) sets out:
 - (a) the key objectives of the Programme;
 - (b) the principles of collaboration;
 - (c) the governance structures the parties will put in place; and
 - (d) the respective roles and responsibilities the parties will have during the Programme.

2. Key objectives for the programme

- 2.1 The parties shall commit to achieving the key objectives set out in ANNEX A to this MoU

3. Principles of collaboration

The parties agree to adopt the following principles when carrying out the Programme

- (a) Collaborate and co-operate. Establish and adhere to the governance structure set out in this MoU to ensure that activities are delivered and actions taken as required;
- (b) Be accountable. Take on, manage and account to each other for performance of the respective roles and responsibilities set out in this MoU;
- (c) Be open. Communicate openly about major concerns, issues or opportunities relating to the programme and its work streams
- (d) Record and update all necessary programme paperwork including actions and risk logs.
- (e) Learn, develop and seek to achieve full potential. Share information, experience, materials and skills to learn from each other and develop effective working practices, work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost;
- (f) Adopt a positive outlook. Behave in a positive, proactive manner;
- (g) Act in a timely manner. Recognise the time-critical nature of the Programme and respond accordingly to requests for support;
- (h) Manage stakeholders effectively;
- (i) Deploy appropriate resources. Ensure sufficient and appropriately qualified resources are available and authorised to fulfil the responsibilities set out in this MoU.
- (j) Act in good faith to support achievement of the Key Objectives and compliance with these Principles.

4. Programme governance

4.1 Overview

The governance structure defined below provides a structure for the development and delivery of the Programme.

4.2 Guiding principles

The following guiding principles are agreed. The Programmes governance will:

- (a) provide strategic oversight and direction
- (b) be based on clearly defined roles and responsibilities at organisation, group and, where necessary, individual level
- (c) align decision-making authority with the criticality of the decisions required
- (d) be aligned with Programme scope (and may therefore require changes over time)
- (e) leverage existing organisational, group and user interfaces

- (f) provide coherent, timely and efficient decision-making
- (g) correspond with the key features of the Programme governance arrangements set out in this MoU.

4.3 Programme Board

- (a) The programme Board will provide strategic oversight, management and direction at programme and work stream level. It will provide assurance to the parties that the Key Objectives are being met and that the Programme is performing within the boundaries set out in this MOU. The Board shall be managed in accordance with the terms of reference.
- (b) The programme Board consists of representatives from each of the parties. The Programme Board shall have responsibility for the creation and execution of the objectives and work streams, and therefore it can draw technical, commercial, legal and communications resources as appropriate into the Programme Board. The core Programme Board members are:

Alice Wiseman – Chair
Kirsty Robertson – Programme SRO
Suzanne Henderson – Programme Lead
Dr Jenny Wright - jennifer.wright10@nhs.net (Consultant Trust)
Dr Georgina Butler - georgina.butler2@nhs.net (Gateshead GP)
Steph Downey - StephDowney@Gateshead.Gov.UK (adult social care)
Mel Bramwell - melonybramwell@gateshead.gov.uk (adult services)
Rebecca Tait - Rebecca.Tait@cntw.nhs.uk (CNTW)
Teresa Graham - teresagraham@nhs.net (business partner Primary care)
Kevin Ashurst - kevin.ashurst@northumbria.police.uk (Police)
David Carruthers - David.Carruthers@northumbria.police.uk (Police)
Julia Sharp - JuliaSharp@Gateshead.Gov.UK (PHE lead)
Richard Scott - richard.scott7@nhs.net (safeguarding nurse)
Des Hunter - desmondh174@gmail.com (fulfilling Lives Expert By experience)
John Costello - JohnCostello@gateshead.gov.uk (Gateshead system)
Jo Dixon - Joanne.Dixon@justice.gov.uk (head of Gateshead Probation)
Kirsty Sprudd - Kirsty.sprudd@nhs.net (Gateshead system associate director and ICB)
Sarah Beat - Sarah.Beat@cgl.org.uk (GRP Service Manager)
Simon Reay - simon.reay@nhs.net (Mental health services)
David Newell - david.newell2@nhs.net (Directorate Manager Mental health Services)
Caroline Wills - caroline.wills@cntw.nhs.uk (Associate Director Learning Disability and Autism)
Jackie Buston Jackie.Butson@dwp.gov.uk (DWP)
Vicky Sibson – vickysibson@gateshead.gov.uk (Housing manager)
Kevin Scarlett - KevinScarlett@Gateshead.Gov.UK (Gateshead Housing)
Neil Bouch – Neilbouch@Gateshead.gov.uk (Service Director Localities & Housing Options)
Sheena Ramsey - Sheena.Ramsay@newcastle.ac.uk (Professor Newcastle University)
Mark Smith - MarkASmith@Gateshead.Gov.UK (Gateshead Council Reform)
Angela weeks - angela.weeks2@nhs.net (nurse practitioner)
Paul Thompson - paul.thompson@twfire.gov.uk (Group Manager West twfire)
Chris Dawson - Chris.Dawson@neas.nhs.uk (Deputy Chief Operating Officer, NEAS)
Catherine Hardman - catherinehardman@gateshead.gov.uk (Adult Social Care))
Carrie Ingram - Carrie.Ingram@neas.nhs.uk (NEAS)
Dot Smith - dot.smith@recoveryconnections.org.uk (Recovery Connections)
Ellie Grice - ELEANOR.GRICE@DWP.GOV.UK (DWP)
Gayle Fidler - Gayle.Fidler@neas.nhs.uk (NEAS)
Joanne Pendleton - joanependleton@nhs.net (Gateshead Trust)
Ree Gray - Rebecca.Gray@northumbria.police.uk (Police)
Luke Elton luke.elton@oasiscommunityhousing.org (basis)

4.4 Reporting

Work stream and programme reporting shall be undertaken at two levels:

- (a) **Programme Board:** Minutes and actions will be recorded at each Board meeting. Any additional reporting requirement shall be at the discretion of the Programme. This will include the completion of action and risk logs.
- (b) **Work stream meeting:** Minutes and actions will be recorded and will feed into the wider Programme Board to give updates on each area of work
- (c) **Organisational:** the Board members shall be responsible for drafting reports into their respective organisations as required for review and dissemination

5. Roles and responsibilities

5.1 The parties shall undertake the following roles and responsibilities to deliver the Programme:

Activity	Responsibility
Information gathering for cohort of people mist using services	Suzanne Henderson
Sending information about people who have most used services	Named person in each organisation
Arrange papers and programme Board delivery	Suzanne Henderson
Support and agreement from services to work differently to bring system change	All services signed up to the service
Ensure overall compliance of the programme	Kirsty Robertson, Alice Wiseman
Monitoring of outcomes and change based on work streams and objectives set	Suzanne Henderson

5.2 The parties have developed a delivery plan for the Programme (detailed in ANNEX A) which identifies the following:

- (a) the key milestones for the delivery of the Key Objectives;
- (b) what employees (other than employees identified in this MoU) will be required to work on the programme;

All plans and work streams are to be agreed by the programme Board

6. Escalation

6.1 If either party has any issues, concerns or complaints about the programme, or any matter in this MoU, that party shall notify the other parties shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the matter shall be escalated to the Board, which shall decide on the appropriate course of action to take. If the matter cannot be resolved by the Programme Board within 30 days, the matter may be escalated to the appropriate officers within each party's organisational structure.

6.2 Any issues from any parties involved should initially be raised with the Programme Manager Suzanne Henderson. Escalation from this is to Senior Responsible Officer Kirsty Robertson, followed by Executive Sponsor Alice Wiseman.

7. Term and termination

7.1 This MoU shall commence on the date agreed by parties involved with the programme and shall expire on either 1st August 2024 or at a later agreed date should there be any further extension of the Programme.

8. Variation

This MoU, including the Annexes, may only be varied by written agreement of the programme Board.

9. Charges and liabilities

9.1 Except as otherwise provided, the parties shall each bear their own costs and expenses incurred in complying with their obligations under this MoU.

9.2 Current funding has been agreed awarded. Any additional costs are to be agreed by the programme Board. .

10. Status

10.1 This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the parties from this MoU. The parties enter into the MoU intending to honour all their obligations.

10.2 This MoU is designed to show commitment from parties involved, to detail the purpose of the programme and to support the delivery across all services and partnership agencies in Gateshead.

10.3 The programme Board has been established to bring representation from all relevant parties across Gateshead, who have the ability to drive change within their own organisation and disseminate the work completed by People@the heart.

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Date:

ANNEX A People@the heart Programme

Programme overview

The Programme was agreed as a result of some multi agency research completed that looked into the services for people with multiple complex needs. This research produced a report that gave a series of recommendations on how the system could be changed and improved to better meet the needs of people with MCN.

From discussions between GHFT and Gateshead Council,. It was agreed that a post would be funded to implement these recommendations. The funding was provided through the local authority and hosted through GHFT.

The programme went live in August 2022 and has been funded for 2 years.

People@the heart is not a service, it does not directly work with people. It is a programme that is designed to work with existing services to look at improved and more effective ways of working, to bring services together and to implement the findings of the report.

There is a detailed programme plan that defines what needs to be achieved and a series of work streams that feed into the higher level plan. The work streams will be done in collaboration with all services involved.

The Key Objectives

The aim of the programme is to improve services for people with MCN. It is not deigned to be a project in its own right that directly works with people, but aims to bring services together to bring a collaborative approach. The overall vision is to have a whole system approach where services are connected and we have a “right door first time” approach. The programme will drive a new operating model in Gateshead where working in collaboration and removing system barriers becomes business as usual. We become “One Gateshead”

In order to achieve this overall vision, a series of separate work streams will be developed and completed to address the specific objectives identified and agree by the programme Board. These work streams will then feed into the wider overall vision.

Having real commitment from all services involved and the willingness to work differently will be key to the effectiveness and outcomes for this programme.

In addition to improving access to services for people with MCN, the programme will also look at the cost implications and how working differently can reduce system waste.

Workforce development and retention will also form part of the performance objectives, to support the staff to feel more valued and empowered to do their jobs.

Monitoring and planning will be done through a series of plans and that will be agreed by the Board. Risks to programme will also be recorded along with actions from key meetings.

People@the heart is funding for an initial 2 year period. After this time, a review will be completed on the effectiveness.

Proposed potential work streams are;

- Improving DNA rates to outpatient and community appointments
- Operational meeting for cohort identified for those most using emergency services
- Bright spots meetings for staff to share good practice and outcomes
- Professional peer training & support
- Partnership pledge sign up
- System connector role development
- Cost saving and efficiencies - how much is it costing us now
- Community involvement
- Reduction in use of inappropriate emergency services
- Place based working
- Culture change in Gateshead, addressing professional prejudice
- Hospital to rehab transitions
- Prison transitional work
- Redrock - new operating model for immediate response as preventative approach to DRD & near misses
- Glossary of terms - new language
- Data Sharing Agreement (DSA)
- Housing access – information sharing, vetting's, barriers

The 4 initial priority work streams are:

- DNA reduction across the system
- Transition from hospital to community for those with drug and alcohol issues
- Transition from Prisons to community for people with drug and alcohol issues
- Use of emergency services

The existing position and developments already made

Since the initial report was completed, there have already been some developments in terms of new services and projects being developed. It is important to have a flexible approach to the programme that can meet the changing needs and demands of services, funding and people. It is clear that there is already a lot of support available and excellent services in operation. What we need to develop further, is the joining together of these services and points of contact and navigation to remove the complexities and appropriate challenge to remove system barriers.

The system is ever changing, with new services and funding becoming available and others ending. Keeping a full up to date knowledge can be complex. Joining the system together can support this process.

It is important to map out current availability and discuss jointly the most appropriate routes of support where services complement each other and not become precious or anxious about others doing similar roles.

A phased approach to the programme has been agreed with clear definitions on what needs to be achieved at each stage.



Programme evaluation

The programme Board will oversee the effectiveness of the delivery and identifiable measurable objectives through the phases. The Programme manager will be responsible for initiating the Board meetings, discussions and areas of development. The SRO and Executive Sponsor also support the overall programme delivery.

The Board and those involved with the work streams will feedback and record outcomes throughout. These work streams will feed into the wider overall objectives.

The Trust, Council and partnership services will support the project evaluation process

Programme Board terms of Reference have been agreed.

Meetings are to be;

- (i) Bi-monthly
- (ii) Attended named individuals from each of the partner organisations.
- (iii) Attended face to face where possible with Teams as an option. Meeting rooms will allow hybrid working
- (iv) Held with agendas and papers to be sent in advance of the meeting.

Partnership Pledge



People@the Heart

(Name of Service)

This is a commitment by the above service to work together with People@the Heart. This means, as a system, we want to work together to make things better for everybody who live and work in Gateshead. We want to be One Gateshead.

What does this mean for people?

- Offer of support no matter which service you go to – right door every time
- Appointments to be offered when you can attend
- Flexibility on appointments
- Support that meets your needs
- Support on what matters to you
- People working together with your needs at the heart
- Sharing information so you don't have to tell your story over and over again
- Removal of barriers that have stopped you getting support before

What does this mean for workers?

- A commitment to work differently to bring better outcomes for people
- A commitment to empower staff to do their job
- A place where staff and services can be heard
- Opportunities for peer training, support and development
- Opportunities to share good practice
- Feeling part of a wider system
- A wider work force that work better together

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Please note that the following pharmacy will change its hours as indicated below:

FRG71	Avicenna Retail Ltd Fewster Square Pharmacy	11 Fewster Square, Leam Lane Estate, Felling, Gateshead, NE10 8XQ,
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Existing hours

Days	Contracted Hours	Supplementary hours	Total hours
Monday	09:00-17:00,	17:00-18:00,	09:00-18:00
Tuesday	09:00-17:00,	17:00-18:00,	09:00-18:00
Wednesday	09:00-17:00,	17:00-18:00,	09:00-18:00
Thursday	09:00-17:00,	17:00-18:00,	09:00-18:00
Friday	09:00-17:00,	17:00-18:00,	09:00-18:00
Saturday	None	09:00-17:00,	09:00-17:00
Sunday	None	None	Closed
Total Hours per week	40 hours	13 hours	53 hours

Revised hours with effect from 3 April 2023

Days	Contracted Hours	Supplementary hours	Total hours
Monday	09:00-17:00,	17:00-18:00,	09:00-18:00
Tuesday	09:00-17:00,	17:00-18:00,	09:00-18:00
Wednesday	09:00-17:00,	17:00-18:00,	09:00-18:00
Thursday	09:00-17:00,	17:00-18:00,	09:00-18:00
Friday	09:00-17:00,	17:00-18:00,	09:00-18:00
Saturday	None	09:00-13:00,	09:00-13:00
Sunday	None	None	Closed
Total Hours per week	40 hours	9 hours	49 hours

Please note that the total hours column represent the times that a pharmacist will be available to the public.

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