

**TITLE OF REPORT:** Looked After Children Performance Overview

**REPORT OF:** Strategic Director, Care Wellbeing and Learning

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## **1.0 Purpose**

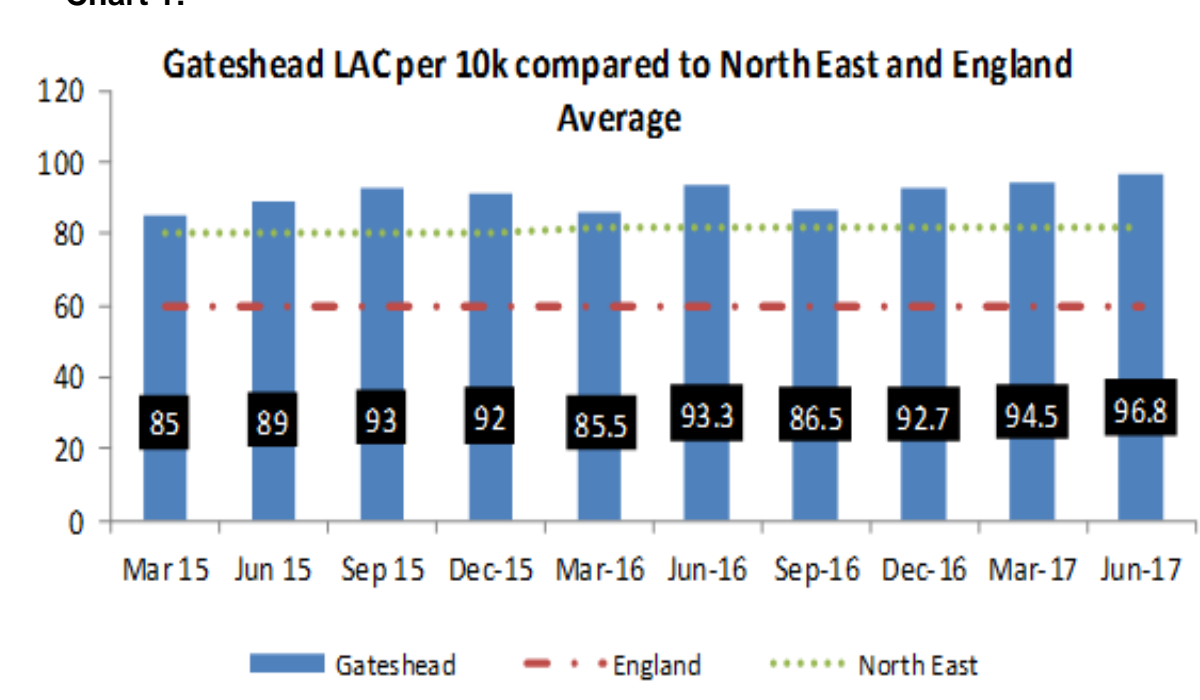
- 1.1 This report provides an update in relation to performance for looked after children's services showing comparative data and analysis for 2017/18, and also provides a snapshot of some of the activities and achievements that our young people have been involved in more recently.
- 1.2 Additionally as requested by members, Appendix 2 provides a summary of progress against the key recommendations and actions that were developed as part of the post Ofsted LAC Improvement Plan. Appendix 3 provides an update of current inspection activity in Gateshead in preparation for a potential Joint Targeted Area Inspection (JTAI) focussing around the theme of Neglect.
- 1.3 Corporate Parenting Overview and Scrutiny Committee Members are asked to receive this report for information, and to identify any areas they feel they require more information about or require further scrutiny.

## **3.0 Looked after children statistics**

### Number and rates of LAC

- 3.1 At 13th September 2017 there were 393 children and young people classed as being Looked After. Since February 2017, when the figure was 360, we have experienced an increase of 9.2% in the number of looked after children. 393 equals a rate per 10,000 of 98.3, which remains higher than the latest published regional rate of 84 and significantly higher than the latest published national rate of 60 per 10,000. However, it should be noted that these latest published averages are for 2015/16 and we await publication of the latest years data (for 2016/17) by the Department for Education, which is due at the start of November.
- 3.2 Local benchmarking undertaken by the North East Regional Performance and Data Leads in August 2017 suggests the rate of LAC across the North East region is likely to increase when figures are published, with at least 8 authorities out of 12 noting increases in their LAC numbers of between 2% and 24% between 2015/16 and 2016/17. This also shows Gateshead has not been alone in seeing increased LAC numbers more recently. With a rate per 10,000 of 98.3, while higher than the regional average, this would place us 6<sup>th</sup> highest out 10, between Sunderland and Darling in the middle of the group (see appendix 1).
- 3.3 Work is ongoing to understand any increases in the LAC population however families who have not engaged in current Child Protection plans are seen as factor and we also continue to see high numbers of Children in Need and Child Protection cases where children are at risk of significant harm and we are confident the families involved do meet thresholds for care proceedings.
- 3.4 Graph 1 and Table 1 below provide a representation of the rate of looked after children since 2015.

**Chart 1:**



**Table 1:**

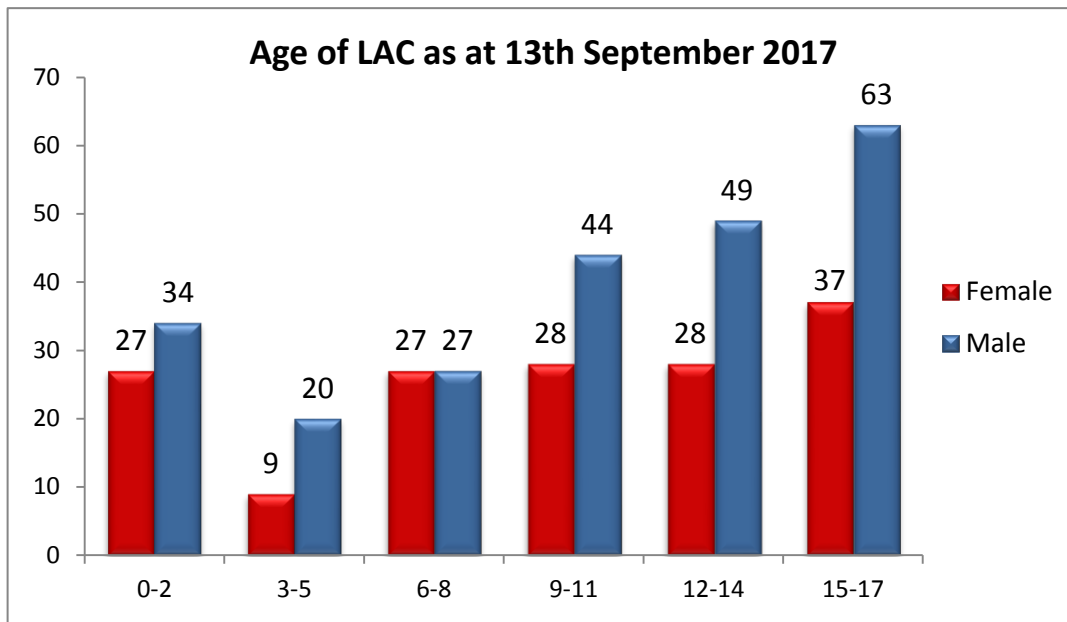
Performance Indicator: Number of looked after children (per 10,000 population)															
Gateshead	Same Period - Last 3 Years			Last 12 months (September - August)											
	Aug 2014	Aug 2015	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017	Jul 2017	Aug 2017
Per 10,000 pop	82.9	92.8	93.8	87.0	89.7	91.2	92.7	89.7	88.5	94.5	93.5	95.3	96.8	97.8	97.8
Actual	335	373	376	347	358	364	370	358	353	377	374	381	387	391	391
Comparator Information and figure variance										Key					
Latest England	60	% var latest vs Eng	62.9%	▼	% var latest vs 2013	10.1%	▼			▼	Indicates worse performance				
Latest North East	84	% var latest vs NE	16.4%	▼	% var latest vs 2014	1.6%	▼			▲	Indicates better performance				
Latest Stat Neighbour	84	% var latest vs SN	16.4%	▼	% var latest vs 2015	2.7%	=			=	Indicates similar performance (within 5%)				

Age and Legal status

3.3 The age and gender of looked after children are shown below (chart 2) and the following is of note:

- In the main most age groups have remained broadly similar to previous period,
- However, males aged 0-2 have seen an increase of 54.5%, from 22 to 34
- And the 15-17 age group has seen the most change, with the number of females noting a 17.8% decrease (45 to 37) and the numbers of males has increasing by 23.5% (51 to 63).

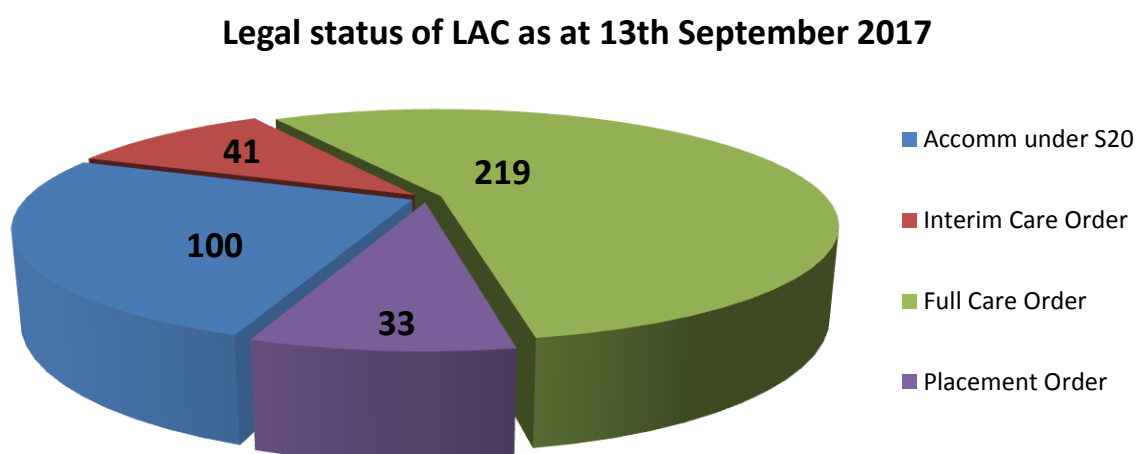
**Chart 2:**



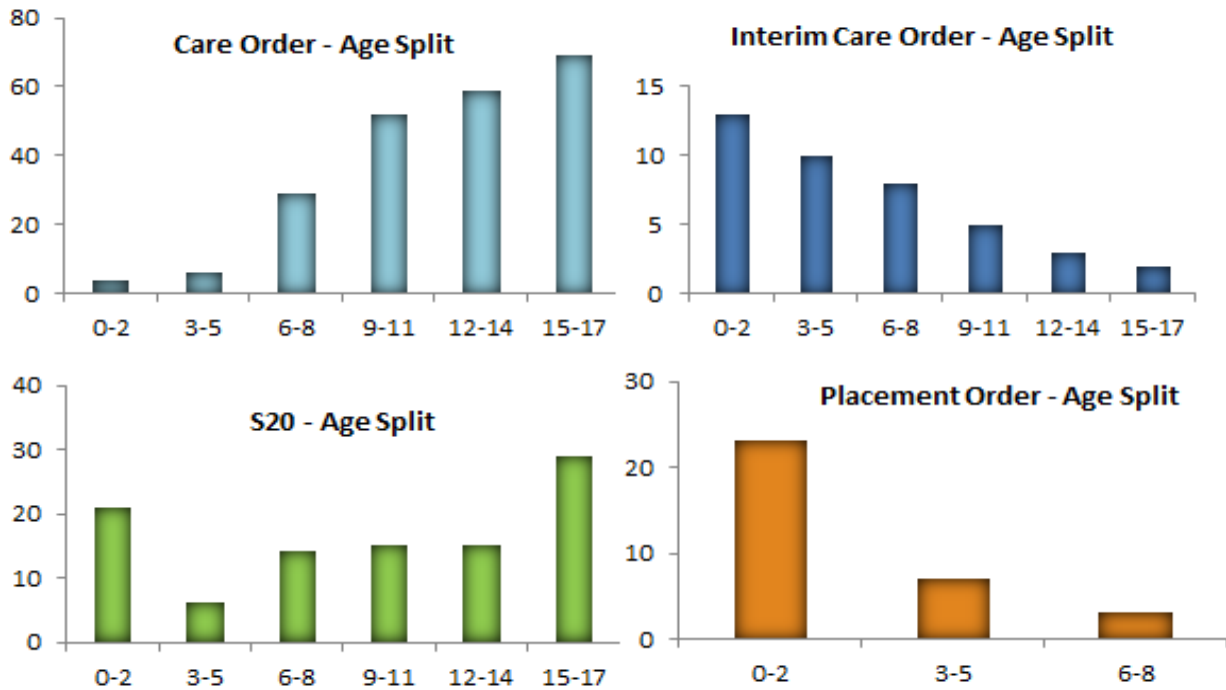
3.9 All legal status categories have seen an increase in line with the overall increase in LAC. Chart 3 shows the majority of our children and young people (219 or 55.7%) are accommodated under a Full Care Order. There has been a slight increase in Interim Care Orders, from 35 in February to a current figure of 41, while those children who are the subject of a Placement Orders remains relatively stable, currently 33 compared to 31 in February.

3.10 Most notably while previously Gateshead has seen a decrease in the number of looked after children accommodated under a Section 20 agreement; more recently the number has increased by 20.5% (83 to 100) since February.

**Chart 3:**



**Chart 4:**

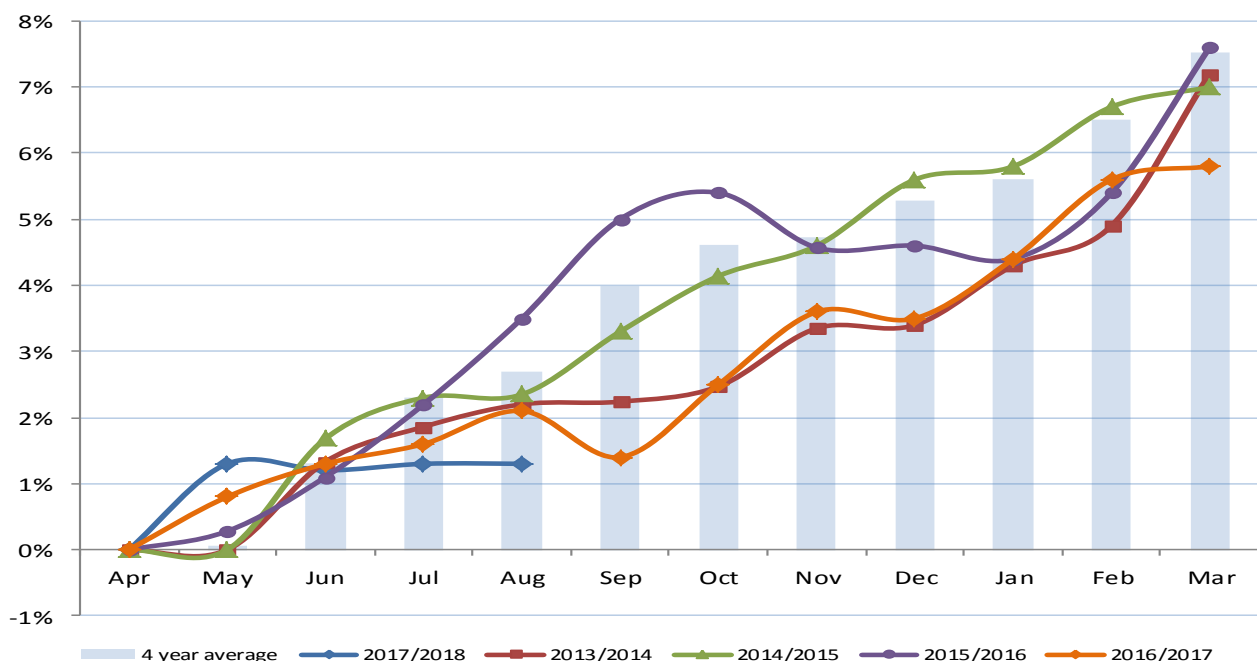


Stability of LAC placements

3.11 Research shows the importance of the stability of young people’s placements as important in ensuring they have positive outcomes. Overall performance in relation to affording young people stability remains good and has been for some time (Chart 5 and Table 2). At the end of August 2017, there were only 5 out of 391 children looked after who had experienced 3 or more placement moves in the previous 12 months (1.3%). At the same time last year there were 8 out of a total of 376 Looked after children (2.1%). This compares extremely favourably with the national picture where around 10% of children have experienced 3 or more placement moves on average.

**Chart 5**

**Performance Indicator: Percentage of looked after children with three or more placements during the year**



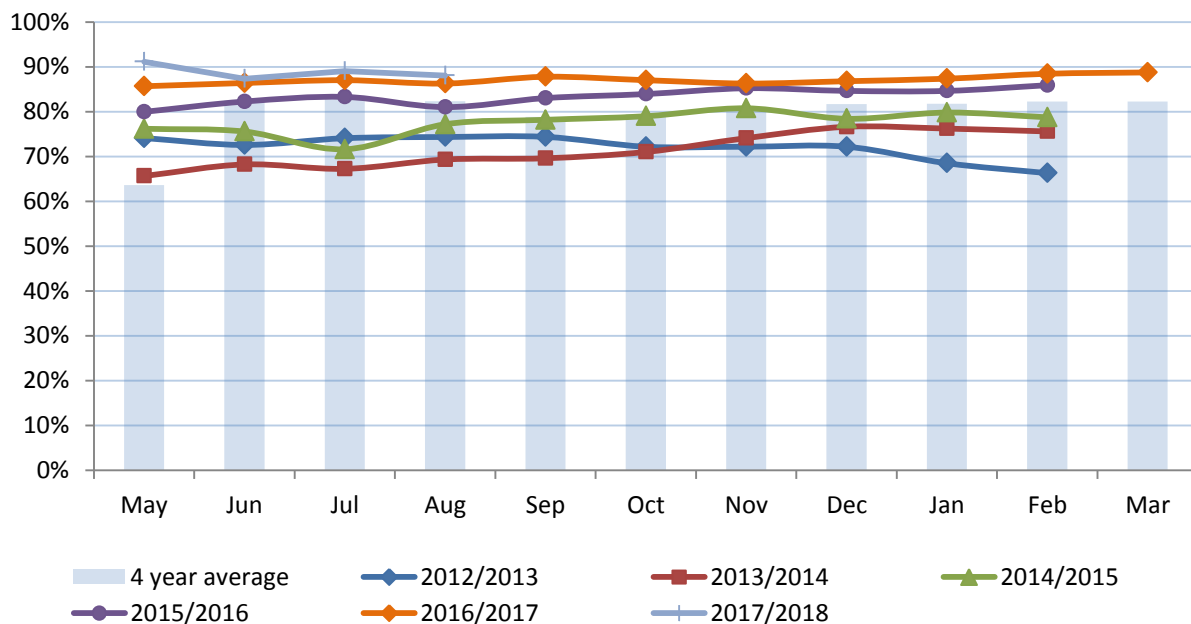
**Table 2:**

Performance Indicator: Percentage of looked after children with three or more placements during the year											
Quarterly Performance					Latest Performance			Indicator Rating			
	Q1: Apr-Jun	Q2: Jul-Sep	Q3: Oct-Dec	Q4: Jan-Mar	Aug	Target	Target met	%	Chart	Direction	RAG
2016/2017	1.3%	1.4%	3.5%	5.8%	2017	1.3%	10.0%	1.3%		↓	
2015/2016	1.1%	5.0%	4.6%	7.6%	2016	2.1%	10.0%				
2014/2015	1.7%	3.3%	5.6%	7.0%	2015	3.5%	10.0%				
Comparator information & variance against comparators					Variance against previous year			Key			
Latest England	10.0%	% var latest vs Eng	87.0%	=	% var latest vs 2015	38.1%	▲	▼	Indicates poorer performance		
Latest North East	9.0%	% var latest vs NE	85.6%	▲	% var latest vs 2014	62.9%	▲	▲	Indicates better performance		
Latest Stat Neighbour	9.5%	% var latest vs SN	86.3%	▲	% var latest vs target	87.0%	▲	=	Indicates similar performance (within 5%)		

3.12 A further measure of stability looks at the stability of those children who have been in long term placements. There were 96 out of 109 children who have been looked after for over 2 and half years who had been living in the same placement for at least 2 years (88.1%). At this point last year there were 101 out of 117 children in the same placement (86.3%). Again these figures compare extremely favourable to the National average which stands at around 72%.

**Chart 6**

**Performance Indicator: Percentage of looked after children living continuously in the same placement for 2 years**



**Table 3:**

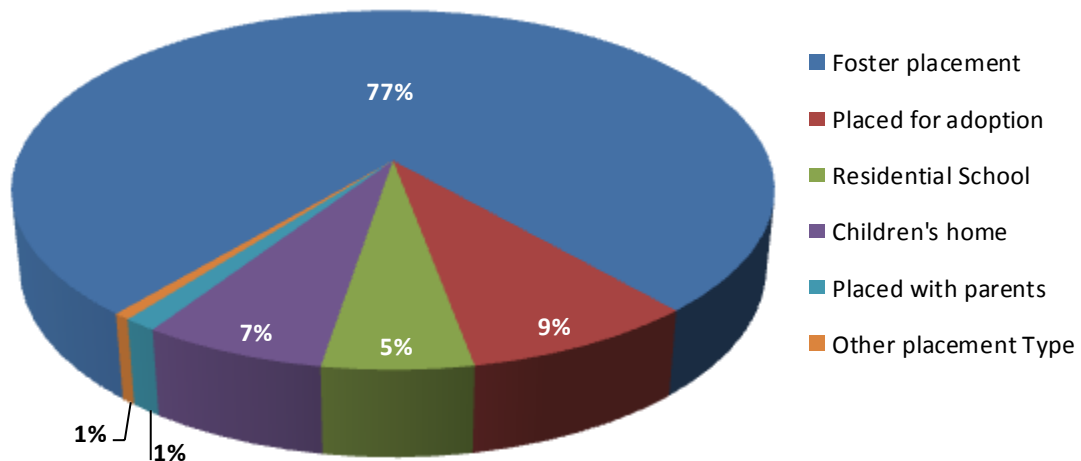
Performance Indicator: Percentage of looked after children living continuously in the same placement for 2 years											
Quarterly Performance					Latest Performance			Indicator Rating			
	Q1: Apr-Jun	Q2: Jul-Sep	Q3: Oct-Dec	Q4: Jan-Mar	Aug	Target	Target met	%	Chart	Direction	RAG
2016/2017	86.4%	87.8%	86.8%	88.8%	2017	88.1%	78.0%	88.1%		↑	
2015/2016	80.0%	81.1%	85.3%	86.0%	2016	86.8%	78.0%				
2014/2015	76.2%	77.2%	80.8%	78.8%	2015	85.3%	78.0%				
Comparator information & variance against comparators					Variance against previous year			Key			
Latest England	68.0%	% var latest vs Eng	29.6%	▲	% var latest vs 2015	1.5%	=	▼	Indicates poorer performance		
Latest North East	72.0%	% var latest vs NE	22.4%	▲	% var latest vs 2014	3.3%	▲	▲	Indicates better performance		
Latest Stat Neighbour	70.4%	% var latest vs SN	25.1%	▲	% var latest vs target	12.9%	▲	=	Indicates similar performance (within 5%)		

### Out of borough placements

3.13 164 children and young people, 41.7% of the total number of LAC, are placed out of Borough. The majority, 127 (77%), are placed in foster care, of those 16 are in Independent Foster Care placements (chart 7).

**Chart 7:**

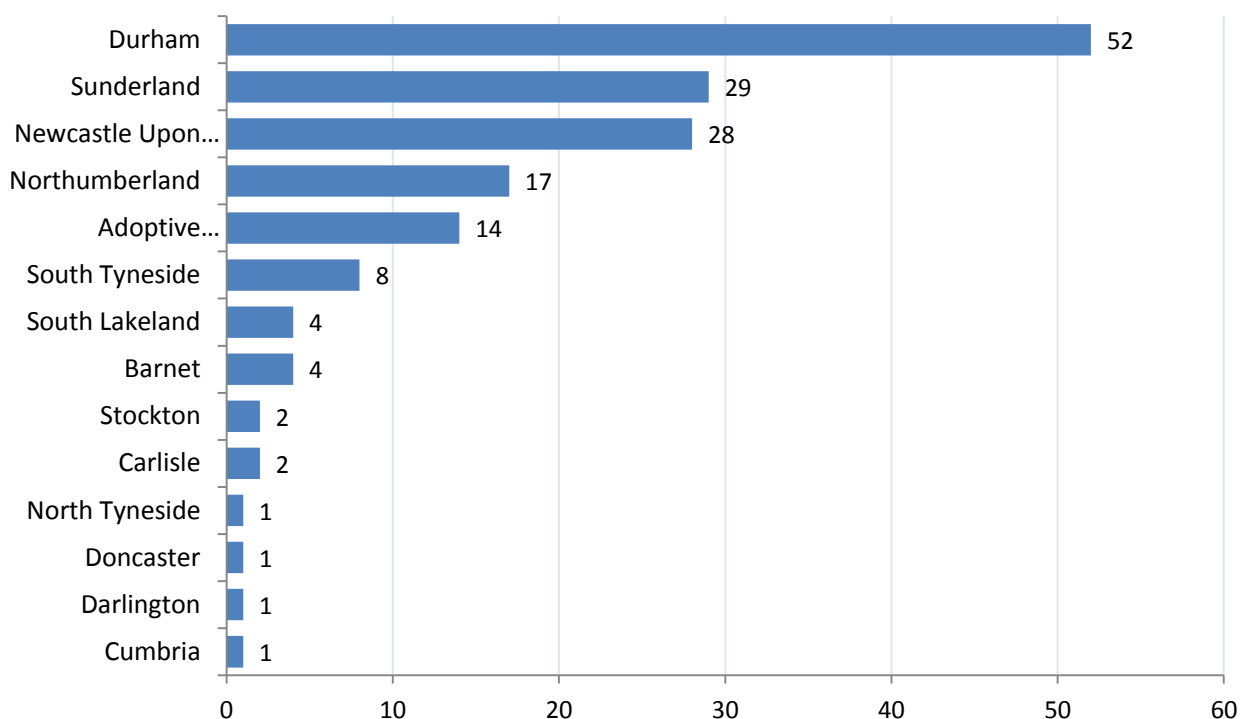
**Placement type of LAC placed OOB as at 13th September 2017**



3.14 For those children placed out of borough the majority of the placements remain within the region, with only 12 young people placed further afield, 4 of whom are in placements in Barnet in order to support their Jewish identity (chart 8).

**Chart 8:**

**Out of borough looked after children by authority**



3.15 There are 16 children placed in Independent Fostering placements, of those;

- 7 are in Durham,
- 3 in Northumberland,
- 2 in Sunderland,
- 2 in Newcastle upon Tyne,
- 1 in North Tyneside and
- 1 in Stockton.

3.16 The number of children in out of borough residential placements is 20; of those:

- 5 in Newcastle,
- 4 in South Lakeland,
- 2 in Sunderland,
- 2 in Carlisle,
- 2 in Durham,
- 1 in Stockton,
- 1 in Darlington,
- 1 in Cumbria,
- 1 in Northumberland and
- 1 in Doncaster.

### LAC reviews

3.17 A total of 434 LAC reviews for 313 eligible LAC have been completed during April-August 2017. Of the 313, 100% have been reviewed within the statutory timescales.

3.18 The quality and degree of the engagement of children and young people in their review is mixed, for a variety of reasons. A priority for the IRO team is to better understand the methods by which children engage most effectively with their reviews and look to improve practice in this area. To this end data has been gathered regarding participation methods in LAC reviews which is being reviewed by the service. The use of MOMO has also been identified as a priority to increase its use in LAC reviews, and the service will be exploring this in the coming months.

### Adoption

3.18 During April to August 2017, 11 adoptions took place, of which 5 were within the best interest date timescale (45.5%). At the same point last year there were 8 adoptions, of which 8 were within time (100%).

3.19 Whilst our timeliness of adoptions figure is below our target, there have been several factors which have impacted on this. Of the 6 cases that went out of timescales this year, 4 of those related to 2 sets of 2 sibling groups, and 2 single children.

3.20 The following summarised the thematic reasons for 6 cases being outside of timescales:

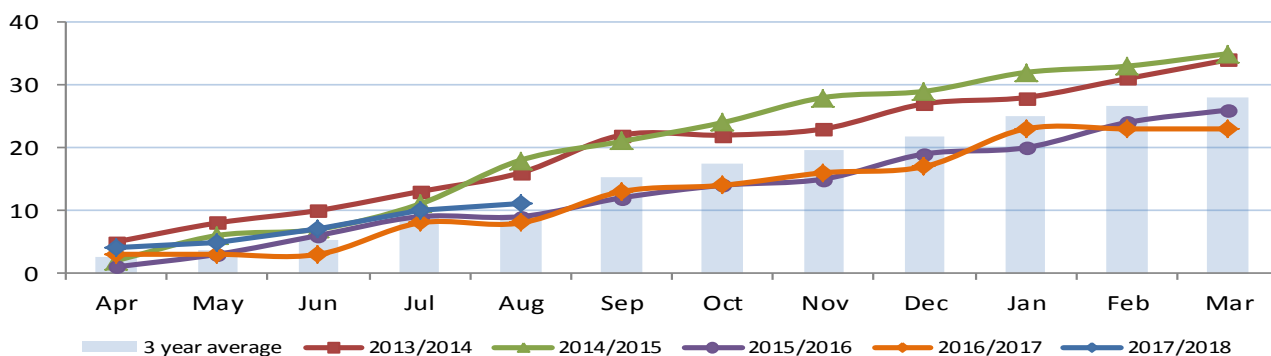
- Challenges of placing a sibling group of 2 children separately where it was concluded that because of both their separate complex individual needs, this was in their best interest
- Challenges around meeting timescales when children needed to be moved out of the area in order to safeguard them, and a period stability for them was required
- Issues around protracted legal proceedings when plans needed to change when mother became pregnant in order to place siblings together
- Challenges of finding an appropriate placement for a child with challenging health needs

**Table 4:**

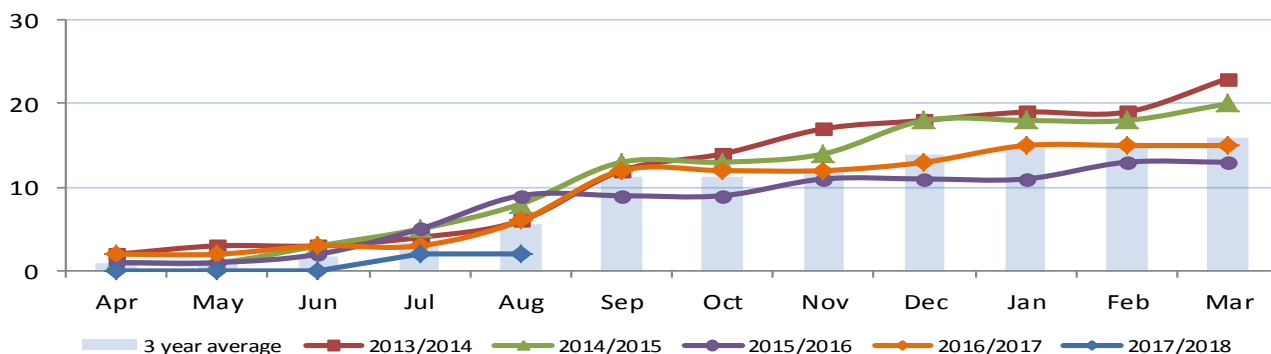
Performance Indicator: Numbers of Adoptions and Special Guardianship Orders											
Number of Adoptions quarterly performance				Latest Performance (% of adoptions from leaving care)			% of LAC Adopted Indicator Rating				
	Q1: Apr-Jun	Q2: Jul-Sep	Q3: Oct-Dec	Q4: Jan-Mar	Aug	England	NE	SN	%	Chart	Direction
2016/2017	2	12	14	23	2017	16.7%	-	-	16.7%		↑
2015/2016	6	12	19	26	2016	12.4%	15.0%	8.0%			
2014/2015	7	21	28	34	2015	11.5%	17.0%	19.0%			
Number of SGOs quarterly performance				Latest Performance (% of SGOs from leaving care)			% of LAC subject to SGO Indicator Rating				
	Q1: Apr-Jun	Q2: Jul-Sep	Q3: Oct-Dec	Q4: Jan-Mar	Aug	England	NE	SN	%	Chart	Direction
2016/2017	3	12	13	15	2017	3.0%	-	-	3.0%		↓
2015/2016	2	9	11	13	2016	11.5%	12.0%	12.0%			
2014/2015	3	13	18	20	2015	12.8%	11.0%	13.0%			

**Chart 9a and 9b**

**Number of Adoptions**



**Number of SGOs**





## Care Leavers

3.21 An increasing focus is being placed on care leavers and the responsibility of Local Authorities to ensure they transition well into adulthood. As a result, we are now responsible for monitoring young people's accommodation and work or education status for young people aged 17,18,19, 20 and 21 years.

Chart 10a

2017/18 Careleavers cohort

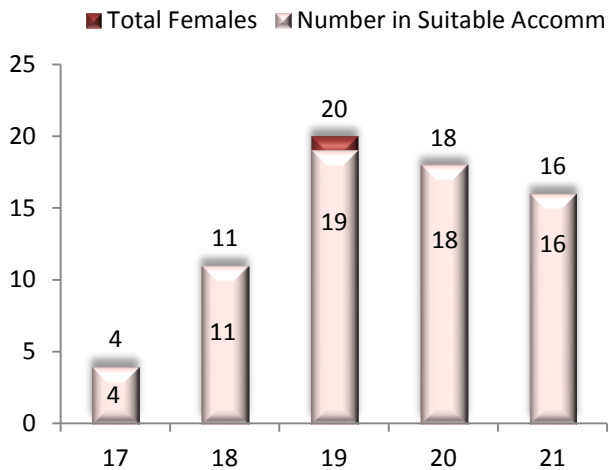
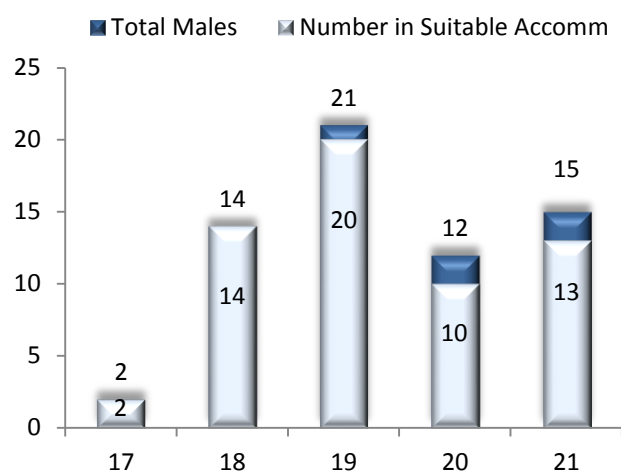


Chart 10b

2017/18 Careleavers cohort



## Care Leavers in Suitable Accommodation

3.22 Of the 133 care leavers, 127 (95.4%) were judged to be in suitable accommodation. The 6 judged to be in unsuitable accommodation were judged based on Government guidance on unsuitable accommodation which includes:

- **In custody** - We have 4 males in custody
- **No fixed abode** - We have 1 young person who is staying with family and friends but not on a permanent basis
- **In hospital** - We have 1 female who is in detained under the Mental Health Act

3.23 Without young people leaving care having somewhere appropriate to live, it is unlikely that care leavers would be able to sustain education, employment or training. Improving the quality and choice of housing is crucial to improving the stability and engagement of care leavers in education, employment and training. The service has worked hard on this and the Care Leavers Accommodation and Support Panel was established in April 2015 as a joint initiative between Housing Services and the Looked after Children's Service.

3.24 The joint vision is that all care leavers are corporately supported in their pathway to adulthood through provision of suitable accommodation that corresponds with their needs and wishes. This initiative is proving to be very successful and was shortlisted for a Local Government Award in March 2017.

3.25 The range and choice of accommodation has increased in recent years and the service continues to work with housing and commissioning to try and provide an improved choice of appropriate accommodation and support for care leavers.

Care leavers in Education Employment or Training

Chart 11a

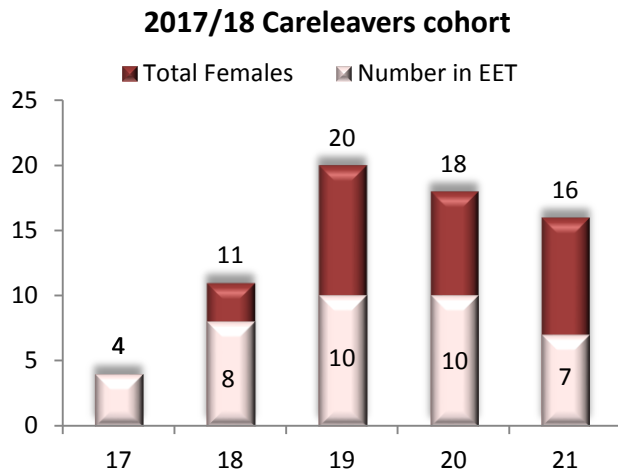
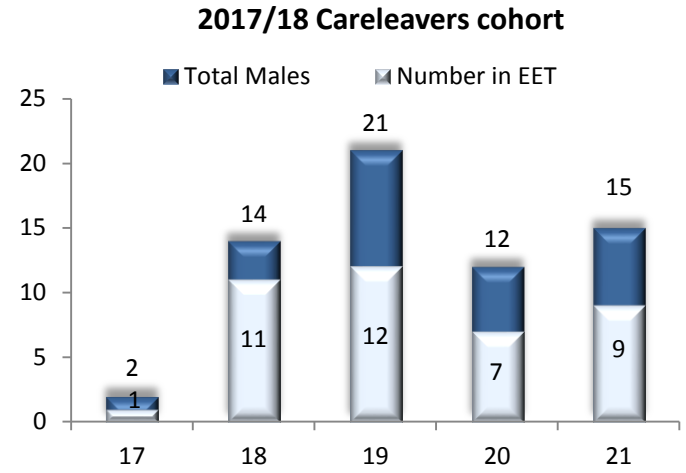


Chart 11b



3.26 Out of the 133 care leavers in 2017-2018, 79 (59%) of them were in some form of education, employment and training with the remaining 54 (41%) not in employment, education or training. This breaks down further to an engagement level of 57% of female care leavers and 63% of male care leavers within that cohort.

Chart 12a

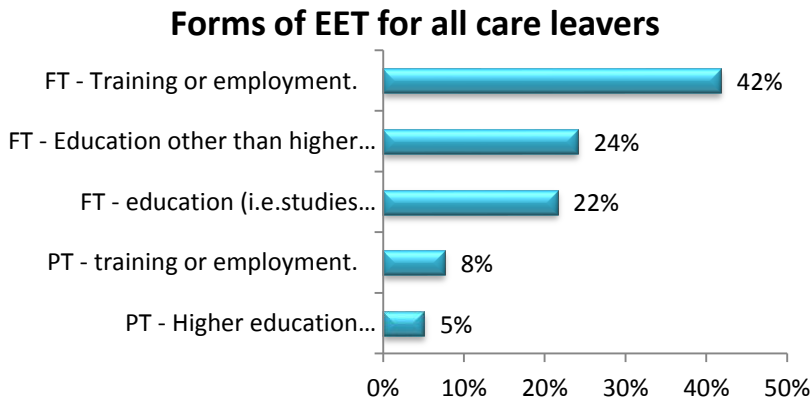
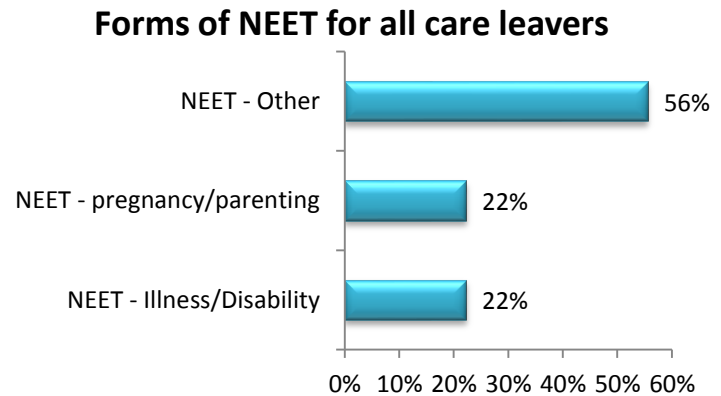


Chart 12b



3.33 Nationally, young people leaving care have significantly poorer outcomes than their peers in relation to education, training and employment (EET). When young people enter care, some as late as 13 to 17 years of age, their educational attainment levels are often well behind those of same age young people in the general population and therefore when they leave care they need additional support from the service.

3.34 These young people are monitored closely by the service as we know it is important for all young people to be in some form of Education, Employment or Training. Increased partnership working between the Looked After Children & Young People Service, REALAC, Connexions and the Youth Support Services is allowing successful targeting of support and options available to care leavers and it is envisaged this will lead to a reduction in care leavers not engaged in Education, Employment and Training.

## 4.0 Participation

### *Digital Me*



- 4.1 Digital Me is a partnership project of Gateshead Council (Chris Hulme and Ednie Wilson) and Digital Voice for Communities, a Gateshead based community interest company.
- 4.2 The Ragdoll Foundation (creators of Rosie and Jim and the Teletubbies) granted approximately £21,000 to carry out this project. On top of this we gave £6,000 in kind support and Ednie provided £4000 of funding.
- 4.3 The project was completed over the summer holidays and twenty-four looked after children took part. The participants were aged between 6-14 years old. The children created timelines of their lives, took part in a photography workshop, completed a creative writing session, drew avatars which would tell their stories, wrote scripts and recorded their stories and ultimately created digital story books which include message to professionals and other children.
- 4.4 As well as five one day workshops the children also spent a full week at the Sage Gateshead writing and recording songs that share their messages.
- 4.5 The project was about sharing messages from the children about their experiences. The final pieces as well as the photography created will be displayed as part of the Freedom City, our time exhibition at St Marys Heritage Centre in October. The work will also be used in the training of new foster carers. A screening is being organised and elements of the project will be shared at the LAC celebration event in November.

### *Corporate Parenting Session*

- 4.6 In August young people from One Voice Youth Network delivered a session to all of the Councils Strategic and Service Director about being a corporate parent. The session was planned by the young people who ran different activities to get their messages across about being in care. The directors were asked to write three actions that their services would deliver about being a good corporate parent.

### *Mind of My Own Update*

- 273 children and young people registered with their own accounts in MOMO One.
- 344 statements have been received since we launched the app in September 2015.

- 30 children have submitted a statement through MOMO Express.
- 32 workers have signed up for a MOMO for Workers account since February.

### *Advocacy*

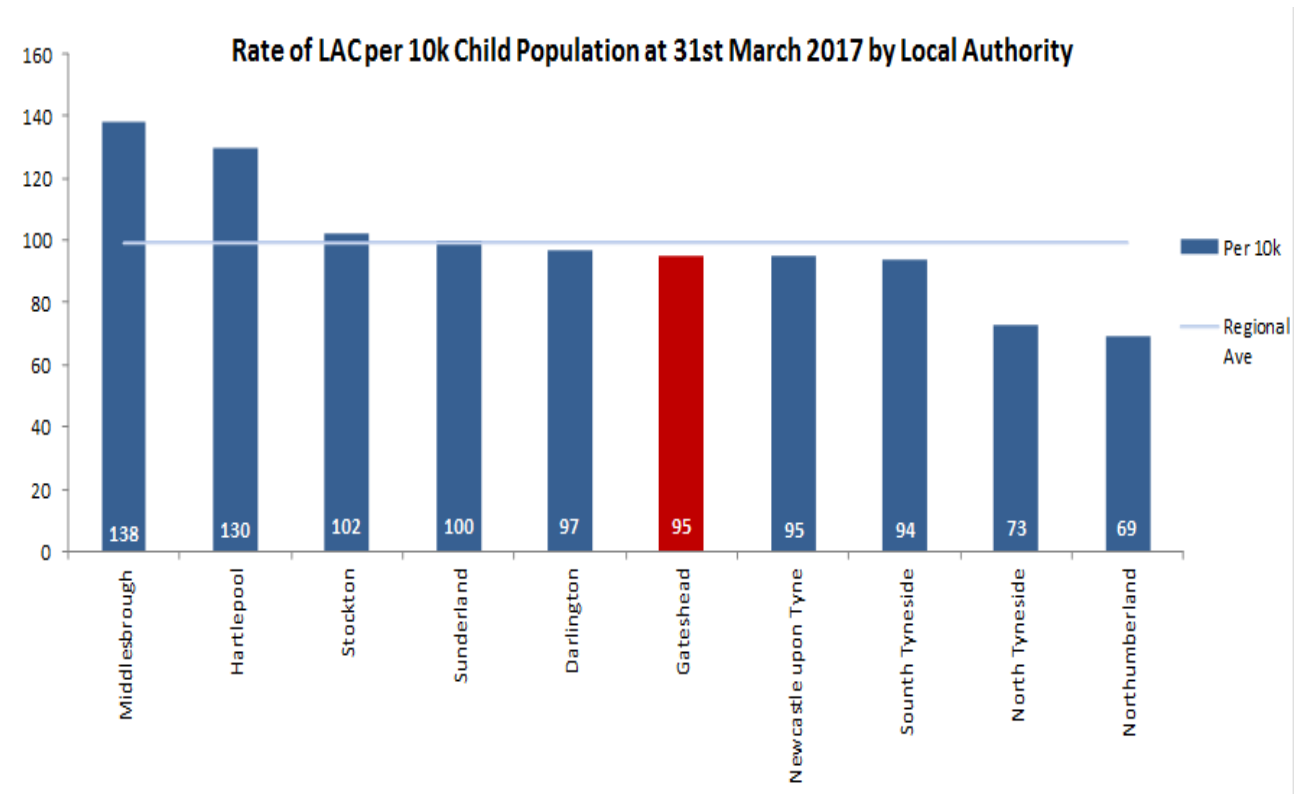
- 4.7 Gateshead provides support to children and young people to ensure they have every opportunity to express their views and have them heard. This can be through independent advocacy commissioned by the local authority or through our own children's rights officer who provides advice and support to young people in a more informal way.
- 4.8 Currently there are 24 children/young people accessing our commissioned independent advocacy service.

### *Case Study*

- 4.9 Child A and Child B are siblings who have a long-term plan to be looked after by the authority. Chris was asked to visit the girls to gather their views about the contact plan with their family. When Chris visited the two girls had different views and one was visibly distressed about the current situation. Chris considered the girls views and discussed their thoughts with members of the care team, including the Independent Reviewing Officer and the Team Manager. Chris has agreed to provide ongoing support, to ensure that the siblings are individually supported.

## Appendix 1:

### Regional benchmarking data for rate of LAC 2016/17



## **Appendix 2**

### **Progress on post Ofsted LAC Improvement Plan**

- 1.1 The following provides a summary of progress against the key recommendations and actions that were developed as part of the post Ofsted LAC Improvement Plan

#### **Recommendation 1: Improve the quality of all children's plans, including pathway plans to ensure that targets for improvement are clear and that they focus on risk and the most important issues for children, young people and care leavers.**

- 1.1 A working party developed new templates for CIN plans and CP plans. Staff were trained in writing outcome focussed plans to ensure the targets for improvement are clear and measurable. These documents are now implemented for all CIN, CP plans and LAC plans.
- 1.2 The working party are currently developing new Pathway plans, which will go into test on Carefirst in October 2017. It is envisaged they will go live in December 2017, which gives the service time to ensure all staff attend training on completing outcome focussed plans.

#### **Recommendation 2: Ensure that child protection conferences and looked after reviews are used to drive and progress plans through the use of effective challenge and robust risk analysis.**

- 2.1 The team attended the training on outcome focussed plans and a new challenge system is being developed on the Carefirst system to effectively record and monitor IRO's use of challenge and the responses to this.
- 2.2 The new process will enable more effective data to evidence how and why challenges are made and the effectiveness of the responses. In addition informal challenges will be captured by a monitoring sheet which will enable team managers to receive feedback which can be used within supervision/1:1's with workers to improve performance.
- 2.3 Regular interfaces/meetings between IRO's and TMs are in the process of being established to enable better communication and improved practice.

#### **Recommendation 3: Improve the attendance of education professionals at all children and young people's reviews and meetings, to ensure a robust focus on their educational outcomes.**

- 3.1 The service has worked hard to ensure that Education professionals' views are obtained prior to a review if they are unable to attend or the young person has asked for specific people to attend their review. These views are recorded and outcome focussed targets are made at the review and progress is monitored by care team meetings.
- 3.2 To gain a better understanding of the impact of venue on attendance, work is ongoing to capture the attendance of key individuals at LAC meetings and cross reference this with the data regarding where meetings take place in order to establish if there are patterns of higher attendance figures depending on the location of meetings – this information will be used to influence practice and service

delivery to ensure key individuals can consistently take an effective role within young people's and children reviews.

**Recommendation 4: Support care leavers to understand their health histories more thoroughly and ensure they have regular and timely access to mental health services.**

- 4.1 The band 6 nurse has been working with the Looked After Team to develop a robust system to ensure all care leavers receive their health passports. This is now embedded into the service and is working well. There has also been ongoing training and support to Personal Advisors to ensure they have relevant information to give to care leavers regarding health services and how to access them. Drop in's for care leavers are also planned on a monthly basis starting in October 2017 which will also signpost care leavers to relevant services.
- 4.2 There are still some gaps in provision in relation to accessing mental health support for care leavers as there are no additional services or fast track referrals for young adults/care leavers. This has been raised with the CCG and work is ongoing to try and improve this. All the above areas will be included will be incorporated into the Corporate Parenting Partnership plan, with the health sub group reporting on progress on a 3 monthly basis

**Recommendation 5: Devise a more effective way of communicating legal entitlements to all care leavers.**

- 5.1 The Looked After Children's team have worked closely with the children's rights officer to ensure all care leavers are aware of their legal entitlements.
- 5.2 Information leaflets are given to care leavers as part of their transition from care and 1:1 work is undertaken by the Personal Advisors to ensure all care leavers have the relevant information.
- 5.3 The website has been developed so that information is accessible to all care leavers and the service is also considering purchasing "*The Care Leavers' App*", which has been specifically built for local authorities looking to deliver their care leavers a tailored, purpose built offer. The App presents information, advice and guidance to young people using technology they are already using in their day-to-day life and is designed to guide and assist young people throughout complex process of leaving care.

**Recommendation 6: Establish a protocol with all education and training partners to ensure that arrangements are in place to provide proactive support for care leavers to stay on their courses and complete their qualifications.**

- 6.1 A steering group led by the Looked After Children's Service is working with partners as part of the Corporate Parenting partnership to try and provide a better offer of employment, education and training to care leavers. The group are looking at;
  - Improving the apprenticeship offer
  - Improving traineeship offer
  - Improving internship offer

- Working cohesively with colleges to ensure they know who our Looked after Children are and to ensure they receive the correct support

6.2 The steering group meets on a bi monthly basis to identify the children needing the most support, identify who will offer this support and monitor progress.

**Recommendation 7: Ensure the adoption panel provides quality assurance feedback to the agency on the quality of reports being presented to panel and adoption performance.**

7.1 The adoption service has developed a Quality Assurance document to give feedback on a quarterly basis to the Agency Decision Maker. There is also a regular meeting with the Adoption Manager, the Adoption Panel Chair and the Agency Decision Maker to ensure all issues of Quality are raised and addressed.



## Appendix 3

### Ofsted update

#### Joint Targeted Area Inspection (JTAI) – Neglect 7-15 years

##### 1.0 Introduction

- 1.1 In April 2017, it was announced by Ofsted that they would undertake six Joint Targeted Area Inspections (JTAI) between May 2017 and December 2017, with the two key themes being multiagency response to the “*front door and early intervention*” and a “*review of cases of children deemed to be at risk under the category of neglect*”, with this inspection concentrating on the age group 7 to 15 years.
- 1.2 The inspection guidance and the framework for the inspection was issued, with 36 evaluation criteria, specifically looking at how, social care, police, health, probation, education, children’s MASH, Adult Social Care, Youth offending and community safety work together. It also would review the working of the LSCB (Local Children’s Safe Guarding Board) and the review would include discussion with providers and children and young people and their parents and carers.
- 1.3 The inspections will be unannounced and will last approximately 3 weeks to complete, with a report out during that period and a final report would be published on the Ofsted website after being reviewed by the agencies involved. No grades are provided as part of the outcome of these inspections, just areas of strength and areas for improvement identified. Where failings are identified however authorities are asked to provide a “written statement of action” to address the failings.
- 1.4 Inspections on this theme to date have been in Wokingham and Peterborough, and in both cases they have been asked to provide a written statement of action. As of 19<sup>th</sup> September 2017 no further inspections have been notified, however 4 more are planned to take place before December 2017.
- 1.5 While we continue prepare on the basis that we may receive a JTAI on the subject of Neglect, this is not a certainty.

##### 2.0 Gateshead Profile

- 2.1 There are approximately 40,000 young people in Gateshead aged 0-18, of which 19,300 are aged 7 to 15 years, of these that are 458 ( current cases open to Children and Families that are in the risk category of “Neglect”.

##### 3.0 Gateshead Inspection Preparation

- 3.1 The Commissioning and Quality Assurance Service in the Care, Wellbeing and Learning Group was asked to review current preparation and undertake actions for the potential of a JTAI on Neglect.
- 3.2 An event was delivered at Gateshead Stadium on “*Neglect Inspection awareness and preparation*” part of this event included a workshop to start to develop a self-assessment of our current position; this was well attended with over 40 multiagency attendees.

- 3.3 In addition an Inspection Preparation Group has been established and will report to Group Management Team, with a purpose to develop a programme of work to be completed which includes:-
- Identification of partner leads for inspection (for the current JTAI and beyond).
  - Develop a multiagency neglect strategy for 2017 to 2020 (early work has begun and the first draft has been distributed for comments to partners and internally in Gateshead Council).
  - Development of a self-assessment across multiagency partners – in response to the inspection evaluation criteria and learning from the first two inspections, to establish gaps and to develop an action plan to address these.
  - To establish the work streams – which will include, review of Permanently Excluded Pupils, case audits of a sample of LAC and Child Protection Cases and Disabled Children cases – with findings being received by the Inspection Group and for onward consideration by the LSCB Performance sub group and the CYP Strategic Commissioning Group.
  - Development of a dashboard to summarise the main findings from the likely inspection cohort of cases i.e. profile of the children, chronology of the cases, no and type of interventions, multiagency involvement.
  - Start to review of current practice, policies, governance and strategic overview.
  - Start to collate key inspection documents which are required to be provided to inspectors, including workforce details and strategies, LSCB reports and minutes for the last 12 months, any reference to Neglect within Gateshead multiagency strategies.
  - To gather inspection documentation required from partners and to build their awareness and engagement.
- 3.4 To date the LSCB commissioned a number of training sessions for all staff on “Neglect” which are sunning between July and October 2017, with places offered to all LSCB partners, all these sessions have been oversubscribed and additional sessions are planned.
- 3.5 A report has also been received and discussed at Children’s Services General Managers Team meeting, where oversight of the preparation for this and all future inspections will be overseen.