



Gateshead local safeguarding children board

Gateshead Local Safeguarding Children Board

Business Plan 2007 - 2009

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1. Introduction

By Councillor Catherine Donovan

Chair of the Gateshead Children and Young People's Partnership, and
Cabinet Member for Children and Young People for Gateshead Council.

It is with pleasure that I introduce the second Business Plan 2007 – 2009 for Gateshead Local Safeguarding Children Board (LSCB). Effective partnership working continues to be a key strength within Gateshead and I must pay tribute to the commitment and contributions of all partner agencies to actively work together to safeguard children.

Over the last year much progress has been made in achieving our key work priorities enabling local partnerships to work more effectively in delivering integrated seamless services across agencies and disciplines with a view to improving outcomes for children and young people.

Over the coming year we face new challenges, strengthening our relationships with the community and private sector whilst at the same time responding to new legislation. I know that Gateshead LSCB will approach these new challenges with enthusiasm and commitment.



1.1 Welcome

From Alison Walton LSCB Chair and Director of Children and Young People, and Alyson Learmonth Deputy Chair and Locality Director of Public Health Gateshead PCT and Council

Chair and Deputy Chair of the Gateshead Local Safeguarding Children Board (LSCB)

We have pleasure in welcoming you to Gateshead Local Safeguarding Children Boards (GLSCB) Second Business Plan. The purpose of this report is to provide information about the developments and activities over the last year and to set out our priorities for the coming year.

Gateshead LSCB exists to safeguard and promote the welfare of all Gateshead's children and young people. It does this by co-ordinating the safeguarding work of member agencies, monitoring, evaluating and when necessary, challenging the effectiveness of the work and advising on ways to improve safeguarding performance. In the last year Gateshead LSCB has made progress against all identified Key Work Priorities, and will continue in the coming year to implement and embed safeguarding actions into all service developments.

In the coming year there will also be new challenges to meet. Central Government have issued a number of action plans with the intention of enabling all LSCBs to focus their attentions specifically on children who are particularly vulnerable and in need of targeted interventions or special services. This group includes looked after children, asylum seeking children, children who go missing and young carers. The Children's Plan published in December 2007 together with the Staying Safe Action Plan (2008) have reiterated the need for a pro-active approach in these areas of work.

Effective child protection is a fundamental part of our safeguarding activity, and we continue to make improvements across all partner agencies. Our Inter-agency Child Protection Procedures have been revised and updated, and Gateshead LSCB continues to invest in ongoing training for all staff.



2. Strategic Vision and Terms of Reference

2.1 Strategic Vision

The vision for Gateshead LSCB continues to embrace the direction given by Gateshead's 'Towards 2030' vision, that is:

“For all children to be empowered and supported to develop their full potential and have the life skills and opportunities to play an active part in society. Our vision is that every child should grow up in a loving and secure environment, which is free from abuse, neglect and crime enabling them to enjoy good health and fulfil their social and educational potential.”

The aim of the Gateshead LSCB is to build on and strengthen existing partnerships, and, to engage with the community in furthering this vision and fulfil the LSCBs core objectives and functions focused on safeguarding children and young people as set out in 'Working Together to Safeguard Children 2006'.

The LSCB framework allows great opportunities for promoting the safeguarding of children and young people in a positive and interactive way with partner agencies, private sector bodies and members of the community. Safeguarding is a multi-dimensional and fluid interactive process and as such the LSCB formulates its strategies in such a way that as wide an audience as possible has a voice in promoting a safer environment for the children and young people of Gateshead.

The Gateshead LSCB Business Plan 2007 - 2009 is located within the framework described by the Gateshead Children and Young People's Plan 2006 - 2009 (CYPP 06-09).

Gateshead Children and Young People's Plan was produced on 1st April 2006 and sets the priorities up to 2009 for the improvement and development of children's services across all statutory, voluntary and community sector groups working with children and young people. The plan is broad in scope covering issues from housing to play, education to road safety and healthy lifestyles to bullying. The plan covers all of the Every Child Matters outcomes with a clear view that staying safe involves child protection but also wider safeguarding and safety in the home, school and community.

There are a range of priorities around staying safe in the plan, including safety for children and young people from bullying, harassment and discrimination, promoting positive parenting and providing broader safeguarding initiatives in local communities.

The scope of Gateshead LSCB's role includes safeguarding and promoting the welfare of children in three broad areas of activity:

- i) Activity that affects all children and aims to prevent maltreatment, or impairment of health or development, and ensure children are growing up in circumstances consistent with safe and effective care.
- ii) Proactive work that aims to prevent maltreatment, or impairment of health or development, and ensure children are growing up in circumstances consistent with the provision of safe and effective care.
- iii) Reactive work to protect children from maltreatment or abuse of all kinds and in all settings.

2.2 Participation in Planning and Commissioning

Gateshead LSCB continues to participate in the local planning and commissioning of children's services to ensure all members implement their duty to safeguard and promote the welfare of children in the delivery of all their services (Children Act 2004, Section 11 and Education Act 2002, Sections 157 and 175).

Gateshead LSCB also contributes to the Children and Young People's Plan.

2.3 Terms of Reference

To discharge, within Gateshead, the duties contained in section 14(1) of the Children Act 2004

- To co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of Gateshead Council.
- To ensure the effectiveness of what is done by each such person or body for that purpose.
- To protect children from maltreatment.
- To prevent impairment of children's health or development.
- To ensure that children are growing up in circumstances consistent with the provision of safe and effective care.
- To enable children to have optimum life chances and enter adulthood successfully.
- To discharge its work in all respects in such a way as to improve all outcomes which are of importance to children.
- To protect children from harm.

- To ensure that work to protect children is properly co-ordinated and effective.
- To ensure that work is co-ordinated in such a way as to improve preventative work to avoid harm to children from occurring in the first place.
- To establish mechanisms to identify abuse and neglect wherever they may occur.
- To increase understanding of safeguarding children issues in the professional and wider community.
- To ensure that organisations working or in contact with children operate recruitment and human resources practices that take account of the need to safeguard and promote the welfare of children.
- To monitor the effectiveness of Gateshead Council and other prescribed organisations in the implementation of their duties under section 11 of the Children Act 2004 having regard to the requirement to safeguard and promote the welfare of children.
- To ensure children know whom they can contact when they have concerns about their own safety and welfare.
- To develop and evaluate thresholds and procedures for work with families whose child has been identified as 'in need' under the Children Act 1989, but where the child is not suffering or at risk of suffering significant harm.
- To safeguard and promote the welfare of groups of children who are potentially more vulnerable than the general population.
- To protect children who are suffering or at risk of suffering maltreatment including:
 - a) Children abused and neglected within families, including those harmed in the context of domestic violence;
 - b) Children abused outside families by adults known to them;
 - c) Children abused and neglected by professional carers, within an institutional setting, or anywhere else where children are cared for away from home;
 - d) Children abused by strangers
 - e) Children abused by other young people;

- f) Young perpetrators of abuse, and
 - g) Children abused through prostitution.
- To develop policies and procedures for safeguarding and promoting the welfare of children in Gateshead.
 - To communicate to persons and bodies in Gateshead the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so.
 - To advise Gateshead Council and its Board partners on ways to improve, both individually and collectively, the effectiveness of their activities to safeguard and promote the welfare of children.
 - To participate in the local planning and commissioning of children's services to ensure that they take safeguarding and promoting the welfare of children into account.
 - To undertake reviews of cases where a child has died or has been seriously harmed in circumstances where abuse or neglect is known or suspected and to advise on lessons that can be learned.
 - To have in place procedures for ensuring that there is a co-ordinated response by Gateshead Council, its Board partners and other relevant persons to an unexpected child death and the collection and analysis of information about each such death with a view to identifying:
 - a) Any matters of concern affecting the safety and welfare of children in Gateshead
 - b) Any general public health or safety concern.
 - To engage in any activity that facilitates, or is conducive to the achievement of, the Boards objectives.
 - To act as the 'Responsible Authority' with regard to the 'protection of children from harm' being one of the objectives of the Licensing Act 2003.

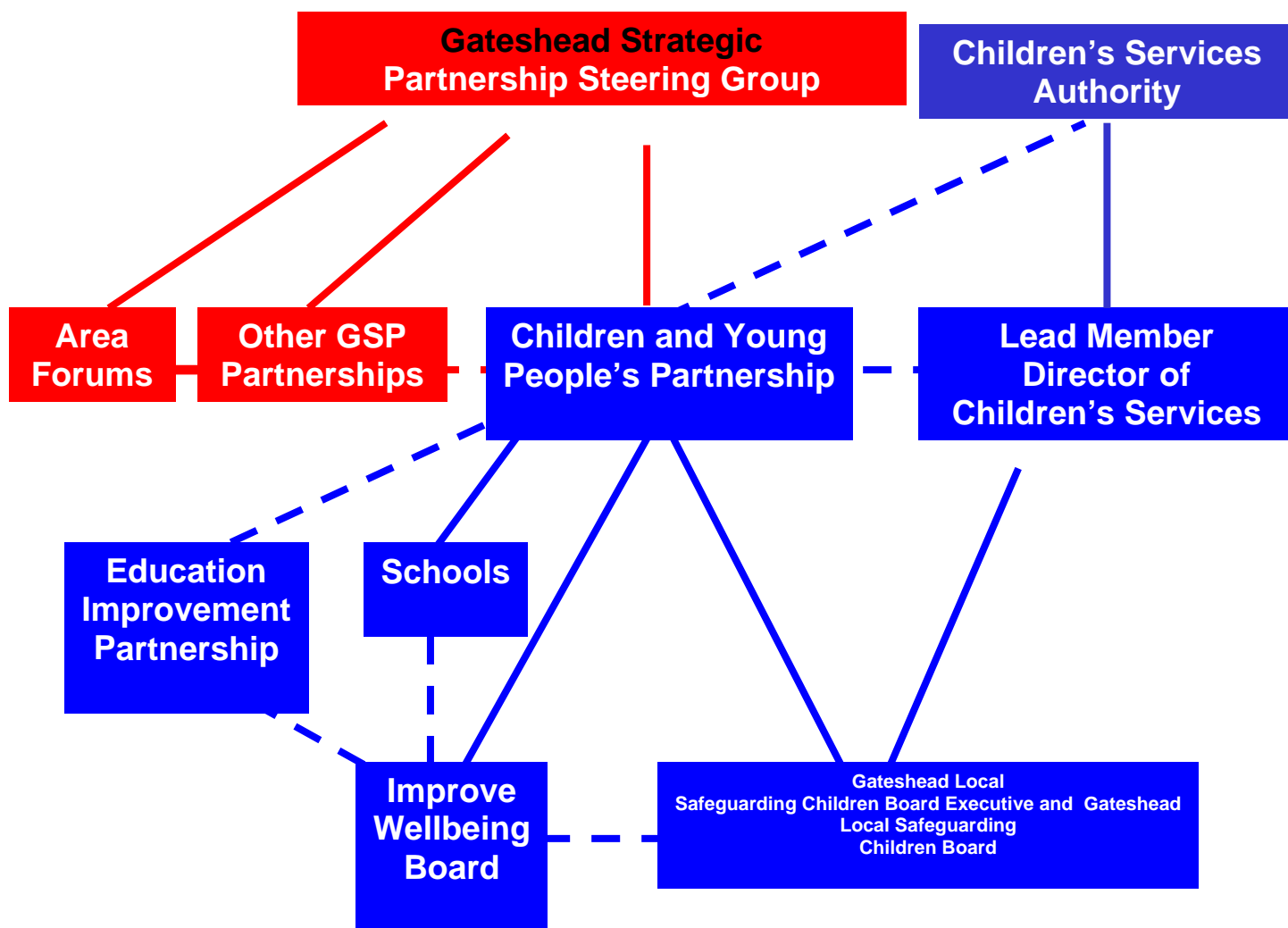
3. **Structure and Accountability**

The Gateshead LSCB chair has continued to report on a quarterly basis to The Children and Young Peoples partnership (CYPP) and provided updates to the Improve Well-being Board.

The first Gateshead LSCB Business plan and Annual Report 2006 - 2007 Business Plan 2007 - 2008 Update have been presented to the Children and Young Peoples Overview and Scrutiny Committee and also to Gateshead's Cabinet and Full Council.

The Director of Children's Services and the Lead Member for Children and Young People have been provided with regular updates on the work of the board.

The following diagram outlines the revised governance arrangements:



Notes:

A solid line indicates an accountable relationship
 A dotted line indicates an information sharing relationship

In Gateshead it has been determined that the Gateshead LSCB structure will be based on:

- A Gateshead LSCB Executive made up of the following statutory partners as defined in Working Together, which will meet 6 times per year.

Director – Children & Young People (Chair)	Gateshead Council
Chair Workforce Development Sub Group	Gateshead Council
Designated Nurse - Child Protection	Gateshead Primary Care Trust
Designated Doctor - Child Protection	Gateshead Health NHS Foundation Trust
Detective Inspector - Public Protection Unit	Northumbria Police
Director of Public Health	Gateshead Primary Care Trust
District Manager	Northumbria Probation Service
Head of Litigation	Legal & Corporate Services, Gateshead Council
Head of Service - Children & Families	Gateshead Council
LSCB Business Manager	Gateshead Council
Service Manager - Safeguarding, Quality & Improvement	Gateshead Council

- A Gateshead LSCB made up of the following statutory partners as defined in Working Together, which will meet 3 times per year.

Director - Children & Young People (Chair)	Gateshead Council
Chair Workforce Development Sub Group	Gateshead Council
Children's Manager	NSPCC
Clinical Development Manager	North East Ambulance Service

Designated Nurse - Child Protection	Gateshead Primary Care Trust
Designated Doctor - Child Protection	Gateshead Health NHS Foundation Trust
Detective Inspector - Public Protection Unit	Northumbria Police
Director - Children, Young People & Specialist Services	Northumberland Tyne & Wear NHS Trust
Director of Public Health	Gateshead Primary Care Trust
District Manager	Northumbria Probation Service
Divisional Director - Women's Services	Gateshead Health NHS Foundation Trust
Head of Access & Inclusion	Gateshead Council
Head of Housing Services	Gateshead Council
Head of Litigation	Legal & Corporate Services, Gateshead Council
Head of Service - Children & Families	Gateshead Council
Head of Sports and Leisure	Gateshead Council
Housing Manager	Gateshead Council
LSCB Business Manager	Gateshead Council
Portfolio Manager	Strategic Health Authority
Representative	Gateshead Schools
Service Manager	CAFCASS
Superintendent	Northumbria Police
Service Manager - Adult Social Care	Gateshead Council
Service Manager - Community Safety	Gateshead Council
Service Manager - Safeguarding, Quality & Improvement	Gateshead Council
Youth Issues Officer	Tyne & Wear Fire and Rescue Service

Meetings are quorate if there are at least five members present at the start of the meeting representing different partner organisations. If a quorum is not present within 15 minutes of the notified time, the meeting will be adjourned.

The Gateshead LSCB has a framework, which is consistent with meeting its terms of reference, in that 8 sub-groups have now been developed:

- Serious Case Review
- Performance Management
- Workforce Development
- Policy and Procedures
- Gateshead Local Child Death Review Sub Group which reports to the Serious Case Review Sub Group
- Chairs and Deputy Chairs Group
- Hidden Harm
- Licensing

Each sub-group has its own terms of reference and business priorities.

In addition, there are key work priorities identified by the LSCB that can emerge from, for instance, new legislation/guidance or serious case reviews and as a consequence the following working groups have been formed:

- E Safety
- Sexual Exploitation
- Safe and Secure Employment in collaboration with South Tyneside and Sunderland.

The Chairs/Deputy Chairs Group identifies a chair for each working priority that then nominates members to join the relevant working group to progress the work, which is then reported back to the chair of the Gateshead LSCB.

Three of the eight sub-groups meet on a monthly basis. Five of the sub groups continue to meet on a bi monthly basis.

The Chairs/Deputy Chairs Group meets to disseminate tasks and review progress on their own work plans and the key work priorities. This progress is then relayed to the following Gateshead LSCB meeting.

The following presentations have been made to the Gateshead LSCB.

Date of presentation	Title	Presented by
16 May 2007	Neglect Tool	Linda Stewart Johnson - Gateshead PCT
16 May 2007	ICS System	Fiona Dixon - Gateshead Council
16 May 2007	Smartrisk	Linda Hubbicks – Gateshead Health NHS Trust
16 May 2007	Private Fostering	Maurice Woodward - Gateshead Council
18 July 2007	E-safety	David Lightfoot and Khalid Malik - Connexions Tyne & Wear
18 July 2007	Hidden Harm	Moira Richardson - Gateshead PCT
18 July 2007	LAC Management Strategy	Debra Patterson - Gateshead Council
19 September 2007	PCT Safeguarding Children Annual Report	Maggie Lilburn - Gateshead PCT
16 January 2008	Internal Trafficking	Ann Lucas – UKHTC
30 April 2008	Annual Forum Debrief	Frances Ewart – Gateshead Council

4. **Overview of Business Priorities**

The agreed business priorities and progress achieved can be summarised as follows;

4.1 **Aim Project**

Following the introduction of the Aim 2 model the initial procedures which were based on the Aim 1 model have been reviewed and updated and ratified by the Gateshead LSCB.

A multi agency training programme has been devised which will be delivered in October 2008.

4.2 **Police Child Concerns Referrals**

The policies and procedures in respect of new working practices concerning child concern referrals have been produced and implemented. In addition reporting and referral systems between agencies when dealing with domestic abuse situations have been re-considered and reviewed, which has included the introduction of a prioritisation system for referrals from the police.

This work has complemented the further development of the Crisis Intervention Service.

The implementation of this model has ensured the following are firmly embedded into practice:

- Information has been shared to increase the safety health and well being of victims - adults and their children.
- Determined whether the perpetrator poses a significant risk to any particular individual or to the general community.
- The joint construction and implementation of a risk management plan that provides professional support to all those at risk and which reduces the risk of harm and repeat victimisation.
- Agency accountability and support for staff involved in high risk domestic violence cases has improved.

4.3. Neglect

4.3.1 Review of work done

It was decided after exploration to use the tool developed by North East Lincolnshire as a baseline, and adapt it to suit Gateshead's needs.

Consultation took place with a range of staff, including social workers and their team managers.

Health visitors agreed to pilot the tool with families known to them.

There were a number of casework situations in which it was felt that a specialist tool like this could prove beneficial in working with families and better assessing the needs of the children. This tool has been further developed through feedback from staff which has included a review of its scoring system to make it more compatible with Gateshead's solution focused approach to practice; some new assessment areas were added; and the wording was changed to encourage staff to be more specific in each case about their evidence for their scored judgements.

The LSCB received a progress report in May 2007.

A managers consultation event was held in September 2007 to refine and endorse the next stage of implementation.

4.3.2 Planned actions

Key challenge

To embed the tool in practice.

Action:

A second, more focused pilot has run for nine months from 1st December 2007.

This pilot has been targeted on selected areas of practice, with a view to expanding its use later if it proves successful in these two areas.

Primary target areas have been identified as:

- i) Children who have a child protection plan category neglect
- ii) Children identified by health visitors and child protection nurses as likely cases of neglect.

Practitioners training took place in October and November 2007.

Lead for implementation

An Independent Reviewing Officer from the Safeguarding Children Unit has chaired a multi-agency working group.

Evidence of work

- An assessment tool was completed and an initial action plan is in place.

Measurement of impact

- Team Managers and Child Protection Nurses have reported to the working group regarding the use of the tool and strengths and weaknesses;
- Independent Reviewing officers have monitored the use of the tool in child protection plans.
- A full evaluation event at the end of the pilot period is to take place in December 2008.
- The pilot has now been completed and a final report is in the process of being completed by the working group which will be presented to the Gateshead LSCB Executive in October 2008.

4.4 **Working Together**

Policies and Procedures to comply with the new *Working Together to Safeguard Children* (2006) have been produced.

The Gateshead Local Safeguarding Children Board Inter Agency Child Protection Procedures have been further reviewed and updated (August 2008).

4.5 **LSCB Finance and Resources**

Gateshead LSCB continues to be committed to providing adequate resources to meet its safeguarding responsibilities.

4.6 **Electronic Library**

The initial library in CD re-writable format has been supplied to all agencies and is added to as reports are received.

4.7 **Independent Authors**

A pool of independent authors has been established who will be able to prepare Serious Case Review Overview Reports. The pool is drawn from independent consultants in the region and as such is completely independent of the LSCB constituent agencies and the Council.

A job profile has been agreed for the authors, references obtained and an induction session took place for the authors in November 2007.

A written agreement has also been drawn up which all the independent authors will be requested to sign. Issues of confidentiality of information in the preparation of the overview reports has been considered and addressed with the advice of ICT colleagues in the Council.

A copy of the Ofsted Grade descriptors which will be used by Ofsted to evaluate Serious Case Reviews has been shared with the overview authors. In addition training which is being provided for single agency report authors is also being offered to the Independent authors.

4.8 **Private Fostering**

Since 2005 Gateshead Children and Families have implemented the following strategy:

- Updated procedures
- Implemented training for staff
- Produced a range of publicity material which has been distributed across, health, education, and Council buildings

- The Council's website has also been updated to include information on private fostering.

In addition:

- Articles on private fostering were printed in the Gen and Council news, which is distributed to 98,000 households in Gateshead.
- IT process has been developed to record private fostering, with monthly monitoring report.
- Participation in North East regional media campaign. The aim of the campaign was to maximise safeguarding of children and young people privately fostered. The key audiences were private foster carers, parents of children being privately fostered and the general public who may be aware of private fostering arrangements. The key messages delivered were to help people recognise themselves as being in a situation where they have to contact the council and the legal obligation to do so. 308 people accessed the private fostering pages of the Council's website during the 4 week campaign.

4.9 **Promoting Safeguarding Awareness within the Community**

The Community Co-ordination Sub Group completed a Communication Strategy, which is underpinning several other sub groups and working groups across the LSCB as the need to engage with members of the community is built into the structure of the board.

A recruitment process has begun to engage a LSCB Community Development Officer for a time limited period of a year who will be responsible for widening community involvement in the work of the Local Safeguarding Children Board including the engagement of children and young people.

4.10 **E-Safety**

Gateshead Local Safeguarding Children Board has been in dialogue with Tanya Byron regarding e-safety. The innovative e-safety project has aligned itself to Byron's recommendation on e-safety as outlined in the Children's Plan, 'Building Better Futures'.

Key milestones include:

- i) Research has included comprehensive analysis of e-safety matters via the Connexions website. The research has informed the e-safety work plan.
- ii) An e-safety conference in the Spring of 2008 involved over 100 children, young people and professionals. CEOP links were formalised as a result of the conference. CEOP are now contributing to the Local Safeguarding Children Board training plan, focusing on e-safety. The strength of the conference was in the involvement of young people who planned an

excellent workshop around facts and myths in relation to e-safety. As a result, young people are now attending e-safety partnership meetings.

- iii) A group of young people supported by Connexions Gateshead Youth Engagement Worker are entering the e-safety project into the national Children's Workforce Development Awards.

Key priorities in 2008/2009 include:

1. To consider stronger links with Northern Grid.
2. To produce information leaflets for children, young people and parents to raise awareness of e-safety.
3. To introduce e-safety into the Children's Workforce Development training plan.
4. To develop an e-safety strategy for Gateshead in line with the BECTA 'Safeguarding Children in a Digital World' document.
5. To align the work with the Gateshead Anti-bullying strategy.
6. To strengthen the involvement of young people in the e-safety project and use this as a catalyst for engagement of young people more broadly in safeguarding matters.

4.11 Participation of Children and Young People

Work has already commenced to ensure children and young people have a central role in assisting the LSCB in promoting safeguarding within the community via e safety.

The Local Safeguarding Children Board Annual Forum, Spring 2008 was the catalyst for strengthening the involvement of young people. Young people were involved in planning the day, which focused on e-safety matters.

Young people planned and implemented a workshop on the day using the 'family fortunes' concept to raise awareness of facts and myths around e-safety.

The spin-off from the Annual Forum has been the dialogue that has taken place to involve young people in the planning, implementation and evaluation of broader safeguarding matters.

Young people will be attending the e-safety Partnership meetings. They are currently being consulted on the design of safeguarding leaflets for children and parents.

A group of young people are heading up the submission of the e-safety project into the national Children's Workforce Development Awards.

An excellent e-safety/safeguarding event was organised by the Youth Service.

4.12 Safe and Secure Employment

A sub group of the LSCB has been formed in collaboration between Gateshead South Tyneside and Sunderland to review the implementation of guidance on handling allegations of abuse against those working with children and young people. The review covers guidance contained within Chapter 5 of Safeguarding Children and Safer Recruitment in Education and Paragraphs 6.20 - 6.30 and Appendix 5 of Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children.

4.13 Child Death Overview Panel

From 1st April 2008 Gateshead LSCB has the additional functions set out in regulations relating to reviewing all child deaths within the borough, and establishing a rapid response team for unexplained child deaths. Gateshead Local Safeguarding Children Board will in collaboration with Sunderland and South Tyneside develop mechanisms to review all unexpected child deaths in the South of Tyne area.

The purpose of the review function is to collect and analyse information about the deaths of all children in the South of Tyne Area to identify any matters of general public health or safety concern and lessons from local unexpected child deaths (e.g. unusual patterns), whether these deaths are the result of abuse or some other cause (e.g. road accidents, unexpected health related deaths, etc.).

Gateshead Local Safeguarding Children Board will follow the procedures, detailed in the Gateshead Local Safeguarding Children Board Inter Agency Child Protection Procedures for ensuring there is a co-ordinated response to the unexpected death of a child.

A model for a Child Death Review Panel has been discussed with representatives from Gateshead, South Tyneside, and Sunderland LSCBs.

A Child Death Review Co-ordinator has been appointed and two meetings of the Local Child Death Review Sub-Group have been held in Gateshead.

The Regional Maternity Survey Office collates the necessary information about child deaths which is forwarded to the Child Death Review Co-ordinator and circulated to the key agencies within Gateshead.

Government Office North East is taking a leading role to pull the regional work together.

The first meeting of the Child Death Overview Panel took place in June 2008. A further meeting is scheduled to take place in September 2008.

4.14 Road Safety

The number of children aged 0 - 15 killed or seriously injured in road traffic accidents has halved since 2004 as a result of successful initiatives such as Kerbcraft, school travel plans, cycling proficiency training and walk to school initiatives (the national target is to reduce by 50% by 2010).

The Child Death Review Co-ordinator has also established links with the Gateshead Council Road Safety Officer to ensure any fatalities as a result of road traffic collisions are notified to the key agencies within Gateshead in accordance with the Child Death Review Procedures contained with Gateshead Local Safeguarding Children Board Inter agency Child Protection Procedures.

4.15 MAPPA

In Gateshead MAPPA arrangements are well established and integrated into operational practice.

There are robust procedures in place which ensure the statutory responsibilities of the local authority in partnership with the Police, Probation, Prison Service and other responsible authorities are discharged to protect the community which includes the safety of children and young people in a co-ordinated and joined up way from the risks posed by sexual and violent offenders and high risk individuals.

In addition the Gateshead Local Safeguarding Children Board training strategy provides training for all staff, which provides information about the multi agency public protection arrangements.

Gateshead has also successfully implemented the Non MAPPA process. Procedures are embedded into practice, which focus on addressing the risk posed by young people in respect of sexual offending, mental health issues, violent behaviour and the carrying of weapons.

Reviewing and monitoring of these arrangements takes place via the Gateshead MAPPA Strategy Group.

4.16 Bullying

A steering group has been set up to review the monitoring of racist incidents in schools and the racist incident monitoring scheme is being widened to cover other hate crime incidents such as homophobia.

Through anti-bullying strategies measures have been developed to tackle bullying at school and in the wider community. A national initiative to develop online recording systems for bullying is being piloted. This includes a "Life in Schools" survey, which is open to all schools and allows students to record their views. The new software not only provides information about incidents of bullying but more about young people's perceptions of life at school, and helps to evaluate our work with them.

Actions;

- To implement the Anti-Bullying Award for schools to promote excellent practice.
- To monitor the bullying incidents through our new software with particular attention to children from black and minority ethnic communities and those with disabilities and instances of homophobic bullying.

The strategic priorities for the Anti-Bullying Strategy for Children and Young People in Education Settings are:

- Children and young people's views are heard in planning and evaluating anti-bullying approaches.
- Children and young people, parents and carers are confident that policies and practices are in place to ensure children are kept safe.
- Schools are increasingly effective in addressing bullying issues.

A steering group has been formed, to extend the strategy to cover all settings accessed by children and young people.

An online survey for students aged 10 plus has been developed with student representatives and Vantage Technologies, called Life in School. The survey includes questions about the type, frequency and locality of perceived bullying incidents from the perspectives of those who consider themselves victims or have been accused of bullying or are bystanders. Students can currently access this through the Gateshead Grid for Learning. Designated teachers can use the survey to analyse and report on any bullying issues, including preventive approaches, in their schools. A project to develop a version of the survey for younger children ran during the summer term. This was led by workers from NCH: The Children's Say, with participants from the School Councils of Ryton Infants, Kibblesworth Primary and Oakfield Infant and Junior Schools.

4.17 Hidden Harm

The Hidden Harm agenda has been developed in collaboration between the Gateshead Local Safeguarding Children Board and Gateshead Drug Action Team. A review of services contributing to addressing the Hidden Harm agenda took place, leading to the development of the Hidden Harm Sub Group.

A representative from the Gateshead Local Safeguarding Children Board currently chairs the Hidden Harm sub group, which includes members from adult and young people's services and partner agencies. The group links into the regional Hidden Harm network. An action plan to support the work of the group has been developed. There are five priorities within the plan:

- Information for families, young people and professionals;
- Inter-agency partnership working, communication and information sharing policies and protocols;
- Training and workforce development;
- Health and other related needs of family; and
- Data collection by all agencies.

Funding has been secured to develop a hidden harm service for families affected by parental substance misuse as part of the Family Pathfinder.

4.18 **Licensing Act 2003**

Gateshead LSCB has continued to be the 'Responsible Authority' for the Protection of Children from Harm under the Licensing Act 2003 and have screened and processed applications to ensure a consistent, fair and thorough response, which complies with legal deadlines.

5. **Performance Management Update**

The Performance Management system previously operated on the following three tiers.

The first tier monitored the key work priorities identified by the LSCB the second tier monitored the sub group priorities and the third tier was informed by separate agency performance specific to each of the partners and their contribution to the work of the LSCB.

The role and function of the Performance Management Sub Group has been reviewed and will monitor and evaluate the effectiveness of what is done by the Local Authority and Board partners individually and collectively to safeguard and promote the welfare of children and advise on ways to improve.

The Council's Performance Management Team ensures relevant management information is presented to the Performance Management Sub Group in relation to the safeguarding activities of the Local Authority and Board Partners.

The Performance Management sub group has a key role in achieving high standards in safeguarding and promoting welfare, not just through co-ordination but also by evaluation and continuous improvement and as such will require member agencies to self evaluate under an agreed framework of benchmarks or indicators and then share results. The Performance Management Sub Group will co-ordinate the audits of case files to examine the involvement of different agencies, the quality of practice and lessons to be learned in terms of both multi-agency and multi-disciplinary practice. The Performance Management Sub Group will particularly focus on ensuring member agencies with duties under the Children Act 2004 (Section 11) and the Education Act 2002 (sections 157 and 175) are fulfilling their statutory obligations in relation to safeguarding and promoting the welfare of children.

The Performance Management Sub Group will advise Board members about ways to improve services by making recommendations, advising on the development of new procedures giving examples of best practice, identifying expertise in different bodies, and identifying training needs.

6. Review of Finances and Resources

Working Together (3.70) states that the core contributions should be provided by the responsible Local Authority, the Primary Care Trusts, and the Police. Other organisations contributions will vary to reflect their resources and local circumstances. For some, taking part in LSCB work may be the appropriate extent of their contribution. Other organisations may wish to contribute by committing resources in kind, rather than funds, as provided for in the legislation.

Gateshead Local Safeguarding Children Board considers that an effective LSCB will need to be staffed so that it has the capacity to:

- Drive forward the LSCB's day to day business in achieving its objectives.
- Take forward any training and staff development work carried out by the LSCB, in the context of the local workforce strategy.
- Provide administrative and organisational support for the board and its sub-committees, and those involved in policy and training.

In accordance with these principles the Gateshead LSCB has appointed a business manager who has taken up the post in October 2008.

Financial Profile LSCB 2006 – 2007

POSTS	Grade	No.	Budget £	Actual £
Staff Development Officer	PO4	1	0	38,116
ACPC/LSCB Officer	PO4	1	36,132	36,942
Senior Clerk	Sc3	1	18,311	19,201
Car Allowances			0	1,118
	Total		54,443	95,377
ADDITIONAL COSTS				
Misc. Supplies & Services and Stationary			62,296	15,273
Total LSCB Expenditure			116,739	110,650

INCOME	Total £	
Gateshead Council	96,139	80,755
Gateshead PCT	19,300	19,880
Northumbria Police	1,000	5,000
National Probation Service	300	300
GONE	0	3,215
CAFCASS	0	500
NSPCC	0	1,000
Total LSCB Income	116,739	110,650

7. PROGRESS OF KEY PRIORITY WORK PLANS

AIM IMPLEMENTATION – LEAD – DI SHAUN TUMELTY AIM WORK PLAN (KPA)

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
KPA1 Implement the AIM strategy	<ul style="list-style-type: none"> Set up AIM steering group, appointing chair and relevant representatives from sub groups. 	<ul style="list-style-type: none"> February 2006 P&P Shaun Tumelty. Working group membership – DI Shaun Tumelty Frances Ewart Joanna White Susan Butler Maureen Mulvenna 	<ul style="list-style-type: none"> First meeting of the AIM Group – February 2006 followed by regular meetings 	<ul style="list-style-type: none"> Ongoing implementation of strategy. Required actions relating to AIM are undertaken by relevant agencies 	<ul style="list-style-type: none"> Feedback to LSCB on progress in implementing the AIM strategy 	AIM strategy implemented.
KPA2 Raise inter agency awareness of the AIM project	<ul style="list-style-type: none"> Undertake agency awareness training seminars. Key social services and YOT practitioners to contribute to awareness training. Devise awareness-training schedule up to 2008. 	<ul style="list-style-type: none"> Workforce Development December 2008 	<ul style="list-style-type: none"> Awareness seminars Other dates for awareness sessions e.g. every six months 	<ul style="list-style-type: none"> Increased awareness amongst staff 	<ul style="list-style-type: none"> Number of awareness sessions. Number of key staff attending awareness sessions 	<p>Inter-agency awareness raised of the AIM project</p> <p>Additional awareness training scheduled up to December 2008</p>

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
KPA3 Train Practitioners	<ul style="list-style-type: none"> Organise two hour training session. Devise training schedule up to 2008. 	Workforce Development.	<ul style="list-style-type: none"> Identify training providers. Deliver training sessions (specific dates e.g. every six months). 	<ul style="list-style-type: none"> Increased skill amongst staff to deliver AIM. 	<ul style="list-style-type: none"> Number of training sessions. Number of staff attending training sessions. 	<p>Practitioners trained</p> <p>Additional training planned for October 2008</p>
KPA4 Implement and ensure effectiveness of AIM model in terms of usage, quality assessments and quality assurance.	<ul style="list-style-type: none"> Produce a multi-agency audit tool. Collect analytical data. 	<ul style="list-style-type: none"> Performance Management Sub-Group Joanna White December 2008. 	<ul style="list-style-type: none"> Audit tool kit prepared. 	<ul style="list-style-type: none"> System in place for monitoring effectiveness of AIM. Trained personnel carry out case assessments using the model. 	<ul style="list-style-type: none"> Number of young people identified as a risk against number referred to AIM. Number of young people committing a like offence within 1, 2, 3 years. 	<p>Audit tool kit in process of being prepared</p> <p>System to be introduced to monitor the effectiveness of AIM</p> <p>Monitoring tool developed within the Safeguarding Children Unit.</p>
KPA5 Produce policy and procedures for the AIM project.	<ul style="list-style-type: none"> Adoption of regional procedure. 	<ul style="list-style-type: none"> Policy & Procedures Shaun Tumelty April 2006. Introduction of Aim 2 model Policy and Procedure to be reviewed and updated 	<ul style="list-style-type: none"> Policy & Procedures sub group review regional guidelines. Recommend adoption by LSCB 	<ul style="list-style-type: none"> Improved outcomes for AIM. 	<ul style="list-style-type: none"> Number of young people identified as a risk against number referred to AIM. Number of young people committing a like offence within 1, 2, 3 years. 	<p>Policy and procedure for the AIM 1 project produced.</p> <p>Reviewed and updated following the introduction of AIM 2</p>

**WORKING TOGETHER – LEAD – KEN HEPPELL/JOANNA WHITE
WORKING TOGETHER WORK PLAN (KPB)**

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
<p>KPB1 Update the LSCB procedures in light of the new 'Working Together'.</p>	<ul style="list-style-type: none"> Adopt revisions in policies and procedures in the light of the new "Working Together". 	<ul style="list-style-type: none"> Ken Heppell 30 April 2006 (Working group membership – Maggie Lilburn, Jenny Myles, Barbara Convery). Joanna White April 2007 (Working group membership Joanna White Linda Stewart Johnson Linda c other members co-opted when necessary) 	<ul style="list-style-type: none"> "Working Together" due for release at end March 2006. Review "Working Together" against new guidelines. Launch of new procedures and regional procedures mid-May 2006. Each agency to ensure that staff are aware of revised procedures. 	<ul style="list-style-type: none"> All agencies comply with "Working Together". Launch of new procedures and regional procedures. 	<ul style="list-style-type: none"> Audit carried out by each agency on staff awareness. 	<p>The LSCB procedures in light of the new 'Working Together' have been updated.</p> <p>LSCB Procedures have been updated following further review. August 2008</p>

**CHILD CONCERNS REFERRALS – LEAD – JO GRANT
CHILD CONCERNS REFERRALS WORK PLAN (KPC)**

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
<p>KPC1 Review current processes, procedures and tools in use by all relevant agencies.</p>	<ul style="list-style-type: none"> Review current processes, procedures and all tools in use by all relevant agencies. 	<ul style="list-style-type: none"> Maurice Woodward/Ken Howstan/Pauline Fogg May 2006 (Working group membership – Gillian Tullock, Deborah Hill, Ken Howstan, Pauline Fogg, Clare Ault, Samantha Holliday, Carolyn Batcheler. 	<ul style="list-style-type: none"> The leads to meet at PPU to view the process of referral by the Police. 	<ul style="list-style-type: none"> Current process is understood. 	<ul style="list-style-type: none"> Improved knowledge amongst key agencies of current referral system. 	<p>The current processes, procedures and tools in use by all relevant agencies have been reviewed.</p>
<p>KPC2 Key agencies to have a shared understanding of risk assessment in cases of domestic abuse where children are involved.</p>	<ul style="list-style-type: none"> Agree a toolkit of recommended tools for risk assessment. 	<ul style="list-style-type: none"> Jo Grant May 2006. Gillian Tullock July 2006. 	<ul style="list-style-type: none"> Collate current risk assessment tools from key partners. Identify gaps. 	<ul style="list-style-type: none"> Current tools for risk assessment in cases of domestic violence are understood by all key agencies. 	<ul style="list-style-type: none"> Number of agencies that have supplied current risk assessment tool. 	<p>The Key agencies have a shared understanding of risk assessment in cases of domestic abuse where children are involved.</p>

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
KPC3 To adopt a multi agency process for assessing risk in all Child Concern referrals	<ul style="list-style-type: none"> Review other multi agency models for risk assessing. Develop a process to run for a 6-month trial period. 	<ul style="list-style-type: none"> Jo Grant May 2006. Ken Howstan /Pauline Fogg September 2006. 	<ul style="list-style-type: none"> Multi agency tools from other agencies are assessed. Pilot process to begin in September. 	<ul style="list-style-type: none"> A more robust management and support for families where domestic abuse is an issue is developed. 	<ul style="list-style-type: none"> Monitor and evaluate the pilot (target established)? 	A multi agency process for assessing risk in all Child Concern referrals has been adopted
KPC4 Produce policy and procedures in light of process and risk assessment toolkit.	<ul style="list-style-type: none"> Either adopt guidelines associated with model from other are OR. Write procedures for process/toolkit. 	<ul style="list-style-type: none"> Maurice Wood Policy and Procedures February 2007 	<ul style="list-style-type: none"> Pilot process evaluated. Recommend guidelines to LSCB for adoption 	<ul style="list-style-type: none"> A more robust management and support for families where domestic abuse is an issue is established 	<ul style="list-style-type: none"> Number of cases reviewed by the agreed process. Number of risk assessments undertaken. 	Policy and procedures in light of process and risk assessment toolkit have been produced.
KPC5 Train practitioners in revised polices and procedures	<ul style="list-style-type: none"> Establish training programme in risk assessment for al partners 	<ul style="list-style-type: none"> Workforce Development sub group July 2007 	<ul style="list-style-type: none"> Training requirements identified. Trainers and trainees identified 	<ul style="list-style-type: none"> Improved skills for staff in delivering services. 	<ul style="list-style-type: none"> Number of courses. Number of people trained. 	Practitioners have been trained in revised polices and procedures
KPC6 Ensure effectiveness of process in terms of usage, and outcomes.	<ul style="list-style-type: none"> Procedure a multi agency audit tool and collect analytical data. 	<ul style="list-style-type: none"> Pauline Fogg Performance Management March 2007 	<ul style="list-style-type: none"> Audit tool prepared. Data collected – monthly/six monthly 	<ul style="list-style-type: none"> A more robust management and support for families where domestic abuse is an issue is established 	<ul style="list-style-type: none"> Number of cases reviewed by the agreed process. Number of risk assessment undertaken. 	The effectiveness of process in terms of usage, and outcomes has been ensured.

**NEGLECT – LEAD – ROSEMARY CHESSUM
NEGLECT WORK PLAN (KPD)**

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
<p>KPD1 To produce an action plan for "Neglect"</p>	<ul style="list-style-type: none"> • Scope existing work around neglect to establish a base line, which will inform the action plan development. • Review the model of service from North East Lincolnshire for potential adaptation to meet the needs of Gateshead LSCB. • Make recommendations to the sub group 	<ul style="list-style-type: none"> • Rosemary Chessum, (Working Group Membership – Maureen Mulvenna, Linda Stewart-Johnson, Muriel Callaghan, Debra Patterson, Joanna Gohery, Linda Hubbucks, Aileen Firth, Shela Close, Nicholas Leon) June 2006 	<ul style="list-style-type: none"> • Identify task group to undertake work. • Collect information about current work. • Model from North East Lincolnshire reviewed. • Recommendations made to LSCB 	<ul style="list-style-type: none"> • Action plan in place for this priority 	<ul style="list-style-type: none"> • Action plan monitored on a regular basis 	<p>An action plan for "Neglect has been produced</p>

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
KPD2 To revise basic awareness training	<ul style="list-style-type: none"> To revise the current half day basic awareness training to make it suitable for a wider range of interagency and single agency participants 	<ul style="list-style-type: none"> Task group June 2006 	<ul style="list-style-type: none"> Identify task group to undertake work. Develop course. Course advertised in 2006/07 training programme. Training pack compiled. First delivery July 2006 followed by evaluation. Further deliveries from. 	<ul style="list-style-type: none"> Increased awareness amongst wider range of agencies 	<ul style="list-style-type: none"> Course evaluation reports to sub group throughout year. Feedback from agencies 	Basic awareness training has been revised

8. SUB-GROUP ACTIVITY

POLICY AND PROCEDURES SUB GROUP ACTION PLAN CHAIR – DI SHAUN TUMELTY

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
PP1 Produce and implement policies and procedures in respect of new working practices concerning child concern referrals	<ul style="list-style-type: none"> LSCB to endorse and implement new working practices. 	<ul style="list-style-type: none"> P & P Shaun Tumelty December 2006 	<ul style="list-style-type: none"> Consideration of draft proposal from working group. Final version approved by LSCB 	<ul style="list-style-type: none"> Improved outcomes for children's safety and/or welfare. Referral systems are improved to reduce the number of inappropriate referrals. Contribute to further development of Crisis Intervention Service. 	<ul style="list-style-type: none"> Baseline data established on number of CHABs that are multi-risk assessed (PI's to establish). 	Policies and procedures in respect of new working practices concerning child concern referrals have been produced and implemented.
PP2 Produce and implement procedures to reduce the cases of re-registration within the category of Neglect	<ul style="list-style-type: none"> Adopt a standard approach for assessment an ongoing intervention in relation to cases within the category of Neglect 	<ul style="list-style-type: none"> P & P Shaun Tumelty January 2007 	<ul style="list-style-type: none"> Investigate existing assessment tools (e.g. NE Lincolnshire. Identify an approved assessment tool 	<ul style="list-style-type: none"> Reduction in number of re-registrations through early intervention 	<ul style="list-style-type: none"> Number of children re-registered under the category of Neglect (Baseline-PI/target needed) 	Procedures to reduce the cases of re-registration within the category of Neglect have been produced and implemented via an investigation of existing assessment tools and the identification of an approved assessment tool.

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
PP3 Produce and implement policies and procedures for the AIM model	<ul style="list-style-type: none"> Adopt regional procedures. Roll out inter agency training to key staff 	<ul style="list-style-type: none"> P & P Shaun Tumelty January 2007 	<ul style="list-style-type: none"> Date policy implemented. Dates of training 	<ul style="list-style-type: none"> Reduction in number of further instances of children sexually harmed by another child or young person. 	<ul style="list-style-type: none"> Number of key staff trained 	Policies and procedures for the AIM model have been produced and implemented. The dates the policy was implemented and the dates for training have been documented.
PP4 Produce and implement revised policies and procedures to comply with the new "Working Together" document.	<ul style="list-style-type: none"> Adopt revisions in policies and procedures. 	<ul style="list-style-type: none"> P & P Shaun Tumelty November 2006 	<ul style="list-style-type: none"> Review "Working Together" against current guidelines. Each agency to ensure staff are aware of revised procedures. 	<ul style="list-style-type: none"> All agencies to comply with "Working Together". 	<ul style="list-style-type: none"> Audit carried out by each agency on staff awareness. 	Revised policies and procedures to comply with the new "Working Together" document have been produced and have been implemented. Each agency has ensured staff are aware of the revised procedures.
PP5 To ensure awareness of new developments and changes in legislation.	<ul style="list-style-type: none"> Identify any new issues for action. 	<ul style="list-style-type: none"> P & P Shaun Tumelty December 2006 	<ul style="list-style-type: none"> Review policies and procedures on a bi-monthly basis. 	<ul style="list-style-type: none"> Awareness of new developments and changes in legislation. 	<ul style="list-style-type: none"> Number of new policies, which comply with a change in legislation or best practice. 	Awareness of new developments and changes in legislation are ensured via the review of policies and procedures on a bi-monthly basis.

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
<p>PP6 Assess proposals from Serious Case Review and Management Reviews to consider any changes required in relation to policy and procedures.</p>	<ul style="list-style-type: none"> Adopt and implement any changes required. 	<ul style="list-style-type: none"> P & P Shaun Tumelty November 2006 	<ul style="list-style-type: none"> Review policies and procedures on a bi-monthly basis. 	<ul style="list-style-type: none"> Improved outcomes for children's safety and/or welfare. 	<ul style="list-style-type: none"> Completion of Serious Case Review action plans. Number of new policies, which are changed. 	<p>Proposals are assessed from Serious Case Review and Management Reviews to consider any changes required in relation to policy and procedures on a bi-monthly basis.</p>

**SERIOUS CASE REVIEW SUB GROUP ACTION PLAN
CHAIR – FRANCES POWELL**

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
<p>SCR 1</p> <p>LSCB to ensure there is an effective process for Serious Case Review.</p>	<p>Review and agree process for Serious Case Review.</p>	<p>Frances Powell 2006</p>	<ul style="list-style-type: none"> Proposals presented to LSCB for endorsement. Implement processes. 	<ul style="list-style-type: none"> Prevention of child death or instances of serious harm. 	<ul style="list-style-type: none"> Reduction of number of instances of serious cases. 	<p>Process for SCR has been reviewed and procedures revised in accordance with 'Working Together' Guidance.</p>
<p>SCR 2</p> <p>To ensure that professionals have an understanding of the Serious Case Review process and roles/responsibilities.</p>	<p>Prepare guidance for professionals and information leaflets.</p>	<p>Frances Powell September 2008</p>	<ul style="list-style-type: none"> Draft guidance agreed by SCR Panel. Guidance published/available on LSCB website. Include in CP training. 	<ul style="list-style-type: none"> Prevention of child death or instances of serious harm. 	<ul style="list-style-type: none"> Reduction in number of instances of serious cases. 	<p>Guidance completed. Training available.</p>

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact	Progress achieved
SCR 3 Ensure relevant staff have appropriate training to write Serious Case Review Agency Reports.	Develop appropriate training.	Workforce Development Sub-Group	<ul style="list-style-type: none"> Identify staff numbers. Deliver training. Include in CP Training Programme. 	<ul style="list-style-type: none"> Well structured clear reports prepared. 	<ul style="list-style-type: none"> Clear reports delivered in a timely manner. 	All appropriate staff have received the training
SCR 4 Ensure accessible information is provided for families on the serious case review process.	Develop information leaflet for families.	Joanna White August 2008	<ul style="list-style-type: none"> Draft leaflet. Endorsement by SCR Panel. Publish/available on LSCB website. 	<ul style="list-style-type: none"> Clear and accessible information available to the public. 	<ul style="list-style-type: none"> Families well informed of serious case review process. 	Leaflet prepared.

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
SCR 5 Provide independence in the production of inter-agency overview reports from case reviews.	Establish a pool of independent authors for Serious Case Review Sub-Group/LSCB.	Frances Powell/ Deborah Hill 2006	<ul style="list-style-type: none"> • Agree a job profile for independent authors. • Identify suitable independent authors. • Agree contract terms with independent authors. • Provide training. • Nominations presented to LSCB for approval. 	<ul style="list-style-type: none"> • Achieve impartiality in Serious Case Reviews. 	<ul style="list-style-type: none"> • Independent overview reports completed in a timely manner. 	Pool of independent authors established. Training provided. Job profile for independent authors agreed. Agreement between the Council and independent authors drawn up. Confidentiality issues in relation to compiling overview reports addressed.
SCR 6 To ensure that lessons learned from serious review cases have been implemented.	Agree a clear system for monitoring and implementing action plans.	Frances Powell 2006	<ul style="list-style-type: none"> • Performance Management Sub-Group undertakes monitoring of action plans and feedback to Serious Case Review Sub-Group. 	<ul style="list-style-type: none"> • Prevention of child deaths or instances of serious harm. 	<ul style="list-style-type: none"> • Reduction of number of instances of serious harm. 	Monitoring of action plans from SCR's is in place with feedback from Performance Management Sub-Group to SCR Panel.

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
<p>SCR 7</p> <p>To ensure that there is a process in place for cases that do not meet the criteria for a serious case review.</p>	<p>Develop peer review system.</p>	<p>Frances Powell 2008</p>	<ul style="list-style-type: none"> • Agree referral criteria and process. • Provide guidance to staff. • Evaluate model. 	<ul style="list-style-type: none"> • Process in place to consider cases outside criteria for serious case reviews. 	<ul style="list-style-type: none"> • Number of cases referred through this process. 	<p>Peer review process being piloted by SCR Panel.</p>

**PERFORMANCE MANAGEMENT SUB GROUP ACTION PLAN
CHAIR – JOANNA WHITE**

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
<p>PM1 To achieve consistent good practice within the child protection conference system.</p>	<ul style="list-style-type: none"> Audit and evaluate child protection conference procedures 	<ul style="list-style-type: none"> Aileen Firth/Maggie Lilburn Interim report to LSCB by July 2006. 	<ul style="list-style-type: none"> Audit tool employed at CP conferences. Interim report to LSCB 	<ul style="list-style-type: none"> More effective case conferences. Improved quality of practice. 	<ul style="list-style-type: none"> Quicker and effective case conferences 	<p>Audit tool developed</p> <p>Audit tool reviewed and updated</p> <p>Audit tool completed by Independent Reviewing Officers at every Initial and Review Child Protection Conference</p> <p>Interim report produced for LSCB</p>

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
<p>PM2</p> <p>Reduce rate of re-registrations.</p>	<ul style="list-style-type: none"> Implementation of Neglect Assessment Tool. Increase family centre involvement in Child Protection Conferences. 	<ul style="list-style-type: none"> Rosemary Chessum by September 2006. Ken Heppell/ Carole Renwick August 2006 	<ul style="list-style-type: none"> Multi agency training commenced. Family Centre Co-ordinators attending Child Protection Conferences. 	<ul style="list-style-type: none"> Assessment tool being used to inform decisions in Child Protection Conferences. Family Centre input into Children in Need/Child Protection Register/Children with a child protection plan. 	<ul style="list-style-type: none"> Reduced number of re-registrations in Neglect category. Reduced number of children registered due to Neglect. 	<p>Neglect Assessment tool implemented.</p> <p>Further pilot of neglect assessment tool commenced in collaboration with Health and Children and Families</p> <p>Family Centre Co-ordinators invited to every Initial Child Protection conference</p> <p>Monthly monitoring of family centre representatives attendance at Initial child protection conferences commenced.</p>

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
<p>PM3 To monitor staff awareness of LSCB procedures through an effective auditing tool.</p>	<ul style="list-style-type: none"> Develop audit tool for use by LSCB partners 	<ul style="list-style-type: none"> Audit tool developed Linda Stewart Johnson August 2008 	<ul style="list-style-type: none"> Production of audit tool. Implementation of audit tool. 	<ul style="list-style-type: none"> Effective tool in place for monitoring staff awareness 	<ul style="list-style-type: none"> Target to achieve 100% awareness rate amongst staff (all LSCB partners) (baseline) 	<p>Audit tool developed</p> <p>Audit tool to be implemented December 2008</p>
<p>PM4 To monitor the action plans from serious case reviews</p>	<ul style="list-style-type: none"> Review all action plans 	<ul style="list-style-type: none"> Staff from key LSCB partners Date - ongoing 	<ul style="list-style-type: none"> Regular review carried out. Feedback to LSCB and Serious Case Review Sub-Group 	<ul style="list-style-type: none"> Prevention of child death or instances of serious harm. 	<ul style="list-style-type: none"> Reduction of number of instances of serious cases 	<p>Action plans from serious case reviews monitored</p> <p>Feedback takes place to LSCB and Serious Case Review Group</p>

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
<p>PM5 To monitor the reduction in numbers of Looked After Children and who are on the Child Protection Register.</p>	<ul style="list-style-type: none"> Audit cases of children currently subject to Court Orders. Audit cases of children subject Section 20. Audit report(s) to be prepared 	<ul style="list-style-type: none"> Ken Heppell May 2006 – Achieved. Ken Heppell/Joanna White, Maureen Mulvenna September 2007. Ken Heppell/Joanna White/Maureen Mulvenna September 2007 	<ul style="list-style-type: none"> Remove names of children from Child Protection Register and who are subject to Court Orders. Discuss with relevant Children & Families the plans for cases in Section 20. 	<ul style="list-style-type: none"> Recommendations from audit report contribute to reduction of children on Child Protection Register who are also looked after. 	<ul style="list-style-type: none"> Reduction of children on Child Protection Register who are also looked after. (Baseline + target) 	<p>All children who are subject to court orders have been removed from the child protection register.</p> <p>All cases of children subject to Section 20 have been audited.</p> <p>Audit reports have been prepared and shared in the performance management sub group and also the LSCB</p> <p>Reduction in numbers of children whose names have been placed on the child protection register subject Section 20</p>

**WORK FORCE DEVELOPMENT SUB GROUP ACTION PLAN
CHAIR – KEN YOUNGMAN**

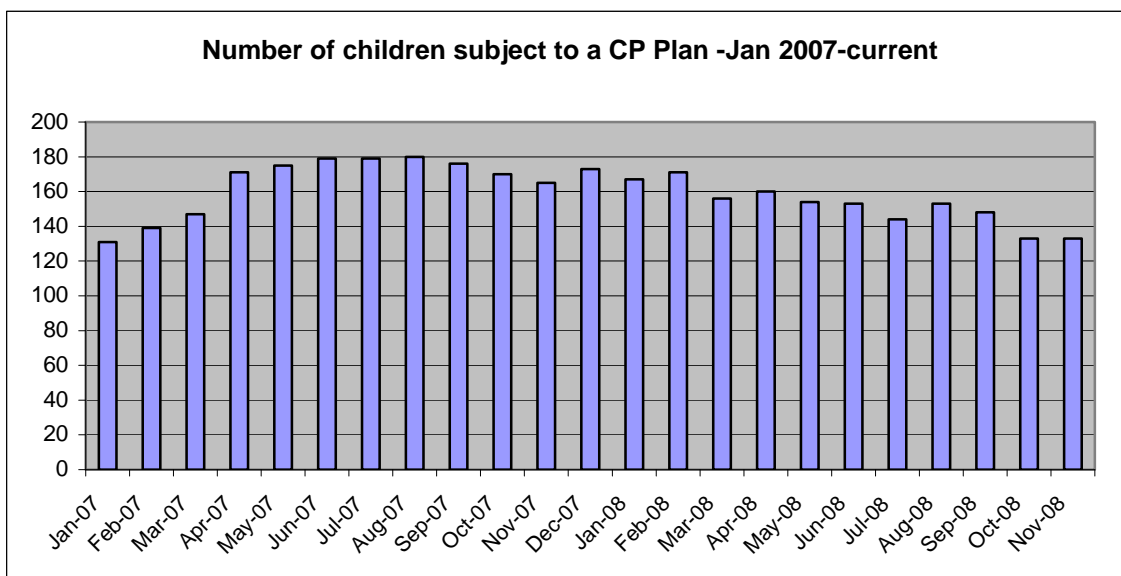
Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
WD1 Introduce a training needs assessment system/proforma for agencies to complete.	<ul style="list-style-type: none"> • Devise appropriate proforma • Liaise with LSCB partners and wider 	Chair and SDO/WD	Pilot draft June 2008	Usage of proforma	Evaluate training needs returns	Draft in process of being finalized and agreed.
WD2 Communicate the training plan	<ul style="list-style-type: none"> • Design training plan • Publish training plan • Deliver/Implementation of plan 	SDO/WD	Promote Spring 2008	Training plan	Evaluation of each training course	Training plan designed and disseminated Evaluation form completed at each training course. Evaluation forms collated and report outlining findings completed and shared with workforce development sub group and trainers.
WD3 To review training database to inform MI systems	<ul style="list-style-type: none"> • Review current system • Liaise with ICT as appropriate • MI 'anchor' person identified • Database of trainers 	SDO/WD liaises with MI 'anchor'	Review at LSCB meeting	Synopsis review paper	MI reports to LSCB WD sub group	Training database being reviewed in liaison with ICT

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
WD4 Rapid response to newly identified/targeted training needs	Plan and commission training to meet needs	SDO/WD	Quarterly reviews of progress	Training programmes and evaluation therein	Evaluation system to monitor application of training	Rapid response to newly identified targeted training needs being developed.
WD5 Training budget update reports to LSCB WD sub group	<ul style="list-style-type: none"> To monitor training budget quarterly Consider 'Value for Money' indicators 	SDO/WD	Quarterly review	Budget report papers	Value for Money indicators	Training budget reports in the process of being completed for discussion at the November 2008 meeting of the workforce development sub group.
WD6 Scope changing system	LSCB WD paper and dialogue	SDO/WD	Review paper December 2008	Review paper	Pending review	Review paper in the process of being developed.

Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
WD7 Improve communication systems between LSCB WD sub group and wider CWD group	<ul style="list-style-type: none"> Standard item on LSCB WD sub group agenda Feedback of LSCB business to CWD group 	Chair/WD sub group	Quarterly review	Minutes of meetings	Greater coherency and fit between LSCB work and CWD group	Standard item on each agenda for the workforce development sub group.
WD8 Develop a Training Strategy	<ul style="list-style-type: none"> Consult WD,LSCB and wider partners Write Strategy CWD consultation 	Draft by May 2008 (SDO) Consult June/July 2008 Autumn 2008 final document	Training strategy in place December 2008	Consultation notes Minutes of LSCB Wd sub group meetings Strategy document	Evaluation reports vis-à-vis in training programme	Training strategy being developed.
WD9 To liaise with Performance Management sub group to monitor fulfilment of agency responsibilities in relation to safeguarding	<ul style="list-style-type: none"> Liaise with Performance Management sub group Draft system Consult LSCB 	Chair/SDO/ WD Business Manager Spring 2009	Pilot system 2008	Pilot system and evaluation	Full evaluation report Reports received from agencies	Liaison planned

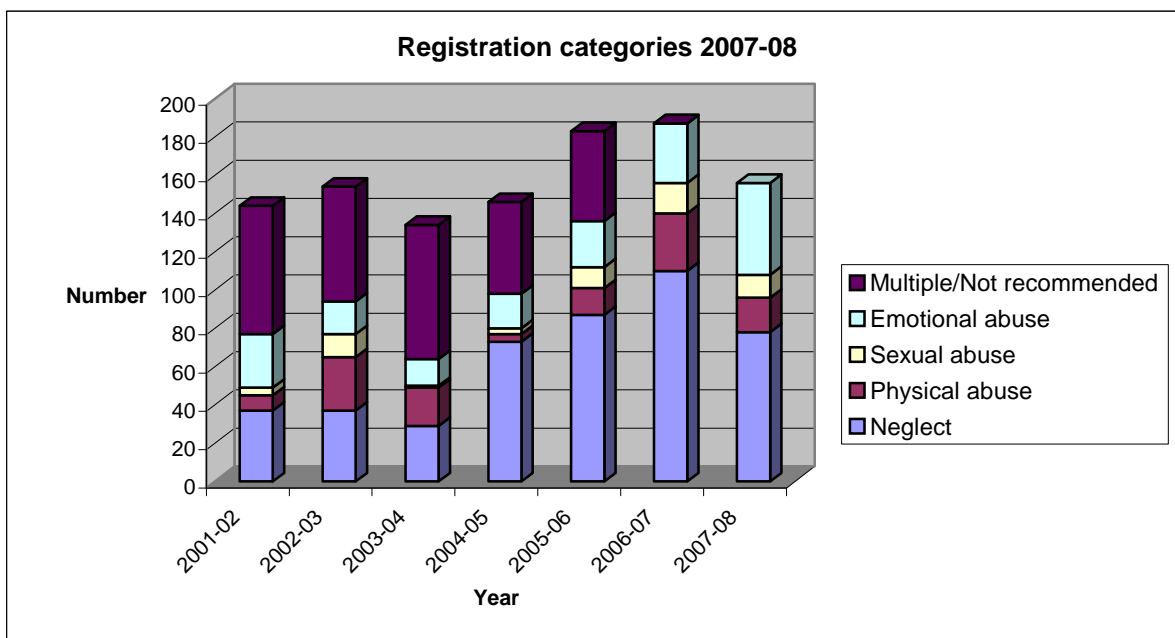
Key Challenge	Action Achievement	Date/Lead Officer	Milestones	Evidence of work undertaken	How will we measure impact (SMART)	Progress Achieved
WD10 Feasibility study on training young people in safeguarding	<ul style="list-style-type: none"> • Scope involvement of young people in planning, evaluation of training. • Mystery Shopping concept 	SDO/WD sub group Dialogue at LSCB WD sub group Action Plan pending above April 2009	Action Plan for involving young people	Implementation of Action Plan	Feedback from young people	Feasibility study planned for April 2009

9. Statistical Information Update

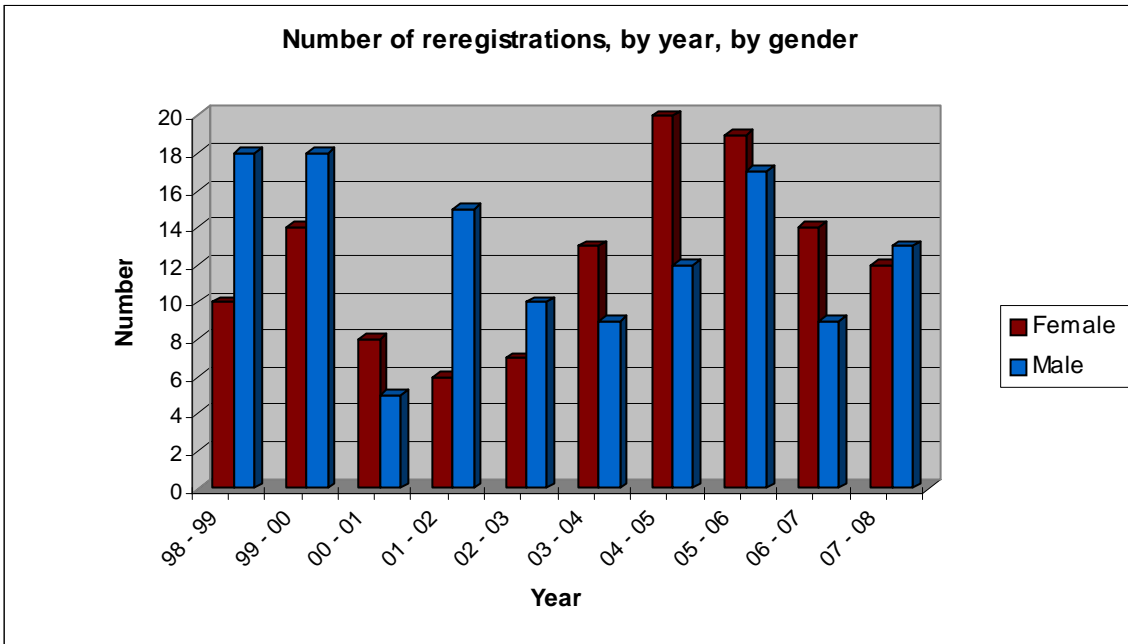


Statistical information reveals that 146 children were subject to a child protection plan on 02/04/2007. The figure was at its highest during the year on 06/08/2007 when it peaked at 182.

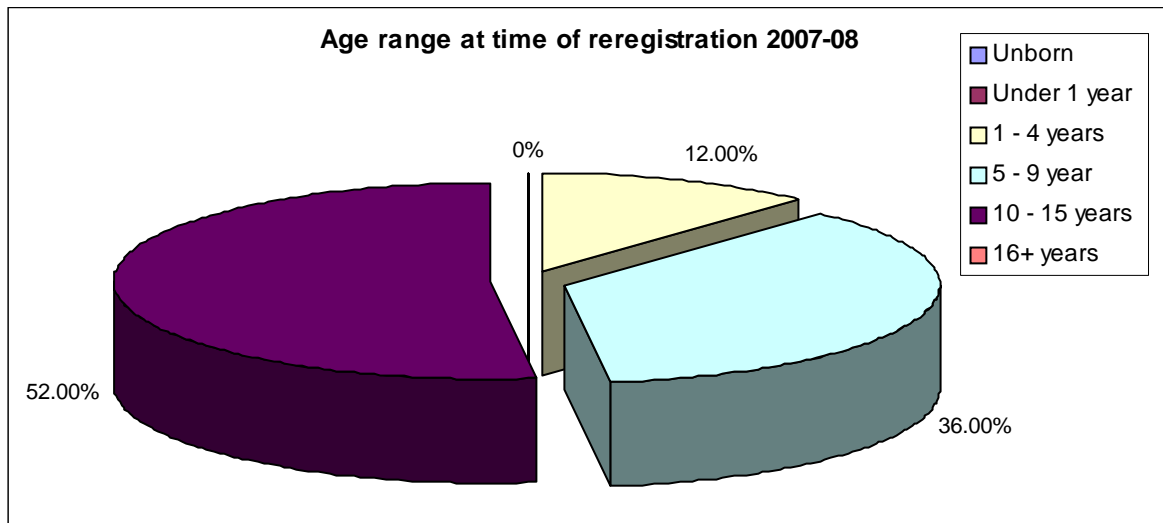
The figure has decreased significantly since 04/03/2008 dropping from 170 to a current figure of 133 in November 2008.



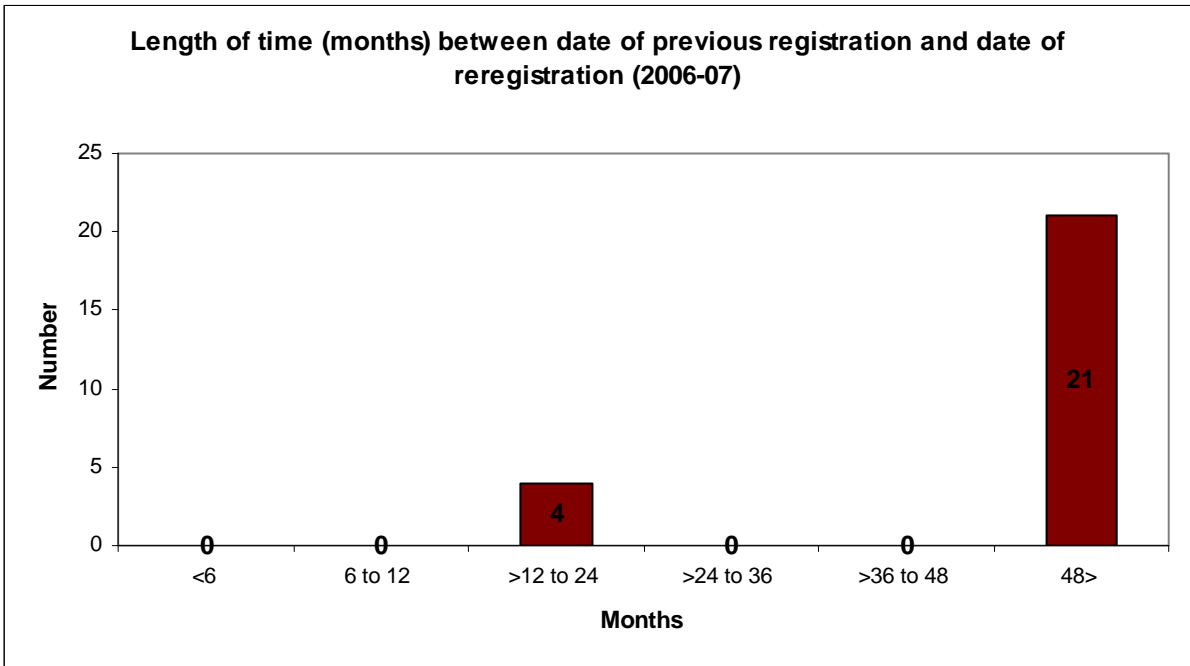
In 2007 - 2008 the predominate category for registration was neglect followed by emotional abuse, physical abuse and sexual abuse.



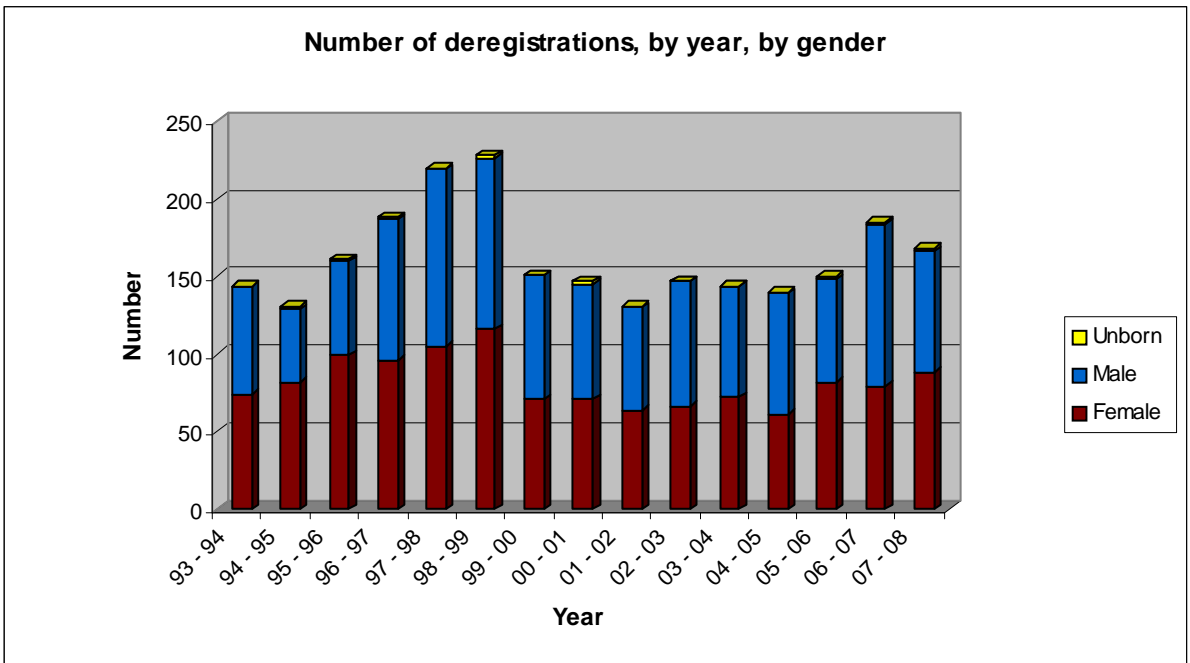
The statistical information revealed that in 2007-2008 the proportion of female reregistrations were higher than males. In 2007-2008 this trend changed to an almost equal proportion



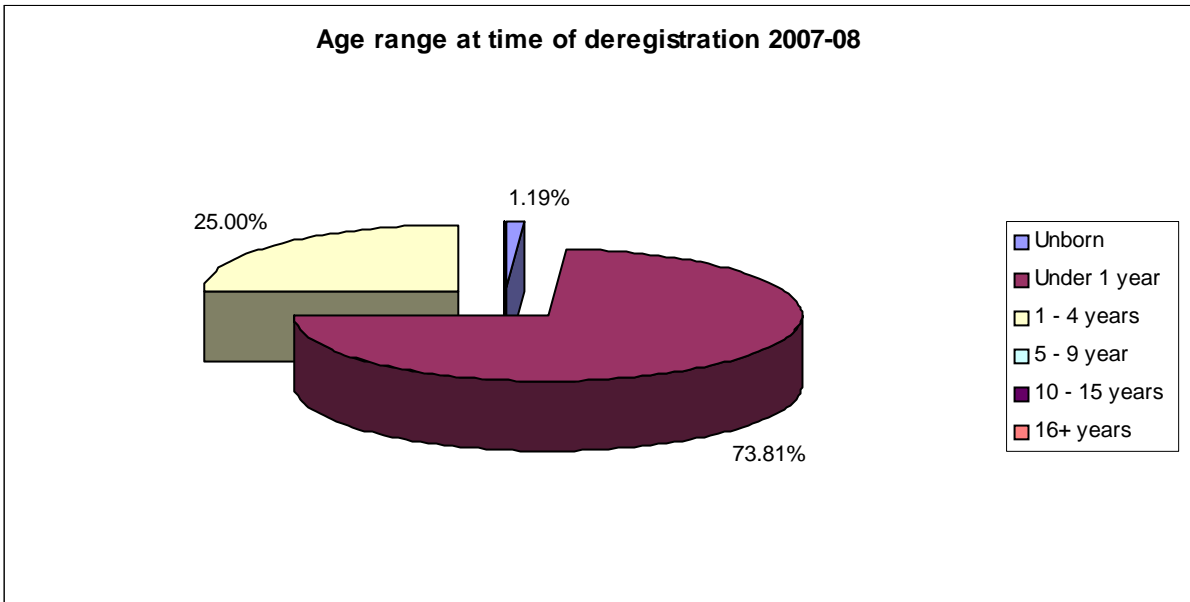
The predominate age range at the time of registration in 2007-2008 was 10-15 years. The lowest age range being 1-4 years, which represented 12% of the total figure.



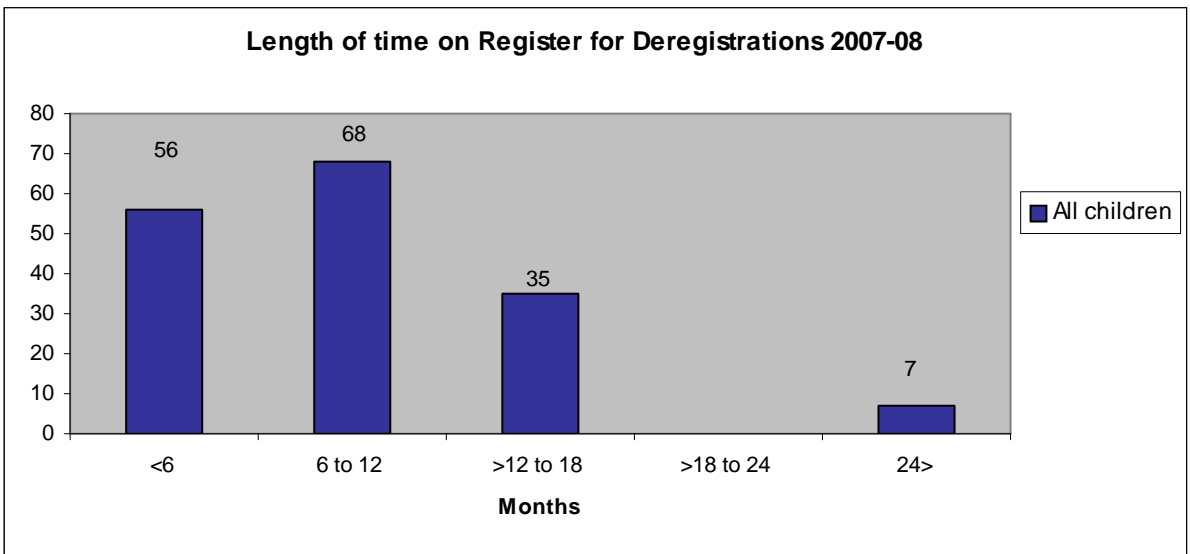
The overwhelming majority of children that had been re-registered during the year had previously been subject to a child protection plan more than 2 years ago. Only 4 children had previously had a plan between 12 to 24 months ago



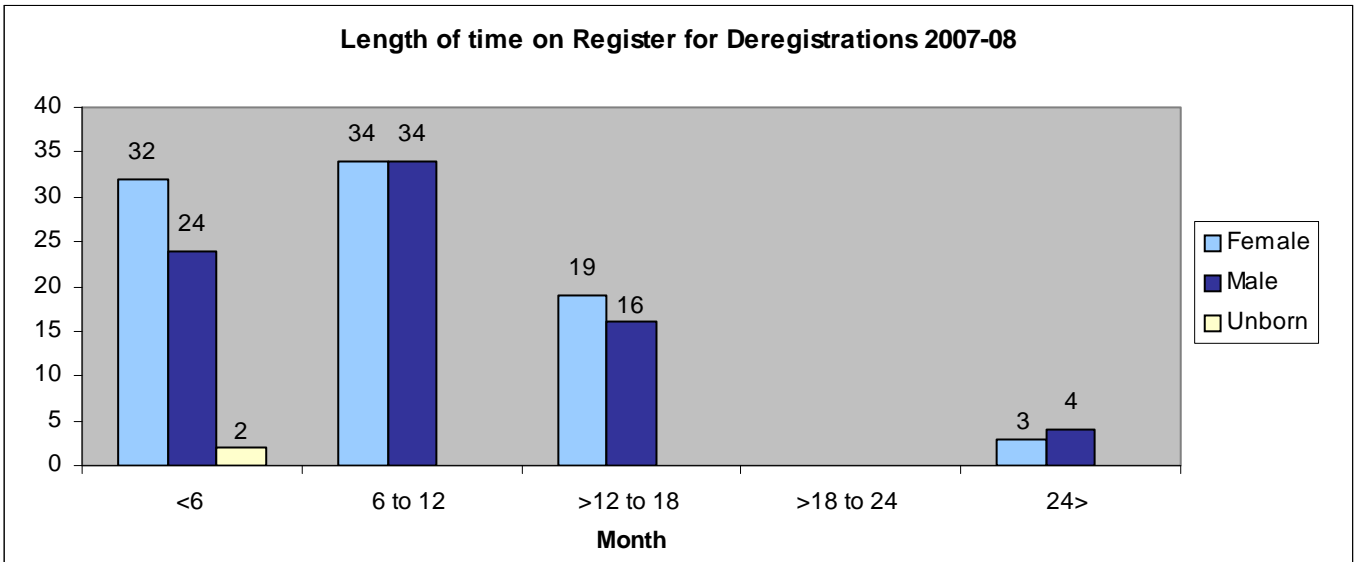
Males were recorded in 06-07 as the predominate gender for deregistrations. In 2007 - 2008 this had changed to females having a slighter higher number



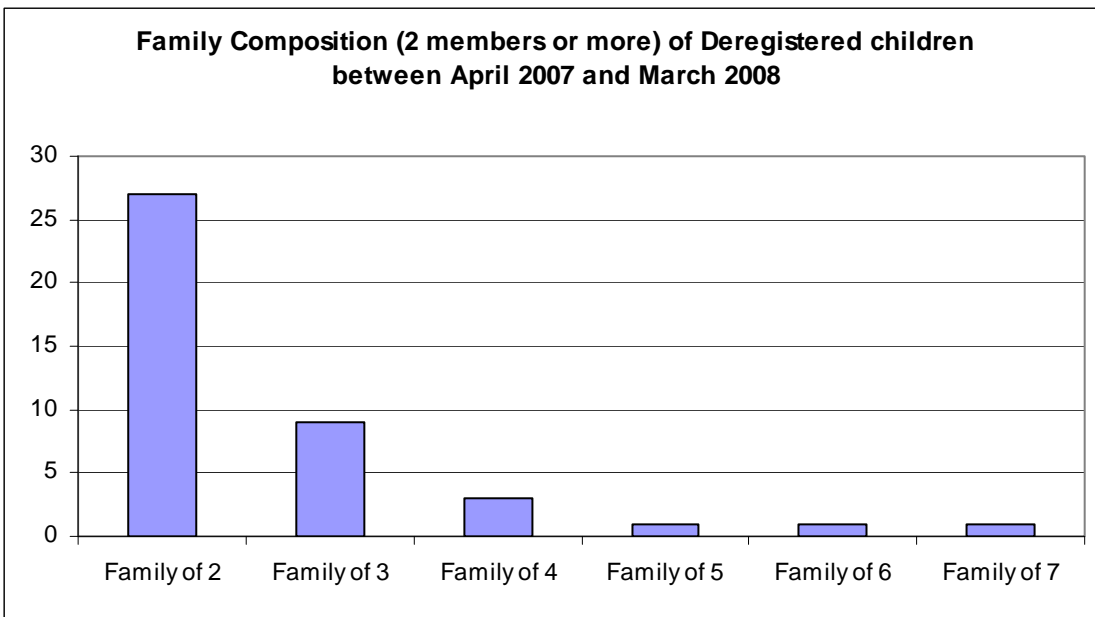
The smallest group for deregistration in 2007-2008 was unborn children which represented 1.19% of the total figure. The largest category of 73.81% was in the 10-15 year group. Children aged 1-4 totaled 25%.



Seven children during the period 2007-2008 were recorded as having a child protection plan for a period of greater than 24 months. 56 children had a child protection plan for less than 6 months, 68 between 6 and 12 months and 35 between 12 to 24 months before they were de-registered.



Statistical information indicates three females and four males remained on a child protection plan for more than 24 months before they were de registered. Between 12-18 months prior to de registration 19 females and 16 males names had a child protection plan. However 32 females and 24 males had a child protection plan for six months or less prior to their deregistration.



The family composition of de registered children for the period between April 2007- and March 2008 can be summarized as follows:

- 27 families had 2 children
- 9 families had 3 children
- 3 families had 4 children
- 1 family had 5 children
- 1 family had 6 children
- 1 family had 7 children

10. Key Priorities for 2007/2009

10.1 Bullying

- Implement the Anti-Bullying Award for schools to promote excellent practice and the Anti-Bullying Strategy for Children and Young People in Education Settings.
- Monitor bullying incidents through new software with particular attention to children from black and minority ethnic communities and those with disabilities and instances of homophobic bullying.

10.2 Hidden Harm

- To develop a service to address Hidden Harm as part of the Family Pathfinder;
- To improve data collection from adult substance misuse services on data fields relating to parental status; the number of children under that age of 16 resident with the service user; and pregnancy;
- To ensure the provision of relevant, accurate, accessible information about substance misuse services;
- To encourage women substance misusers to access treatment services and support from other women in treatment or who have been in treatment;
- To ensure effective collaboration and good joint working, at all strategic and operational levels, between all agencies working with families affected by substance misuse;
- To continue to record and monitor the extent of parental substance misuse as a significant contributory factor in referrals for child protection conferences and child protection registrations within the Safeguarding Children Unit;
- To protect and support the children of problem drug users through:
 - i) Joint planning and commissioning.
 - ii) Safeguarding and promoting child welfare and protection.
 - iii) Identifying dedicated services for children affected and their parents.
 - iv) Raising awareness in maternity and neonatal services.
 - v) Providing training and information.
 - vi) Ensuring the needs of children whose parents are involved in the criminal justice system are safeguarded.

- vii) To ensure the implementation of the key learning from Hidden Harm three years on Realities Challenges and Opportunities (ACMD)

10.3 Sexual Exploitation

- Revise and update the current LSCB Regional Procedures Sexual Exploitation or Risk of Sexual Exploitation through Prostitution Safeguarding Children and Young People.
- Raise Awareness by providing training for all staff on a multi agency basis.
- Work in partnership with Community Safety Partnership.

In addition a small working group has been established to consider at the issues associated with sex work/sexual exploitation (adults). It is planned for both chairs to liaise with a view to producing a cross cutting report about the work which is being undertaken.

10.4 Alcohol harm reduction

The Gateshead Alcohol Harm Reduction Strategy 2005 – 2008 came to an end in March 2008. A new strategy and action plan is now being developed.

The strategy and supporting action plan are being developed by the Alcohol Harm Reduction Strategy Steering Group; a multi-agency group that includes, health, police and council staff. A representative from the Local Safeguarding Children Board sits on the group.

This strategy is based on the following 4 key themes:

1. Children and Young People which includes:
 - Targeted prevention and early intervention at socially excluded/vulnerable young people.
 - Conduct prevention work with parents/families most at risk.
 - As agreed consistent approach to alcohol education in all schools.
2. Safer, stronger communities and culture which focuses on:
 - Agreeing and implementing a multi-agency approach to tackling street drinking.
 - Implementing a system for identifying alcohol misuse and offending needs at an early stage of contact with probation.
 - Raising awareness among young women about their vulnerability to sexual assault when they have been drinking.

3. Healthier communities and adult health and wellbeing which:
 - Delivers a social marketing/awareness raising campaign on sensible drinking.
 - Ensures all practitioners are skilled and confident in giving brief advice on alcohol issues.
 - Develops transition services to ensure continuity if support got young people as they become eligible for adult services.

4. Economy, transport and housing to:
 - Implement a partnership programme of test purchasing in problem premises.
 - Implement a programme of licensee/server training.
 - Train housing officers to identify problem drinking, provide brief advice and be confident in referring people to other services.