Newcastle City Council Adults Safeguarding Peer Challenge Report

March 2016

Table of contents

Contents

Executive Summary

Newcastle City Council requested that the Local Government Association undertake an Adult Safeguarding Peer Challenge at the Council and with partners. The work was commissioned by Ewen Weir, the Director for Wellbeing, Learning and Life (the joint DASS and DCS) who was the client for this work. The Council intends to use the findings of this peer challenge as a marker on its improvement journey. The specific scope of the work was:

1. Is Newcastle CC and its partners proactive in identifying and responding to young people with care and support needs who are at risk of, or experiencing, abuse or neglect going through the transition from child to adulthood?
2. The responsiveness of the adult system to meeting the needs of young people with care and support needs who are at risk of, or experiencing, abuse or neglect going through the transition from child to adulthood
3. Whether young people with care and support needs who are at risk of, or experiencing, abuse or neglect going through the transition from child to adulthood are effectively safeguarded as they progress into adulthood?

The report includes detailed comment across the scoping questions set by Newcastle City Council, incorporating the Standards for Adult Safeguarding.

Key strengths:

- Use of [work around sexual exploitation] as a catalyst for change and improvement
- Political, corporate and partner awareness and buy-in to tackling sexual exploitation
- Evidence of a widespread awareness of sexual exploitation
- Establishment of the multi-agency hub for sexual exploitation
- High level of enthusiasm and morale across staff
- Single directorate is recognised as the vehicle for delivery across the "life course"
- Willingness to think differently and respond differently
- Transition for children with disabilities into Adult Social Care is good
- Good partnership working within and between the Safeguarding Boards
- Safeguarding Boards are accessible, responsive and as a consequence are driving change
- Good quality housing service provision and support
- Wide range of innovative projects
- Good level of self-awareness

Key considerations

- After the trials, after the SCR – what next?
- Maximising the opportunities of having one directorate – make it real through the culture and operational delivery
- Common language, common narrative, being understood amongst stakeholders, including elected members, partners, colleagues and citizens - ensure effective communication
- Update the children's safeguarding vulnerability checklist to be multi-agency and applicable across the life course

- How can good practice examples, and the learning from them, be spread widely to improve consistency of practice?
- How do the Safeguarding Boards measure their impact and quality assure their work?
- Robust training offer for Safeguarding Boards, but more targeted training for transition needed
- Wider range of learning and development opportunities needed

Report
Background

1. Newcastle City Council requested that the Local Government Association undertake an Adult Safeguarding Peer Challenge at the Council and with partners. The work was commissioned by Ewen Weir, the Director for Wellbeing, Care and Learning (the joint DASS and DCS) who was the client for this work. The Council intends to use the findings of this peer challenge as a marker on its improvement journey. The specific scope of the work was:

    - Is Newcastle CC and its partners proactive in identifying and responding to young people with care and support needs who are at risk of, or experiencing, abuse or neglect going through the transition from child to adulthood?
    - The responsiveness of the adult system to meeting the needs of young people with care and support needs who are at risk of, or experiencing, abuse or neglect going through the transition from child to adulthood
    - Whether young people with care and support needs who are at risk of, or experiencing, abuse or neglect going through the transition from child to adulthood are effectively safeguarded as they progress into adulthood?

2. A peer challenge is designed to help an authority and its partners assess current achievements, areas for development and capacity to change. The peer challenge offers a supportive approach, undertaken by friends – albeit 'critical friends' and therefore it is not an inspection. It aims to help an organisation identify its current strengths, as much as what it needs to improve. But it should also provide it with a basis for further improvement.

3. The benchmark for this peer challenge was the revised and updated version of the Standards for Adult Safeguarding (Appendix 1). These were used as themes to help the peer team organise its deliberations, but the feedback focused on the scoping questions outlined above.

4. The members of the peer challenge team were:
    Alison Michalska, Corporate Director of Children and Adults, Nottingham City Council
    Angie Bean (Labour), Cabinet Member for Adult Social Care, London Borough of Waltham Forest
    Christine Whitehead, AD for Adult Social Care, Stoke on Trent City Council
    Anna English, Strategic Safeguarding Adults Manager, Northumberland County Council
    Jackie Clementson, Head of Service for Early Help, Children's Services, Hertfordshire County Council
    Becca Singh, Challenge Manager, LGA

5. The team was on-site from 16th – 18th March 2016. The programme for the on-site phase included activities designed to enable members of the team to meet and talk to a range of internal and external stakeholders. These activities included:
    - interviews and discussions with councillors, officers and partners and service users / carers
    - focus groups with managers, partners and frontline staff working with both children and adults
    - reading documents provided by the Council, including a self-assessment of progress, strengths and areas for improvement
    - A comprehensive review of a small number of case files

6. The peer challenge team would like to thank staff, people using services, carers, partners, commissioned providers and councillors for their open and constructive responses during the challenge process. The team was made welcome and would in particular like to thank Ewen Weir, Director of Wellbeing, Care and Learning and Claire Nixon, Service Development Lead, Safeguarding Adults for their invaluable assistance in planning and undertaking this review.

7. Our feedback to the Council on the last day of the challenge gave an overview of the key messages. This report builds on the initial findings and gives a detailed account of the challenge.

8. The Care Act (2014)has put safeguarding adults on a statutory footing. The Care and Support Statutory Guidance defines adult safeguarding as "protecting a person's right to live in safety, free from abuse and neglect". The Care Act requires that each local authority must:

- make enquiries, or ensure others do so, if it believes an adult is, or is at risk of, abuse or neglect. An enquiry should establish whether any action needs to be taken to other appropriate adult to help them.
- cooperate with each of its relevant partners (as set out in section 6 of the Care Act) in order to protect adults experiencing or at risk of abuse or neglect

The aims of adult safeguarding are:

- To prevent harm and reduce the risk of abuse or neglect to adults with care and support needs.
- To safeguard individuals in a way that supports them in making choices and having control in how they choose to live their lives.
- To promote an outcomes approach in safeguarding that works for people resulting in the best experience possible.
- To raise public awareness so that professionals, other staff and communities as a whole play their part in preventing, identifying and responding to abuse and neglect.

There are six key principles that underpin all adult safeguarding work:

- **Empowerment** – Personalisation and the presumption of person-led decisions and informed consent. "I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens."
- **Prevention** – It is better to take action before harm occurs. "I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help."
- **Proportionality** – Proportionate and least intrusive response appropriate to the risk presented. "I am sure that the professionals will work for my best interests, as I see them and they will only get involved as much as needed."
- **Protection** – Support and representation for those in greatest need. "I get help and support to report abuse. I get help to take part in the safeguarding process to the extent to which I want and to which I am able."
- **Partnership** – Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse. "I know that staff treat any personal and

sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together to get the best result for me."

- **Accountability** – Accountability and transparency in delivering safeguarding. "I understand the role of everyone involved in my life."

Key Strengths

These are themes that cut across the three scoping questions:

- Use of [work on sexual exploitation] as a catalyst for change and improvement
- Political, corporate and partner awareness and buy-in to tackling sexual exploitation
- Evidence of a widespread awareness of sexual exploitation
- Establishment of the multi-agency hub for sexual exploitation
- High level of enthusiasm and morale across staff
- Single directorate is recognised as the vehicle for delivery across the "life course"
- Willingness to think differently and respond differently
- Transition for children with disabilities into Adult Social Care is good
- Good partnership working within and between the Safeguarding Boards
- Safeguarding Boards are accessible, responsive and as a consequence are driving change
- Good quality housing service provision and support
- Wide range of innovative projects
- Good level of self-awareness

9. Work around sexual exploitation is being used to improve communication, service delivery and outcomes for young people by all partners across the city, including NCC. Learning is being shared and working practices are changing as a result, for example including Adult Safeguarding in the Risk Management Group. NCC is demonstrating how seriously it is taking the issues by dedicating resources to the Sexual Exploitation Hub. This also demonstrates the commitment to dealing with the current issues and hopefully preventing further incidences in future.

10. Awareness and buy-in is loud and clear across partners, elected members and officers. There is commitment from service providers to work together to tackle sexual exploitation coupled with knowledge about what it is, what it isn't, and how important it is to tackle it at whatever age.

11. There is widespread understanding of the ongoing work around sexual exploitation and the implications for both residents of Newcastle and how services are delivered. This cuts across partners in the voluntary sector, public sector and taxi drivers as well as Adults and Children's Safeguarding. There is a good general level of awareness around the Civic Centre with posters, information and contact details for emergencies or further information around the building.

12. There is a high level of enthusiasm and morale in the directorate, with staff up for change, keen to learn from the past. They speak positively about working for the council and want to see it succeed for its residents. There is a clear willingness to think differently and work in different ways.

13. The single directorate is enabling NCC to think and plan more clearly across the life course although more work needs to be done in order to unify the directorate.

14. Where a child's needs are at a certain level of complexity particularly for disabled children, the transition from Children's Services to Adults Services works really well. There is evidence that this is true working with partners, for example the pathway from Children and Adolescents Mental Health Service (CAMHS)to Adults psychiatry is clear.

15. There is good partnership between the two safeguarding boards, with several examples of joint working and shared learning, for example the joint report on mental health by the High Risk and Complex Needs Group. There are priorities common across both safeguarding boards which are aligned to other strategic boards in the city. This has been strengthened by multi-agency work on sexual exploitation.
16. The Boards are accessible. Staff and partners know who is on them, how they work and how to approach them. They are seen as places for people to escalate concerns and work through them. As a consequence, they are able to drive change and improve practice.
17. Housing support is impressive. There is really good support for vulnerable young people (for example care leavers) and adults with learning difficulties, working with them to sustain tenancies, and understand appropriate behaviour and responsibilities. There is wider support with the housing offer, with the council working well with the housing Arms' Length Management Organisation (ALMO).
18. There is a good range of innovative projects, where NCC has maximised opportunities for short-term funding to initiate work. This is commendable and NCC is clearly seeking out funding as much as possible. There are some risks about the balance between short-term funding and longer-term work, and some consideration should be given in the early stages to the sustainability of work.
19. There is a high level of self-awareness. NCC staff were rightly proud of what was working well, and generally knowledgeable about areas that needed more work. The focus on Transition illustrates this; the directorate knows that it is not working well for every young person and is keen to rectify this. Senior staff in the directorate found resonance in the peer team's findings.

Identifying

Is Newcastle CC and its partners proactive in identifying and responding to young people with care and support needs who are at risk of, or experiencing, abuse or neglect going through the transition from child to adulthood?

Incorporating the themes of "service delivery" and "working together"
   • Examples of successful early identification across partnerships:
      - Risk Management Group / MSET
      - Common Case Management Group
      - sexual health clinics routinely asking about sexual exploitation
   • Range of tools and resources to help early identification of sexual exploitation
   • Transition for children with disabilities is good but the same approach is not [always] applied to other vulnerable young people who are known to children's services
   • Adult safeguarding being routinely used to facilitate transition in complex cases instead of the transition protocol

20. There are good examples of how early identification of safeguarding need has improved recently. Commissioned services are proactively working to identify vulnerable young people. For example:
   - Attending the multi-agency Risk Management Group (RMG) enables the Adults Safeguarding manager to pick up referrals for young adults. The RMG helps plan for highest risk individuals, including a checklist for assessing

vulnerable young people. The meetings are also useful for identifying trends (for example on sexual exploitation, missing children, high risk young people not on a plan).
- The Common Case Management Group (a multi-agency group looking at cases where individuals use services provided by a number of partners) picks up multiple issues on outreach referrals. Again, there is a good response and good outcomes are achieved.
- The 'teenage kicks' programme with looked after children has led to a good referral rate from various voluntary and independent services.
- The sexual health clinic has resulted in an increased referral rate from 13+ which is delivering good outcomes.
- Work with young people who are not in education, employment or training has helped to identify a hidden cohort of vulnerable young people who will need to go through transition.
- Work in Community Family Hubs such as 'Sure Start; has helped early identification.
- There is co-operation across the 12 North East local authorities to identify placements.

21. There is a range of varied tools to improve and share knowledge around sexual exploitation. These help to improve consistency of services, and include a procedural flow-chart, strategies, action plans, and a shared communications plan. This helps staff across partners to understand how might and might not be at risk. This is good multi-agency working, building on work on sexual exploitation, in particular the Sexual Exploitation Hub. However, these examples could be more widely spread to cover other areas of risk in young people around transition.

22. There are effective responses at the high end for the safeguarding spectrum but less so at the lower end. Where children's needs are so complex that they will meet the eligibility threshold for social care input as an adult, transition works well, for example transition for children with disabilities appears to be very good. The team did not see the same consistently proactive planning for transition and support for other vulnerable young people. There is little early work with Adults Services to help signpost young people to support that they may need, either within the local authority or delivered by partners. Given the apparent lack of provision (within the local authority or other sectors) for young people who fall outside of the eligibility threshold, there are likely to be resource implications if additional services are to be developed, .

23. There appears to be a focus within Children's Services on closing the case at the person's 18th birthday, rather than planning and preparing for transition perhaps with fears or concerns about handing over care and risk management before a young person's 18th birthday. There could be closer working between the 16+ team and Adults Services.

Responsiveness

The responsiveness of the adult system to meeting the needs of young people with care and support needs who are at risk of, or experiencing, abuse or neglect going through the transition from child to adulthood

Incorporating the theme of "Service Delivery", and "Performance and Resource Management" and "Working together"

- Proactive and effective response from Adult Safeguarding Team evident to 'high profile' sexual exploitation cases
- Adult services are open and willing to more multi-agency working and working closer with children's services
- Examples of good partnership working in Adult Safeguarding
- Adults social care ensuring the young adult gets the right assessment
- Adults systems appear to be process-driven rather than outcomes-driven
- Lack of effective transition is leading to a reactive response from Adults services and poorer outcomes

24. The focus recently has clearly been on sexual exploitation, and the Adult Safeguarding Team has provided a proactive and effective response which has involved new ways of working and sharing expertise. Learning has been taken on board as the work has progressed for example, Children's Safeguarding staff routinely involving Adult Safeguarding colleagues in complex abuse Strategy Meetings and in Serious Case Review (SCR) decisions in relation to sexual exploitation. Learning logs, revisions to policy and practice and new joint toolkits and practice guidelines are developed together Adult Services are now proactively engaged in transition in sexual exploitation cases.

25. There is an openness and willingness to improve multi-agency working in Adult Safeguarding, as well as working better with children's services. For example, IT access is being extended so that all adults social care staff can access historical child care records (already worked particularly well for complex abuse cases). There are also proposals to enhance information sharing through existing flagging systems.

26. There are good examples of effective partnership working, including the Sexual Exploitation Hub (led by police with Adults and Children's Services mental health, sexual health and third sector organisations), facilitation and delivery of the Exploitation Strategy, the multi-agency Youth Offending Team (including adults services, probation and police) and the Risk Management Group. Your Homes Newcastle (YHN), Newcastle's housing Arms' Length Management Organisation (ALMO) provides support to vulnerable young tenants, including embedding staff in the 16+ team. Partners view Adults' services as willing to work with them. There are good working practices well-embedded with children, police and partners regarding safeguarding. However, Children's Services have not yet fully developed a consistently effective relationship with Adults Services in order to support young people at transition between the two. Where there has been early involvement of Adults Services, there have been improved outcomes.

27. There is evidence of appropriate use of MCA and Mental Health Assessments but this is not always consistent. Further work is needed across the partnership to embed the principles of the MCA and to agree ways of working in cases where young people are assessed and found to have mental capacity, but who don't want to be helped. In such cases there needs to be agreement across the partnership as to how to approach these situations, for example, a focus on disrupting perpetrators. Adult social workers do not give up on adults involved sexual exploitation even when the individuals are resisting support, and this may not be sustainable. There is a strong sense of knowing how to respond to adults being sexually exploited. Lessons from work on sexual exploitation are clearly being learned.

28. The team heard views from people working in both children's and adults services that they are process driven and have little clarity on how to collect outcomes, although there have been previous joint audits which have been useful. The case file audit demonstrated that pre Care Act implementation, there was little evidence of an outcomes focus, but this has greatly improved in 2015/16 with recording systems amended to better capture the voice of the person at the centre of the safeguarding process.

29. The team saw some evidence of cases that were closed at 18 or 19 but the scaffolding made available to the young person was not sufficient for them to move into adulthood, and the young person effectively hit crisis. In some cases this resulted in Adult Safeguarding procedures being used to facilitate transition instead of the Safeguarding Transition Protocol being implemented. Where this happens, Adults' Safeguarding manage the process well and reasonable outcomes are achieved for the individual. Transitions for children with disabilities and learning difficulties has a clear and successful process.

Effectiveness

Whether young people with care and support needs who are at risk of, or experiencing, abuse or neglect going through the transition from child to adulthood are effectively safeguarded as they progress into adulthood?

Incorporating the themes of "Effective Practice" and "Outcomes" and "people's experiences of safeguarding"

- Several examples of really effective practice:
  - safeguarding transition protocol
  - sexual exploitation hub
  - Common case management group
  - Risk Management Group
  - children with disabilities transfer
- Some good approaches and innovative projects
- Strong networks within Safeguarding arena
- Limited shared narrative within the Directorate and a disconnect between Adult and Children's Services
- Partners often have the same priorities, but they are not shared priorities

30. The Safeguarding Transition Protocol (STP) is a really good tool, but as has been illustrated above, is not embedded and is therefore not as effective as it could be. Other processes and practice are working well, using multi-agency approach to help early identification and effectively deliver outcomes for people. Some of these are only recently in place and will take time to see how effective they are long-term as further cuts may take place.

31. There are a number of innovative projects for example the Family Hubs, Operation Bridges, Huddles for mental health services, Changing Lives and Teenage Kicks. The Commissioning Team has re-written its strategy and is looking to strengthen the offer to 18-25s. All of these have delivered good outcomes, but many are reliant on short-term funding with means there are risks to sustainability.

32. The Adult Safeguarding arena has good networks, across the city and the region. This is helped by working with the police and health services across a wide area to help track and monitor the outcomes for individuals.

33. The limited shared narrative within the Directorate is an area for real improvement. The Directorate is not maximising the benefits of Adults and Children's being brought together. Children's Services appear to have struggled to come into the field of 'one directorate". There are several examples of this disconnect, for example, inconsistent communications to manage expectations of transition and lack of clarity on how whole family assessments happen, or how young carers becoming adults are identified and supported. Where there is clear strategic direction, for example around life courses, there is a different language and narrative between Children's and Adults. Partners are able to see the cultural difference between Adults and Children's services. Ensure transition fits clearly across Adults and Children's services.

34. Partners have broadly the same priorities, but articulate them differently. There is no clear golden thread from the Health and Wellbeing Board, through the Safeguarding Boards and Safer Newcastle, despite the fact that every organisation is talking about doing the same thing. The team suggest having joint priorities across the different partnerships in order to get collective ownership of them all and avoid any confusion to those who use the various systems.

Leadership

- Elected members show enthusiastic leadership and engagement
- Leadership in Adult Service is seen as flexible and responsive
- Universally positive feedback on the Director
- Single directorate has offered opportunities for working together and improving delivery
- Anxiety within the service about the level of savings to be made and the impact on delivery and meeting demand
- Resources appropriately targeted on responding to sexual exploitation but at what cost to other priorities?
- Lots of innovative projects but disparate. How will the learning be embedded and sustained?

35. There is strong political leadership, with two portfolio holders demonstrating an in-depth knowledge (both detail and breadth), being solution-focused and evidence based. They are well engaged and are able to articulate the safeguarding and sexual exploitation work in particular. There has been work raising awareness about sexual exploitation, transition, and information sharing with a broad range of councillors. This was demonstrated and evidenced by the good emerging relationships with health and other key partners, particularly with regards to transition. There have been Task and Finish groups on both Mental Health and specifically on Transition, which has strengthened member knowledge. The role of the Corporate Parenting Advisory Committee is a strength; recent reports include Why children go missing, outcomes of return interviews and Family insights project outcomes. However, the team were unsure what role Scrutiny has in Children's Services, which could add value to work around transition.

36. Leadership in Adults is seen as supportive and flexible, with a high degree of trust and autonomy. This is not seen as consistent across the directorate, with some reporting that they do not feel valued by the children's leadership.

37. The single directorate approach has been largely seen as very positive, although more could be done to maximise the benefits and embed a single culture. For example, joint teams such as Children's and Adults' social workers working together during transition. The 'whole family' approach to assessments that respond to need is in its early days, but is developing positively and breaking down service silos. Where commissioners have no experience of operational practice, it is important to ensure that they involve practitioners in the commissioning process.

38. Social workers feel that Newcastle City Council is a positive place to work, and they have a high degree of goodwill working, as they feel valued. Morale is generally good. However, there are fears about a potential reorganisation as some feel that it's only just settling down after the last reorganisation. Concerns were expressed to the team about managing demand with an increase in referral rate in the more challenging financial climate going forward, for example the Early Help Preventative Strategy or embedding the 'Whole Family' approach.

39. Resources are rightly targeted on Sexual Exploitation at the moment. However, after the trials there is likely to be a spike in demand and capacity may be compromised. The focus and energy on sexual exploitation risks missing other vulnerable young people, (for example where modern slavery, legal highs, drugs and alcohol are making a young person vulnerable) and are they falling by the wayside? Ensure that conversations take place with elected members and partners about what the current situation means, identifying what work cannot be done with a continual check on the resources in order to target work most appropriately.

40. There are a lot of innovative initiatives and projects (internally and with partners) but they do not appear to be strategically co-ordinated or consistent. There are some questions around the sustainability of some of the initiatives, for example, sexual exploitation, Family Insights project). What are the plans for when the short-term funding ends? Make sure that the learning is embedded and sustained.

Case File Audit

- Pre 2015 outcomes for service users not sought or recorded (Making Safeguarding Personal principles not applied)
- 2015/16 cases show improved recording – MSP in evidence
- Mental Capacity Act principles not followed in [some] cases – parental views being given priority
- Cases brought under safeguarding in order to facilitate transition
- Safeguarding Transition protocol not being followed – cases coming to attention within weeks of age 18
- A lot of support offered in some cases e.g. floating support 16 – 18 – but possibly creating over dependency leading to crisis at point of transfer
- Cases in safeguarding procedures resulted in timely responses
- Decision making generally accords with threshold document

41. It is clear that there is learning and improvements, for example, before 2015, outcomes for service users were not recorded as you would have wanted, but there has been a marked improvement more recently.

42. However, MCA principles were not followed in many of the cases. In particular, carer views being the default position for young adults going

through transition. There were examples, mostly within children's services, where even where that person has capacity, or some capacity, the carer was given precedence.

43. Cases are not coming to Adults' Services early enough. The STP is often not followed, and then there is a rush towards the 18th birthday. This can create over-dependency, and can create crisis when the services stop at 18. Adult Safeguarding then picks them up. When that happens, there is a really good response.

Key Considerations

- After the trials, after the SCR – what next?
- Maximising the opportunities of having one directorate – make it real through the culture and operational delivery
- Common language, common narrative, being understood amongst stakeholders, including elected members, partners, colleagues and citizens - ensure effective communication
- Update the children's safeguarding vulnerability checklist to be multi-agency and applicable across the life course
- How can good practice examples, and the learning from them, be spread widely to improve consistency of practice?
- How do the Safeguarding Boards measure their impact and quality assure their work?
- Robust training offer for Safeguarding Boards, but more targeted training for transition needed
- Wider range of learning and development opportunities needed

44. The focus is currently on sexual exploitation and risks at transition. It is important that there is clear consideration of transition beyond the trials, and how work will continue to develop. The team didn't hear consideration on how NCC, and Adults' Services in particular, will work after the trials.

45. Everyone the team spoke to saw the asset of one directorate, but it needs to be made real. Service users do not need to see the structure; it should be seamless from children's to adults, although the actual support may change. It is important to model the senior leadership that you want across the directorate. This may be helped using tools such as a regular strategic management teams and a Joint Social Work Forum. There is a need for team bonding, to develop the strength of being one team with one culture. That will then influence the operational delivery and improve transition.

46. Develop a common language and narrative that is easily understood. For example, the name of the directorate or the Health and Wellbeing Board has to be explained when it is referred to. There is confusion, within the council and amongst partners, so it's likely to be worse for citizens. There appear to be a number of strategic meetings with partners that involve the broadly the same people having the same or similar discussions.

47. Invest in specialist Comms support, within the directorate and more widely. Messages need to be embedded about the single directorate, and also about how some very complex messages are going to get communicated to the outside world.

48. Involve your partners in revising the Vulnerability Checklist, using the opportunity to develop a multi-agency life course vulnerability checklist.

49.   You are doing some very good work; ensure that the learning is spread widely internally and externally and build on what you have.

50.   Measure the impact and value of what the Safeguarding Boards do and how they do it. Have they got the right tools? How is evaluation built into work that they do? Establish joint priorities and outcomes, based on a joint performance framework.

51.   There is a wide range of learning opportunities that could be developed across the Boards and the Directorate. You have some really good tools and resources, but think about how you spend time to get it really embedded. Have lessons been learned on why the STP is not embedded? Consider joint training, for example on legal literacy (The Care Act, Deprivation of Liberty, The Children's Act). This will help Children's Services understand the Adults arena better and vice versa. Look at different development models, such as shadowing and mentoring as well as training, and then share the learning.

Adult Safeguarding resources

1. **LGA Adult Safeguarding resources web page**
http://www.local.gov.uk/web/guest/search/-/journal_content/56/10180/3877757/ARTICLE

2. **Safeguarding Adults Board resources** including the Independent Chairs Network, Governance arrangements of SABs and a framework to support improving effectiveness of SABs
http://www.local.gov.uk/web/guest/search/-/journal_content/56/10180/5650175/ARTICLE

3. **LGA Adult Safeguarding Knowledge Hub Community of Practice** – contains relevant documents and discussion threads
https://knowledgehub.local.gov.uk/home

4. **LGA Report on Learning from Adult Safeguarding Peer Challenge**
http://www.local.gov.uk/web/guest/search/-/journal_content/56/10180/4036117/ARTICLE

5. **Making links between adult safeguarding and domestic abuse**
http://www.local.gov.uk/web/guest/search/-/journal_content/56/10180/3973526/ARTICLE

6. **Making Safeguarding Personal Guide 2014** – the guide is intended to support councils and their partners to develop outcomes-focused, person-centred safeguarding practice.
http://www.local.gov.uk/web/guest/publications/-/journal_content/56/10180/6098641/PUBLICATION

7. **Social Care Institute for Excellence (SCIE)** website pages on safeguarding.
http://www.scie.org.uk/adults/safeguarding/index.asp

Contact details

For more information about the Adult Safeguarding Peer Challenge at Newcastle City Council please contact:

Becca Singh
Local Government Association
Email: becca.singh@local.gov.uk
Tel: 07919 562 851

For more information on adults peer challenges and peer reviews or the work of the Local Government Association please see our website http://www.local.gov.uk/peer-challenges/-/journal_content/56/10180/3511083/ARTICLE

Appendix 1 – Standards for Adult Safeguarding

Overview: There are four key themes for the standards, with a number of sub-headings as follows:

Themes	Outcomes for, and the experiences of, people who use services	Leadership, Strategy and Working Together	Commissioning, Service Delivery and Effective Practice	Performance and Resource Management
Elements	1. Outcomes 2. People's experiences of safeguarding	3 Collective Leadership 4.Strategy 5 Local Safeguarding Board	6. Commissioning 7. Service Delivery and effective practice	8. Performance and resource management
	This theme looks at what difference to outcomes for people there has been in relation to Adult Safeguarding and the quality of experience of people who have used the services provided	This theme looks at: • the overall vision for Adult Safeguarding • the strategy that is used to achieve that vision • how this is led • the role and performance of the Local Safeguarding Board • how all partners work together to ensure high quality services and outcomes	This theme looks the role of commissioning in shaping services, and the effectiveness of service delivery and practice in securing better outcomes for people	This theme looks at how the performance and resources of the service, including its people, are managed