

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Monday, 26 June 2017 at 10.00 am in the Bridges Room - Civic Centre

From the Chief Executive, Sheena Ramsey

Item	Business									
1	Apologies									
2	Constitution The constitution of the Committee, including the appointment of the Chair and Vice Chairs, was approved by the Council at its meeting on Friday 12 May 2017 as follows: <table border="0"> <tr> <td>Chair</td> <td colspan="2">Councillor John Eagle</td> </tr> <tr> <td>Vice Chairs</td> <td colspan="2">Councillor Stephen Ronchetti Councillor Jonathan Wallace</td> </tr> <tr> <td>Councillors</td> <td> R Beadle L Caffrey P Foy J Green M Hall J Kielty M Ord K Wood </td> <td> D Bradford M Charlton T Graham S Green M Henry B Oliphant N Weatherley </td> </tr> </table>	Chair	Councillor John Eagle		Vice Chairs	Councillor Stephen Ronchetti Councillor Jonathan Wallace		Councillors	R Beadle L Caffrey P Foy J Green M Hall J Kielty M Ord K Wood	D Bradford M Charlton T Graham S Green M Henry B Oliphant N Weatherley
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3	Minutes (Pages 3 - 6) The Committee is asked to approve as a correct record the minutes of the meeting held on Monday 3 April 2017.									
4	Role and Remit (Pages 7 - 8) Report of the Strategic Director, Corporate Services and Governance.									
5	The Impact of the Gateshead Fund 2016-17: a case study (Pages 9 - 38) Report of the Strategic Director, Communities and Environment.									
6	Review of Absence in the Council - Monitoring Report (Pages 39 - 50) Report of the Strategic Director, Corporate Services and Governance.									

Continues...

**7 | The Council Plan - Year End Assessment of Performance and Delivery
2016/2017 (Pages 51 - 64)**

Report of the Chief Executive.

Contact: Neil Porteous - Tel: (0191) 433 2149 - Email: Neilporteous@gateshead.gov.uk,
Date: Friday, 16 June 2017

GATESHEAD METROPOLITAN BOROUGH COUNCIL

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Monday, 3 April 2017

PRESENT: Councillor P Foy (Vice Chair in the Chair)

Councillor(s): J Wallace, D Bradford, M Charlton, T Graham, S Green, M Hall, M Henry, B Oliphant, M Ord and N Weatherley

APOLOGIES: Councillor(s): John Eagle, L Caffrey and J Green

CR37 MINUTES

RESOLVED: That the minutes of the meeting held on 27 February 2017 be approved as a correct record.

CR38 STRATEGIC RESILIENCE AND EMERGENCY PLANNING FRAMEWORK

The Committee received a progress report on activity undertaken in relation to the Strategic Resilience and Emergency Planning Framework, within the last six months.

Updates were provided against each of the four themed areas along with details of the work carried out by the Emergency Response Team.

It was queried whether senior colleagues from Northumbria Police or the military could be invited to address the Council on how to respond to a terrorist incident. It was confirmed that the Council works with a range of partner agencies and a briefing for councillors has been arranged in April.

It was requested that the emergency out of hours contact arrangements be clarified and that contact details for senior officers be reissued to councillors.

- RESOLVED:**
- i) That the Committee was satisfied with the progress achieved within the last six months.
 - ii) That the Committee agreed to receive a further progress report in September 2017.
 - iii) That the Committee encourages all councillors to attend the special briefing meeting in April.
 - iv) That the emergency out of hours contact arrangements be clarified and that contact details for senior officers be reissued to councillors.

CR39 FREEDOM OF INFORMATION - ANNUAL REPORT

The Committee considered a report detailing the number of requests for information received by the Council, under the provisions of the Freedom of Information Act 2000, from 1 January 2016 to 31 December 2016.

The report provided the background to the Act, highlighted the number of requests received and provided information resulting from analysis.

Over the period 1 January 2016 to 31 December 2016 the number of requests received was 1200, representing a 0.58% decrease in requests received in the previous year and a 450.95% increase since the implementation of the Act in 2005.

Of the requests received 94.25% were dealt with within the 20 day timescale. This represents a decrease of 0.1% in performance on the 2016 figure.

Four requests were subject to an internal review. The original decision maker's decision was upheld in all four cases.

It was noted that two requesters exercised the right of appeal to the Information Commissioner. These have yet to be determined.

Comparative data was also included showing the number of requests received by Gateshead and its neighbouring authorities in 2015.

RESOLVED: i) That the information be noted.
 ii) That the Committee is satisfied with the operation of the Freedom of Information Act procedure.

CR40 ANNUAL WORK PROGRAMME

The Committee received a report outlining the provisional work programme for the municipal year 2017-18. The Council has consulted partner organisations and it was reported that they have been supportive of the themes identified for consideration by the Committee.

It was requested that further consideration be given to the timing of the case study on welfare reform and that the issue be brought forward, if appropriate.

RESOLVED: i) That the Committee agreed the case studies for 2017-18.
 ii) That the provisional work programme be recommended to Council for approval at its meeting on 8 June 2017.
 iii) That further reports be brought to the Committee to

identify any additional issues which the Committee may wish to consider.

Chair.....

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TITLE OF REPORT: **Role and Remit**

REPORT OF: **Mike Barker, Strategic Director, Corporate Services
and Governance**

Summary

The report sets out the remit and terms of reference of the Committee as previously agreed by the Cabinet and the Council.

Background

1. Article 6 of the Council's Constitution sets out the aims and objectives of the scrutiny function in Gateshead Council. In particular it should be an integral part of the Council's framework and a constructive process which works alongside other parts of the Council's structure, contributing towards policy development. Importantly it will enhance rather than duplicate activity and it will look to broader issues affecting local people rather than just internal Council issues.

Remit / Terms of Reference

2. Within the above principles, all Overview and Scrutiny Committees will
 - Review decisions, holding decision makers to account
 - Call - in executive decisions in accordance with the procedure set out in the Overview and Scrutiny Committee rules
 - Contribute to the policy making process through:
 - Policy reviews agreed as part of the service planning cycle
 - Advice given to the Cabinet as part of the Council's performance management system
 - Scrutinising and developing the Council's Improvement Programme
 - Examining Issues in the Schedule of Decisions
 - Ensure other agencies, public and private, play their part in achieving a better quality of life for Gateshead residents.
3. This Committee has specific responsibility for performing the overview and scrutiny role in relation to:-
 - the management of the Council's financial, human and physical resources;
 - support for the democratic process;
 - the involvement of the people and communities of Gateshead in the work of the Council;
 - capacity building in communities, volunteering and resilience;

- matters relating to the Council's relationship with Gateshead Voluntary
- Organisations Council including the Gateshead Offer;
- social inclusion, equalities and diversity; and
- the Council's arrangements for securing efficiency and value for money; and the
- development and operation of the Council's procurement strategy.

Recommendation

4. The Committee is asked to note its remit and terms of reference.

Contact: Neil Porteous

Ext: 2149

TITLE OF REPORT: **The Impact of the Gateshead Fund 2016-17: a case study**

REPORT OF: **Paul Dowling, Strategic Director Communities and Environment**

Summary

The purpose of the report is to seek Corporate Resources Overview and Scrutiny Committee's views on the impact of the Gateshead Fund during 2016/17, looking at how it has helped to support, develop and build capacity in the voluntary and community sector and thereby help strengthen Gateshead's local communities.

Introduction

1. Cabinet agreed the Gateshead Fund on 1st March 2011. The proposal created a fund for the voluntary and community sector to support, develop and build capacity in the sector and to help strengthen communities. The Gateshead Fund comprises two elements:
 - **Local Community Fund** – provides opportunities for councillors to support local projects and activities with the aim of actively promoting community engagement and development.
 - **Gateshead Capacity Building Fund** – to increase organisations' skills and expertise to diversify their income, expand services or consider different ways of working (e.g. delivering services, collaboration and/or partnership working) to enable organisations to become more sustainable.

The Gateshead Fund outcomes and priorities

2. The agreed outcomes of the Gateshead Fund are:
 - Increased capacity building and sustainability within the voluntary and community sector
 - Increased provision of services by the voluntary and community sector
 - Improved clarity and equity in commissioning processes
 - Simplified and proportionate application and assessment processes
 - Retention and expansion of councillor community champion role.
3. Agreed priorities for supporting the voluntary and community sector are:
 - To set in place processes and support that simplify the Council's funding relationship with the voluntary and community sector
 - To enable groups and organisations to deliver Gateshead's priorities within Vision 2030 and the Council Plan

- To continue to support individuals, through grants, to enable residents to achieve their full potential
- To support and enable the sector to deliver more services within neighbourhoods and across Gateshead Council to support organisations to diversify their income and become less reliant on Council funding and be more self-sustaining
- To enable the Council to broaden its support to more groups and organisations as the sector develops capacity.

The Gateshead Fund Budget 2016/17

4. Council agreed a £400,000 budget for the Gateshead Fund for 2016/17: £334,000 for the Capacity Building Fund. A further £100,000 from the Public Health budget was also agreed to be part of the Capacity Building Fund. In addition, Cabinet agreed Advisory Group's recommendation of 19th February 2016 that the remaining £56,267 funding from 2015/16 should be carried forward to 2016/17 which resulted in an overall Fund budget of £490,267.
5. It was also agreed to continue with the same Fund objectives and approach as 2015/16 with a few minor changes, including 3 new objectives:
 - Developing and mobilising volunteers
 - Supporting building relationships within communities
 - Supporting residents to build their communities and improve what is already there.

Community Foundation for Tyne & Wear and Northumberland

6. Following completion of the first round of the Capacity Building Fund, the Council entered into a new agreement with the Community Foundation for Tyne & Wear and Northumberland to administer and develop the Capacity Building Fund on behalf of the Council, for a 3 year period subject to an annual review and Council budgetary considerations.
7. The overall governance of the Fund process remains the same, with the recommendations of Advisory Group being forwarded for consideration by Cabinet for each round. However, applications by community groups and organisations are now made direct to the Foundation, who then carry out an independent assessment of applications received utilising Fund criteria determined by the Council.

Impact of the Gateshead Fund in 2016/17

8. Capacity Building Fund
As part of the new Fund administration arrangements, the annual review of the Capacity Building Fund, as prepared by the Community Foundation, is in the form of a publication, which accompanies this report in Appendix 1. It mirrors the style typically prepared by the Foundation for other funds it administers on behalf of trusts and endowments. It features a breakdown of how the Fund has been allocated during 2016/17, including examples of some of the applications; a

breakdown of the Volunteers' Month small grants and Sporting Grants for Individuals.

9. The report also includes an update on research currently being carried out by the Foundation, exploring ways in which the Gateshead Fund might be developed and augmented in the future, and a look at some of the key issues facing the Borough's voluntary and community sector as illustrated by the Foundation's Vital Signs sector analysis.
10. Local Community Fund Activity in 2016/17
The Local Community Fund helps councillors to support a wide variety of local priorities, groups and organisations, helping to deliver the priorities of the Council Plan. This component of the Gateshead Fund remains the direct responsibility of Council officers to administer.
11. Since the Local Community Fund was first introduced, over 800 voluntary and community groups and projects have now been funded and supported. A total of 88 groups and projects totalling over £55,500 were supported through the specific 2016/17 budget allocation. Appendix 2 sets out the projects supported by wards with this allocation. Examples of how the Local Community Fund has supported groups and organisations across the Borough with the 2016/17 funding allocation include:

Health and Wellbeing

- Activities for residents to help them socialise, keep fit and stay connected to their communities
- Sporting activities, including facilities and equipment
- Holiday Hunger activities
- Food co-ops
- First aid equipment
- A Credit Union
- Christmas lunches and parties to celebrate the Queens' 90th birthday

Community facilities and activities

- Community centre repairs and equipment e.g. energy efficiency lighting, water heater, noticeboards etc.
- Young people's activities e.g. scout 100 celebration, jazz bands, unformed organisations, youth band etc.
- Community festivals including summer and winter fairs and shows across Gateshead, Birtley Community Festival.

Environmental Improvements

- Town centre and village planting projects
- Garden projects
- Park improvements
- Nature park
- Community tidy ups

Arts, heritage and culture

- Christmas trees and lighting
- Trips to Beamish and the Durham Miner's Gala
- Remembrance garden
- Local History group
- Community Centre's 125th anniversary
- Colliery memorial artwork.

The Local Community Fund has helped to support delivery of the following outcomes:

- Increased councillor community leadership
- Increased community engagement and cohesion
- Increased community capacity
- Increased community involvement in neighbourhoods and environmental improvements
- Supported volunteering
- Enhanced health and wellbeing for residents and communities
- Increased community involvement in festivals, events and community centres.

Summary

12. The Gateshead Fund continues to provide a valuable source of support for many of Gateshead's community groups and organisations. Interest and demand remains high amongst organisations accessing the Fund to support core running costs, project and capacity building / training costs. Analysis of the Gateshead Fund 2016/17 has demonstrated significant positive impact in the community and contribution to the delivery of the Council Plan priorities.

Recommendations

13. Corporate Vitality Overview and Scrutiny Committee is requested to:

Consider the impact of the Gateshead Fund in 2016/17 on:

- a. The voluntary and community sector in Gateshead
- b. Neighbourhoods and strengthening communities
- c. The extent to which the Gateshead Fund supports delivery of the Council Plan priorities.

Appendices

- Appendix 1: Impact of the Gateshead Capacity Building Fund 2016/17: report by the Community Foundation for Tyne & Wear and Northumberland
- Appendix 2: Local Community Fund project spend by Ward

Contact: Lindsay Murray ext. 2794

Appendix 1

Impact of the Gateshead Capacity Building Fund 2016/17: report by the Community Foundation for Tyne & Wear and Northumberland

Appendix 2

Local Community Fund project spend by Ward

Central Area	
Bridges	
Groups etc. supported	Gateshead Clubhouse - Being Well, Staying Well Friends of Bede Parent Association Mulgrave Villas - Boccia equipment Peace of Mind - Holiday Hunger event at St Joseph's RC
Total Spend	£1,439
Average spend per project	£360
Deckham	
Groups etc. supported	Deckham Community Centre - Water Heater Deckham Village Hall Craft Group Elgin Centre Women's Group
Total Spend	£2,893
Average spend per project	£964
Saltwell	
Groups etc. supported	St Chad's Community Project - Community Fun Day Friends of Central Library - Holiday Gap event Kelvin Grove School - Litter picking equipment Shipley Art Gallery - Holiday Gap event
Total Spend	£2,528
Average spend per project	£632
Lobley Hill & Bensham	
Groups etc. supported	St Chad's Community Project - Community Fun Day Bensham & Saltwell Alive - Food Coop Christmas support Bensham & Saltwell Alive - Food Coop refugee support Peace of Mind - Eid Party
Total Spend	£3,000
Average spend per project	£750
Central Area Total	£9,860

East Area	
Felling	
Groups etc. supported	Christ Church - Sound system upgrade induction loop
	Christmas Tree
	Friends of Felling Park and Town Centre - Start up costs
	Heworth Colliery Band Banner Group - Durham Miners Gala Parade
	Pensher Street Camera
	The Felling Heritage Group - Felling Day at Beamish
Total Spend	£3,938
Average spend per project	£656
Pelaw and Heworth	
Groups etc. supported	Edbert's House - Defibrillator
	Sight Service - accessible games and DVD player
	Heworth Colliery Banner Group - Durham Miners Gala Parade
	McErlane Square Sheltered Scheme - Activities
	St Mary's Church - Hall project
	The Felling Heritage Group - Felling Day at Beamish
	Wood Green Residents Association - Gardening project
Total Spend	£3,000
Average spend per project	£429
Wardley and Leam Lane	
Groups etc. supported	Felling Magpies
	Heworth Colliery Band Banner Group - Durham Miners Gala Parade
	Leam Lane Methodist Church - Defibrillator
	St Andrew's Church - Defibrillator
	The Felling Heritage Group - Felling Day at Beamish
Total Spend	£2,998
Average spend per project	£599.60
Windy Nook and Whitehills	
	1st Windy Nook Brigade & Methodist Youth Band - Instruments
	39th Gateshead Scout Group - Tent
	Friends of Windy Nook Nature Park - Planning Application
	Friends on Friday - Theatre visit
	Friends of Windy Nook Nature Park - Improvements to the Park
	Heworth Colliery Band Banner Group - Durham Miners Gala Parade
	Kays Cottages - Activities
	The Felling Heritage Group - Felling Day at Beamish
	The Lighthouse - Bus trips for the elderly
	Windy Nook and Heworth Colliery History Group - activities
Total Spend	£4,162
Average spend per project	£416
East Area Total	£14,099

South Area	
High Fell	
Groups etc. supported	33rd Gateshead Brownies
	Beacon Rise - Fence
	Cumbric +19 CIC - Youth Pool Team
	Sapphires Jazz Band
	Silverline Memories - Mower & Strimmer
	Springwell Kids Club - Room hire cost
Total Spend	£3,000
Average spend per project	£500
Low Fell	
Groups etc. supported	Hardman Centre - SITA application 11% third party contribution
	Christmas Tree
	Low Fell Forum - Summer Fayre
Total Spend	£3,000
Average spend per project	£1,000
Lamesley	
Groups etc. supported	Friends of Kibblesworth Academy - Queen's 90th Birthday celebration
	Birtley Heritage Group -Storage Units
	Birtley Partnership - Community Festival
	Christmas Tree / Lights
	Birtley Partnership - Telling Tales Arts project
	Birtley Belgians - Interpretation Boards
	Birtley Partnership - MSH Signage
	Wrekenton Blue Star
Total Spend	£3,130
Average spend per project	£1,043
Birtley	
Groups etc. supported	Birtley Heritage Group - Archive storage
	Birtley Jazz Society - Running costs
	Birtley Partnership - Community Festival
	Birtley Partnership - Hub lock replacement
	Birtley Partnership - Telling Tales Arts project
	Birtley Town FC - Training goals
	Christmas Tee / Lights
Total Spend	£3,000
Average spend per project	£1,000
South Area Total	£14,099

Inner West Area	
Whickham North	
Groups etc. supported	Community Music Whickham and Swalwell
	Planting up Whickham
	Swalwell Christmas Tree project
	Swalwell Community Centre
	Whickham Christmas Tree
Total Spend	£2,911
Average spend per project	£582
Dunston & Teams	
Groups etc. supported	Gateshead Scouts - Whickham Thorns outdoor toilet
	Dunston Drop-In - DBS checks
Total Spend	£784
Average spend per project	£392
Dunston Hill & Whickham East	
Groups etc. supported	Gateshead Scouts - Whickham Thorns outdoor toilet
	Dunston Christmas Tree
Total Spend	£804
Average spend per project	£402
Inner West Area Total	£4,499
	<i>(no projects funded in Whickham South and Sunnyside ward from 2016/17 budget)</i>

West Area	
Blaydon	
Groups etc. supported	Blaydon Credit Union - Publicity and promotion
	Scout 100 Celebration
	Ryton Cricket Club Barmoor Fireworks
	Friends of Greengates Park - Sustainable planting project
	Blaydon West Residents Association - Shibdon Dene improvements
	Blaydon Y. & C. Centre - planting and environmental improvements
Total Spend	£3,000
Average spend per project	£500
Winlaton & High Spen	
	Scout 100 Celebration
	Winlaton Mill Drama Group - Sound system
	Lockhaugh Noticeboard
	High Spen Primary School - Remembrance Garden
Total Spend	£3,000
Average spend per project	£750
Chopwell & Rowlands Gill	
Groups etc. supported	Chopwell Men's Shed - Start up costs
	Scout 100 Celebration
	Christmas Tree
	Rowlands Gill Community Centre - Energy efficiency lighting
	1st Chopwell Scouts - Energy survey
	St Barnabus Church - Christmas celebration
	Blackhall Mill Community Association - Summer Fair
Total Spend	£3,000
Average spend per project	£429
Ryton, Crookhill & Stella	
Groups etc. supported	Stargate and Crookhill Community Centre - Summer Fair
	Ryton Christmas Tree Lights
	Ryton Cricket Club - Barmoor Fireworks
	Ryton Cricket Club- Ryton Show and Fair
	Ryton Hirings 2017
	1st Ryton Scouts - Equipment
	Stargate and Crookhill Community Centre - Winter Fair
Total Spend	£3,000
Average spend per project	£429
Crawcrook & Greenside	
Groups etc. supported	Ryton Cricket Club - Barmoor Fireworks
	Christmas Trees
	Banner Tales - The Last Shift Memorial Artwork
	Clara Vale Community Centre - 125th anniversary
Total Spend	£3,000
Average spend per project	£750
West Area Total	£15,000

Gateshead (Capacity Building) Fund

Impact Report 2017



Your Year

This was a year of transition for the Gateshead (Capacity Building) Fund; following round one, delivered by Gateshead Council, Community Foundation Tyne & Wear and Northumberland (the Community Foundation) was engaged to deliver rounds two and three as well as oversee future years. This will see the Fund rebranded as The Gateshead Fund and brought into the Community Foundation's assessment and reporting framework. Our intention is to make the Fund more accessible, improve the quality and efficiency of decision-making and grant administration as well as provide the Authority with compelling evidence of the Fund's impact.

An added benefit will be to establish a better fit between the operation of the Fund and the Community Foundation's other grant making, so that opportunities for funding in Gateshead are maximised. We have taken the opportunity to refer unsuccessful Gateshead applicants to our other funds, resulting in a further £15,295 of funding for Gateshead projects. There is potential to continue and expand this leverage of additional funding.

The tables in this report present detail of all grants made during the year: Round 1, administered by Gateshead Council, awarded 29 grants totalling £148,010; Rounds 2 and 3, delivered by the Community Foundation awarded 33 grants totalling £212,055. We are pleased to report that there was a consistent level of grant making across the two rounds delivered by the Community Foundation, despite the tight timescale for both rounds, which were delivered back-to-back in late 2016 and early 2017. Thirteen new groups applied for funding across the two rounds, with 11 successfully receiving grants.

The Community Foundation uses *per capita* grant expenditure as a measure of the geographic distribution of funds. The figure for Gateshead as a whole was £1.77 per head, but expenditure in some wards varied substantially from this figure. Although this may well reflect local need and the capacity of voluntary and community groups to access the funding available, it is worth considering whether additional promotional activity in some wards might be beneficial.

The latter part of the year saw a shift away from applications for smaller grants: 12 grants under £3,000 were awarded in round one compared to only eight over Rounds 2 and 3. Gateshead District Scouts and the Comfrey Project are two groups involved in major asset transfers in the Borough and both received significant grants that will contribute to their success. Round 3 also saw the emergence of groups taking over management of local green spaces: Brighten Ryton Local Environment Group, Friends of Felling Park and Town Centre, Crawcrook & Greenside Local Environment Group and the Friends of Windy Nook Nature Park were all successful in their applications.

Two funded projects did not go ahead: Birtley Amateur Swimming Club was awarded £5,620 towards training courses and qualifications but was unable to proceed, as their volunteer candidates were unavailable to attend courses. Thrive's project for carers was awarded £8,644 but was unable to proceed due to a lack of funding; this resulted in Thrive closing its North East operation with little time available for successful project delivery.

Sports grants proved an interesting challenge, as most are under the minimum grant threshold of £500 for the Community Foundation and were not subject to the usual assessment process, instead being investigated by Council staff prior to inclusion in the panel papers for final approval by the Advisory Group. Once approved, grantees were notified and asked for their bank details for payment. This led a number of grantees to seek confirmation that the Community Foundation was indeed a legitimate organisation! Better communication with potential grantees during Round 3 saw this issue resolved.

This report contains a summary of some of the projects funded during the year. Monitoring information from completed projects will start to filter through for inclusion in subsequent Impact Reports, providing an essential tool for selling the Fund to potential donors.

Nils Stronach
Senior Programme Advisor

VitalSigns

The Community Foundation's Vital Signs initiative focuses on identifying local needs and assessing how philanthropic giving can help improve local quality of life. In 2015, we published our latest Tyne & Wear Vital Signs report, which informs all the work we undertake, from grant assessments to fund development.

Our Vital priorities for Tyne & Wear

The Vital Signs report identified two priority themes for giving in Tyne & Wear: fairness and healthy living.

Whilst philanthropy is about so much more than just tackling social problems, it is hard to ignore the hardship caused across Tyne & Wear by a combination of increased need and reductions in funding for services. Our individual and corporate donors may not be able to provide the resources needed to eradicate inequality, however, they can transform individual lives. For example, by helping young people in poorer areas overcome the challenges they face. Vital Signs highlighted the example of one young woman, now a student at University of York St John, whose time at a local youth project which we support has helped kick-start her ambition to become an English teacher.

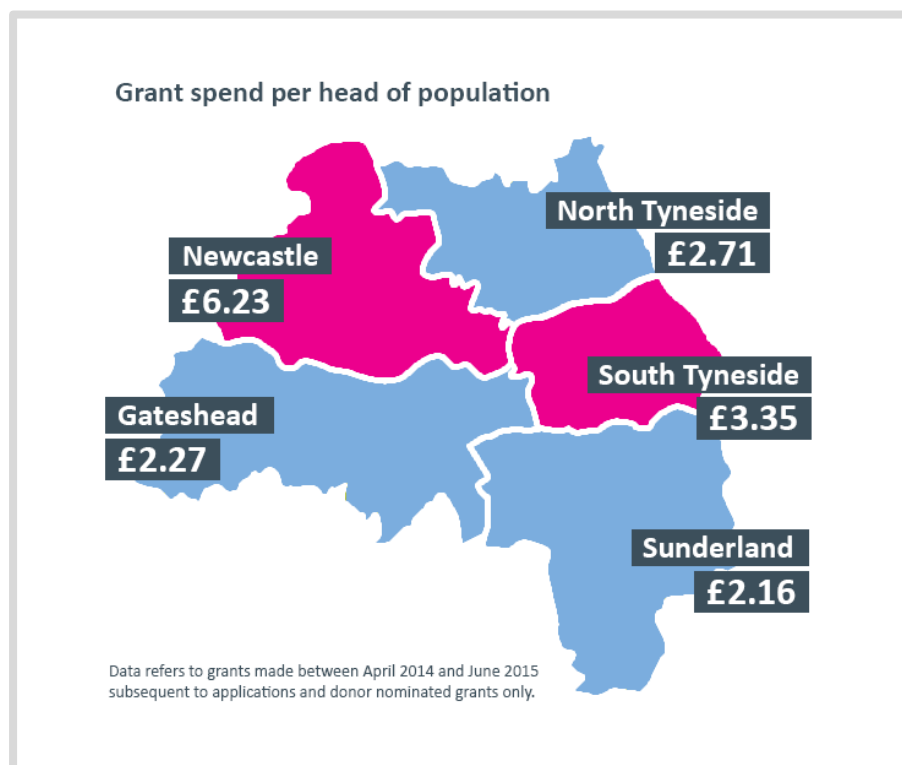
In Tyne & Wear our analysis of local need identified two priority themes for giving: fairness and healthy living.

Improving health is a major challenge in Tyne & Wear, and one where Community Foundation grants can add considerable value to the work of health services. Whilst our area hosts leading centres of medical research, and there are signs of progress in areas like reducing circulatory disease, life expectancy here remains amongst the very lowest in England. We need to get upstream of this problem, by helping people to help themselves. Community groups have a key role to play, for example by using Community Foundation grants to encourage healthier lifestyles and offer positive alternatives to those at risk of drifting into drug and alcohol abuse.

Vital giving: hot and cold spots

Our Vital Signs report gave many examples of grants that have achieved real impact within local communities, and also provided an opportunity to hear directly from local donors about the thinking behind their giving. However, it highlighted the problem that Community Foundation giving is patchy across Tyne & Wear as a result of shortfalls in both the supply of, and demand for,

charitable funding. The map below shows how the amount of money we spend on grants per head of population varies between areas, with cold spots where funding is lower than average shown in blue. It shows how, in 2014- 2015, Gateshead received considerably less funding from our donor and programme funds than Newcastle.



This flags up the need for the Community Foundation to encourage more giving to local philanthropy “cold spots”, such as Gateshead, so that all residents have an equal opportunity to benefit from the generosity of our donors. As we have shown above, working on the Gateshead (Capacity Building) Fund is already helping us to achieve this aim through over £15,000 of additional grants from donor and programme funds.

In the coming months we hope to make Vital Signs more engaging for our donors and grantees, focusing particularly on ways to use community knowledge to make philanthropy and giving more effective and rewarding. As a fund holder, we hope that Gateshead Council will join us in the conversation.

Mark Pierce
Director of Community Knowledge and Funding

**Research
project**

An agreement for the development and administration of the Gateshead Fund (Capacity Building Fund) by the Community Foundation for Tyne & Wear and Northumberland was established in August 2016. This covered a research project to explore the potential to grow and develop the Fund.

The first few months of the research project focused on working with Gateshead Council to explore internal opportunities, including Council held/managed trusts, Community Led Local Development Funds (CLLD) and the Community Infrastructure Levy (CIL). After it became clear there were no Council held trusts, this opportunity was dismissed.

Conversations regarding CLLD and CIL have been encouraging and are continuing with identified opportunities to work together. It is unlikely any CLLD funds will come directly into the Gateshead Fund but there may be an opportunity for groups to use Gateshead Fund grants as match funding to draw down CLLD monies. This would also be the case for grants from other Community Foundation funds and the Community Foundation has agreed to share information about CLLD with other local and national funders, once it goes live. Discussions around the management of the Neighbourhood portion of the CIL monies by the Community Foundation are ongoing at the time of this report; these may link into the Gateshead Fund in some form but that is still to be agreed.

Conversations with individual and corporates are ongoing but there is an interest in the approach being taken in the Borough. The development, or not, of the Bondholder Network will be important to the way businesses can interact but the early conversations, like those around CLLD and CIL, do demonstrate an opportunity. What is clear from all these conversations is that there is a growing collection of funding opportunities that could come under an overall banner of how a range of partners are working together to invest in Gateshead. The focus of the next part of the research will be exploring ways for others to join, either by donating to the Fund itself or creating other routes, such as crowdfunding.

Adam Lopardo
Director of Partnerships

Grants awarded in 2016/17

Main grants: Round 1	
19 Plus CIC New activities and training for volunteers	9,855
Banner Tales Publicity and commemorative DVD for Last Shift Festival	2,000
Barmoor Hub Purchase tables and chairs for training room	4,525
Bensham Grove Community Association Independent capability and governance review	7,525
Bensham Social Group Purchase equipment to develop singing activities for older people	1,670
Birtley Town Football Club Develop a business and finance plan	10,000
Blaydon Youth and Community Centre Inclusive Youth Club pilot programme	6,435
Blaydon Youth Community FC Association Improvements to facilities	1,985
Bringing Words to Life Salary costs for a programme development worker	10,000
Chopwell Community Association Salary and volunteer costs to expand delivery of IT and youth work services	10,000
Clara Vale Village Hall Costs of security, Wi-Fi, telephony systems and purchase of AV equipment	4,960
Dunston Drop-in (Fill the Holiday Gap programme) Partnership application of 20 Gateshead based organisations	10,000
Dunston Silver Band Implement a new website and develop business, fundraising and marketing strategies	7,730
Dunston and Teams Amateur Boxing Club Purchase of new equipment	1,000
Foundations Furniture and Gardening Services Ltd Produce marketing and promotional materials to target new clients	5,555
Friends of Oxford Terrace & Rawling Road Medical Group Community engagement and development of a drop-in for isolated people	2,000
Gateshead Clubhouse Specialist legal advice to undertake an asset transfer	900
Gateshead Community Rowing Club Purchase equipment and deliver a para-rowing coaching programme	4,140

Gateshead Harriers Volunteers to complete UKA qualification and deliver a programme of activity	2,000
Gateshead Junior Badminton Club Volunteer training and delivery of coaching sessions in schools	2,000
Gateshead Kestrels Staff/volunteer training and development of an inclusive gymnastics club	2,540
Leam Lane Community Centre Start-up costs to run an 8 to 11years Educational Youth Transition Group	2,000
Millin Centre Local Women Local Enterprise (LWLE) pilot programme	9,920
Peace of Mind Delivery of a healthy lifestyles programme to refugees and asylum seekers	1,970
Revive Recovery Festival 2016 Revive Recovery Festival	2,000
Ryton Community Volunteer Library Association Develop and deliver summer arts and crafts activities	1,000
Silverline Memories CIO Action plan for a multi-agency therapeutic garden and Health & Safety improvements to the proposed site	9,500
Tyneside Beekeepers Establish apiaries and Beekeeping resources in Saltwell Park	9,000
Washingwell FUNdraisers Create an Eco Garden for the benefit of the wider community	5,800
29 grants	148,010

Main grants: Round 2

Guidepost Guidepost - Future Planning	1,920
Seven Stars Residents Association Wrekenton Community Spirit	1,490
SPLASH - Special Play & Leisure After School Hours Fitness Fun 4u!	1,980
Crawcrook & Greenside Local Environment Group Feasibility Study to assess possibilities for improvements to Crawcrook Park	10,000
Dunston Community Centre Kitchen and Cafe Refurbishment	5,430
Edbert's House Additional financial management capacity	10,000
Felling Male Voice Choir One Hundred Men a Singin'	4,500

Gateshead Older People's Assembly Developing Capacity within Gateshead Older People's Assembly	9,321
Gateshead Team Gymnastics Securing the future of Gateshead Team Gymnastics Club	5,750
Teamwork Community Development Happy to Help - Growing our Sustainable Independent Living Project	10,000
Oasis Aquila Housing Valuing Volunteers Project	10,000
Special Olympics Gateshead Project Uplift	3,000
Victims First Northumbria The Health. Empowerment. Advice. Listening. (Heal) Project	10,000
Wayout in Gateshead (WinG) WinG/Duke of Edinburgh Award Development Project	4,231
Gateshead Visible EM Support Group Gateshead Visible Ethnic Minorities Support Group	10,000
The Kittiwake Trust Borderline Books	5,000
Gateshead and Whickham Amateur Swimming Club Four main areas that will help build capacity	10,000
17 grants	112,622

Main grants: Round 3	
Young Women's Outreach Project Gateshead Plus Group	4,786
Ryton Triathlon Club Junior Development	8,000
Skills4work Gateshead Members Development & Parent Support Network Group	10,000
Jigsaw Recovery Project CIC multiple complex needs youth support worker	10,000
Brighten Ryton Local Environment Group Support of volunteers to restore, maintain and manage local environment	9,650
Gateshead District Scouts Whickham Thorns Outdoor Activity Centre	10,000
Men's Shed Chopwell (Formerly Winlaton Men's Shed) Core costs and extension of workshop facilities	1,769
Gateshead Cleveland Hall Community Association Cleveland Hall Volunteer Coach Education Project	6,360

Barmoor Hub Trained up, SkilledUp	2,490
Friends of Felling Park and Town Centre A safe and strong Friends of Felling Park & Town	3,750
L'chu Vonim Youth Centre 25 Not out! - Looking to the Future	8,940
Friends of Windy Nook Nature Park Equipment, Training and Development	1,608
Comfrey Project Windmill Hills Centre Community Asset Transfer	10,000
Bensham and Saltwell Alive Animating Assets in Bensham	10,000
Crawcrook & Greenside Local Environment Group Feasibility Study to assess possibilities for improvements to Crawcrook Park - VAT Payment	2,080
16 grants	99,433

Sports: Round 1

Talented Athlete Scheme	0
Individual Sporting Grant Scheme	1,700

Sports: Round 2

Talented Athlete Scheme	2,900
Individual Sporting Grants Scheme	3,700

Sports: Round 3

Talented Athlete Scheme	1,000
Individual Sporting Grants Scheme	1,500

Gateshead Volunteers' Month – June 2016

Total grants awarded	11,692
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Gateshead's fourth Volunteers' Month, took place in June 2016. The aim of Volunteers' Month is to:

- celebrate the positive contribution made by existing volunteers
- recruit more volunteers
- enable local people to contribute to their community
- confirm Gateshead's reputation as a national leader in volunteering

Throughout the month, 101,170 hours were recorded on a volunteer totaliser, which equates to a £1.3m contribution to the Borough's economy and representing a 62% increase, compared to 2015.

£11,692 was allocated to 54 groups and organisations across Gateshead; during the month many events were held, including community celebrations, Queen's tea parties, training sessions and award ceremonies that recognised the commitment made by Gateshead residents.

A celebratory event was held at the end of the month in Trinity Square with around 20 organisations taking part, including Citizens Advice Gateshead, Sight Service, Jazz NE and Age UK. Interactive volunteering opportunities were offered to local people on the day and the event was a great success. The Trinity Square management team established that total footfall for the day was 16,000; the highest footfall level of the month and for any event at Trinity Square.

Grants breakdown

The table below shows the pattern of grant spend across Gateshead from the fund.

Ward	No grants primarily benefiting the ward	Grant spend primarily benefiting the ward	Indicative total spend *	Indicative spend per capita
Crawcrook and Greenside	4	£19,040	£26,964	£3.06
Bridges	2	£18,940	£27,742	£2.84
Lobley Hill and Bensham	3	£19,195	£28,426	£2.77
Dunston and Teams	3	£16,430	£24,616	£2.71
High Fell	3	£17,350	£26,078	£2.69
Ryton, Crookhill and Stella	3	£15,175	£22,916	£2.66
Deckham	2	£15,670	£24,644	£2.47
Felling	2	£13,750	£22,041	£2.39
Chopwell and Rowlands Gill	2	£11,769	£20,094	£2.17
Birtley	1	£10,000	£17,508	£2.10
Blaydon	2	£8,420	£17,483	£1.74
Dunston Hill and Whickham East	1	£5,800	£13,991	£1.54
Saltwell	2	£3,980	£13,499	£1.28
Wardley and Leam Lane	1	£2,000	£9,424	£1.14
Windy Nook and Whitehills	1	£1,608	£10,277	£1.07
Chowdene	0	£0	£8,083	£0.90
Lamesley	0	£0	£8,614	£0.90
Low Fell	0	£0	£7,600	£0.90
Pelaw and Heworth	0	£0	£7,967	£0.90
Whickham North	0	£0	£7,377	£0.90
Whickham South and Sunnyside	0	£0	£7,252	£0.90
Winlaton and High Spen	0	£0	£7,469	£0.90
TOTAL	32**	£360,065	£360,065	£1.77

*This includes total Gateshead-wide spend of £180,938, attributed at the rate of 90p per head for each ward's population.

**Excludes 29 Gateshead wide projects

Award summaries – a sample from Round 1

Bensham Social Group - £1,670

Bensham Social Group meets at St Chad's Community Centre and offers a safe and friendly place for older people to meet and enjoy a social befriending opportunity. It offers a range of activities such as Boccia Bowling to help keep members active and prevent isolation. The funding is helping the group to develop its capacity by increasing its membership and income and developing new activities, such as singing, for older people within the community.

The Millin Centre - £9,920

The Millin Centre focuses on the provision of support to those who are long term unemployed to help them move towards financial independence through enterprise and employability support. CBF funding is enabling a pilot project, Local Women Local Enterprise, to be delivered in Gateshead. The project will work with up to 50 unemployed, Gateshead, women to move them towards financial sustainability through a focused programme of enterprise activity and support. An evaluation report at the end of the project will evidence impact and future need and further external funding will be secured.

Friends of Ferndene Park - £270 Gateshead Volunteers Month

The funding enabled the group to hold a 'volunteers day' in the Park during Gateshead Volunteers Month. The aim was to raise awareness of volunteering opportunities within the Park as well as other local community groups. As a result of the event, Friends of Ferndene Park recruited 4 new volunteers.

Award summaries – a sample from Round 2

SPLASH - Special Play & Leisure After School Hours - £1,980

Funding will provide 22 weekly specialised fitness sessions, out of school hours, for two small groups of six children. The children suffer from various moderate to severe physical/mental disabilities such as autism, Downs Syndrome, epilepsy, global development delay and sensory impairment. The children will gain maximum benefit through personalised attention, enabling them to reach their individual potential.

Crawcrook & Greenside Local Environment Group - £10,000

The group will carry out a feasibility study and associated community consultation on the development and renewal of Crawcrook Park. The aim is to promote the park, improving community usage and developing the play area with new equipment for younger and older children, reflecting their interests, as well as creating facilities for parents, such as a pop-up coffee shop. Improved safety, such as the removal of hazards and overgrown areas, as well as improving the lighting in the park will make the park an accessible and attractive place to be, helping to discourage anti-social behaviour.

Kittiwake Trust - £5,000

The funding will help cover some of the core costs of Borderline Books. The service collects books that would otherwise be destroyed and redistributes them free of charge via local organisations supporting marginalised groups, such as people who are homeless, people recovering from dependency on alcohol or drugs, people escaping domestic abuse, refugees and asylum applicants, isolated older people, people in care homes, hospitals and rehabilitation centres, schools with understocked libraries, children without books at home and others in need. Dictionaries and ESOL materials are used by organisations working with people learning English language, contributing to the support of integration into the local community.

Award summaries – a sample from Round 3

Jigsaw Recovery Project CIC - £10,000

Jigsaw are a newly established Community Interest Company, setup to work with work with young people leaving local authority care, a particularly disadvantaged and hard to reach group. Funding will enable the organisation to increase the level of support work, helping to underpin project delivery.

The programme utilises a support model that uses ex-offenders with lived experience of the issues faced, which creates trust and supports engagement from clients. Although the pilot is only working with three individuals, total project costs represent a significant saving on the cost of Local Authority provision and the service has the potential to reduce costs for other statutory provision, such as the Criminal Justice System.

Men's Shed Chopwell (Formerly Winlaton Men's Shed) - £1,769

Men's Shed Chopwell is a local branch of a national/international movement; it aims to provide and manage community workshop facilities to promote a range of practical activities, using hand or small scale electrical tools. Activities vary according to members' interests and can involve repair and renovation as well as practical projects to benefit the local community.

The project will tackle isolation, particularly for older men, develop community life and build a network of relationships between members and community groups. The grant will support this small group to expand its activities, secure their base at the Chopwell Community Centre and enable them to recruit more members.

Gateshead Cleveland Hall Community Association - £6,360

Cleveland Hall Community Association was formed in 1955 and aims to be at heart of the community, providing accessible sport and leisure opportunities. The Association is the 'umbrella' organisation for an award winning junior football club, a fully inclusive nursery, a martial arts group, an over 50s group and is a central venue for Gateshead Youth League.

As well as the undoubted benefits of increased health and wellbeing for young people, the proposed project will increase the Association's delivery capacity and provide opportunities for local people to gain qualifications leading to a higher quality of training for participants. Increased participation will likely improve sustainability through increased income from fees. The additional local volunteers will also help to create links within the wider community, further promoting the Club's activities.

Budget for 2017-18

Financial Summary	Amount to spend
Gateshead Fund 2017/18	£334,000
Capacity Building Fund 2016/17 carry over	£117,000
Funding returned – Thrive Rd 3 16/17 funding declined	£7,984
Total Gateshead Fund budget 2017/18	£458,984
Gateshead Fund breakdown	
Organisations - Funding available	
Gateshead Fund 2017/18 budget available to organisations	£312,000
Capacity Building Fund 2016/17 carry over available to organisations	£115,800
Funding returned – Thrive Rd 3 16/17 declined available for reallocation to organisations	£7,984
Total Gateshead Fund available to organisations	£435,984
Gateshead Volunteers Month – Funding available	
Funding available for Gateshead Volunteers Month 2017 small grants	£10,000 (already transferred)
Talented Athlete / Sporting Individuals – Funding available	
Funding Available to Talented Athlete / Sporting Individuals 2017/18	£12,000
Talented Athlete / Sporting Individuals 2016/17 carry over	£1,200
Total Talented Athlete / Sporting Individuals funding available	£13,200
Total Gateshead Fund budget available	£458,984

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Registered charity number: 700510

Limited company number: 2273708



**CORPORATE RESOURCES
OVERVIEW AND SCRUTINY COMMITTEE
26 June 2017**

TITLE OF REPORT: Review of Absence in the Council – Monitoring Report

REPORT OF: Mike Barker, Strategic Director Corporate Services & Governance

SUMMARY

The purpose of this report is to update the Overview and Scrutiny Committee on actions taken since the last monitoring report which was considered on 28 November 2016.

Background

1. Cabinet asked the former Corporate Vitality Overview and Scrutiny Committee to carry out a review of absence in the Council, and between February and July 2005, the Committee undertook a review of the strategies, systems and procedures the Council is employing to reduce sickness absence levels within its workforce.
2. A number of recommendations were identified to be included in an Attendance Management Action Plan for the Council to inform its ongoing efforts to reduce sickness absence. Councillors agreed at the meeting on 28 November to keep the matter under scrutiny and this is the twentieth update on progress since the Committee considered the final report arising from the review.

Statistical Information

3. At a previous meeting, councillors requested that future reports include annual graphs to illustrate any monthly and seasonal trends in sickness absence. The attached appendices contain information relating to:
 - The causes of sickness absence
 - Sickness absence total days lost
 - Percentage of sickness absence due to stress

The statistics quoted in this report relate to the period 1 June 2016 to 31 May 2017.

4. The previous figure reported to OSC for average sickness days per FTE was 9.81 days' absence excluding schools and 8.83 days' absence including schools for the period 1 November 2015 to 31 October 2016. This figure is calculated based on the former BVPI formula, which the Council has retained as a key performance indicator, and only takes into account permanent employees including those in

schools. The same calculation for the period 1 June 2016 to 31 May 2017 was 9.51 days' absence excluding schools, and 8.12 days' absence including schools.

Sickness Absence Causes – Appendix 1

5. This appendix shows the causes of sickness absence in percentage terms for the Council. Across the Council as a whole, stress/depression and mental ill health now accounts for 24.14% which is a slight reduction since the last report (25.5%); however, it remains the largest cause of sickness absence. Post-op recovery/hospital treatment makes up 18.04% which is a slight increase from the last report (16%), and other musculo-skeletal conditions still accounts for 12% of all absence. These three categories remain the largest causes of sickness absence.

Sickness Absence Days Lost – Appendices 2, 3 & 4

6. Appendix 2 shows the total number of sick days lost per group/service. Appendix 3 shows the average sick days lost per FTE per group. Appendix 4 shows the overall trend in sickness absence.

Sickness Absence Days Lost Due to Stress – Appendix 5 & 6

7. Stress, depression and mental ill health issues remain the largest cause of absence. The average for the whole Council is now 2.53 days' per FTE excluding schools for the 12 month period 1 June 2016 to 31 May 2017. This was previously reported as 2.58 days' per FTE excluding schools for the 12 month period 1 November 2015 to 31 October 2016.

Short-term and Long-term Sickness Absence by Service Group – Appendix 7

8. This chart is a new addition and shows the split between short-term and long-term sickness absence by service group.
9. The Council's year end sickness absence figures for the last 5 years based on the former BVPI formula (including schools) were:

	Actual days per employee per year	Target days per employee per year
November 2010 to October 2011	10.32	10.55
November 2011 to October 2012	8.55	10.15
November 2012 to October 2013	9.03	10.00
November 2013 to October 2014	9.30	8.25
July 2014 to June 2015	10.16	8.1
January 2015 to December 2015	10.25	9.3
November 2015 to October 2016	8.83	8.0*

*From April 2016 a new 5 year target was established of 8.0 days per employee per year.

10. The actual figure at the end of May 2017 was 8.12 days' lost per FTE including schools which indicates that absence levels are falling.

What has happened since the last report?

11. Since the last report we have:

- Started the roll-out of mandatory sickness absence management training for all managers within the Council. This training is one of five modules of mandatory training and briefing sessions for all managers to enable them to deal with workforce issues more effectively.
- Piloted a "Taking Control of Stress" course in partnership with Talking Therapies services aimed at employees suffering from Work related Stress. Five consecutive sessions have been planned commencing in June, and will be attended by 15 employees. A full review of the course will take place after the pilot.
- Recruited 8 workplace contacts who can provide initial support and guidance to employees experiencing issues with mental health.
- Worked in partnership with Public Health and other organisations to commission and organise a number of courses relating to mental health and the management of stress:
 - 3 x Mental Health First Aid delivered by the TUC
 - 3 x Mental Health First Aid light courses were delivered by the TUC
 - 2 x Mental Health in the Workplace for Managers courses delivered by Tyneside MIND
 - 4 x A Life worth Living courses delivered by Washington MIND
 - 3 x Understanding Self Harm courses delivered by Washington MIND
 - 2 x Managers role in Managing Stress briefings delivered by the Corporate health and Safety team, Occupational health Manager and Workforce Development.
- Attended a regional Connect 5 train the trainer (emotional wellbeing brief interventions) programme hosted in April. Two Workforce Development Advisers from Gateshead Council attended the event. The focus of Connect 5 training is to enable people to feel more confident and skilled to work collaboratively with individual adults to help improve their mental wellbeing. The Connect 5 training is based on a cognitive behavioural therapy (CBT) approach which can help people to recognise and change some of the unhelpful patterns of thinking or behaviour that are behind their difficulties, so people can then improve the way they feel on a daily basis. Level 1 training provides a half day awareness of this approach whilst the Level 2 and Level 3 courses are full day sessions which will help facilitate more detailed interventions.
- Continued to commission and monitor a Health and Safety E-Learning portal which has allowed a further 83 Council employees to complete modules on Stress Management (Employees) or Stress Management (Employers) since 1st November 2016. This brings the total number of employees accessing the portal to approximately 200.

What will we do next?

- Continue the roll-out of sickness absence management training for all managers. This will take approximately six months to complete.
- Commence the roll-out of Connect 5 training from July 2017. This will initially be delivered to managers and employees within Adult Social Care - Provider Services who are in a client-facing role, but it will eventually be made available to all managers and employees across the Council, and therefore will help managers to support employees in the workplace.
- Undertake a review of the Council's health surveillance programme to ensure that the appropriate measures and monitoring are in place to protect the health of our at risk employees.
- Continue to train employees in mental health first aid. This will ensure additional workplace contacts are available to signpost employees to enable them to get the right level of support.

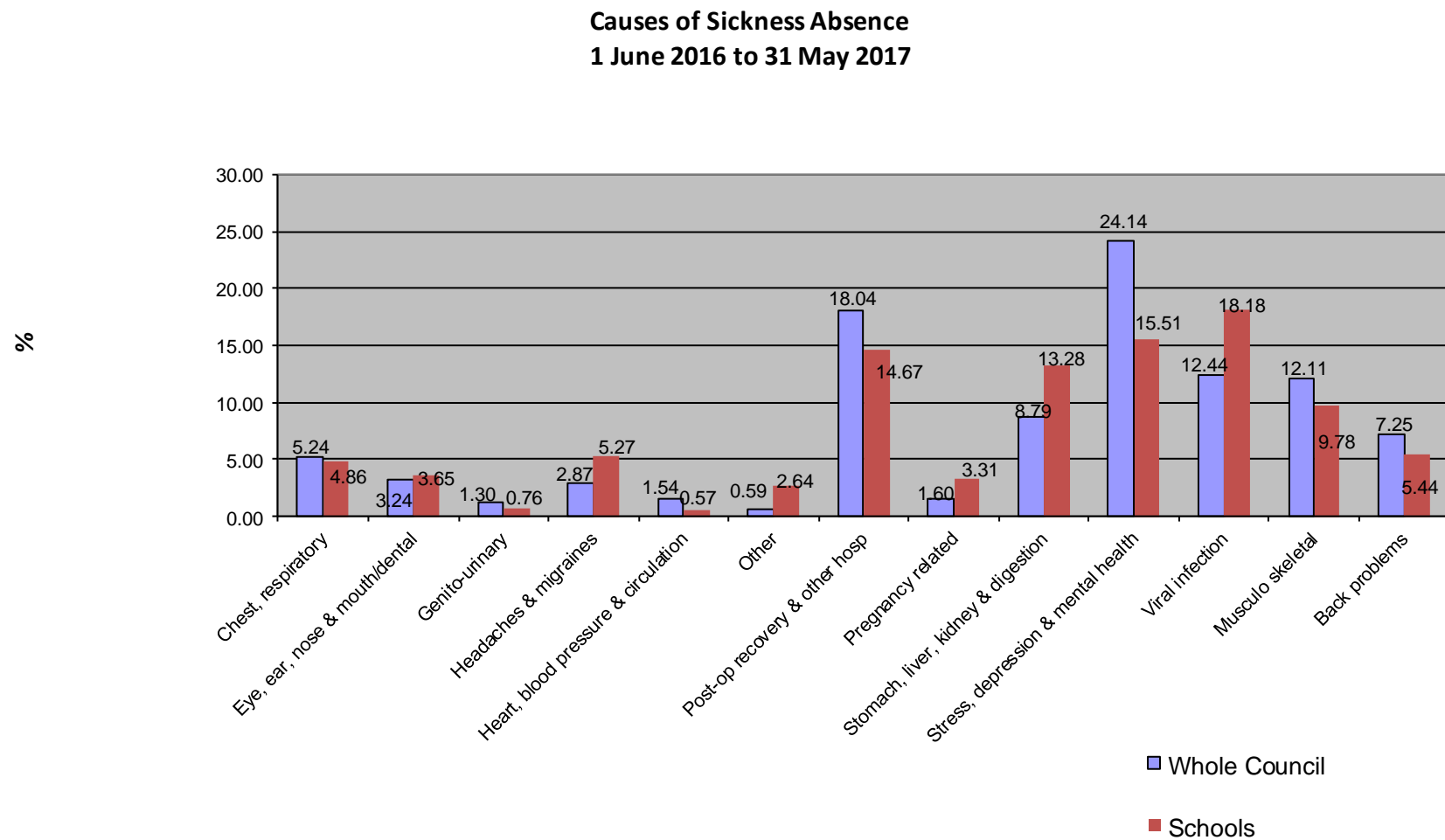
Recommendation

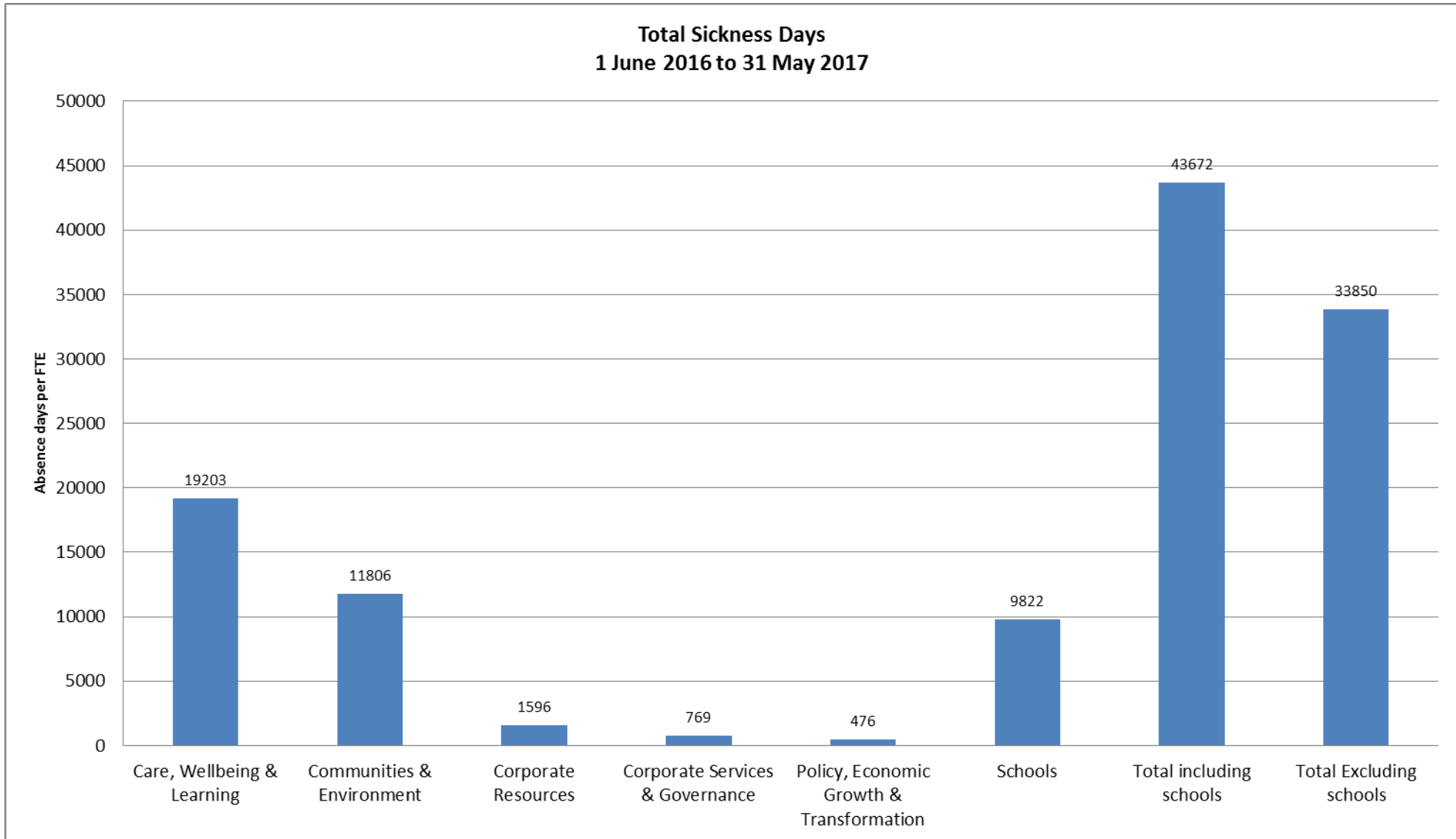
The views of the Overview and Scrutiny Committee are sought on:

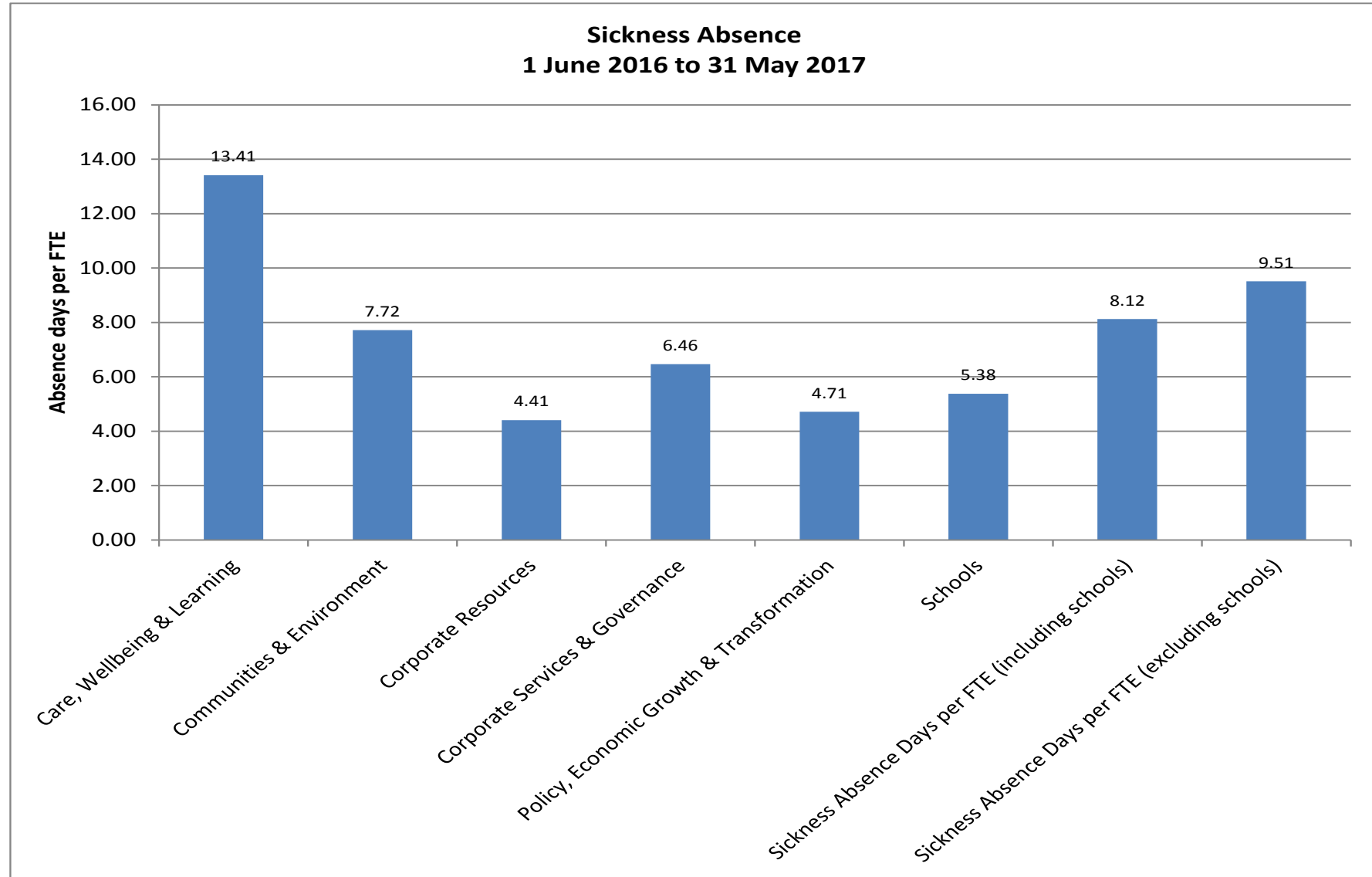
- Whether the Committee is satisfied that the actions necessary to reduce the sickness absence levels of employees are in place.
- Whether the Committee is satisfied with the scope of the data that is included in the reporting of sickness absence management.

Contact: Deborah Hill

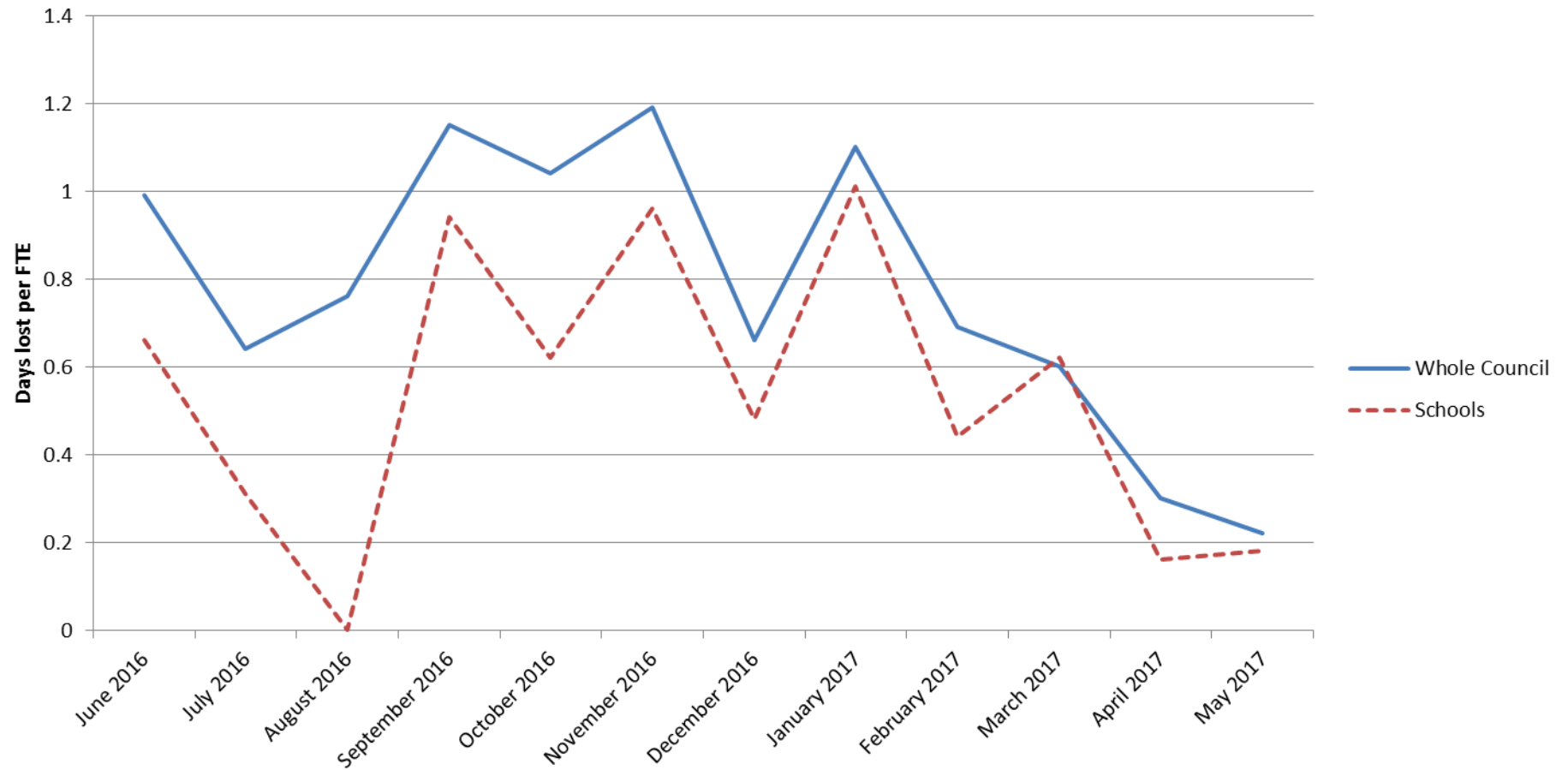
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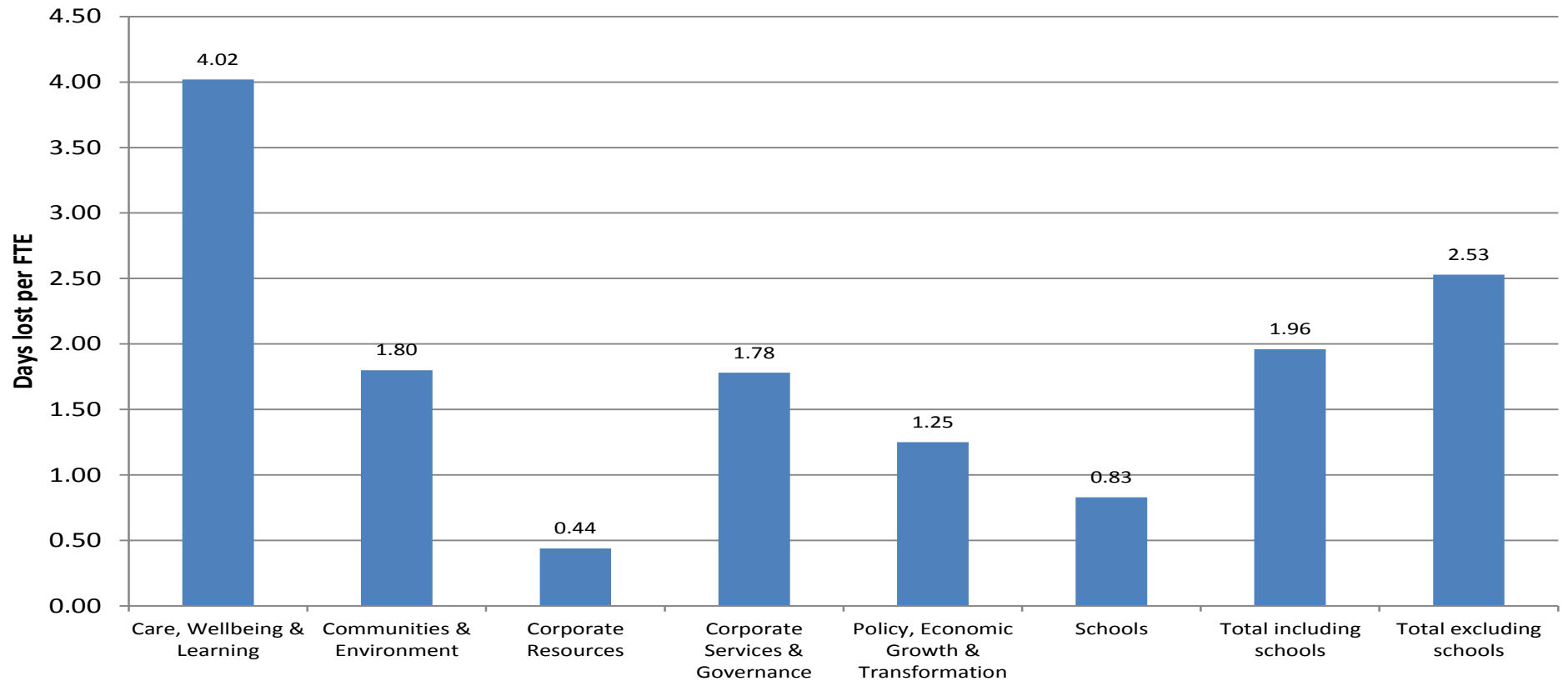


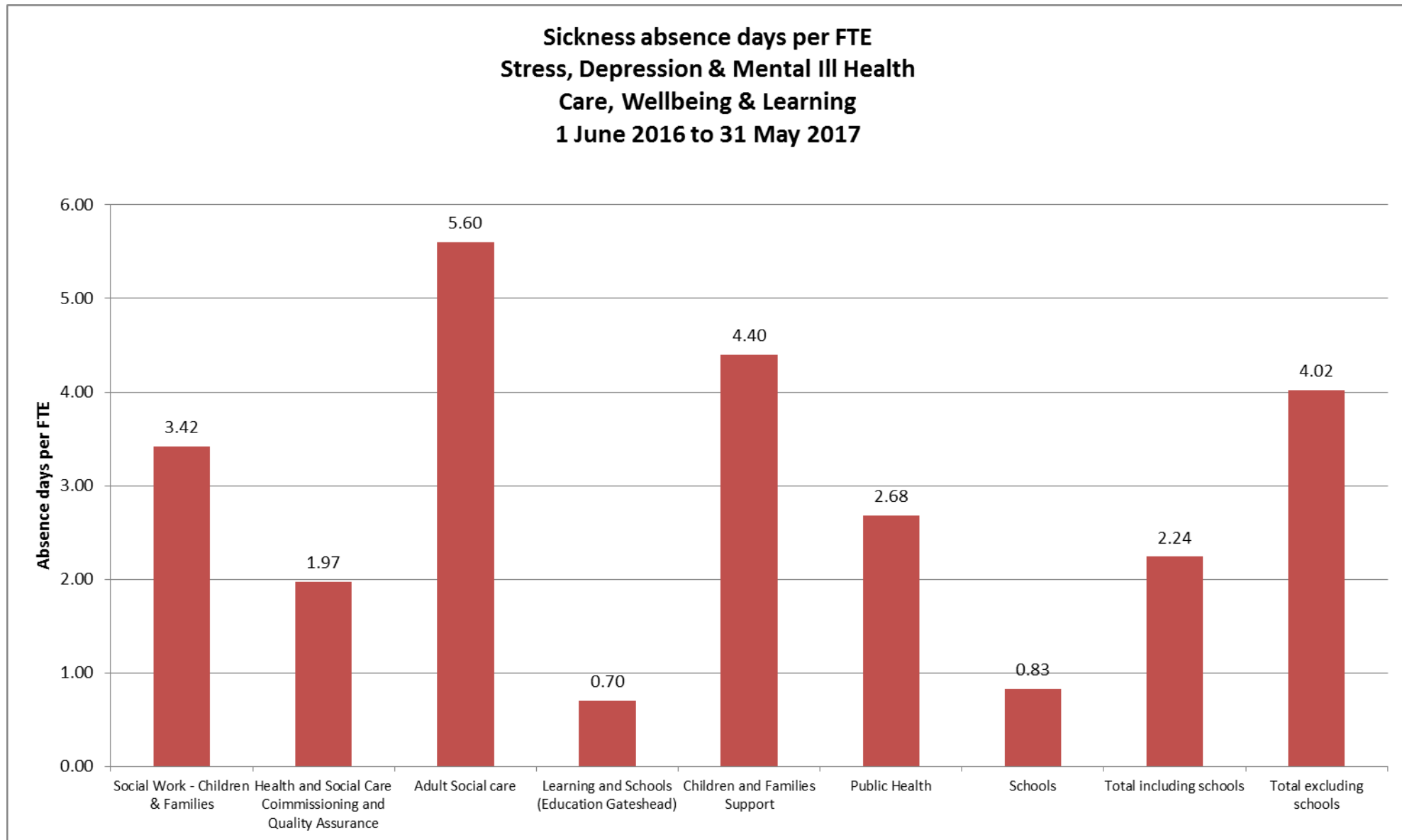


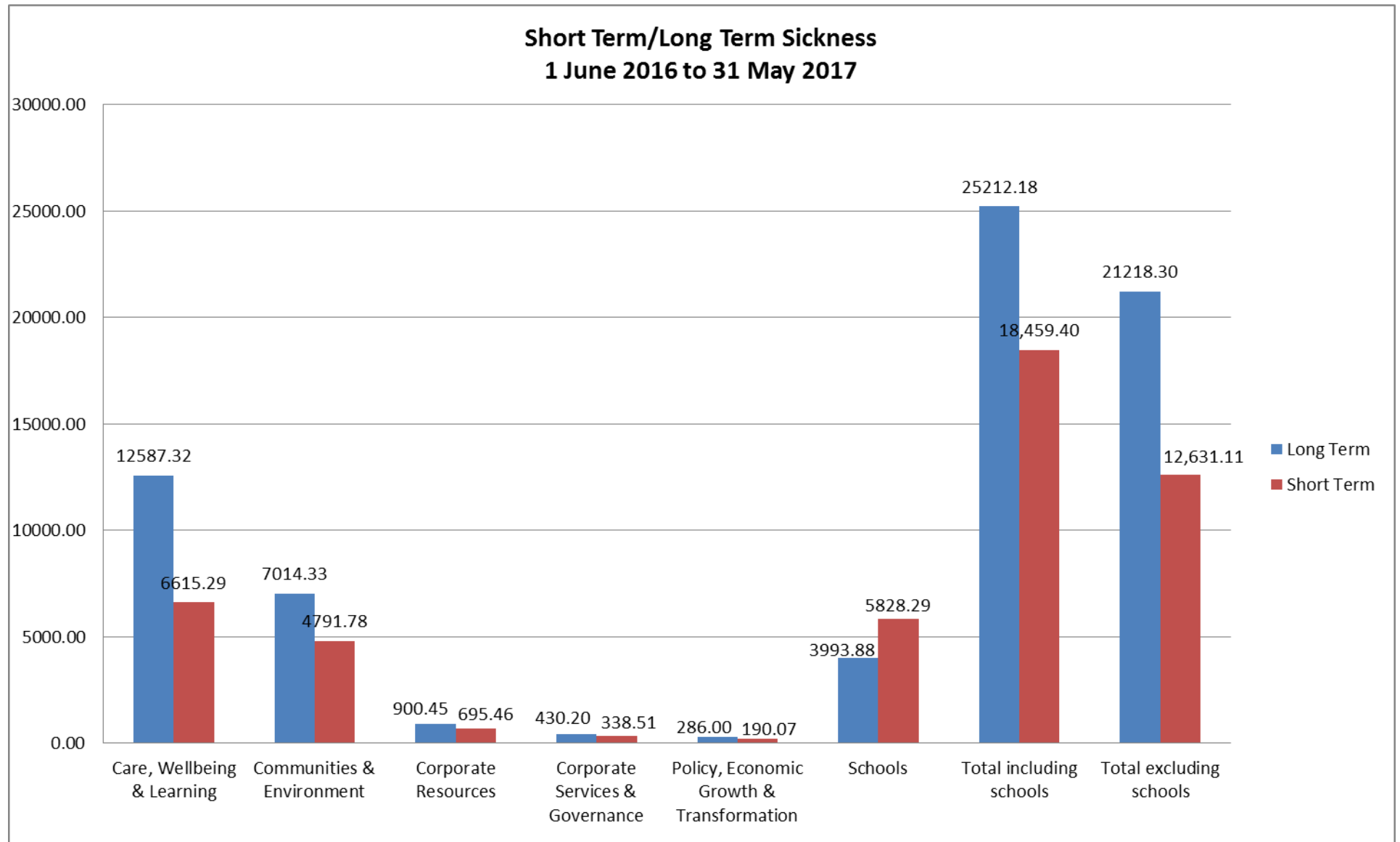
**Sickness Absence
1 June 2016 to 31 May 2017**



**Sickness Absence Days per FTE
Stress, Depression & Mental Ill Health
1 June 2016 to 31 May 2017**







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TITLE OF REPORT: The Council Plan – Year End Assessment of Performance and Delivery 2016/2017

REPORT OF: Sheena Ramsey, Chief Executive
Darren Collins, Strategic Director, Corporate Resources
Mike Barker, Strategic Director, Corporate Services & Governance

SUMMARY

This report provides the year end assessment of performance for 2016/2017. It provides an update on the performance and delivery of the Council Plan 2015-2020.

Background

1. The report forms part of the Council's performance management framework and gives an overview of progress for the priorities appropriate to the Corporate Resources Overview and Scrutiny Committee (OSC).
2. The year end performance report monitors progress against the Council Plan 2015-2020.
3. The Council Plan was approved by Cabinet on the 14 July 2015, enabling the Council, along with partners, to be better placed to achieve positive outcomes for the people of Gateshead and deliver the ambition of Vision 2030 over the next 5 years.
4. Gateshead's Sustainable Community Strategy Vision 2030 was also refreshed and approved by Cabinet on 3 November 2015.

Five Year Target Setting to 2020

5. Targets for 2020 were set as part of the Council's Performance Management Framework, for the period 2015/2016 to 2019/2020 to enable performance to be monitored to ensure continuous improvement. These targets were approved by Cabinet on 12 July 2016.

Delivery and Performance

6. The year end 2016/2017 assessment of performance report relates to the remit of the Corporate Resources Overview and Scrutiny Committee and focuses on achievements, areas identified for improvement and future actions.
7. Progress as to how well the Council is performing in relation to the equalities objectives, where information is available at the year-end stage, is also reported in this report.

Recommendation

8. It is recommended that the Corporate Resources Overview and Scrutiny Committee:
 - (i) consider whether the activities undertaken at year end 2016/17 are achieving the desired outcomes in the Council Plan 2015-2020;
 - (ii) agree that the report be referred to Cabinet on 18 July 2017, with the recommendations from this Overview and Scrutiny Committee for their consideration.

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Corporate Resources Overview & Scrutiny Committee

Delivery & Performance - Year End 2016/17

26 June 2017

Overview and Scrutiny Committee:

Corporate Resources

Chair:

Councillor John Eagle

Vice Chairs

Councillor Paul Foy

Councillor Jonathan Wallace

Role and Remit

As agreed at its meeting of 30 June 2014, the Committee undertakes scrutiny in relation to:

- The management of the Council's financial, human and physical resources
- Support for the democratic process;
- The involvement of local people and communities of Gateshead in the work of the Council
- Capacity building in communities, volunteering and resilience
- Matters relating to the Council's relationship with Gateshead Voluntary Organisations Council including the Gateshead Offer;
- Social inclusion, equalities and diversity; and
- The Council's arrangements for securing efficiency and money; and the development and operation of the Council's procurement strategy.

Overview

This report relates to progress, future focus and areas requiring improvement that have been assessed over the period April 2016 to March 2017.

Our Achievements

- Superfast broadband connectivity continues to exceed the national average.
- The Council's HR & Payroll system (iTrent) is now operational. The implementation of the system has delivered financial savings to the Council, through reduced licence costs, and efficiencies will follow as automation, self-service and as business processes are further developed and improved.
- The new digital platform has been procured to help deliver the digital strategy and implementation of this is ongoing and includes the launching of a new Intranet system.
- The collection of Council Tax was positive in view of the increase in the amount of council tax that had to be collected during 2016-17, which increased by the sum of £4.5m in comparison to 2015-16.

Areas of focus over the next 6 months

- The implementation of a digital platform to help deliver the digital strategy.
- Develop analytical capability to assess the amount of channel shift in transactions to a digital format to ensure such data is always available to monitor progress.
- The roll out of the next phases of the iTrent system. These phases will focus on employee relations, performance management and will include appraisal & development, personal development plans and performance reviews.

- The feedback received from the 2016 Employee Survey identified an issue around training and has directly led to the initiation of a refresher training programme for managers.

Areas for improvement

- To improve the number of undisputed invoices paid on time it has been identified that improvements can be made regarding payment transactions through more efficient use of the corporate Agresso system in tandem with heightened monitoring within services to facilitate speedier processing of invoices.
- Work is ongoing to ensure that managers have the necessary skills and fully understand the requirements of the sickness absence management policy and procedure. Although the employee sickness figure has improved slightly, it is still above the 2020 target of 8 days.
- To refocus efforts to ensure those staff that require equalities and diversity training complete appropriate courses.

The Management of the Council's Financial, Human & Physical Resources

HR and Payroll System

Since the Council's new HR/Payroll system, My HR and Payroll (iTrent) went live in February 2016; over 350 officers have now been formally trained on the People Manager module. All Service Directors have also been trained on the iTrent Approvals process.

There are currently 18,715 live users on the system including schools, academies, The Gateshead Housing Company, as well as Gateshead Council employees.

The project manager has delivered presentations to all Group Management Teams and has undertaken a commitment to senior management to return and provide future updates. The responses from senior officers have been both positive and co-operative. A number of services have also expressed positive views about the system, particularly around People Manager, with HR approvals now processed more quickly following the introduction of automation and daily reminders.

Phase 2 of the project will be rolled out during 2017/18, incorporating employee self-service for expenses, overtime and additional hours claims, as well as specific development for The Gateshead Housing Company and schools. Midland HR is also rolling out a new iteration of iTrent which offers increased functionality – the “Electric Theme”. This version will initially be piloted in key areas on a controlled basis to be assessed before being made available to all people managers.

Future phases will focus on employee relations, performance management and will include appraisal & development, personal development plans and performance reviews. The project team continues to liaise with the Council key contacts group, which contributed to the successful implementation of the system and will continue to be an important network of users to support further development.

The implementation of the system has delivered financial savings to the Council, through reduced support and maintenance licence costs, and further efficiencies will follow as automation, self-service and as business processes are further developed and improved.

Maximising Growth

Council Tax collection

CP1: *Percentage of council tax collected which was due to be paid in that year*

Although target of 96.6% was narrowly missed there were many positives with a final collection rate of 95.8% achieved, which was an improvement of 0.2% on 2015-16. This was achieved despite the amount of council tax that required collection increasing by £4.5m during 2016-17.

The ongoing and continuous review of working practices and recovery procedures have helped achieve an improvement in performance during 2016-17 albeit with a large increase in what we have to collect.

Business Rates Collection (NNDR)

CP2: *Percentage of business rates collected*

The Council has a duty to collect and recover Business Rates (National Non-domestic Rates) from occupiers and owners of business premises. The year-end performance as at 31 March 2017 was 97.3%, which is a fractional decrease on last year's figure of 97.6%. Performance, however, remains above the agreed target for 2020 and surpassed the internal target collection rate of 97.0% for 2016-17, having collected 97.3%. Although this was below 2015-16 performance of 97.6% an additional £2.8m in business rates was needed to be collected during 2016-17.

Business rates collection can be very volatile and the amount that is collectable can vary by large amounts at very short notice. The closure of a business occupying a high value rating assessment can rapidly alter the collection rate. Towards the end of 2016-17 a large number of rateable value increases were received which meant an additional £413,000 in rates to collect (0.5%) during February and March 2017, although the impact was minimised and did not have a detrimental effect on the collection rate, as bills were issued quickly to collect the new amounts payable.

Invoices

CP3: *The percentage of undisputed invoices paid on time*

In 2016/17, 71.44% of invoices were paid within 30 days compared to 87.16% reported last year for 2015/16. This is a significant reduction in performance which could have financial risk for the Council. It has been identified that improvements can be made regarding payment transactions through more efficient use of the corporate Agresso system, in tandem with heightened monitoring within services, to facilitate speedier processing of invoices.

Reducing Costs

Benefit Claims

CP4: *Speed of benefit claims (processing) – average time to process new claims and changes in circumstances.*

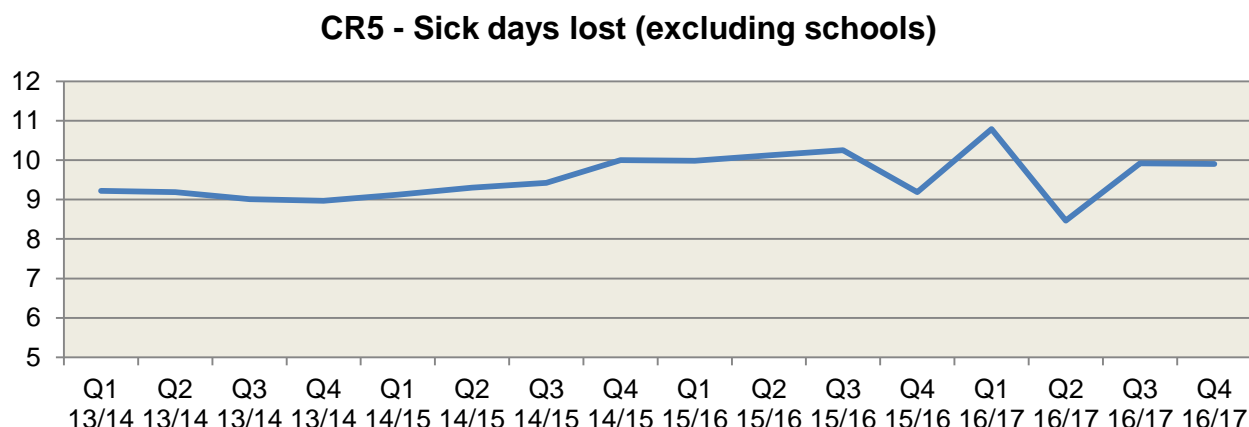
The average time to process new benefit claims and changes in individual circumstances continues on a positive trajectory with a further fall in the number of days taken. The figure of 7.75 days is calculated by taking the total number of days throughout the year and dividing by the total number of new claims and changes processed, and not taking an average of the value for each quarter.

The forthcoming rollout of Universal Credit full service in Gateshead has the potential to impact on the indicator, meaning the setting of a realistic target should be treated with caution. The changing benefit caseload and regular reform of welfare eligibility measures, together with an increase in national fraud and error initiatives, can all impact on processing times. Due to the methods of calculation, it is not always possible to get a meaningful comparative picture with regional and national peers.

Staff Sickness

CP5: *Working days lost due to sickness (excluding school staff)*

During 2016/17, 9.9 days have been lost due to sickness. This is worsening in performance from 9.19 days reported at the previous year end and exceeds the 2020 target of 8 days. The graph below shows the trend over the last few years of this indicator.



On the 28 November 2016, Corporate Resources Overview and Scrutiny Committee considered an update on progress to reduce absence within the workforce. The statistics included in the report related to the period 1 November 2015 to 31 October 2016.

The previous figure reported to the Committee for average sickness days per full time equivalent (FTE) was 10.25 days' absence for the period 1 January 2015 to 31 December 2015. The same calculation but for the period 1 November 2015 to 31 October 2016 was 8.83 day's absence per FTE, which indicated that absence levels are falling.

Across the Council as a whole, stress/depression and mental ill health accounts for 25.5% of sickness absence, which is a slight increase since the last report (24%) and it remains the largest cause of sickness absence. Post-op recovery/hospital treatment makes up 16% which is a slight reduction from the last report (19%), and other musculo-skeletal conditions now account for 12%, which again is a reduction (16%). These three categories remain the largest causes of sickness absence. Initiatives to impact these conditions include:

- Delivered support to employees suffering from work related and other stressors through sickness absence and counselling referrals.
- Delivered a pilot course on 'Mindfulness' for employees suffering from stress; employees absent from work suffering from stress; employees returning to work following absence and employees who know they are prone to suffer from stress, anxiety and depression. The physiotherapy service has supported employees suffering from musculo-skeletal problems through the physiotherapy service.
- Developed a Workplace Contact scheme aimed at providing initial support and guidance to employees experiencing issues with mental health.
- Trained employees in mental health first aid.
- Commissioned a number of courses relating to mental health and the management of stress.

It data should be placed in the context of almost half (45%) of all employees (excluding schools) had no sickness leave for the period April 2016 to March 2017.

Workforce Plan

The aim of the workforce plan is to ensure we have the right people, with the right skills and behaviours, working in the right jobs. In the last year a lot of work has been done to improve the skills and behaviours of employees including:

- The introduction of a 360 degree feedback process for leadership team (LT) to identify strengths and areas for development.

- Revised appraisal and development (A&D) and competency frameworks to ensure that employees have a clear understanding of what is expected of them, are supported to be at their best, are able to meet ongoing challenges and deliver the best possible outcomes for Gateshead. The A&D process now includes a stronger focus on performance management with the introduction of a performance rating for all employees.
- The launch of a learning and development framework as a “one stop shop” for managers and employees to access information on courses and other resources and toolkits to support their development. Included in the framework are mandatory briefing sessions for all managers on HR related issues e.g. sickness absence management, capability, disciplinary and grievance handling and how to conduct investigations to ensure that managers understand their role in dealing with these issues.
- The development of talent management and succession planning frameworks aligned to the A&D process as a support mechanism for LT to identify and nurture talent within the organisation and to develop our future workforce.
- The development of a mentoring framework.

Work is ongoing to review our approach to pay, reward and recognition. Options to address low pay are currently being considered and our terms and conditions are being reviewed to ensure that they are modern, fair and appropriate.

Support for the Democratic Process

Elections

Local elections took place across Gateshead in May 2016. The total turnout was 35.2% which was slightly above the national turnout of 33.8%. Of the postal votes distributed, 67% of these were returned.

May 2016 also saw the Police and Crime Commissioner Election for the Northumbria policing area. The turnout of 32.1% of the electorate voted across Northumbria was more than the first election held in 2012 although it should be noted that while the election 2012 was a standalone PCC election, the 2016 election was timed to coincide with the local elections.

The EU referendum took place in June 2016. In Gateshead the turnout was 70.7% of the electorate, with over 103,000 votes were cast.

An update, following the calling of a general election for 8 June 2017, will be provided in the 6 month update report.

Social Inclusion Equalities & Diversity

Equality & Diversity

At the Council meeting of 6 July 2016, a motion was moved that “*This council believes Gateshead is stronger because of its diverse communities and that society benefits from this diversity.*”

The Council expressed its belief that the Borough:

- benefits from residents with different ethnicities, nationalities, religions and sexual orientations;
- welcomes the positive contributions of all residents, regardless of background, to life in Gateshead;
- valued all members of our community; and
- accepts and celebrates diversity which are the hallmarks of modern society and that no one should be forced into conformity.

The Council further expressed its concern at the significant increase of hate crime reported since the EU membership referendum on 23 June 2016, and reaffirmed unequivocally its

view that racism, xenophobia and hate crime of any nature have no place in society and condemned racism, xenophobia and hate crimes.

Show Racism the Red Card (SRtRC) celebrated their 20th anniversary of working in Gateshead and of providing young people and adults with high quality anti-racism education. During 2016/17 SRtRC obtained funding from the Schools Forum to carry out training and educational work around Hate Crime in a number of primary and secondary schools.

In order to ensure there is a regular and consistent message about Hate Crime, the Council shares via social media, the number of hate incidents that have been recorded on the ARCH system each month, as well as information on the different ways in which victims and witnesses to incidents can make a report.

The Council's community safety officers also carry out hate crime awareness and education sessions in partnership with Citizens Advice, so that staff can recognise hate crime and support victims to make a report. Additionally, following the success of a number of training sessions last summer facilitated by SRtRC, Gateshead Council's Community Safety Team commissioned further training with eight sessions arranged over the next 12 months, one of which is specifically for ward councillors.

The Council also has an Equality, Diversity and Cultural Awareness e-learning module which is available to all council employees to access via Knowledge Net.

An area to be improved is the overall attendance at some of the equality and diversity awareness courses available, which have been lower than envisaged. Measures will be required to boost attendance and equip staff with essential knowledge.

The Gateshead Diversity Forum is open to any Black and Minority Ethnic community groups, individuals and organisations who are working to benefit the lives of local Black and Minority Ethnic people. The group meets bi-monthly with the aim of providing a formal way of informing and consulting with Black and Minority Ethnic groups and individuals and to identify and address issues, which impact upon the local Black and Minority Ethnic population. The Forum discusses a wide range of issues including education, community safety, health, housing, employment practices and service delivery.

Capacity Building in Communities, Volunteering & Resilience

Volunteers Month

Gateshead Volunteers Month, which has become an annual event throughout each June, has been a Borough-wide initiative delivered annually by the Neighbourhood Management & Volunteering Team (NM&V) since 2013.

In 2016, over 60 events took place to celebrate our volunteers and raise awareness of volunteering opportunities available across Gateshead. The month proved a great success with:

- 60 new volunteers being recruited
- £11,691 allocated to groups from the Gateshead Volunteers Month Grant
- A total of 101,170 hours were recorded during the four-week period - equating to
- an economic value of £1.3 million

Resilience Planning

The Strategic Resilience and Emergency Planning Framework has been developed to provide the future focus and direction based on four themed areas. The key focus over the last six months for Resilience and Emergency Planning has been to continue to work in collaboration with our local, regional, **Page 58** and communities; assess and mitigate risk;

increase our capacity and capability to respond; train and exercise councillors and new volunteers; and strengthen community resilience.

An recent example of this planning was an exercise undertaken by partners, including Gateshead Council, Northumbria Police and other organisations, was been involved in a multi-agency training exercise to test emergency service response to a major incident. In the early hours of Wednesday (May 17) an exercise was held at Intu Metro Centre in Gateshead which was designed to test the skills and processes of police, other emergency services and the Council. The exercise was focused on a terror attack taking place at the shopping centre and is one of a number of similar exercises to have taken place across the country. This is one of a number of routine exercises organised to test the response of Gateshead Council, emergency services and other partner agencies, to test contingency plans and the co-ordination of the response to a major incident on a regular basis.

Digital

CP6: *The percentage increase in the switch to digital based transaction/contact from a more established traditional measure (telephone/face-to-face) baseline &*

CP7: *The percentage in increase in people using an online/digital method for transactions with the Council*

The installation of the new digital platform is a multi-stage process that will be implemented during 2017/18, and will result in the production of a performance dashboard. This tool should then be able to show comprehensive transaction data and provide a sustainable and useful metric. Currently, limited data is available, which has to be aggregated and this is only possible for some key transactions, so does not yet provide a sufficiently rounded picture to enable the reporting of progress made.

Increased collective responsibility

Employee Engagement

The Council has set out the importance of promoting employee wellbeing and engagement through the workforce strategy and plan. The employee engagement programme has developed well over the course of the last year, and is based on employee feedback through tools such as the employee survey. This has provided valuable intelligence and insight into how employees view the Council, their jobs and what support they need to be successful in their roles. Almost 2,000 employees responded to the survey in May 2016 representing 40% of the workforce.

Positive messages

There were some very positive messages that came out of the survey including customers always being a priority (80%), managers being approachable (88%), the vast majority employees enjoying their job overall (77%) and over 80% of employees responding indicating an understanding the need for change.

Areas for improvement

There were a number of areas for improvement that employees identified through the survey. They include;

- Improving internal communication within services and within teams, particularly around issues such as change, remodelling, restructuring and redundancy. Some employees felt that they were being consulted but their views weren't being taken on board.
- More consistent and better engagement between managers and employees in how, as an employer, the Authority manages, involves and communicates employees in the process of change.
- The approach to terms of employment, remuneration and both flexi time and annual leave allowance.

- How we manage change, there is an understanding of the need for change but desire to be more informed and more involved in change.
- How we manage performance and resources and whether they're being used effectively to achieve best outcomes.
- While accepting it is difficult, employees raised the issue of wanting to feel valued and recognised for the work that they do well.

Online suggestion scheme

Several groups and services have suggestion schemes in place, however following the employee survey and feedback from employees, a council-wide mailbox will be set to capture employees' thoughts, ideas and suggestions and ensure the employees have a voice in the workplace.

Employee Wellbeing

A number of activities have been implemented or are planned to improve wellbeing and engagement with the workforce including:

- Rolling out an annual Corporate Health and Safety training programme;
- Developing and implementing a Stress Toolkit and delivering stress training;
- Development of a network of employee health advocates.

CP8: Employee engagement e.g. Gateshead Council is viewed as a good place to work

Through the 2016 employee survey 64% of employees said that the Council is a good place to work. This is down 4% on the baseline result from 2015.

A number of initiatives have been undertaken to improve this figure towards the 2020 target of 70% of employees viewing the Council as a good place to work and to assist the Council has a more engaged workforce.

This improved engagement aims to deliver increased motivation and morale amongst employees and offer staff more opportunity to demonstrate their capability and potential. The following measures have been introduced to help achieve this, including:

- establishing a Council wide Employee Forum to provide an opportunity for employees to come together across services to influence and improve the way we work as an organisation. One objectives of the forum is to perform a 'deep dive' and get underneath the survey results to make improvements around issues raised such as communication, learning & development, managing change and the use of more flexible and agile working.
- developing a revised, more flexible approach to appraisal and development which is in the process of being rolled out. This aims to improve individual performance through a robust A&D framework which can be used in tandem with I-Trent management tool to improve measurement and monitoring of A&D meetings. This includes a counter-signature measure and a performance assessment which sets out whether an employee has exceeded, achieved, partially achieved or not achieved what is expected of them. A process of training and communication to service teams has been rolled out across services.
- launching, in April 2017, the new Council intranet has provided an enhanced customer user experience, with easier navigation to assist managers and officers in conducting their work programmes. In a survey of employees about the old intranet, only 7.9% of respondents indicated that they thought it was *good* or *very good*. In comparison, feedback on the new intranet has been very positive. An equivalent survey about the new intranet has indicated that 94.3% of employees think the new intranet is *good* or *very good*.

CP9: Improve Superfast Broadband connectivity-Increase coverage in Gateshead to 98.9% by June 2019

The year-end figure shows a continued increase in the connectivity to superfast broadband with a current figure of 94.3%, which is an increase from 91.2% and also ahead of the national connectivity figure of 92.8%.

Increase the levels of ambition and aspiration of vulnerable groups across Gateshead

Young people leaving care

CP10: Ensure young people leaving care are supported to have an opportunity in the Council for an apprenticeship

The Public Sector Apprenticeship Targets Regulations 2017 has now been published which confirms that at least 2.3% of the workforce in public sector bodies in England will have to be apprentices. This will be taken into consideration when setting the target for this indicator.

There is currently one young person leaving care who has commenced an apprenticeship within the Council during 2016/17.

An Education, Employment and Training (EET) Group has recently been established, which looks at young people who are at risk of becoming NEET, the support needed via REALAC and Connexions to avoid this, using a RAG rating system. There is also a separate Apprenticeship Sub Group, which specifically explores the promotion of traineeships and apprenticeships for looked after/leaving care young people and this also includes apprenticeships within the council.

The Council's arrangements for securing efficiency and money; and the development and operation of the Council's procurement strategy

Change Programme

Cabinet agreed to a major Programme of Change at the meeting on 9th February 2016, to help the Authority ensure it continues to secure a balanced budget in the period up to 2021 whilst securing the right range of activities that residents need.

Recently Strategy Group concluded a stocktake exercise on the Change Programme to date, which confirmed the substantial amount of work undertaken as part of the Change Programme, much of which has provided a strong platform for taking forward the changes and transformation work required across the council. The stocktake also highlighted further scope to enhance our approach to customers and to update existing systems. Managers are actively encouraging employees to come forward with suggestions around service improvements that will improve productivity and deliver other efficiencies.

Flowing from this has been a decision that efficiencies in the governance arrangements can be made involving transformational projects being overseen by Strategy Group, and other change activity being driven forward by service management teams using cross-council engagement, task and finish groups and, as appropriate, reporting by exception through Strategy Group.

Involvement of local people and communities of Gateshead in the work of the Council

Gateshead Now

Gateshead Now has been sent regularly (at least once every 4 weeks) over the previous 12 months to over 30,000 recipients. The regular email update continues to have a positive impact with engaging local people and supports both digital communications and promotes our initiatives.

Results from the annual SOCITM Better Connected review of all UK Local Authority websites are now starting to come in with the final report being published in June 2017. Gateshead Council was one of only 6 to score the top rating of 4 stars for the scenario – ‘*Find local care support for an older person.*’ The review states, “*Excellent throughout - clear, well written information, always linked to further related information so that the user journey flows logically from each piece of information. The directory of services seems nicely integrated with the main website.*”

These scores should hopefully contribute to maintaining our overall 3 star SOCITM rating for the website this year even though a focus has been placed on implementing the digital platform and intranet rather than improving the existing website. Once www.gateshead.gov.uk has been moved to the new digital platform later this year it will give us greater opportunity to achieve 4 stars across more scenarios in the future.

Digital Platform

An important facilitator for ensuring readiness for future customer interaction is the Digital Gateshead programme, the purpose of which is to make it easy for people to access, benefit from and deliver Gateshead Council services via digital solutions. This will include making more information and services easily accessible online, and ensuring that all our services, residents, businesses and visitors can benefit from this, but also making sure councillors and employees have the right technology and skills, including mobile solutions.

Detailed project plans have been developed, so that activity can be prioritised, understand what additional capacity we may need, and how we measure the benefits of the programme. Procurement of the new platform was completed by October 2016, with implementation of all key components currently being implemented and all modules and websites scheduled to be available on the platform by April 2018.

Digital Inclusion

There is currently a recruitment process underway for a ‘Digital Skills Lead’ who will assist in helping all residents, customers and employees to have the skills and confidence to use and benefit from digital solutions in all parts of life.

Gateshead Intranet

The first major digital service to be launched on the platform was the new Gateshead Council Intranet. This has been well received and within the first 2 weeks 298 (94.3%) staff think the intranet is very good or good and has attracted over 252,000 page views (123,494 views that were not just views of the home page) with over 5,000 users spending an average of 6 minutes on the intranet in each viewing session.

Corporate Resources Strategic Indicators

Corporate Performance		Indicator: Tracker/ Target/ Equality	Desired Direction	Reporting Officer	Year End 2015/16 (RAG)	Year End 2016/17	Trend	North East	National (RAG)	Target 2020
Maximising Growth:										
CP1	% of Council Tax collected that was due to be paid	Existing (Target)	Higher is better	John Jopling	95.6%	95.8%	↑	No information currently	No information currently	96.6%
CP2	% of Business Rates collected	New (Target)	Higher is better	John Jopling	97.6%	97.3%	—	No information currently	No information currently	97%
CP3	% of undisputed invoices paid on time	New (Target)	Higher is better	John Jopling	87.16%	71.44%	↓	No information currently	No information currently	95%
Reducing Costs:										
CP4	Speed of benefits claims (processing) - average time to process new claims and changes in circumstances	Existing (Target)	Lower is better	John Jopling	7.95 days	7.75 days	↑	Data collected in a different format	Data collected in a different format	7.5 days
CP5	Staff sickness (excluding school staff) per FTE	Existing (Target)	Lower is better	Deborah Hill	9.19 days	9.9 days	↓	No comparative data	No comparative data	8.0 days
CP6	% increase in digital based transaction/contact from established baseline	New (Target)	Higher is better	Mark Smith	N/A	New	New	No comparative data	No comparative data	TBC
CP7	Percentage increase in online transactions	New (Target)	Higher is better	Mark Smith	N/A	New	New	No comparative data	No comparative data	TBC
Increasing collective responsibility:										
CP8	Employee engagement: e.g. good place to work	New (Target)	Higher is better	Marisa Jobling	68% 2015 Survey	64% 2016 Survey	↓	No comparative data available		70%
CP9	Improve Superfast Broadband connectivity-Increase coverage in Gateshead to 98.9% by June 2019	New (Target)	Higher is better	Roy Sheehan	91.2%	94.3%	↑	Part of a North East regional programme	92.8%	98.9%
Equality Objective: To increase levels of ambition and aspiration of vulnerable groups across Gateshead										
CP10	Ensure young people leaving care are supported to have an opportunity in the Council for an apprenticeship	Equality (Target)	Higher is better	Deborah Hill / Elaine Devaney	New	1	New	No comparative data available		TBC

