

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Monday, 15 October 2018 at 10.00 am in the Bridges Room - Civic Centre

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies
2	Minutes (Pages 3 - 10) The Committee are asked to approve the minutes of the meetings held on 25 June and 10 July respectively.
3	Progress on Implementation of the Council's Workforce Plan: Update on the Refresh of the Council's Workforce Strategy (Pages 11 - 20) Report of the Strategic Director, Corporate Services and Governance
4	OSC - Review - Scoping Report - Helping to Increase Support/Capacity of Voluntary Sector (Pages 21 - 24) Report of the Strategic Director, Communities and Environment
5	Performance Monitoring: Infrastructure Support to the Voluntary and Community Sector in Gateshead (Pages 25 - 32) Report of the Strategic Director, Communities and Environment
6	Volunteer Plan - Annual Update (Pages 33 - 52) Report of the Strategic Director, Communities and Environment
7	Annual Work Programme (Pages 53 - 56) Report of the Chief Executive and the Strategic Director, Corporate Resources and Governance

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GATESHEAD METROPOLITAN BOROUGH COUNCIL

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Monday, 25 June 2018

PRESENT: Councillor John Eagle (Chair)

Councillor(s): W Dick, J Wallace, L Caffrey, M Charlton, J Green, S Green, M Hall, B Oliphant and N Weatherley

APOLOGIES: Councillor(s): D Bradford, D Duggan and M Henry

CR1 MINUTES

RESOLVED:

- (i) The minutes of the last meeting held on Monday 16 April 2018 were approved as a correct record.

CR2 CONSTITUTION

The Committee received the report outlining the constitution of the Corporate Resources OSC and the appointment of the Chair and Vice Chair approved by Council for the 2018/19 municipal year.

RESOLVED:

- (i) The Committee noted the report.

CR3 ROLE AND REMIT

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

RESOLVED:

- (i) The Committee noted its remit and terms of reference.

CR4 THE IMPACT OF THE GATESHEAD FUND 2017 - 2018 - A CASE STUDY

The Committee received the report to seek the Committee's view on the impact on the Gateshead Fund during 2017/18 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.

The Committee were provided with an overview of the Gateshead Fund which was established in 2011. Further details of the Gateshead Fund 2017/18 allocation and administration was also provided with examples of the various local organisations that have benefitted. A copy of the Community Foundation's 'The Gateshead Fund –

Impact Report 2018' was also provided for information in addition to a summary of how the Gateshead Fund links with Gateshead's 'Thrive Agenda'.

It was noted that the report was useful however it was said that some community groups struggle to access funds due to a lack of experience and knowledge about the rules and criteria to meet when applying. It was highlighted that this information is made available to applicants and that staff are available to answer any queries.

It was asked what work is done to prevent community groups going into 'meltdown' once their funding has finished. It was noted that as part of the application process organisations need to demonstrate their long term financial plans and this progress is monitored. It was further noted that organisations are not allowed to have more than 3 grants within a 6-year period.

It was asked whether there is a policing system to monitor whether organisations are spending their funds appropriately and within the terms and conditions of the Gateshead Fund. It was advised that instances of misspending do not happen often and are usually highlighted via a whistle-blower which will be investigated. It was noted that when terms and conditions are not met it is usually because of naivety as opposed to fraud.

A discussion took place around the adverse effects of adversity on communities. It was also highlighted that schools are to be made the heart of the anti-poverty agenda with discussions ongoing.

RESOLVED:

- (i) The Committee noted the contents of the report.

CR5 THE COUNCIL PLAN - YEAR END ASSESSMENT OF PERFORMANCE AND DELIVERY 2017/18

The Committee received a report forming part of the Council's performance management framework providing an overview of progress for the priorities appropriate to the remit of Corporate Resources OSC.

From the report the following were highlighted as areas of focus over the next 6 months:

- Plans are currently being put into place for our sixth Gateshead Volunteers' Month which takes place in June. Over the years this has seen hundreds of people take up volunteering opportunities, attend events and get involved with scores of local organisations.
- Undertake the employee survey and the 'You and Your Local Area' residents survey this summer.
- Employee briefings are taking place on the implications of the new General Data Protection Regulation (GDPR).
- Complete the implementation of a digital platform to support the delivery of the digital strategy, including the following websites and digital services;

- A new version of www.gateshead.gov.uk on 17th May
- An appointment booking system for the Registrars Service by July 2018
- Online forms for social care requests that aim to reduce call level volumes for Adult Social Care Direct
- Online forms to support Landlord licensing
- New websites for JSNA, Beacon Living, Proto and Gateshead Goes Local, and Business Gateshead
- Improvements to the intranet
- Performance dashboards for Fly tipping, Clip and Climb bookings, online payments, Registrars
- Supporting the review of individual services to transform how services can be delivered digitally to deliver savings and efficiencies, income generation and contribute to an improved customer experience

It was also acknowledged that high levels of sickness absence are a serious issue and therefore work needs to be done to address this problem. It was noted from the report that sickness management training has been delivered to approximately 400 managers to provide them with the appropriate skills, confidence and knowledge to manage attendance.

The Committee were then presented with a video showcasing the new digital platform available for the public to report fly tipping. It was noted that it is intended that this system be expanded in the future to allow residents to report other things such as potholes and dog fouling.

RESOLVED:

- (i) The Committee noted and agreed the report and appendix.

CR6 REVIEW OF ABSENCE IN THE COUNCIL - MONITORING REPORT

The Committee received the report to update on the actions taken since the last monitoring report which was considered on 26 June 2017 and to consider options moving forward.

From the report a summary of sickness absence causes was provided in addition to days lost. This information showed that Care Wellbeing and Learning had the highest number of days lost due to sickness with the Office of the Chief Executive having the lowest.

Further sickness statistics and analysis was provided, it was noted that since the last report HR Advice have continued the roll-out of mandatory sickness absence management training for all managers in the Council. It was further noted that as part of the Council's achievement of the North East Better Health at Work Award all employees were invited to take part in a Health Needs Assessment survey.

From the report it was also said that in October 2017 the Council signed the Time to Change pledge, a campaign to improve attitudes and behaviour towards people suffering with mental health problems. The report also advised that the Council has been working closely with UNISON to tackle work related stress.

It was asked why approximately 20% of managers had not yet attended the mandatory sickness training; it was noted that Service Directors are made aware of which managers have outstanding training so this can be chased up. It was also highlighted that there will soon be an e-learning tool for this training to make it more accessible.

It was asked whether the high levels of sickness in Care, Wellbeing and Learning were because of a depleting workforce being overstretched. It was advised that the high sickness within the service is being acknowledged and that Caroline O'Neill is considering solutions. It was then asked whether agency staff sickness is monitored; it was advised that it is not.

It was asked whether flu jabs are being made available to staff who need them. It was stated that staff identified as being a high risk are provided with a voucher to get a flu jab externally.

RESOLVED:

- (i) The Committee noted the contents of the report and agreed to receive a further update at a future meeting.

CR7 ANNUAL WORK PROGRAMME

The Committee received the report detailing the Work Programme for the municipal year 2018/19.

The Committee were advised that the provisional work programme was endorsed at the meeting held on April 2018 and Councillors have agreed that further reports will be brought to future meetings.

RESOLVED:

- (i) The Committee noted the provisional work programme.

Chair.....

GATESHEAD METROPOLITAN BOROUGH COUNCIL
CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Tuesday, 10 July 2018

PRESENT: Councillor John Eagle (Chair)

Councillor(s): R Beadle, D Bradford, L Caffrey, M Charlton,
P Foy, S Green, B Oliphant, N Weatherley, M Hood,
M Brain, L Green, G Haley, H Kelly, I Patterson, S Ronchetti
and J Simpson

APOLOGIES: Councillor(s): W Dick, J Wallace, D Duggan, T Graham,
J Green, M Hall, M Henry, J Kielty and K Wood

CR1 CONSULTATION ON THE REFRESH OF THE CORPORATE ASSET STRATEGY

The Committee received an update of the proposed objectives set out in the 2018/2019 update of the Corporate Asset Strategy and Management Plan 2015-2020 (CASMP).

A number of questions arising from the presentation were raised and addressed by officers. The following questions remained outstanding and it was agreed that officers would make appropriate enquiries and provide councillors with a response.

Question 1

The question was raised as to why home owners paid more rent for council garages than council house tenants. As the council is looking to maximise income should it not be charging market rent for all parties.

Response

There are a number of reasons for the difference in rental levels paid by council tenants and non-council tenants. One being that the Council charge VAT according to Inland Revenue guidelines and all VAT monies collected are passed over to them.

VAT is therefore charged on garage rents where they are occupied by non-council tenants.

Another being that the Council agreed in 1989 to raise the rents charged to commercial and private individuals to achieve a fairer return. This decision was made as it was considered that rents charged for garages owned by other landlords were well above the level set by the Council.

The Council operates a system whereby rents collected are 'pooled' to cover all charges such as loan/debt charges, repair costs and management fees

Question 2

A number of councillors raised the issue of access and condition of garages, garage sites and allotments.

Response

Within the Council's Tenanted Non-Residential Portfolio there are:

Garage sites	43 (Plots 319) (the garages themselves do not belong to the Council, they are owned by the plot tenant)
Allotment sites	59 (Plots 1328)

The garages within the Tenanted Non-Residential Portfolio are owned by the occupier and as such the responsibility for their repair sits with the occupier. It is only the plot that the occupier rents from the Council. The rent payable for the plots is low as a result the income generated is not significant. This can be seen from the revenue outturn for 2017/18:

Garages

Income	£12,934
Expenditure	£ 213
Nett Income	£12,721
Staff time	£ 2,979

Allotments

Income	£49,903
Expenditure	£86,547
Nett Income	£ -36,643
Staff time	£63,000

Removing fly tipped material and undertaking minor repairs and maintenance are the main areas of expenditure and it can be seen from the figures above across the garage plots and the allotments expenditure exceeds income as such there are no funds available to carry out any major works to improve the access roads. A bid could be made against the capital programme; however, it is doubtful this would be supported as it would not enhance income and bids for other projects are likely to be considered as more of a priority.

The Council also holds both garage sites and garages within the Housing Revenue Account and are included in the Asset Strategy for Council owned stock sitting in the HRA. A stock condition exercise was undertaken during 2016/17. This is informing options appraisals, combined with demand and revenue costs. Where there are opportunities to link garage sites to adjacent development sites or estate improvements these are pursued.

Question 3

It was considered by councillors that the council is not building residential

accommodation to meet housing need as detailed by the Thrive Agenda.

Response

The Council has undertaken technical studies to help understand how many homes will be needed in the period 2010 - 2030. These studies have also considered the housing needs of specific groups such as older people, minority groups and people with disabilities. The studies have also provided evidence of the need for affordable homes in Gateshead i.e. homes for those unable to afford market housing. The Council is also updating its Housing Strategy, and together with our Local Plan policies, and Care & Wellbeing's emerging commissioning plans for specialist and supported accommodation, the aim is to will ensure the supply of homes will meet Gateshead' s assessed housing needs.

As part of a recognised mixed economy when it comes to delivering housing numbers, identified in the Core Strategy, In-house development is being progressed both in terms of commercial development through the Gateshead Trading Company (e.g. Lyndhurst and Derwentside) and a programme of social and supported housing within the HRA. Both of the above strands of development provide opportunities for income generation through use of Council services and increased council tax receipts and new homes bonuses.

The programme of social housebuilding will be targeted initially on existing council estates to provide affordable rented homes or specialist or supported provision that meets identified need from Care Wellbeing and Learning e.g. Supported Living Schemes at Winlaton. This has the added benefit of reducing future costs of residential care by enabling vulnerable residents to live independently with appropriate support. The use of Council land for social housing will be addressed within the emerging proposals for the Housing Strategy, and reflected in the Corporate Asset Strategy & Management Plan.

Question 4

Concerns were raised that as currently drafted the Corporate Asset Strategy and Management Plan covers the period 2015-2020, and it was felt this was not long enough.

Response

Having had the opportunity to fully consider the points raised by Councillors at the meeting, the Corporate Property Officer recommends the CASMP should cover the same period as the Housing Strategy: a new Corporate Asset Strategy and Management Plan will therefore be written covering the period 2018 – 2023 rather than the 2015 – 2020 Corporate Asset Strategy and Management Plan being updated.

The Council owns nearly 50% of the brownfield development sites and therefore will have a major influence in delivering homes that meet Gateshead's needs as identified though its Local Plan and Housing Strategy. This approach will ensure that

we can achieve, amongst others, continuity, and include longer term planning.

Question 5

Councillors raised the issue of opportunities for wealth creation. Councillors were of the view that there was no overall plan for wealth creation and an overall strategy was needed.

Response

The development of Council land, whether for housing development or businesses, provides job opportunities in construction and the businesses which occupy the new buildings will provide a wide range of jobs across a variety of sectors including IT, Tech, professional, general office and retail. All of the above jobs will grow the economy thereby providing the environment for wealth creation over the long term.

Having the right building in the right location from which to deliver Council services will ensure the needs of residents can be addressed in the most appropriate way, thereby improving their opportunities further.

These considerations will form part of the new Corporate Asset Strategy and Management Plan.

Chair.....

TITLE OF REPORT: Progress on Implementation of the Council's Workforce Plan; Update on the Refresh of the Council's Workforce Strategy

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

Summary

To update the Committee on progress made in relation to implementation of the Council's Workforce Plan, and to advise the Committee on proposals to refresh the Council's Workforce Strategy.

Background

1. The Council's Workforce Strategy and Plan were agreed in 2015. The purpose of the current workforce strategy is to ensure we have a workforce that can support delivery of the sustained transformation necessary to achieve the services our residents want and need – services that provide value for money, are fit for purpose, flexible and customer focused. The strategy outlines how the Council aims to ensure it has the right people, with the right skills and behaviours, working in the right jobs, at the right time.
2. The workforce strategy is based on six themes: **skills and behaviours; recruitment and retention; pay; reward and recognition; wellbeing and engagement; and, performance and change.**
3. A workforce plan provides a detailed delivery plan for each of the six themes. The plan is a dynamic document which is continually developed to respond to the Council's current workforce requirements, and to prepare for future changes.
4. This report provides an update on the progress made since the last Overview and Scrutiny report presented in October 2017 and follows the themes set out in the workforce strategy and plan. Members will recall that the October 2017 report provided a comprehensive update; this report builds on that progress.

SKILLS AND BEHAVIOURS

Leadership Development for Leadership Team

5. Weekly Leadership Team meetings continue to take place, with a variety of subjects being discussed enabling the timely sharing of information, minimizing silo working, and sharing learning and development opportunities.

Developing Management Skills

6. A learning and development framework is available on the intranet as a one-stop shop for managers and employees to access information on courses and other resources and guidance to support their development. The framework is updated on an ongoing basis and includes new guidance on the appraisal and development (A&D) framework, the competency framework, the maximising employee potential (MEP) guidance, mentoring, and corporate induction.
7. A programme of in-house workshops continues to be provided to develop the skills of managers. Managers also have access to development opportunities through the Public Service Academy (PSA) short courses and master classes programme. Over the last year more than 8,000 learning opportunities have been accessed by our employees.
8. Through a small cross council working group a leadership/management development programme is currently being developed. The aim of the programme will be to build management and leadership capacity throughout the Council both for current and potential future managers and leaders. It is anticipated that the programme will be ready for implementation by April 2019.

Upskilling the Workforce

9. Whilst leadership and management skills are crucial to ensure sustainability for the Council, it is also important to ensure that all employees are supported in their learning and development. This ultimately contributes to the Council's 'Thrive' agenda when delivering services to the people of Gateshead. The Council is working closely with our trade union partners to promote and provide development opportunities to upskill the workforce. Current provision includes ICT, literacy and numeracy skills workshops, and 'Lunch to Learn' taster sessions on topics such as Diabetes Awareness, Palliative Care, Autism and Parkinson's Disease.
10. A 'Learning at Work' event is scheduled to take place on 4 October 2018. The event is aimed at promoting learning and development opportunities to upskill the workforce. The event will bring together guest speakers from our political and senior management structure, learning and development providers, and trade union partners. All employees are invited to visit the showcase event in the Council Chamber which will allow them to be introduced to various learning and development providers and promote awareness of the range of opportunities available. The objective is to encourage requests to access learning opportunities during management and A&D discussions.
11. The Council continues to develop e-learning modules to encourage learning in a convenient and efficient way. Learning is currently available in areas such as management, health and safety, equalities and diversity, ICT, and finance. Over 800 modules have been completed during 2017-18 year by Council employees.
12. A suite of briefing sessions has been delivered to managers to equip them with skills to deal with a range of HR issues. The briefings were mandatory on the basis that people management is a critical element of the majority of management roles. The sessions include recruitment and selection, dealing with capability and

competency issues, undertaking investigations, managing sickness absence, and bullying & harassment. The sessions were delivered over a period of 14 months and 90% of managers have attended the full suite. The briefings are currently being translated into e-learning modules and all newly appointed managers will be expected to complete the modules.

Mentoring and Coaching

13. With support from the Leadership Team, mentoring and coaching frameworks have been developed, the aim being to support capacity building for our managers and employees. Mentoring and coaching opportunities can be accessed through discussions in the A&D process, with mentoring and coaching being referenced in the Managing Employee Performance (MEP) guidance. The Council's Leadership Team has been trained as mentors, the intention being that mentor training and the availability of mentors will be rolled out to other levels of management to increase mentoring capacity within the organisation. Training for internal coaches is also being considered to build coaching skills and capacity.
14. It is proposed that mentoring and coaching will be a component part of the management/leadership development programme referred to in paragraph 8.

Apprenticeships

15. The Government's changes to the apprenticeship system took effect from April 2017. The changes included the introduction of a public sector apprenticeship target. The Council's target was to start 2.3% of the workforce (160 employees) on an apprenticeship on an annual basis. Despite efforts made, unfortunately the Council has not met that target. From April 2017 to March 2018 the Council had 95 apprentices. From April 2018, 49 new apprenticeships commenced, these are a mixture of current employees who are upskilling, and new recruits to the Council.
16. In an attempt to boost this number and increase the draw-down on the apprenticeship levy, briefings have taken place with Leadership Team and managers, and employees were invited to participate in personal consultations to find out more about apprenticeship opportunities. 14 staff attended for one to one discussions, with a further 9 having a telephone discussion. To date two of those people have enrolled to the management level 5 standard.
17. The Council, alongside many other employers, has faced a number of challenges when striving to increase the numbers of apprenticeships, including:
 - the lack of available standards and training providers, resulting in the continuation of traditional academic qualifications rather than apprenticeships;
 - the essential requirement for all apprentices to demonstrate English and Maths at GCSE level when some staff already have degrees and other professional qualifications;
 - the requirement to spend 20% of time 'off the job' in training, and the impact that has on service delivery;
 - insufficient providers completing the procurement process as they have failed to provide the required assurances in relation to health and safety and/or safeguarding matters;

- insufficient providers in the region to deliver the apprenticeship programmes the Council requires; and,
 - providers in the region cancelling, or deciding (sometimes at a very late stage), not to run apprenticeship training due to insufficient numbers of learners to form viable cohorts.
18. Services continue to be encouraged to consider what scope there may be to increase apprenticeships in order to fully maximise the Council's levy. Managers are being challenged to consider how apprenticeships can support succession planning and enable existing employees to develop skills and competencies at all levels. When posts become vacant, managers are asked to consider if the job is one suitable for an apprentice.
19. The inability to maximise the apprenticeship levy is a concern across the region so further considerations are being given to how the Council can work jointly with other Councils and with LearningSkills, with the support of the North East Regional Employers Organisation (NEREO), to provide alternative models of procuring apprenticeship training.

RECRUITMENT AND RETENTION

20. The Council's approach to recruitment and retention allowances is reviewed annually and reflected in the current [Pay Policy](#). In light of recruitment and retention difficulties, specifically in hard to fill posts and in Care, Wellbeing and Learning, proposals to consider the flexibility of the Council's Recruitment and Retention Allowances Payments policy will be presented to Cabinet in the near future.
21. The Council has agreed the adoption of the TUC's [Great Jobs Agenda](#) which consists of six themes, each with a description of why it matters, along with what the TUs want employers to do, and what it asks politicians to do. The themes include having voice at work; fair and decent pay; and, learning and progression.

PAY, RECOGNITION AND REWARD

Employee Recognition

22. Research has repeatedly pointed to a correlation between how people are managed, their attitudes and behaviour, and business performance¹. Engaged employees are happier, healthier and more fulfilled, and they are more motivated and deliver better business performance.
23. In the last 12 months, 77 employees have been recognised for their long service and were invited to the Mayor's Parlour where they were presented with a picture of Gateshead Quays. Three presentations take place each year to celebrate employees' 25 years continuous service at Gateshead Council.
24. Whilst such formal recognition is a credit to staff and to the Council, there are a number of drivers to an engaged workforce, one being a culture where employees are praised for the good things they are doing. The output of a series of focus groups which included employees at all levels in the Council has informed the

¹ <http://engageforsuccess.org/nailing-the-evidence>

formulation of proposals about how the Council's approach to recognition can be improved. This work is on-going; however, generally, the indication is that a simple 'thank you' or 'well done' is what is most valued by employees; formal ceremonies are not necessarily popular.

Terms and Conditions

Pay protection

25. The Council is committed to ensuring that any negative impact in respect of changes to the workforce is minimised and employees continue to receive some level of protection if such changes affect their pay. Balanced against this is a requirement to consider affordability and the financial pressures the Council face. In this regard, following a review of pay protection arrangements, agreement was reached with recognised trade unions to adopt a 4-year protection period which tapers over each year i.e. 100% protection in year one, 75% in year 2, 50% in year 3 and 25% in year 4.
26. This change ensures that there is some protection for employees and that there is not a 'cliff edge' approach to the cessation of pay protection. It also results in savings being made and supports services when they are looking to transform, generate income, and become more financially stable.
27. A tapered approach also provides motivation for both employees and managers to identify suitable development opportunities to minimise the need for pay protection.

Review of compensatory payments formula

28. The Council introduced compensatory payments in 1980 as the most effective way to facilitate smooth changes to working arrangements without needing to unilaterally vary employees' contracts. The majority of people who receive compensatory payments are low paid, part-time females in catering and cleaning services.
29. The compensatory payments formula has been reviewed to ensure it remains at an appropriate and fair level. The review resulted in an increase in the level of compensation payable to employees who suffered a reduction in their contractual hours; the compensation payable for withdrawals of allowances and enhancements remains unchanged.

Review of the flexi-time Scheme

30. A review of the Council's flexi-time scheme has been undertaken to ensure it remains fit for purpose and reflects best practice both for employee work-life balance and to meet the needs of the Council. The scheme has been updated to reflect elements of the scheme adopted by The Gateshead Housing Company, including a widening of the working day bandwidth to 7am to 7pm, an increase in the maximum flexi credit balance to 2 days, and a reduction in the maximum flexi debit balance to 1 day. The number of flexi days leave available in a settlement period has not changed, however this will remain subject to review.

Employee benefits marketplace

31. An 'employee benefits marketplace' event is held twice a year to enable those organisations which offer discounts to Council employees to showcase what is available. Discounts range from shopping vouchers, healthcare provision, and car purchase schemes. Providers include Costco, Nissan, Health Shield, and Icom (who is the Council's partner in the staff offers scheme).

Implementation of a car leasing salary sacrifice scheme

32. As part of the employee benefits package, the Council is considering offering a car leasing salary sacrifice scheme. This would allow employees to give up part of their salary in return for a non-cash benefit i.e. a car. Depending on the type of non-cash benefit provided, employees could make savings on tax and national insurance contributions.
33. Proposals will be presented to Cabinet and Council and it is hoped that a scheme can be implemented in the near future.
34. In addition, for those employees who do not wish to be part of a car leasing salary sacrifice scheme, consideration is being given to the adoption of a full service personal contract hire scheme i.e. non-salary sacrifice car leasing scheme. Employees would be able to take out a personal contract hire agreement (or lease) with a provider at a discounted rate.

Low Pay

35. The Council is committed to addressing the issue of low pay and moving towards the UK Real Living Wage rate whilst being mindful of the impact this may have on other areas such as schools, and the Council's ability to trade and maintain services in-house. Changes in pay structures have an impact on the salary differentials at the lower end of the pay range, therefore work is ongoing to identify how the new NJC pay spine can be implemented from 1 April 2019, whilst also giving further consideration as to whether the Council could become a Living Wage Foundation accredited living wage employer. The pay agreement for 2019 is 'bottom loaded', with pay increases of between 7.3% and 2.3% for lower grades compared to an increase of 2% for all pay points above point 28.
36. The Great Jobs Agenda as detailed in paragraph 20 also provides a commitment to fair and decent pay.

WELLBEING AND ENGAGEMENT

37. Throughout the year the Council's Health and Wellbeing Co-ordinator has worked jointly with the Public Health Team and the Communications Team to promote health and wellbeing campaigns such as the 'One You, Heart Age Test'. More than 25 health advocates across the Council also helped to promote campaigns by displaying posters and communicating key messages. The recent 'Active10' campaign encouraged 27 teams, involving almost 90 employees, to sign up to complete a brisk walking challenge over a 4-week period. Feedback was very positive with staff reporting feeling better and fitter after completing the challenge.

38. The Council continues to maintain its 'continuing excellence' rating for the North East Better Health at Work Award and will be assessed again in November/December this year. We are confident that the improvements made during this year will allow the Council to remain an employer who is 'continuing excellence' which is the highest rating available.
39. The training programme for health advocates has been updated in this reporting period and will be delivered to all health advocates in autumn/winter 2018.
40. An employee health needs assessment survey in November 2017 highlighted a number of health and wellbeing priorities for the Council's employees. To explore this further, 33 employees took part in a half day workshop which was facilitated using a new and innovative 'sprint' approach. This approach is used by organisations such as Northumbria Water and on this occasion involved a presentation from an exercise physiologist from Newcastle University; presentations from officers within the Council; several innovative brainstorming activities; with an illustrator/artist who captured ideas throughout the workshop (this is displayed in the public area near Bewicks in the Civic Centre). This technique (a sprint) is used to speed up the process of solving problems or making improvements using internal and external influences, brainstorming ideas using a variety of innovative engagement activities and coming up with solutions or a final list of ideas to explore further.
41. Positive feedback was received in relation to the workshop, with 90% of attendees agreeing they were useful in terms of their time, 95% saying that they were able to put forward their ideas in the workshop, and 95% saying that they would attend an employee workshop again. Following the workshops, three task and finish groups were set up to research, develop and implement health initiatives. The groups have been meeting since July 2018 and have developed action plans to take the ideas forward. A full report on progress is to be considered by senior management in the near future.
42. A refreshed 'brand' is being developed for health and wellbeing activity across the Council and a communications plan will be developed to implement new health initiatives. Employees will have an opportunity to get involved in choosing the brand name.
43. In terms of learning and development, a suite of training courses is available in relation to occupational health and safety. A comprehensive stress toolkit is also available on the intranet which provides valuable support for managers and employees. As part of the wellbeing programme three Mental Health Workshops have been facilitated, with 45 employees taking part.
44. To help improve the health, wellbeing and fitness of our employees and to support the Thrive agenda internally, Occupational Health in partnership with Go Gateshead have introduced a free 12 week Go Membership offer (unlimited Gym, Swim and Class) for employees who are referred to Go Gateshead following an assessment by Occupational Health. The general aim is to support the rehabilitation of employees who are currently absent from work due to sickness and enable them to return to work sooner or prevent future absences.

45. The employee forum continues to meet where a variety of topics present themselves. The Chief Executive also engages with the 'Ask Sheena' initiative, providing a direct route for any employee to ask a question of the Chief Executive, or raise ideas for improvement.
46. The employee survey took place during the summer with a return rate of 39.1% (1,607 responses from a total of 4,104 employees) which compares with a response rate of 40% in 2016. Responses are presently being analysed and each Service Director will be asked to consider how they will demonstrate action as an outcome of staff views. Demonstrating actions taken ('You Said, We Did') are critical to the success of employee surveys.

PERFORMANCE AND CHANGE

47. Corporate induction guidance for use by managers has been developed to support the introduction of all new employees, at all levels, to the Council. A corporate induction workshop has been re-introduced to compliment the induction guidance. This is delivered on a quarterly basis and includes input from the Chief Executive and a Councillor who provide the corporate context and information on the role of Councillors in the Borough. The first event took place on 9 July 2018 with 56 employees attending. Feedback on the event was very positive.
48. Sustained efforts have been made across the organisation to ensure that every employee has a formal Appraisal and Development (A&D) meeting. Whilst the A&D guidance introduces performance ratings linked to the agreed competency framework, ratings will not be required until 2019 when every employee will have had at least 12 months in which to evidence their competency and work outcomes, which should be aligned to the Council's Thrive agenda. Guidance for Maximising Employee Potential (MEP) is also now available to facilitate discussions between managers and employees as part every day management which culminates in the formal A&D process.
49. Working closely with trade union partners, the Council's redundancy and early retirement schemes have been reviewed and will be presented to Cabinet in the near future.

REVIEW OF WORKFORCE STRATEGY AND PLAN

50. Since the Council relies on its workforce to deliver services, a workforce strategy and workforce plan are critical to identifying what the workforce needs to look like and how it needs to operate to make Gateshead a place where everyone thrives.
51. The Council aims to have the right people, with the right skills, in the right place, at the right level and at the right cost. This is a challenge for managers in a constantly changing work climate where demands on services are increasing and resources are not.
52. In light of the Council's revised strategic approach 'Making Gateshead a Place Where Everyone Thrives', it is important to review the workforce strategy and workforce plan to ensure they deliver what the Council needs. Equally, it is important that the whole Council owns the workforce plan and managers

understand what it means for them, and the consequences for the Council if we fail to invest efforts into workforce planning and development.

53. A review of the current strategy and plan is currently on-going. Consultations with Service Directors are key, and they will be challenged to think about their on-going and future workforce needs. The scheduling of revisions to the strategy and plan will be aligned with the considerations Service Directors are giving to how they will deliver services in the future, linked to the requirement to make budget savings and consider more efficient ways of working. A revised strategy and plan should also take into account the LGA workforce strategy ["Great people for growing places: a workforce strategy for the local government workforce"](#) which is due to be published in November 2018. Revisions to the Council's workforce strategy and plan will be presented to the Council for consideration in due course.

Recommendations

54. The Committee is asked to:
- (a) Consider the progress made in implementing actions from the workforce plan and its effectiveness in delivering the aims of the workforce strategy.
 - (b) Consider further updates on progress on an annual basis.

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TITLE OF REPORT: **Review on Helping to Increase Support /Capacity of the Voluntary Sector**

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

Summary

At its meeting on 16 April 2018 (minute CR36 refers), Corporate Resources Overview and Scrutiny Committee requested a review of ways to help increase the support and capacity within the voluntary and community sector (VCS) in Gateshead.

In particular, Councillors were keen to focus on how the Council is working to support the smaller grass roots organisations in the Sector, how it communicates the support on offer, and identify any areas where the Council could make changes and improvements to its offer.

This report sets out a scope for the review, and a timeline for evidence gathering to inform the review throughout the remainder of 2018/19 and into 2019/20.

Purpose of the review

This is not intended to be a review of the overall health and vitality of Gateshead's VCS, or its effectiveness - although the review may highlight some examples and practices that could be shared and developed further.

Rather, it is a review that aims to:

- establish the extent and nature of the types of support the Council currently provides to the VCS across a spectrum of service areas
- how this activity is resourced and coordinated
- assess the effectiveness of this Council support in helping the VCS address the needs of Gateshead residents.

The review will help develop the understanding of the type of support required by the sector, where it is needed the most and why, and in the light of this, where the Council's role, support and resources may be focussed to maximise impact.

The Council provides a wide range of support which includes:

- Financial support in the form of grants and cash contributions
- NNDR Charitable Rate Relief
- Advice and guidance both directly and through commissioned organisations such as Newcastle Council for Voluntary Service
- Commissioned work and contracts

- Sign posting, promoting, sharing and networking
- Community development and capacity building, including funding advice and project activities
- Promotion and development of volunteering opportunities
- The Gateshead Compact

Background and Context to the Review

Gateshead is facing unprecedented demand on its resources. Since 2010, the Council has reduced its budget by £157m, in the next financial year, the Medium Term Financial Strategy indicates a further £29m to enable the Council to set a balanced budget.

At the same time, the demand from residents is increasing exponentially, particularly as a result of increased pressures on services for children and adults social care, the health inequality gap that exists in Gateshead and the rapidly changing demographic profile, including growth of new migrant communities and existing communities within the borough.

In addition, a significant challenge for many residents in Gateshead has been the direct impact of welfare reform and especially the roll out of Universal Credit. There has been a tangible growth in the number of individuals and families who have been adversely affected by the level of benefit received and significantly, the many number of claims rejected, and sanctions imposed. The result is increased hardship, debt, poor mental health, poverty and reliance on community support.

Gateshead Council has adopted its new strategic approach “Making Gateshead a Place Where Everyone Thrives”, and this will now supersede the current Council Plan. The pledge “*Support our communities to support themselves and each other*” is at the very heart of the Council’s approach to volunteering and community support.

The Council’s Medium Term Financial Strategy 2019/20 to 2023/24 states that the Council will continue to seek to mitigate demand pressures within services by capacity building within communities, including, where appropriate, work with partners and volunteers.

As part of its policy and research role, Newcastle CVS (Council for Voluntary Service) carried out a study of voluntary and community organisations and social enterprises, in Gateshead and Newcastle. The report “GaN Canny”, was published in March 2018.

The report’s key findings identified that funding and sustainability is the most pressing issue for voluntary and community organisations in Gateshead and Newcastle. Increased demand for their services - many organisations reported year on year growth in demand. The recruitment and retention of volunteers is the second largest area of organisational challenge. The rate of change and short-term grants and contracts was having a destabilising effect on medium and larger sized organisations in relation to staffing, accommodation and strategic planning and engagement.

Certain groups of people were identified as having additional needs that weren’t being met; in particular refugees and asylum seekers, young people and older people.

The themes of loneliness and isolation, not just around older people, were raised. Sometimes these were referenced to facilities and activities that no longer exist.

The big challenge remains of greater demand, fewer resources and more clients having more complex needs. The issue of the number of clients with a much higher level of needs, and more problems needing resolution is a major challenge.

Methodology and timeline

15 October 2018 – Agree the scope of the review

03 December 2018 – Evidence gathering session to cover the analysis of the Council's role in and budget for supporting the voluntary sector and to consider evidence from voluntary organisations.

21 January 2018 – Evidence gathering session

04 March 2019 – Evidence gathering session

01 April 2019 – Evidence gathering session

June 2019 – to be confirmed – draft report for consideration

July 2019 – to be confirmed - final report

Recommendations

Overview and Scrutiny Committee is asked to:

- i. Comment on the scope of the review and agree to a series of evidence gathering sessions at meetings between November and April
- ii. Provide feedback on any information Councillors feel could contribute to the evidence gathering process.

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TITLE OF REPORT: **Performance Monitoring: Infrastructure support to the voluntary and community sector in Gateshead**

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

Summary

This report has been prepared by Newcastle Council for Voluntary Service (NCVS) to reflect on the services they provided over the last 2 years to Gateshead's voluntary and community sector in accordance under the auspices of the Agreement it entered into with the Council in June 2016. It also looks ahead to the new contract it has with the Council and some of the key issues facing the sector.

Context

1. Following the closure of GVOC In April 2016, the Council entered into an Agreement with NCVS for the provision of support services to the voluntary and community sector in Gateshead. The Agreement covered an initial period of 12 months, but was further extended several times, until it concluded on 31st July 2018.
2. Following a competitive tendering exercise the Council carried out in conjunction with Newcastle City Council, Newcastle CVS were awarded a 3-year contract to cover the provision of infrastructure support services to, which commenced on 1st August 2018
3. The report attached at Appendix 1 has been provided by NCVS and reflects on the various activities and support that has been provided over the last 2 years and looks at some of the key issues and challenges facing the VCS in Gateshead. The report forms part of the 6-monthly performance and monitoring cycle associated with the Agreement and will continue as one of the requirements of the new contract.

Recommendations

4. Overview and Scrutiny Committee is asked to:
 - Comment on the attached report with reference to the performance and activities delivered by Newcastle CVS.

Anthony Alder	ext. 3880
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Infrastructure support to the voluntary and community sector in Gateshead : Looking Back, Moving Forward

Background

In May 2016, Newcastle CVS was invited to provide interim voluntary and community infrastructure support and representation to organisations in Gateshead, following the demise of GVOG (Gateshead Voluntary Organisation Council). Since that time, Newcastle CVS has provided a full service in Gateshead which finished on 31 July 2018 with a new contract starting in August 2018.

The purpose of this report is to give information on what has been provided previously, the current / future contract, key issues for the sector, and to answer any questions.

Service provided from 2016-2018

In line with the Gateshead Council process, there has been formal contract performance monitoring, monthly meeting with commissioning officers and reports every six months to the Corporate Resources Overview and Scrutiny Committee. The annual performance reports are attached as appendices to this document.

During this time there has been:

- Delivery of the contracts, exceeding targets (see Appendix 2)
- Active engagement in the Gateshead Health and Wellbeing Board, Gateshead Health and Care System Board, Deciding Together/ Delivering Together and other health initiatives
- Publication of Gateshead specific reports '*Doing Good in Gateshead*', '*GaN Canny*' and briefings
- Development and active delivery of OurGateshead, with promotion and marketing
- Active engagement in the Gateshead Awards
- Active engagement and dissemination of information on Gateshead Thrive/ Anti-poverty work
- Involvement in 2017/18 and 2018/19 Gateshead Council budget processes, including dissemination of information, organising meetings, writing a full response
- Regular meetings with councillors and Gateshead Council officers and partners active in Gateshead
- Extension of all written and digital materials to include Gateshead
- Development and delivery of the Gateshead Voluntary Sector Leaders Group
- Attendance and (appropriate) involvement at Gateshead Council committees, events and initiatives
- Development of the Blue Stone Consortium, formerly the Gateshead Commissioning Exchange and Newcastle Consortium, to take on the Public Health England contract for Well Newcastle Gateshead.
- Engagement with funders e.g. Community Foundation (Tyne Wear and Northumberland) and Big Lottery highlighting the lower levels of investment in Gateshead.

Service provided from August 2018 to July 2021

Newcastle CVS has been successful in tendering for the infrastructure support contracts in Gateshead and Newcastle for the next three years (with an option to extend). It is important to note there are significant differences between the contract previously delivered and the new contract. The main difference being if a voluntary or community organisation now contacts Newcastle CVS and wants advice and support on setting up an organisation, governance, running an organisation and funding and sustainability, they are now referred to the Gateshead Neighbourhood Management and Volunteering Team, apart from some specific areas of work. Previously Newcastle CVS offered a holistic service.

The future service will include:

- Changes to the staff team - the Newcastle CVS support and development team is currently going through a programme of restructuring in order to deliver the new infrastructure contracts in Gateshead and Newcastle, within a reduced budget and offering a more generic service; in line with the contract requirements.
- Development and enhancement of networking opportunities for the voluntary and community sector, including a new Gateshead VCS network
- Delivery of a one-day event for Gateshead's voluntary and community organisations
- Newcastle CVS is currently consulting on a name change to reflect its position in Gateshead
- Newcastle CVS will change its governance structure in order that Gateshead organisations can become full members (rule change to be agreed at the CVS AGM on 12 November, to be held at St Mary's Heritage Centre, Gateshead)
- The new infrastructure service will be managed jointly across Gateshead and Newcastle by a single manager, separate workers and shared skills
- Greater engagement of external specialist providers e.g. The Media Trust, Association of Chairs etc
- Continuing development and promotion of the OurGateshead website
- Development, update and rewrite of the Gateshead Voluntary Sector Compact
- Annual key facts briefing for Gateshead
- Participation in Gateshead Council review of Information, Advice and Advocacy Services
- Engage in and respond to the Council's budget consultation process
- Development and coordination of a training programme for the voluntary and community sector. This programme to be developed in consultation with the Gateshead Neighbourhood Management and Volunteering Team
- Provision of a funding advice service to focus on raising awareness of non-public grant sources of income and revenue
- Representation of sector at key forums including the Gateshead Health and Wellbeing Board, Gateshead Community Safety Board, Gateshead Strategic Partnership Steering Group and others – either directly or by supporting others.
- Ensure the breadth and diversity of the voluntary and community sector is represented and reflected
- Provision and translation of policy information (local and national)
- Responses to emergent issues
- Provision of monthly sector news and advice email

Key and current issues for the voluntary and community sector

The purpose of this contract is to develop, encourage and retain a thriving and vibrant voluntary and community sector in Gateshead. This is to support Gateshead residents with a higher quality of life with opportunities to improve their own health and wellbeing, the wellbeing of their families, friends and neighbours, and the communities they live and work in. Clearly there are many external factors which can impact on the resilience and sustainability of the sector, which are not under the control of Gateshead Council. The following are key issues:

- The impact of welfare reforms (affects users, carers, volunteers and staff)
- Increasing levels of debt and poverty (affects users, carers, volunteers and staff)
- Reduction in council support – funding through contracts, grants and capacity
- Short term contracts with multiple extensions
- NHS moving to larger (and lower value) contracts which are not economic to run
- Changes in Big Lottery Funding – levels of funding, and Reaching Communities
- Reduction in access to social care and diversion to the voluntary and community sector
- Reductions in mental health services and diversion to the voluntary and community sector
- Governance issues for volunteer trustees and management committees
- Increase in service users and carers
- More competition for grants from Trusts and Foundations
- Recruitment and retention of staff (many voluntary organisations can afford only the legal Living Wage and minimum terms and conditions of service)
- Reduction in income generation – people can't afford the fees, charges, subs etc
- Cost pressures affecting all organisations – rental, utilities, inflation etc
- Increasing levels of loneliness and isolation as formerly free / low cost public services are removed or introduce charges
- Organisations that rely on donations have a poorer population to ask

However, while facing these challenges, the Gateshead voluntary and community sector remains ambitious. GaN Canny 2018, Newcastle CVS's major survey of the voluntary and community sector in Gateshead and Newcastle found organisations continuing to develop new areas of service, projects and initiatives.

The size and nature of the voluntary and community sector makes it more flexible and responsive with GaN Canny finding a shift in thinking from “here's the budget, how can we fit in what we want to do” towards an approach that says, “here's the plan, how do we fund it?”

The creativity, flexibility and resource of the voluntary and community sector in Gateshead make it an ideal partner for Gateshead Thrive and it should be involved in a range of initiatives, not just as a service provider, but as an advocate and partner.

GATESHEAD COUNCIL CONTRACT 2016/17

Indicator	Baseline Position March 2016	March 2017 Target	Outturn at Q4 (20 th April 2016 to 31 st March 2017)
Number of community groups directly engaged	109	200	321 individual groups
Increase the number of community groups accessing support for the first time	No baseline	Baseline to be established	321 individual groups
Provide advice and guidance to organisations to enable them to submit funding applications for a combined total value of between £500,000 and £1 million	£56,028	£500,000	£987,914
Number of Gateshead VCS organisations provided with funding advice	29	50	60 individual groups
<i>Increase the number of groups actively using Our Gateshead website</i>	<i>2030</i>	<i>2,250</i>	<i>No way of recording accurately how many groups use Our Gateshead</i>
Number of pages viewed of Our Gateshead website per year	66,682 website visits	120,000 website visits	128,973 website visits
Maintain and update a database of community and voluntary organisations in Gateshead	184,486 page views	300,000 page views	325,346 page views
Provide performance management reports for the Partnership Board, to include feedback from service users, emerging intelligence and progress on meeting the performance framework targets	n/a	Ongoing management	Provided on 9 th November 2016
Produce a State of the Sector report for Gateshead	n/a	1 (by December 2016)	Doing Good in Gateshead Report published in 03/ 2017
Produce and present a performance management report to the Council's Corporate Resources Overview and Scrutiny Committee			Took place on 13 th February 2017
Increase number of consultation and community engagement events	0	10	14

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GATESHEAD COUNCIL CONTRACT 2017/18

Indicator	March 2018 Target	Outturn at Q4 (April 2017 to March 2018 cumulative)
Number of community groups directly engaged	150	216
Increase the number of community groups accessing support (OurGateshead) for the first time	<i>Baseline to be established</i>	64
Provide advice and guidance to organisations to enable them to submit funding applications for a combined total value of between £500,000 and £1 million	£375,000	£453,290
Number of Gateshead VCS organisations provided with funding advice	38	67 individual groups
Increase the number of groups actively using OurGateshead website	2,250	3,376
Number of pages viewed of OurGateshead website per year	90,000 - website visits	136,966 website visits
Maintain and update a database of community and voluntary organisations in Gateshead	225,000 - page views	339,663 page views
Provide performance management reports for the Partnership Board, to include feedback from service users, emerging intelligence and progress on meeting the performance framework targets	Ongoing management	We will provide reports for the Partnership Board, date to be set.
Produce a State of the Sector report for Gateshead	1 (by March 2018)	GaN Canny published March 2018, presentation made to Corporate Resources OSC 16 April 2018
Produce and present a performance management report to the Council's Corporate Resources Overview and Scrutiny Committee	1	Performance management report presented to the Corporate Resource OSC 16 October 2017
Increase number of consultation and community engagement events	8	15
Councillor feedback process	<i>tbc</i>	<i>"I would like to thank you for all the help and support you have kindly provided the group over the weeks"</i>
Service users feedback	<i>tbc</i>	<i>"OurGateshead is an excellent site which allows the promotion of a range of information and services across many Gateshead communities. It serves to</i>

		<i>bring people and communities together</i>
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GATESHEAD COUNCIL CONTRACT 2018/19

Indicator	July 2018 target	Position at final report (April to July 2018)
Number of community groups directly engaged	50	63
Increase the number of community groups accessing support (OurGateshead) for the first time	21	33
Provide advice and guidance to organisations to enable them to submit funding applications for a combined total value of between £500,000 and £1 million	£125,000	£33,206
Number of Gateshead VCS organisations provided with funding advice	13 individual groups	15 individual groups
Increase the number of groups actively using OurGateshead website	750	1,099
Number of pages viewed of OurGateshead website per year	30,000 website visits	43,822 website visits
Maintain and update a database of community and voluntary organisations in Gateshead	75,000 page views	102,908 page views
Provide performance management reports for the Partnership Board, to include feedback from service users, emerging intelligence and progress on meeting the performance framework targets	We will provide reports for the Partnership Board, date to be set.	
Produce a State of the Sector report for Gateshead	0	Will be summer 2019 in line with new contract
Produce and present a performance management report to the Council's Corporate Resources Overview and Scrutiny Committee	Performance management report presented to the Corporate Resource OSC 16 October 2017	Performance management report presented to the Corporate Resource OSC 16 April 2018
Increase number of consultation and community engagement events	15	3
Councillor feedback process		<i>"I would like to thank you for all the help and support you have kindly provided the group over the weeks"</i>
Service users feedback		<i>"Support from Newcastle CVS is helping us to see what we need to do next"</i> <i>"Help with how to link with funding and also help with setting up as a charity or CIC"</i>

		<i>"I have more understanding of funds available for our community"</i>
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TITLE OF REPORT: Volunteer Plan – Annual Update

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

Summary

Corporate Vitality Overview and Scrutiny Committee previously agreed that that this Committee should receive an annual update of the implementation of the Councils Volunteers Plan, now known as Helping Out.

This report provides information about the plan, number of volunteers, the types and examples of volunteer roles, examples of group volunteer project and the impact of volunteering in Gateshead's communities.

The report also includes some priorities for future consideration.

Appendix 1 in this report lists some examples of volunteer roles, how they have been targeted to volunteers as well as examples of group volunteering and the impact on the community (including economic value).

Introduction

1. Gateshead Council has adopted the Making Gateshead a Place Where Everyone Thrives, and this will now supersede the current Council Plan. The pledge "*Support our communities to support themselves and each other*" is very at the heart of the Council's approach to volunteering.
2. The Council's Medium Term Financial Strategy 2019/20 to 2023/24 states that the Council will continue to seek to mitigate demand pressures within services by capacity building within communities, including, where appropriate, work with partners and volunteers.
3. In April 2018 Overview and Scrutiny Committee agreed the content of the Volunteers Plan Refresh. The plan offered a new set of commitments to support residents and community organisations in Gateshead to help each other out. The plan is attached as Appendix 2.

Progress to date

4. The original Volunteers Plan (2013) and refresh (2018) have helped provide a co-ordinated approach to volunteering in Gateshead. The plan was originally structured around key principles which aimed to support volunteers as well as organisations and services delivering volunteer opportunities

5. Since the creation of the original plan in (2013) there are now 1,978 residents registered with Gateshead Council to volunteer (increase of 1,928). As a very conservative estimate there could be as many as 8,000 – 10,000 volunteers actively helping across our communities.
6. Volunteers in Gateshead provide help to a range of council services and voluntary groups, most notably in the environmental, social care, health & sport and community centres.
7. Corporate volunteer days continue to grow in demand, with a total of over 80 individual organisations being offered tailored bespoke volunteer days supporting an estimated 2,500 individual employee volunteers (as at 2018). The economic value to the Gateshead community of corporate and group volunteering activity overall is estimated at £160,955.
8. The Residents Survey 2012 set out two main aims for the Volunteers Plan:
 - To increase formal volunteering from 18% to 25%
 - To increase informal volunteering from 34% to 40%
9. The Residents Survey in 2016 demonstrated the targets set for informal and formal volunteering have been achieved.
 - Formal volunteering target of an increase to 25% achieved 51.9%
 - Informal volunteering target of an increase to 40% achieved 67%
 - Improving local areas (not as part of a group) – 47.3%
10. The Resident Survey in 2018 demonstrated that these have continued to increase with
 - 54.4% of residents taking part in formal volunteering
 - 75.3% of residents taking part in informal volunteering
 - 57.4% of residents improve their local area (not as part of a group)
11. Gateshead's sixth Volunteers' Month took place in June 2018. Throughout June 113,151 hours were recorded on the volunteer totaliser which equates to £1,470,963 economic value for 2018. That's an increase of 6,952 hours over the month and an increase of £90,606.
12. A total of £12,577 was allocated through Gateshead Volunteers Month Grant delivered by the Community Foundation.

Gateshead Volunteer Recruitment

13. The Volunteers Plan and systems for the management of volunteering projects had remained largely unchanged since 2013 until the refresh. Therefore, some of the systems and processes that support the recruitment and retention of volunteers are now difficult to manage efficiently due to the increasing volume of volunteering requests and the capacity available to process the requests.
14. In addition, it has always been acknowledged that the Council's arrangements and systems only cover a fraction of the volunteering that takes place across

Gateshead, many communities and community organisations co-ordinate their own volunteering opportunities and have their own effective systems and processes for managing these.

Open Lab

15. Over the last 12 months, in an effort to help address some of the issues around recruitment and management of volunteers, a collaborative project between the Council, Open Lab Newcastle and PACT Lab Northumbria has been evaluating the processes and exploring options to improve the systems that support the volunteering support provided by the Council.
16. The engagement has consisted of workshops and interviews with councillors, council officers, volunteer groups and individuals all engaged in some way in voluntary activity.
17. One of the main findings from this and other research into volunteer recruitment is that an online system is required to provide appropriate support and alleviate some of the current constraints.
18. The Neighbourhood Management and Volunteering team are now looking at the various off the shelf volunteer management systems that could be purchased to help improve efficiency and quality of the support.
19. Any new system that is developed will need to be sourced from an external provider and will have a cost implication. This will also result in the system being tailored for Gateshead's individual needs.

Further engagement with Trade Unions & partners

20. Development work of council volunteer roles continues to involve engagement with Trade Unions & partners. Volunteering continues to increase as does the importance of ensuring effective and efficient working. This involves ensuring there is continued clear delineation between volunteers and employees of the council meaning that volunteers and officers can continue to work together.
21. As services continue to develop and provide volunteer roles, employees and volunteers continue to work alongside each other. It is important to ensure that this continues to be coordinated where regular opportunities and information is disseminated and shared.

Gateshead Council Employer Volunteering Scheme

22. In May 2014 Gateshead Council Employees Volunteering Policy was refreshed enabling employees to request up to 15 hours paid time to volunteer in Gateshead over a 12-month period. This needs to be matched by at least 15 hours pro rata of employee's own time. The scheme also enables teams of employees to take part in taster sessions and enabling them to have a half day paid leave to participate in a group project. The policy can be found on the intranet using the link below.

<https://intranet.gateshead.gov.uk/article/2038/Employer-supported-volunteering-scheme>

23. There are currently 67 employees registered as volunteers through the scheme. This is made up of individual volunteers as well as teams of volunteers.
24. In 2018 only 5 internal teams (varying in size) took up the opportunity to be involved in the delivery of a team volunteer day compared to the 30 external organisations requesting volunteer days in 2018 specifically. Some examples of Council employee volunteer days are included in Appendix 1.
25. The opportunity encourages employees to not only get involved in the local community that they serve, but also work together as a team developing their overall and individual skill sets towards a joint objective.
26. Promotional activity will continue in 2018/2019 with an aim to increase the number of employee volunteer days. This is an underused resource that could provide a needed investment into the Community of Gateshead.
27. Activities to develop this further can include promotion in council employee info and updates via Team management meetings.

Key areas of work moving forward:

Environmental Friends of Groups

28. Throughout Gateshead there are many different informal Environmental Friends of Groups (FOG) that support their local community with the maintenance and upkeep of Gateshead's open spaces and parks.
29. There are currently an estimated 40 FOGs at various locations throughout Gateshead. With an average of 15 members per group this is an estimated 600 volunteers. There were an estimated 25 FOGs in 2017. These groups all have their own individual aims and objectives as well as support needs.
30. Development with these groups is supported by the Volunteer Coordinator for Countryside & Environment as well as the Development Officer for Volunteering within Neighbourhood Management & Volunteering.
31. A reoccurring barrier for these groups began to develop around public liability insurance. As the volunteers making up the FOGs would be delivering activities within open spaces and parks (where there are likely to be members of the public) Public Liability Insurance is a necessity. This is not only to protect members of the public but also the volunteers themselves.
32. A procedure has been established and developed with Gateshead Council to enable FOGs to register their volunteers and to receive tailored support around tasks within designated open spaces, receive equipment that is required, necessary training and any additional volunteers as well as any other area of support identified. This also includes a process by which the volunteers involved become covered under the Council's Public Liability insurance policy.

33. This area of work will be further researched and responded to. It is hoped to tailor specific elements of support to these groups to increase their capacity including support such as:
- Applying for funding
 - Training
 - Supporting other groups
 - Volunteering including promoting individual roles and group task days
 - Developing policies including insurance coverage
 - Sharing knowledge, skills and best practice across Friends of Groups
34. Working with Street Scene Services support to these groups will be developed and aimed to be launched around Spring 2019. It is hoped initially this will be in the form of a large conference type event.

Young people and volunteering

35. One specific key area of development which has been identified through recent work is volunteering in young people. Through working with organisations such as National Citizenship Service (NCS) and Tyne Wear Skills there is a strong need to develop some work and support to link young people with volunteering opportunities and projects that are available in Gateshead.
36. Tyne Wear Skills conducted their own research through one of their young volunteers funded through the Community Foundation. Their research "*Equality in Volunteering*" received 41 responses all of which were young people aged between 18- 25. 27 participants were Male and 14 females. The research was specifically aimed at young people who have learning disabilities.
37. The questionnaire was boroughwide and 22 of those questioned had volunteered before. The two most frequent volunteering areas are retail and customer services.
38. Some of the main identified barriers to volunteering include:
- Not having experience in volunteering
 - Lack of support
 - Not a quality placement
 - Difficulty in communication
39. Some of the successful points of volunteering include:
- Meeting new people
 - Helping people
 - Gaining confidence and experience
 - Being able to take ownership and having support while volunteering
40. 35 out of 41 participants felt that volunteering will provide valuable life skills. Working with this research and this group some initiatives and specific projects responding to some of the findings of this research can be developed with the aim of removing some of the barriers to volunteering.

41. Links already established with secondary schools, colleges, universities and youth groups will continue to ensure that as much valuable input as possible is incorporated into this future area of work.

Future Actions

42. There are several priority areas for future actions which have been identified in the continued delivery of the Volunteers Plan:

- Create a new online management system to recruit volunteers, record volunteers, promote volunteer roles and match available volunteers to opportunities within Gateshead. The system will also need to generate specific reports to monitor volunteering.
- Continue promotion of the Employee Volunteering Scheme specifically group volunteer opportunities for teams of Council employees
- Create and deliver the volunteer programme supporting The World Transplant Games 17th – 24th August 2019 (listed in Appendix 1)
- Continue development work with corporate organisations around group volunteering and provide links to the voluntary sector
- Continued development of volunteering opportunities on OurGateshead and using the online resource as a space to share experiences and good news stories to illustrate examples of good practice
- Continued development work with local colleges and universities
- Development of young people and volunteering including Tyne Wear Skills and for example specific tailored projects for groups of young people including sixth forms and secondary schools as well as youth groups
- Continue to provide lead support for volunteering with the Voluntary & Community sector as well as for council service projects and roles.
- Specific support including a conference type event for Environmental Friends of Groups working with Street Scene Team.
- Continue working relationships with Trade Unions regarding the creation of further volunteering opportunities.

Recommendations

43. Overview and Scrutiny Committee is asked to:

- i. Note and comment on the progress of implementation of the Volunteers Plan
- ii. Consider the future actions as set out in paragraph 41.

Volunteer Case studies 2018

Example 1 – Handelsbanken Gateshead 2018

Handelsbanken Gateshead returned this year and assigned another 10 employees to volunteer with Gateshead Carers Trust. (also sent 15 employees in 2017 to another group opportunity).

The group enjoyed another volunteer day in Gateshead as a team.

Carers Trust have a large residential property called Kites Rise. Since 2014 Kites Rise has been used by young carers and young adults for short breaks. Short breaks for young adults with learning disabilities (18-30 years) are also offered.

The group of employees from Handelsbanken spent the day at Kites Rise in July 2018. The volunteers helped by redecorating some of the facilities, and also helped with some of the gardening tasks. The volunteers had a positive experience and the Carers Trust really benefitted from their input.



Total Economic input of **£1,140** into the community of Gateshead from this project.

Example 2 – Christmas Wrapping Event 2018, Church of Latter Day Saints

During the festive period Neighbourhood Management & Volunteering coordinate a Christmas collection of donations for those who are in greatest need in Gateshead every year. A collection point was available at the civic centre from 20th November until 20th December 2017 and there was a general call for any items that could be provided including:

- Christmas wrapping paper materials
- empty shoe boxes
- small children's toys
- baby wipes
- hats, scarfs and gloves
- toiletries & hygiene products
- hair bobbles & hair brushes
- chocolates, sweets and other goodies

As in 2016 all 38 Sheltered Accommodation schemes within Gateshead took part. This year there was also support from local schools and organisations including; Car Hill Primary School, Riverside Primary School and Tarmac.

The Church of Jesus Christ of Latter-Day Saints in Low Fell hosted the wrapping event again on the evening of Wednesday 20th December 2017. The church members all took part and also welcomed any other volunteers along. All involved also were provided with a cooked meal by the church members.

In 2016 in excess of 150 packages were wrapped and prepared. This year over 450 packages were wrapped and prepared. The Neighbourhood Management & Volunteering team then distributed these packages out to all those groups & organisations that support people most in need in Gateshead.

The organisations who received these gifts included:

- Pattinson House
- Young Womens Outreach Project
- Salvation Army
- Bensham Food Coop
- St Chads Community Project
- Young People Leaving Care
- Looked after children
- Evolve
- Barnardo's
- Changing Lives
- Oxford Terrace Medical Group
- Gateshead Housing services



The project will be repeated again this year and the church of Latter Day Saints are once again offering their much valued support for the wrapping event.

If you would like any more information on the arrangements for the 2018 project please contact Kate Marshall on katemarshall@gateshead.gov.uk

The 2017 wrapping event had the economic value of £4,320 (estimated 80 volunteers)
Parcels - £6,750 (estimated average value of £15 per package)

Total Economic value of **£11,070** to the community from this project.

Example 3 - World Transplant Games, Gateshead Council volunteer opportunity

The World Transplant Games Federation give recipients of transplants the motivation to strive towards full rehabilitation through exercise, camaraderie and health living.

The main objective of the World Transplant Games is to demonstrate that people with transplants can compete in sporting activities and well. These Games, on a much smaller scale, also allow donor families and living donors to get involved and be part of the celebration.

Newcastle and Gateshead will be hosting the World Transplant Games 2019 and will take place from 17th – 24th August 2019.

There will be events in Gateshead, Newcastle and Sunderland. Gateshead will be responsible for the recruitment, training, and management of all the 400+ volunteers needed for the Games.

The volunteer recruitment will launch on 1st October 2018. Neighbourhood Management & Volunteering will be supporting Sport & Leisure Services with the volunteer requirements.

This is a positive opportunity for Gateshead volunteers to get involved in a large scale worldwide event.

More information on the World Transplant Games 2019 will be available at www.gateshead.gov.uk/volunteering

Example 4 – Gateshead Council Employee Volunteering, SENIT Team 2018

The SENIT Gateshead Council team returned in 2018 to deliver a volunteer day through the employee volunteering policy. This time there were a total of 17 employees involved.

The team delivered two projects in one day at Kay Cottages Sheltered Accommodation Scheme based in Windy Nook.

The team of volunteers were able to paint the full communal lounge as well as tidy up the communal garden space. The volunteers had a great experience and were able to interact with the residents and hear about the impact the change will have on them.

Some of the residents also took part in some of the tasks in the garden with the team. The two projects ensured that everyone could get involved by either delivering light touch tasks or more heavy-duty activities.

The residents were thrilled with the work by the volunteers and extremely thankful.



Economic impact of **£1,768** in the community of Gateshead from this project.

Example 5 – Gateshead Council Employee volunteering scheme, Neighbourhood Management and volunteering 2018

Gateshead Council's Neighbourhood Management & Volunteering Team recently spent their annual volunteering day in Wardley Countryside Park last week. The team joined the Gateshead Countryside Rangers to help remove overgrown vegetation & old fencing, top up footpaths with gravel, replace missing gates and litter pick throughout the full park.



One of the Countryside Rangers said:

"This was a great opportunity to meet people from the Council. All this extra help today means that we have completed a lot of jobs that would have taken so much longer for us to do on our own. It's been a lovely day"

A member of the public visiting the park on the day commented:

"This park is looking beautiful thanks to the hard work of you volunteers. I really appreciate all of your hard work, and love seeing you all when I visit the park"

The appreciation of local residents is a credit to the Countryside Rangers and all their hard work on their regular visits to the park.

Wardley Countryside Park is just one of the sites that the Volunteer Countryside Rangers help out in Gateshead. The Rangers are supported by the Street Scene Team in Communities and Environment who planned the day and support the Rangers in all their work across Gateshead.

Economic value of **£780** Into the community of Gateshead from this project.

Example 6 – World Pay, Lunch Group Teams Life Centre

World Pay sent a team of 12 employees along to a volunteer day on Monday 17th September 2018. The employee volunteers were there for 4 hours. The team got straight on with the tasks at the well-attended Teams Life Centre.

The tasks on the day itself included:

- Helping prepare the food
- Serving all food to all people attending
- Helping people to get refreshments and to a seat
- Chatting to those who attended and listening to their stories
- Helping to clear up after the lunch group
- Helping to put everything away
- Some other tasks around the centre that needed some volunteer input.

The group and the project where they attended were all more than happy with the day and would all like to repeat it in the future.



Economic value of **£1,248** into the community of Gateshead from this project.

Example 7 – Sage, volunteer day, AJ Cooks Sheltered Accommodation Scheme 2018

On Friday 28th September 2018 Sage assigned 20 new apprentice employees to the AJ Cooks Sheltered Accommodation scheme within Rowlands Gill.

The employee volunteers split into two groups. 10 of the volunteers painted the communal lounge as well as the hallways and 10 of the volunteers tidied the immediate garden area and cleared the front path to the building.

The project was identified by the Gateshead Housing Company as a priority project. This is the third Sheltered Accommodation scheme to be painted as part of group volunteering.

The opportunity encouraged the residents to get involved and to welcome the volunteers along. A drop-in session was organised by the scheme officer in the week commencing 24th September. The session informed residents what was happening, information about the organisation and what would be the result of them coming along.

The residents were also present on the day making teas and coffees for those who took part and talking to the volunteers. This enabled the volunteers to fully understand first-hand the impact that this type of project has on the community direct.

Not only did this project have a very positive impact on residents, however it also enabled the team of 20 employees to take part in a group activity. The volunteers were all brand new recruits to the organisation and enabled them to work together as an initial induction project.

Sage also purchased all the equipment that was used on the day as well as the paint itself.

This option is offered to all corporate organisations as part of group volunteering and encouraged wherever possible.

Economic value of **£2,500** into the community of Gateshead from this project.

Example 8 – Gateshead Archive – Digital Library volunteer role 2018/2019

Gateshead Central Library have submitted the final application for funding from the Heritage Lottery Fund. The bid will now be considered by the panel who will decide on the project.

As part of this process, representatives from the submissions panel will meet with key members from the employee team, volunteers and community at the Central Library in Gateshead. This is to specifically discuss the new Gateshead Archive project.

A decision will be made shortly after 27th November 2018.

As part of this project the Friends of Gateshead Archive group has been established. The group informally meet on a Tuesday to give out information above the project and recruit volunteers who would like to be involved in a variety of different ways.

Volunteering tasks and areas include:

- Helping with the collection management such as cataloguing and scanning
- Doing research for planned projects like the touring exhibition
- Learning how to interview someone for the oral history collection
- Advising users who are stuck with their family history
- Planning (or attending) talks and activities for community history support sessions
- Event support
- Promotional activities
- Fundraising

Example 9 – Age UK Gateshead New volunteer roles 2018

Age UK Gateshead have developed several new volunteer roles which are now active in Gateshead.

The volunteer roles include:

- Day centre activity organiser
- Day centre helper
- Minibus Driver
- Volunteer cook
- Dementia care assistant
- Passenger assistant
- Bereavement support volunteer
- Telephone befriender
- Friendship group volunteer
- Face to face befriender
- LGBT Group coordinator
- Living well & beyond cancer support

The Telephone Befriender role, in particular is a new project which will enable the volunteer to provide some much-needed contact to an elderly person who may not have any family or friends around them.

Based on a similar principal to that of the ASB (Anti-Social Behaviour) volunteer telephone support delivered by Community Safety within Gateshead Council, the volunteer would contact the individual and provide regular phone calls and chat to them about how they are feeling and general conversation. The volunteer will receive training from Age UK to enable them to be able to identify any areas of concerns and sign post the individual to support services.

The volunteers will receive regular feedback from the projects volunteer coordinator to ensure that any issues or concerns are raised and dealt with accordingly.

This project has been developed using best practice from other volunteer roles including the one delivered by Community Safety. This demonstrates how sharing experiences and examples within the sector can improve volunteer opportunities and services provided.

For further information the roles and other roles available please refer to the link below.

<https://www.gateshead.gov.uk/article/2875/Volunteering-opportunities>

A number of our registered volunteers have already declared an interest in becoming a volunteer in one of more of these roles with Age UK Gateshead. There are also those volunteers who have contacted the organisation direct about becoming a volunteer.

Example 10 – Byte Night, Action for Children, Corporate Sleep out

From before they are born until they are into their twenties, Action for Children help disadvantaged children across the UK.

Action for Children help through fostering or adoption and by intervening early to stop neglect and abuse. Action for Children also help benefit children with disabilities and influence policy and advocate for change.

Their 7,000 staff and volunteers operate over 600 services, improving the lives of 370,000 children, teenagers, parents and carers every year. They succeed by doing what's right, doing what's needed, and doing what works for children.

Action for Children are delivering their biggest annual fundraiser on **Friday 5th October** across 12 locations within the UK including Gateshead.

The event has now grown to 12 and over 1,500 people slept out in 2017. Byte Night is one of the UK's top 20 mass participation charity events and is the largest corporate sleepout having raised over £10 million since the first event.

Byte Night's success is all down to its volunteers and it simply could not happen without their help and hard work on the day itself. The recruitment has already started for the volunteer army needed to support the large corporate sleepout in Gateshead.

There are many roles that will need supported on the night, from registration of people taking part to raffle ticket selling and working the finance desk. There are also three different shift times across the day including set up, reception and the sleepout shift itself.

The Gateshead event will be hosted outside of The Baltic Centre for Contemporary Art, South Shore Road, Gateshead NE8 3BA.

Further information can be found on the Action for Children Site:

<https://www.actionforchildren.org.uk/how-to-help/fundraising-events/byte-night/volunteer-at-byte-night/>

This volunteer role has been shared using the usual communication networks for volunteering. It has also been emailed out to all employees within the Council and will be involved in Council info.

There has been a large interest from our registered volunteers as well as those who have approached Action for Children direct about the opportunity.

Example 11 – SENIT Low Incidence Team, Dryden Centre, Deaf Role Model within Schools

This volunteer role will operate across Gateshead in both primary and secondary schools and would involve providing support to children and young people who are deaf.

The role would be an informal buddy type support role with the volunteer meeting with the individuals and providing an informal befriending type role. Any volunteer delivering this volunteer role will need a minimum of BSL (British Sign Language) Level 3.

Volunteers would also need the following skills and qualifications:

- Can inspire and motivate others sharing their own personal experiences both positive and negative and how their own personal goals have been achieved
- help children and young people to develop positive attitudes about deafness, broaden their understanding of deafness from the perspective of lived experience, and increase knowledge of helpful tips and strategies.
- Capable of delivering unbiased information (respectful of family values, culture and choice of communication method).
- Committed to supporting young deaf children and young people through a regular programme, encouraging them to achieve their full potential.
- Good communication skills
- Friendly and approachable
- Flexible
- Understanding of confidentiality
- Current drivers licence

Volunteers must be Deaf with SBL as their first language. A full DBS (Disclosure & Barring Service) Check will be required which the volunteer coordinator for this project will support individuals through.

A full driving license is required and access to a car as the role involves travel between different schools.

Further information on this particular volunteer role can be found at www.gateshead.gov.uk/volunteering this volunteer role was shared using the usual communication channels for volunteer roles however was also shared direct with NHS services who may have contact with that target volunteer group.

Where to go for help

If you need help in getting involved contact:
volunteering@gateshead.gov.uk or visit
www.gateshead.gov.uk/volunteering



Helping out in Gateshead

Helping out in Gateshead

- We want to support our residents to help out as much as possible in Gateshead communities.
- The Council wants to support as many people as possible to volunteer and get involved.
- Whether it's helping a neighbourhood, running a community centre or providing support or activities our commitment is to help residents get involved.

What can we do to help?

- Promote the opportunities to help out
- Provide guidance to community groups, charities and the voluntary sector in how to promote the benefits of helping out, recruit and retain volunteers.
- To advise local businesses on the opportunities available to help out
- To match people who want to help out with people that need help
- Provide training for community groups, charities and the voluntary sector to manage volunteers
- Celebrate the difference that helping out in Gateshead communities makes every year and promote the Council Awards for those people that help

What we hope to achieve

- Increase the number of people that help out by **1000** a year    
- Increase the economic benefit of helping out by **£100,000** a year 
- Increase the number of community groups, charities businesses registering volunteers (on the new system) 
- Increase the number of volunteer days by **50** 
- Increase the amount of volunteer roles available within Gateshead to over **400**  

Principles

- Working with our community groups, charities and voluntary sector to identify what help they need and connect residents that want to help out.
- Work with local businesses to find ways in which they can help in Gateshead communities.
- Working with trade unions continue to consider how volunteers add further value to current services provided in Gateshead.
- Encourage everyone in Gateshead to promote helping out and share their experiences and examples



**CORPORATE RESOURCES
OVERVIEW AND SCRUTINY COMMITTEE
15 October 2018**

TITLE OF REPORT: Annual Work Programme

REPORT OF: Sheena Ramsey, Chief Executive
Mike Barker, Strategic Director, Corporate Services and Governance

Summary

The report sets out the provisional work programme for Corporate Resources Overview and Scrutiny Committee for the municipal year 2018/19.

1. The Committee's provisional work programme was endorsed at the meeting held on 16 April 2018 and Councillors have agreed that further reports will be brought to future meetings to highlight current issues / identify any changes/additions to this programme.
2. Appendix 1 sets out the work programme as it currently stands. Any changes proposed to the programme will be set out in bold and italics for ease of identification.

Recommendations

3. The Committee is asked to
 - a) Note the provisional programme;
 - b) Note that further reports on the work programme will be brought to the Committee to identify any additional policy issues, which the Committee may be asked to consider.

Contact: Angela Frisby

Extension: 2138

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Corporate Resources OSC 2018/2019	
25 June 18	PART 1 OF AGENDA <ul style="list-style-type: none"> Constitution/role/remit (to note) PART 2 OF AGENDA <ul style="list-style-type: none"> The Council Plan – Year End Assessment and Performance Delivery 2017-18 Sickness Absence / Health of the Workforce Update Gateshead Fund Update
10 July 2018 – additional meeting	<ul style="list-style-type: none"> Adhoc Policy Issue – Consult OSC on refresh of Corporate Asset Strategy
10 Sept 18	Cancelled
15 Oct 18	<ul style="list-style-type: none"> Workforce Plan Progress Update / Review of Workforce Strategy OSC Review – Scoping Report - Helping to increase support / capacity of Voluntary Sector - explore how organisations link with each other and specific services within council Implementation of Gateshead Volunteers Plan – Annual Report Support to Voluntary and Community Sector – Progress Update OSC Work Programme
3 Dec 18	<ul style="list-style-type: none"> OSC Review – Evidence Gathering - Helping to increase support / capacity of Voluntary Sector - explore how organisations link with each other and specific services within council The Council Plan – Six Monthly Assessment of Performance and Delivery 2018-19 Resilience and Emergency Planning Performance Framework - Progress Update Sickness Absence / Health of the Workforce Update Corporate Asset Management – Delivery and Performance Report OSC Work Programme
21 Jan 19	<ul style="list-style-type: none"> OSC Review – Evidence Gathering - Helping to increase support / capacity of Voluntary Sector - explore how organisations link with each other and specific services within council Annual Health and Safety Performance Report Corporate Complaints Procedure - Annual Report 2017-18 OSC Work Programme
4 March 19	<ul style="list-style-type: none"> OSC Review –Evidence Gathering - Helping to increase support / capacity of Voluntary Sector - explore how organisations link with each other and specific services within council Information Governance Report Tackling Social Exclusion Welfare Reform – Progress Update OSC Work Programme
1 April 19	<ul style="list-style-type: none"> OSC Review –Evidence Gathering- Helping to increase support / capacity of Voluntary Sector - explore how organisations link with each other and specific services within council Resilience and Emergency Planning Performance Framework - Progress Update Freedom of Information - Annual Report 2017 Support to Voluntary and Community Sector – Progress Update OSC Work Programme Review

Issues to Slot in

- PSP Performance Monitoring
- Gateshead Communities Together Annual Update