

CABINET AGENDA

Tuesday, 19 June 2018 at 10.00 am in the Blaydon Room - Civic Centre

From the Chief Executive, Sheena Ramsey

Item Business

1 Apologies for absence

2 Minutes (Pages 3 - 8)

Cabinet is asked to approve as a correct record the minutes of the last meeting held on 22 May 2018.

Key Decisions

3 Gibside School - New Build Special School (Pages 9 - 18)

Report of the Strategic Directors, Communities & Environment and Care, Wellbeing & Learning

4 Tender for the Supply of Goods and Services (Pages 19 - 22)

Report of the Strategic Directors, Corporate Services and Governance

5 Gateshead Quays - Construction of a Temporary Car Park (Pages 23 - 28)

Report of the Strategic Director, Communities and Environment

6 Gateshead Innovation and Development Fund (Pages 29 - 42)

Report of the Strategic Director, Communities and Environment

Recommendations to Council

7 Revenue Outturn 2017/18 (Pages 43 - 54)

Report of the Strategic Director, Corporate Resources

8 Capital Programme and Prudential Indicators 2017/18 – Year End Outturn
(Pages 55 - 70)

Report of the Strategic Director, Corporate Resources

9 Treasury Annual Report 2017/18 (Pages 71 - 84)

Report of the Strategic Director, Corporate Resources

10 Children and Young People in Care and Care Leavers Strategy 2018-23
(Pages 85 - 130)

Report of the Strategic Director, Care, Wellbeing and Learning

Non Key Decisions

11 Regional Adoption Agency (Pages 131 - 152)

Report of the Strategic Director, Care, Wellbeing and Learning

12 Responses to Consultation (Pages 153 - 192)

Report of the Chief Executive

13 Surplus Declaration and Grant of Lease - Barley Mow Village Hall, Bedford Avenue, Birtley (Pages 193 - 198)

Report of the Strategic Director, Corporate Services and Governance

14 Petitions Schedule (Pages 199 - 202)

Report of the Strategic Director, Corporate Services and Governance

15 Exclusion of the Press and Public

The Cabinet may wish to exclude the press and public from the meeting during consideration of the following item on the grounds indicated:

Item	Paragraph of Schedule 12A to the Local Government Act 1972
------	--

16	3
----	---

Key Decision

16 New Food and Beverage Unit in the Baltic Quarter (Pages 203 - 208)

Report of the Strategic Director, Communities and Environment

GATESHEAD METROPOLITAN BOROUGH COUNCIL

CABINET MEETING

Tuesday, 22 May 2018

PRESENT: Councillor C Donovan in the Chair

Councillors: J Adams, M Brain, A Douglas, M Foy, G Haley
and J McElroy

C1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors M Gannon, L Green and M McNestry.

C2 MINUTES

The minutes of the last meeting held on 24 April 2018 were approved as a correct record and signed by the Chair.

C3 TENDERS FOR THE SUPPLY OF GOODS AND SERVICES

Consideration has been given to tenders received for the supply of goods and services.

- RESOLVED -
- (i) That the tender received from The Human Support Group Ltd be accepted for the Provision of Extra Care Services for a 60 month period commencing 3 September 2018, with an option to extend for up to a maximum of 24 months.
 - (ii) That the tender received from Marwood Limited be accepted for the Supply of LED Luminaires for a 24 month period commencing 1 June 2018, with the option to extend for a further 2 x 12 month periods.

The above decisions have been made following a comprehensive evaluation of the tenders received and the accepted tenders are the most economically advantageous tenders submitted.

C4 CHOPWELL AND BLACKHALL MILL 10 YEAR PLAN

Consideration has been given to the Chopwell and Blackhall Mill 10 Year Plan, its implementation from summer 2018 and to the potential cumulative allocation of up to £1m investment based on the indicative costs assigned to the key actions requiring Council investment over the 10-year life of the Plan.

The alternative option to that being recommended, but which was discounted, included a lower level approach to intervention.

- RESOLVED -
- (i) That the Chopwell and Blackhall Mill 10 Year Plan and its implementation from June 2018 be approved.

- (ii) That an annual review report be submitted to Cabinet, which updates on delivery progress and informs ongoing resource allocation assigned to the Plan.
- (iii) That the allocation of up to £1m for the implementation of the specifically identified costed actions within the Plan be approved.

The above decisions have been made for the following reasons:

- (A) To ensure investment is targeted in the most appropriate way and that it is focused on long term outcomes and community needs.
- (B) To support sustainable housing and economic growth.
- (C) To support the Council's Thrive pledges.

C5 ANNUAL INTERVENTION PLANS FOR THE HEALTH & SAFETY AND FOOD CONTROL SERVICES 2018/19

Consideration has been given to recommending the Council to approve the Intervention Plan for the Food Control and Health & Safety services for 2018 - 2019.

RESOLVED - That the Council be recommended to approve the Intervention Plan for the Food Control and Health & Safety services for 2018 - 2019.

The above decision has been made to ensure that effective and appropriate enforcement strategies and resources are allocated to deliver the mandatory duties placed on the Council as the enforcing authority for the regulation of businesses.

C6 PERMISSION IN PRINCIPLE (PIP) ON APPLICATION

Consideration has been given to recommending the Council to approve changes to the Council's constitution to enable the Council, in its capacity as Local Planning Authority, to discharge new statutory duties to determine applications for Permission in Principle for residential development.

RESOLVED -

- (i) That the decision making framework for Permission in Principle on application and Technical Details Consent be approved.
- (ii) That the Council be recommended to approve the following amendment to the scheme of delegation in the Council's Constitution:

Part 3 - Schedule 1 - Non Executive Functions – Delegation to Council Bodies add
“(xi) To exercise the powers of the Council under the Town and Country Planning (Permission in Principle) (Amendment) Order 2017 to determine applications for permission in principle and technical details consent.”

The above decisions have been made for the following reasons:

- (A) To ensure that the regulatory requirements regarding Permission in Principle on application and subsequent Technical Details Consent are met.
- (B) To ensure that the Council has a proper constitutional as well as statutory basis for decisions in respect of Permission in Principle on application and subsequent Technical Details Consent.
- (C) To ensure that the correct balance is struck between timely decision making and appropriate consultation, publicity, oversight and scrutiny.
- (D) To assist in the delivery of additional housing in the Borough.
- (E) To encourage the development of small housing sites.

C7 COATSWORTH SHOPFRONT DESIGN GUIDE SUPPLEMENTARY PLANNING DOCUMENT - PROPOSED APPENDIX TO SUPPORT DETAILED DESIGN GUIDANCE FOR PLANNING APPLICATIONS

Consideration has been given to the publication of the proposed appendix to the 2013 Coatsworth Shopfront Design Guide Supplementary Planning Document (SPD) for consultation, which sets out detailed design guidelines to support planning applications.

RESOLVED - That the publication for consultation of the draft appendix to the Coatsworth Shopfront Design Guide SPD as set out in appendix 2 to the report be approved.

The above decisions have been made for the following reasons:

- (A) To maintain the Council's and Heritage Lottery Fund investment through the Townscape Heritage Initiative scheme.
- (B) To publish proposals to conserve and enhance the conservation area as required by the 1990 Planning (Listed Buildings and Conservation Areas) Act.

C8 RESPONSES TO CONSULTATION

Consideration has been given to responses to the Ministry of Housing, Communities and Local Government consultation on a draft revised National Planning Policy Framework, alongside a parallel consultation on supporting housing delivery through developer contributions.

RESOLVED - That the responses as set out in appendix 1 to the report be endorsed.

The above decisions have been made to enable the Council to contribute responses to the consultation.

C9 PROPOSALS FOR SCHOOL TERM DATES 2019/20

Consideration has been given to the proposed school term dates for 2019/20.

RESOLVED - That the School Term Dates for 2019/20 as set out in appendix 2 to the report be approved.

The above decision has been made for the following reasons:

- (A) To allow future planning to take place.
- (B) To make effective and efficient use of Council resources.

C10 APPOINTMENTS TO ADVISORY GROUPS, OTHER BODIES OF THE COUNCIL, JOINT COMMITTEES AND OUTSIDE BODIES

Consideration has been given to the nominations of the Labour and Liberal Democrat Groups to advisory groups, other bodies of the Council, joint committees and outside bodies.

RESOLVED - (i) That the nominations of the Labour and Liberal Democrat Groups to advisory groups, other bodies of the Council, joint committees and outside bodies as set out in appendices 2 and 3 to the report be approved.

(ii) That the Strategic Director, Corporate Services and Governance, following consultation with the Leader of the Council and/or Leader of the Opposition, be authorised to agree any further necessary changes to the list of annual appointments.

The above decisions have been made for the following reasons:

- (A) To ensure that the views of the political groups are taken into account when the appointments are made.
- (B) To ensure that the most appropriate councillors are appointed to each body.

C11 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED - That the press and public be excluded from the meeting during consideration of the remaining business in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972.

C12 LEASE RENEWAL - DERWENT CARAVAN PARK, ROWLANDS GILL

Consideration has been given to the lease renewal of Derwent Caravan Park, Rowlands Gill, the tenant.

The alternative options to that being recommended, but which were discounted, included different lease terms.

- RESOLVED -
- (i) That the grant of a lease to the tenant for the term and rent amount per annum as set out in the report be approved, from a date to be agreed, the detailed provisions of the lease to be agreed by the Strategic Director, Corporate Services & Governance, following consultation with the Strategic Director, Communities & Environment.
 - (ii) That the compensation payment to the tenant of the amount set out in the report be approved.

The above decisions have been made for the following reasons:

- (A) To manage resources and rationalise the Council's assets in line with the Corporate Asset Strategy and Management Plan.
- (B) To deliver meaningful long term benefits to rural Gateshead and raise the profile of the area to potential visitors.

Copies of all reports and appendices referred to in these minutes are available online and in the minute file. Please note access restrictions apply for exempt business as defined by the Access to Information Act.

The decisions referred to in these minutes will come into force and be implemented after the expiry of 3 working days after the publication date of the minutes identified below unless the matters are 'called in'.

Publication date: 23 May 2018

Chair.....

This page is intentionally left blank

TITLE OF REPORT: Gibside School - New Build Special School

REPORT OF: Paul Dowling, Strategic Director - Communities & Environment / Caroline O'Neill, Strategic Director - Care, Wellbeing and Learning

Purpose of the Report

1. This report asks Cabinet to approve the scheme and estimate to create a new expanded school on a new site to replace the existing Gibside School.
2. To enable Service Director, Council Housing, Design & Technical Service to place orders through the Scape Major Works Framework in order to deliver the scheme within the restricted timescales and overall budget limit.

Background

3. The Education Act 1996 as amended requires Local Authorities to adopt a strategic role, with a duty to promote choice, diversity and fair access to school provision. This is only possible when there are sufficient numbers of school places situated within the right location.
4. Gibside School is currently located at Burnthouse Lane, Wickham and meets the needs of pupils aged 3 – 11 with profound and multiple learning difficulties. It also meets the needs of pupils with autistic spectrum disorders (ASD) and children with complex communication and medical needs.
5. The school has further developed its Early Years Foundation Stage provision off site at Blaydon/Winlaton Children's Centre.
6. At present there are 130 children on roll however, despite recently extending the school, the demand for this school from within Gateshead has exceeded the accommodation available. In addition, there are significant transport issues due to the constraints of the Burnthouse Lane site. There is also insufficient space within Blaydon/Winlaton Children's Centre.

Proposal

7. The proposal is to transfer Gibside school to a new site on the former Shipcote Playing Field (see site boundary attached) and expand its numbers to develop a new build special educational needs school for 170 pupils.

8. The bespoke facility will include hydrotherapy facilities and will cater for the needs of children from the age of 3 – 11 with profound and multiple learning disabilities as well as those with other complex communication and medical needs.
9. The proposal to expand Gibside School from Autumn 2020 will involve a separate statutory consultation process in line with School Organisation legislation.
10. The Council's Development and Public Protection Service will also carry out a consultation exercise relating to the proposed new build school as part of the Planning Permission Application process.
11. There is a total project budget of £11.6 m which is made up of funding available to the Council and accounted for across the financial years 2018/19 and 2019/20.
12. Cabinet agreed in November 2016 that the Council's responsibilities for construction work were transferred to The Gateshead Housing Company. The Service Director of Council Housing, Design and Technical Services has consulted with the Managing Director of The Gateshead Housing Company who has advised that the proposals contained within this report will enable TGHC to focus delivery on the housing repairs and maintenance contract, the housing capital programme, new build council housing as well as other non housing work.
13. In order to deliver the requisite additional pupil places by Autumn 2020 it is proposed to deliver the scheme through the Scape Major Works framework.

Recommendations

14. It is recommended that Cabinet:
 - (i) Approves the scheme and estimate.
 - (ii) Authorise the Service Director of Council Housing, Design and Technical Services to place an order through the SCAPE Major Works Framework within the agreed overall budget limit.

For the following reasons:

- (i) To enable the Council to fulfil its statutory duty to ensure a match between the predicted demand for school places and the number of schools and places maintained, and to ensure efficient use of resources.
- (ii) To meet the required timescale for delivery of the additional school places.

CONTACT: Sandra Watson extension: 3384

Policy Context

1. The proposals in this report are consistent with these statutory duties and with the council's vision for children and young people in Making Gateshead a Place Where Everyone Thrives, the Council's Accessibility Strategy 2015-2020 and the Sustainable Community Strategy, Vision 2030.

Background

2. The Education Act 1996 as amended requires Local Authorities to adopt a strategic role, with a duty to promote choice, diversity and fair access to school provision. This is only possible when there are sufficient numbers of school places situated within the right location.
3. The requirement to provide additional school places is called Basic Need. The Council will determine that there is Basic Need at a school if the forecast number on roll exceeds the top of the net capacity range and there are no suitable alternative places at schools within a reasonable distance.
4. Gibside School meets the needs of pupils aged 3 – 11 with profound and multiple learning difficulties. It also meets the needs of pupils with autistic spectrum disorders (ASD) and children with severe learning difficulties.
5. The school is located at Burnthouse Lane, Whickham and has further developed its Early Years Foundation Stage provision off site at Blaydon/Winlaton Children's Centre.
6. At present there are 130 children on roll across the two sites however, despite recently extending the school at Burnthouse Lane, the demand for this school from within Gateshead has exceeded the accommodation available across the two sites. In addition, there are significant transport issues due to the constraints of both sites.

Proposal

7. The proposal is to transfer Gibside school to a new site and expand its numbers for pupils aged 3 through to 11 years. The bespoke facility will include hydrotherapy facilities and will cater for the needs of children with profound and multiple learning disabilities as well as those with other complex communication and medical needs.
8. The proposed expansion of Gibside School would from Autumn 2020, provide a new build school for 170 pupils on a new site geographically central serving the whole of the Gateshead Borough. The school currently accommodates 130 children across a split site.

9. In order to meet the statutory need to provide additional places in Gateshead from Autumn 2020, subject to the above statutory consultation, it is proposed that Cabinet approves the development of a new build special school. The Council's Development, Transport and Public Protection Service will also carry out a consultation exercise relating to the proposed new school as part of the Planning Application process.
10. The proposal to expand Gibside School from 130 to 170 places from Autumn 2020 will involve a separate informal and statutory process in line with School Organisation legislation. The consultation process will include a four-week informal consultation period, followed by a subsequent four-week statutory representation period in line with the School Organisation Regulations which came into force from 28 January 2014. The consultation process will enable officers to prepare a report for submission so that a decision on the proposals to expand Gibside School can be determined by a future Cabinet decision.
11. Any authority wishing to make changes to SEN provision must demonstrate that the proposals for new provision meet the requirement of the SEN Improvement Test which include:
 - Improved Access to education and associated services including the curriculum, wider school activities, facilities and equipment with reference to the LA's Accessibility Strategy
 - Improved Access to Specialist Staff, both education and other professionals, including external support and outreach services
 - Improved Access to Suitable Accommodation
 - Improved Supply of Suitable Places
12. Early engagement has taken place with the school who confirm that the site of the former Shipcote Playing Fields is geographically central with excellent transport links throughout the borough. We have also prepared a brief and feasibility study to determine that the scheme will fit within the proposed site and is affordable within the finances available (see Appendix 3).
13. Cabinet has approved the proposed new policy MSGP43 in the Council's draft Making Spaces for Growing Places (land allocations and development management policies document), which was subject to public consultation in autumn 2017. This proposes to allocate the land identified off Shipcote Lane for "educational purposes", specifically the proposal for the new-build Gibside School. Policy MSGP43 is also referenced in the Infrastructure Delivery Plan (IDP).
14. The total project budget of £11.6 m is made up of funding available to the Council and accounted for across the financial years 2018/19 and 2019/20. Cabinet approval will enable the Service Director of Council Housing, Design and Technical Services to seek tenders and place orders in line with the indicative programme for the necessary works to be complete within the required timescales.

Capital Funding

	£'000
Expected Scheme Cost	11,600
Funding Available:	
Basic Need	(11,000)
Schools capital maintenance grant	(100)
SEN Capital Grant	(500)

15. The Department for Education allocates Basic Need funding each year to local authorities to ensure there are sufficient school places in areas of need. Local authorities are able to use this funding to expand existing schools, including maintained and non-maintained, academies and Free Schools in areas of need. In 2018/19 Gateshead were allocated £11m of basic need funding.
16. The estimated build cost of the new build special school is subject to change following the outcome of site investigations. It is hoped that this cost will reduce following greater certainty around the site constraints.
17. Pupil Numbers increased from the originally proposed 150 to 170 due to the revised projection during design engagement. To deliver the number of places needed, it has been agreed that £500k of SEN capital will be utilised to supplement the Basic Need funding.
18. In order to achieve the timescales to deliver a new school by Autumn 2020, £100k was allocated from Schools Capital Maintenance from 2017/18 to commence early design engagement and site investigations.

Procurement

19. Cabinet agreed in November 2016 that the Council's responsibilities for housing related construction work and other construction work were transferred from Construction Services in C&E to The Gateshead Housing Company. The council retained the commissioning of construction capital work. As part of the commissioning process the Service Director of Council Housing, Design and Technical Services would ensure all work was effectively commissioned with THGC or alternative providers on the basis that it would not impact on housing related construction work.
20. The Service Director of Council Housing, Design and Technical Services has consulted with the Managing Director of The Gateshead Housing Company who has advised that the proposals contained within this report will enable TGHC to focus delivery on the housing repairs and maintenance contract, the housing capital programme, new build council housing as well as other non housing work.
21. Based on the project's objectives and in consideration of the available budget and strict timeline, different procurement options were explored. The use of an OJEU compliant framework was chosen over traditional procurement as more efficient, cost effective and faster route to market.

22. The NEPO framework would accommodate a number of methods for call offs including mini-competitions on prices and/or quality. SCAPE is a single-source framework, pre-tendered on a framework value with highly competitive and fixed rate and is the fastest route to market available in the public sector compared to traditional procurement.
23. In order to deliver the requisite additional pupil places by Autumn 2020, within the budget available it is therefore proposed to deliver the scheme through the SCAPE Major Works framework.

Consultation

24. Consultation has taken place with the Special Education Headteachers, Ward Councillors, Learning and Children Portfolio, Spatial Planning, Transport Planning and Development Management, The Gateshead Housing Company, Education and Skills Funding Agency.

Alternative Options

25. The Council could decide not to increase the number of school places at Gibside School. There is currently no surplus capacity at either of the Gibside and Blaydon/Winlaton sites. The forecasted numbers on roll indicates that if there is no increase in capacity the Local Authority will have to send Gateshead children out of the borough for their educational and welfare needs at a cost of £38k per autistic child and £46K per child with profound and multiple learning difficulties.
26. Consideration could be given to extend the school on its existing site at Burnthouse Lane, Whickham to provide the additional places. However, it is unlikely that such proposals would be supported on transport grounds as a consequence of the increase in vehicles generated by the additional pupil numbers, which would not be sustainable on an already congested site adjacent to residential streets and located next to a secondary and primary school.
27. Consideration could be given to extend the school at the Blaydon/Winlaton Surestart Centre. The building is currently an operational children's centre built for the purpose of delivering integrated services for families who have children under 5 years of age. At present, there is a short-term arrangement where Gibside School operate within a defined area of the building due to the increased pupil numbers. This arrangement restricts the area used by children's centre services which impacts on delivery of services to the community. Access and availability of suitable drop off/pick up areas off Shibdon Bank for parents and guardians is an existing concern and would be compounded by increasing numbers.
28. Gibside School is not bound to a specific catchment as its specialist facilities serve the entire borough therefore, the school could be developed on an alternative site elsewhere in Gateshead. Various option appraisals were carried out on alternative sites of the appropriate size. These included the sites of the former Windmill Hills School, the former Hookergate School and the former Lindisfarne Primary School as well as land off Whickham Highway and

Askew Road. These sites were subsequently ruled out due to site restrictions/high levels of abnormals, planning and transport implications or the designation for strategic housing. The site off Shipcote Lane is a relatively flat site with fewer site abnormals which will reduce the capital costs relating to ground conditions. It is also in a geographically central area which will serve to reduce the home to school travel costs.

Implications of Recommended Option

24. Resources:

a) Financial Implications – The Strategic Director, Corporate Resources confirms that the cost of the required works can be met from the 2018/19 and 2019/20 Capital Programme.

b) Human Resources Implications – Staff and trade unions will be formally consulted on the proposal to expand Gibside School and their views and comments will be taken into consideration.

c) Property Implications - The new school will replace the existing Gibside School on Burnthouse Lane, Whickham which will become surplus to requirements. The enlarged school will accommodate additional pupils. The school will also vacate the premises at Blaydon/Winlaton Surestart which is shared with other council and public health services.

25. Risk Management Implications - There is a risk that there will be insufficient pupil places for pupils with autistic spectrum disorders (ASD) and children with severe learning difficulties if the scheme is not progressed. There is a risk that the capital cost of the scheme may rise due to unforeseen ground conditions. Further site investigations are in place to reduce the uncertainty and the project will be scoped to match the funding available.

26. Equality and Diversity Implications - The scope of works considers Equality works to improve access to the existing School buildings. New build elements will be fully compliant in meeting Equality Act 2010 obligations as identified in the Accessibility Strategy for Schools. The proposal would have a positive impact in opportunities for children with SEN/Disability.

27. Crime and Disorder Implications – There are no Crime and Disorder Implications arising directly from this report.

28. Health Implications – There are no Health and Safety Implications arising directly from this report.

29. Sustainability Implications – The Council's Construction Sustainability Policy has been considered and applied where applicable throughout the scheme. In place of a conventional gas boiler plant, it is proposed the new school will be supplied with heat from the new Gateshead District Energy Scheme. Heat pipes have been installed up to the site boundary, in readiness, and the school have accepted the proposal on the basis they will be supplied with lower cost heat, with lower carbon emissions. Other benefits include that the development

can be built without gas infrastructure, which reduces cost and risk plant requires less floorspace, freeing up space for other use.

30. **Human Rights Implications** – The implications of the Human Rights Act must be considered in any decision that involves a change of policy, function or a service change. The Council has considered the implications of the Human Rights Act in arriving at this stage of the proposal. The convention rights provide that no one can be denied the right to education but this does not mean that any person has the right to be educated at a particular institution. Whilst there is a right for parents to ensure education and teaching is in conformity with their religious/philosophical convictions, this does not impose a duty on the Local Authority to provide specific types of schools. Any such provision is provided only so far as it is compatible with the provision of efficient instruction and training and the avoidance of unreasonable public expenditure.
31. **Area and Ward Implications** - This proposal will direct impact on Saltwell, Whickham North and Blaydon Wards. However, the new school will serve pupils from throughout the Borough.

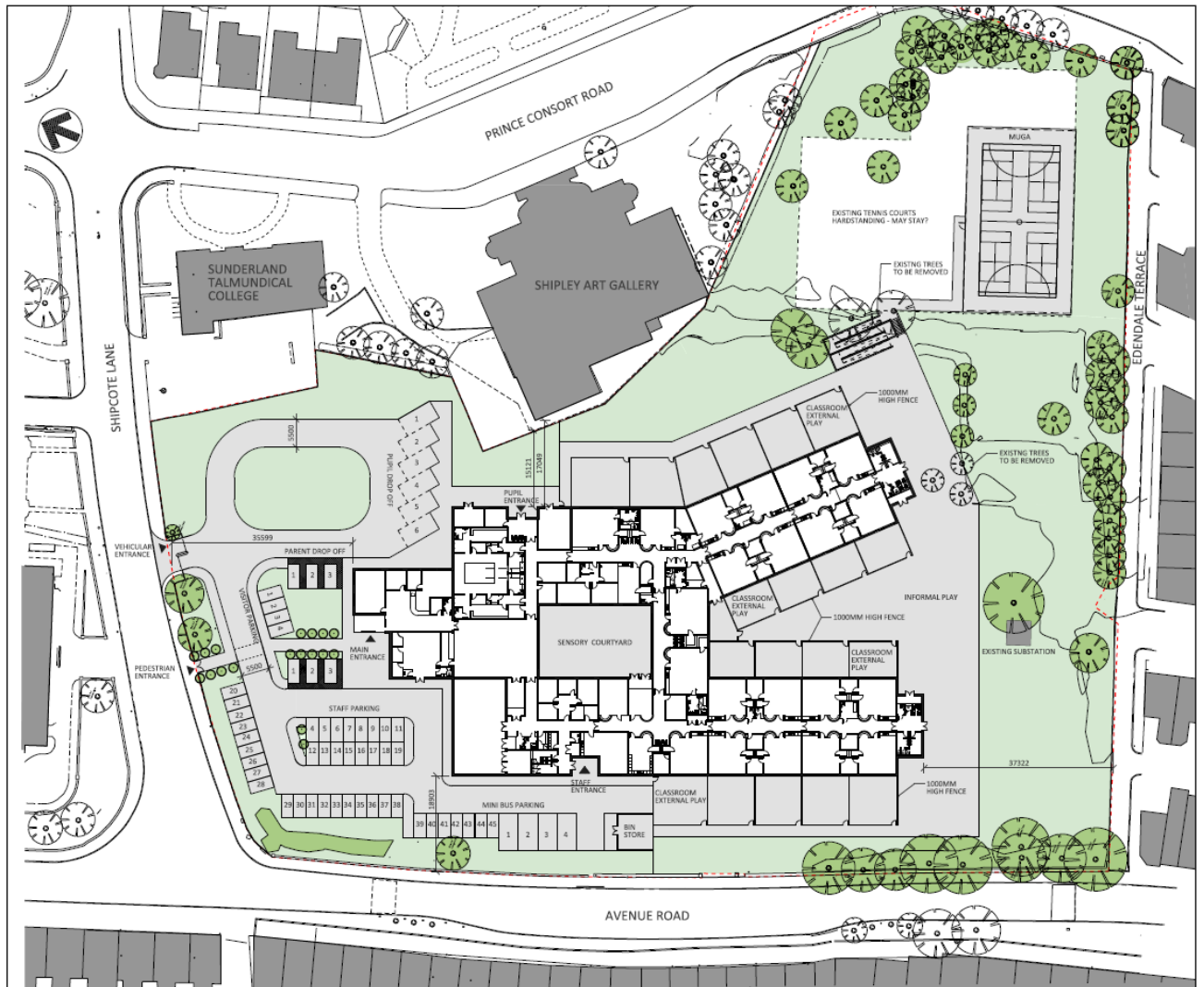
Background Information;

32. The School Organisation regulations (prescribed alterations to maintained schools (England) regulations 2014.
Policy MSGP43 in the Council's draft Making Spaces for Growing Places

Proposed Site for the Development of the new enlarged Gibside School



Proposed Site Layout of new school





REPORT TO CABINET
19 June 2018

TITLE OF REPORT: Tenders for the Supply of Goods and Services

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

Purpose of the Report

1. The purpose of this report is to ask Cabinet to consider the tender received for the Contract for the Provision of an Independent Voluntary and Community Sector (VCS) Infrastructure Support Service for Gateshead and Newcastle Councils – Lot 1 Provision of a CVS Infrastructure Support Service in Gateshead.
2. The background to this contract is contained in the attached appendix.

Proposal

3. Cabinet is asked to agree the recommendations below.

Recommendations

4. It is recommended Cabinet agree that the tender received from Newcastle CVS be accepted for Lot 1, Provision of a VCS Infrastructure Support Service in Gateshead for a 36 month period commencing 1 August 2018, with an option to extend for a further 2 x 12 month periods.

For the following reason:

The recommended tender has been subject to full evaluation and is considered to be economically advantageous.

CONTACT: Andrea Tickner

Extension: 5995

Policy Context

1. The Contract for the Provision of an Independent Voluntary and Community Sector (VCS) Infrastructure Support Service for Gateshead and Newcastle Councils has been organised in accordance with the Council's Contract Procedure Rules.

Background

2. The contract is being arranged on behalf of Gateshead Council and Newcastle Council and has been split into Lots:-

Lot 1 Provision of a VCS Infrastructure Support Service in Gateshead

Lots 2 Provision of a VCS Infrastructure Support Service in Newcastle

Lot 3 Provision of a Volunteering Support Service for Newcastle

3. The contract is for a 36 month period commencing 1 August 2018 with an option to extend for a further 2 x 12 month periods.
4. The purpose of this contract is to engage a partner to provide independent Voluntary and Community Sector infrastructure support services across the administrative area of Gateshead Council and Newcastle City Council.
5. Each Authority will enter into contract independently with their recommended provider therefore this report refers only to the recommendation for Lot 1 Provision of a VCS Infrastructure Support Service in Gateshead. Newcastle Council will consider the tenders received for Lots 2 and 3 at its Cabinet meeting on 18 June 2018.
6. The estimated annual value of Lot 1 is £158,000 per annum for year 1. The estimated value for the initial 36 month period is £450,000 as a result of expected efficiencies over the contract term.
7. Only one tender was received from Newcastle CVS, Newcastle, despite the Council trying to engage with a wide range of potential providers. A comprehensive evaluation of the tender has been undertaken against the following criteria:
 - Mandatory requirements: Grounds for Exclusion, Modern Slavery Act 2015, Insurance, Environmental Management, Compliance with Equality Legislation, Health and Safety, Technical and Professional Ability.
 - Quality requirements: Service Delivery Approach, Provision of Advice and Support to Gateshead's VCS, Staffing Structure to deliver the Service, OurGateshead Website work programme, Approach to delivering effective networking opportunities, Risks to service delivery and contingency plans, Contract Management and Monitoring, Development and delivery of Training programme for the sector.
 - Price to deliver the service for the initial 36 month contract term.

Consultation

8. There has been no external consultation.

Alternative Options

9. The anticipated value of this contract exceeded the threshold requiring competitive tenders to be invited in accordance with the EU Public Procurement Directives; therefore, there are no alternative options. The procurement process was undertaken on behalf of Gateshead and Newcastle Councils to reduce administration of two separate procurement processes and to facilitate additional savings should the same providers tender for and be successful in being awarded the contract for Lots 1 and 2.

Implications of Recommended Option

10. Resources:

- a) **Financial Implications** – The Strategic Director, Corporate Resources confirms that support for the provision of the infrastructure support service with up to £160,000 is included in the Council's revenue budget for 2018/19
- b) **Human Resources Implications** – Nil
- c) **Property Implications** - Nil

11. Risk Management Implication – Nil

12. Equality and Diversity Implications – The recommended tenderer meets the legal obligations of the Equality Act 2010.

13. Crime and Disorder Implications – Nil

14. Health Implications - Nil

15. Sustainability Implications – Nil

16. Human Rights Implications - Nil

17. Area and Ward Implications -Nil

Background Information

18. The documents that have been relied on in the preparation of the report include the received tenders.

This page is intentionally left blank

TITLE OF REPORT: Gateshead Quays – construction of temporary car park

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

Purpose of the Report

1. The report seeks approval for construction of a new temporary car park for Gateshead Quays.

Background

2. Some existing car parking in Gateshead Quays will be lost on a temporary basis as a result of the Great Exhibition of the North (GEON). At the same time the additional attractions provided by GEON is anticipated to see an increase in visitor numbers to the area.
3. In the longer term the major development planned for Gateshead Quays will see the permanent loss of the Mill Road and South Shore Road car parks (a combined total of some 380 spaces). While it is intended to ensure alternative provision is provided in due course, it is inevitable that there will be an interim period before this is ready.
4. Further development is also planned on Baltic Business Quarter. Again this is likely to be completed before any new permanent car park in the Quays is available.

Proposal

5. It is proposed to construct a new temporary car park of about 550 spaces to cater for the additional needs. The proposed location is on Quarryfield Road (Appendix 2). It is not envisaged that this land will be needed for development in the next 5 years.
6. It is anticipated that the car park will have a lifespan of some 5 years. The total capital cost is anticipated to be £700,000. The car park will be managed as a Council run car park, and charged accordingly, with income (estimated to be of the order of £290,000 per year) helping to offset the costs of repairs during the life of the car park.
7. The new car park is being funded as part of the package of works for the Quays and Baltic Business Quarter area approved as part of the Council's capital programme. In order to meet deadlines associated with the Great

Exhibition of the North construction of the car park has now largely been completed.

8. Consent for Gateshead Quays transport infrastructure spend was given as part of the LTP capital programme approval at Cabinet on 24th April 2018. It was originally thought that this provided sufficient approval for this project. However further advice has recommended specific Cabinet approval is sought.

Recommendations

9. Cabinet is recommended to approve the construction of a temporary car park in Gateshead Quays.

For the following reason:

To ensure car parking is provide during the Great Exhibition of the North and also for the period of construction of the Gateshead Quays development.

CONTACT: Anneliese Hutchinson ext 3881

Policy Context

- 1 The proposals are in line with the vision for transport as outlined in the Gateshead Sustainable Community Strategy, Vision 2030 and support the pledges within Making Gateshead a Place Where Everyone Thrives. They also support the Core Strategy and Urban Core Plan.

Background

2. Some existing car parking in Gateshead Quays will be lost on a temporary basis as a result of the Great Exhibition of the North (GEON). At the same time the additional attractions provided by GEON is anticipated to see an increase in visitor numbers to the area.
3. In the longer term the major development planned for Gateshead Quays will see the permanent loss of the Mill Road and South Shore Road car parks (a combined total of some 380 spaces). While it is intended to ensure alternative provision is provided in due course, it is inevitable that there will be an interim period before this is ready. Provision of a temporary car park during this period will ensure parking continues to be available to support attractions such as the Sage during this period, as well as catering for inevitable parking demand from construction workers.
4. Further development is also planned on Baltic Business Quarter. This development is likely to be completed before any new permanent car park in the Quays is available. Provision of the temporary car park will therefore also ensure parking is available to serve this.
5. It is proposed to construct a new temporary car park of some 550 spaces to cater for the additional needs. The proposed location is on Quarryfield Road (Appendix 2). It is not envisaged that this land will be needed for development in the next 5 years.
6. It is anticipated that the car park will have a lifespan of some 5 years. The total capital cost is anticipated to be £700,000. The car park will be managed as a Council run car park, and charged accordingly, with income (estimated at some £290,000 per year) helping to offset the costs of repairs during the life of the car park.
7. The new car park is being funded as part of the package of works for the Quays and Baltic Business Quarter area approved as part of the Council's capital programme. In order to meet deadlines associated with the Great Exhibition of the North construction of the car park has now largely been completed.
8. Consent for Gateshead Quays transport infrastructure spend was given as part of the LTP capital programme approval at Cabinet on 24th April 2018. It was originally thought that this provided sufficient approval for this project. However further advice has recommended specific Cabinet approval is sought.

Consultation

7. The new car park also requires planning approval. Consultation on the planning application has taken place as part of the usual planning process.

Alternative Options

8. The alternative option would have been not to build a new car park. This would have created a serious risk of sufficient car parking not being available in the area during the Great Exhibition of the North and the subsequent construction of the major development for Gateshead Quays. An assessment of available land in the area was undertaken in identifying this site as the most suitable for such a facility.

Implications of Recommended Options

9. Resources:

- a) **Financial Implications** – The Strategic Director, Corporate Resources confirms that the proposed capital investment can be accommodated from within the Council's approved Capital Programme.
 - b) **Human Resources Implications** – There are no human resources implications.
 - c) **Property Implications** – The Corporate Property Officer confirms that the proposal is considered to be an appropriate temporary use of the land, which will not prejudice the longer term plans for this part of Baltic Business Quarter.
10. **Risk Management Implications** – construction of the car park will reduce the risk of there being a shortfall in car parking in the Quays during the Great Exhibition of the North and the subsequent construction of the major development for Gateshead Quays.
 11. **Equality and Diversity Implications** – None.
 12. **Crime and Disorder Implications** – None.
 13. **Health Implications** – None.
 14. **Sustainability Implications** – None.
 15. **Human Rights Implications** – None.
 16. **Area/Ward Implications** – The new car park will be located in Bridges ward.

Background Information

17. None.

TITLE OF REPORT: Gateshead Innovation and Development Fund

REPORT OF: Paul Dowling, Strategic Director Communities and Environment

Purpose of the Report

1. This report outlines the principles and approach for an investment fund up to £500,000, to be funded through the Voluntary Sector Reserve. The Fund will help build a stronger, more resilient voluntary and community sector (VCS) in Gateshead, which in turn will help communities thrive and enable residents to do more for themselves.

Background

2. The majority of VCS organisations either based in or working in Gateshead are small to medium size, with an annual income of less than £100,000, a large proportion of which have an income of less than £10,000 per annum. They are mostly volunteer-led, providing a vital social capital role within neighbourhoods, helping to address social isolation and loneliness, improve the local environment and enhance overall health and wellbeing.
3. The main challenges faced by the VCS in Gateshead are:
 - Increased demand for services from residents
 - Reduced capacity within their organisations
 - Significant reduction in funding in recent years, particularly from the public sector
 - Reliance on grant funding and risk averse to exploring new funding models.
4. In July 2017 Cabinet agreed through the Medium Term Financial Strategy to create a £500,000 Voluntary Sector Reserve to support development and activity in this sector. This reserve would be used to mitigate savings in the voluntary sector where appropriate, prepare the sector for increasing demand by increasing capacity and skills and preparing the sector for the transition to any new operating arrangements.
5. The Gateshead Thrive Fund currently has two broad strands; the Local Community Fund, which provides small allocations to community organisations and projects that deliver benefits for residents within a ward. The Local Community Fund is not a competitive grants based fund, it is allocated by ward councillors to further support community based activities within the ward.
6. The larger component of the Gateshead Thrive Fund is administered by the Community Foundation on behalf of the Council. Within it there is a community grants programme aimed at grass roots groups to encourage activities that meet the needs of local residents (maximum grant £1500). The main grants fund is

focussed on building the capacity of community organisations and charities (maximum grant £10,000).

Proposal

7. It is proposed that an investment fund is established to support Gateshead's VCS organisations - in particular medium sized organisations that have experienced great change and financial challenges in recent years. The aim is to invest in such organisations looking to make a significant step change – such as help to research, develop and deliver new ways of working, implement new services, acquire new skills and make a clear impact on helping the Council's Thrive agenda.
8. The characteristics and approach for the proposed investment, to be called the "Gateshead Innovation and Development Fund", is based upon conversations and surveys carried out by both the Council and Newcastle CVS in 2016 and 2017. The proposed principles and outcomes for the Fund are set out in detail in Appendix 2.
9. It is proposed the fund, support VCS organisations in Gateshead to take a 'Step Change' and think differently about how they operate, generate income and deliver services or activities which meet the changing demands and needs of residents and neighbourhoods in greatest need.
10. The fund will help support the development and delivery of services tailored to the needs of individual communities aligned to the Council's 5 Pledges, particularly "Support our communities to support themselves and each other".
11. Given the level of ambition and innovation likely to be associated with the Programme, the Council will seek to generate interest from organisations across the sector, in particular, those who have identified opportunities to address gaps or help residents who may not have been supported by the Council previously. This may help generate a range of different perspectives and solutions to the challenges faced in the borough.
12. To help the development and building of capacity as part of the agreement for financial support, recipients will be able to access an Enhanced Leadership Programme which will be established as part of the programme.
13. The fund will be open to applications from Gateshead based voluntary and community organisations, with charitable status or objectives. Priority will be given to organisations which have an annual income of £250,000 or less. Funding will be available for a maximum of two years to support the development of innovative business ideas and approaches.
14. It is intended that there will be no minimum or maximum grant level but it is anticipated that an average grant may be around £30,000. Both revenue and capital will be supported
15. It is proposed that the Community Foundation for Tyne & Wear and Northumberland, which currently manages the Gateshead Thrive Fund, will assist the Council with promoting the new Fund, and will advise the Council on the project selection process, assessment and production of recommendations for support from the Fund, through representation on a proposed selection panel. The fee for

the Foundation's assistance will be no more than £7,500. The Neighbourhood Management and Volunteering Team and Corporate Finance will administer the Fund; capacity exists to provide this administration within existing resources.

Recommendations

16. It is recommended that Cabinet:

- (i) Agree to the establishment of the Gateshead Innovation and Development Fund
- (ii) Approve the principles and outcomes of the Fund, as set out in Appendix 2
- (iii) Approve the arrangement with the Community Foundation for Tyne & Wear and Northumberland as described in paragraph 6.

For the following reason:-

- (i) To provide an innovative strategic investment programme to help establish stronger, impactful organisations at the heart of Gateshead communities and in turn delivering a greater return on investment for the Council
- (ii) Ensure the presence of an effective voluntary and community sector to help build stronger and more resilient communities as set out in 'Making Gateshead a place where everyone thrives.'

CONTACT: Anthony Alder extension: 3880

Policy Context

1. The proposed approach for the Innovation and Development Fund supports the overall vision for Gateshead as set out in the Corporate Plan and the Council's Thrive agenda.

Background

Principles of the Gateshead Innovation and Development Fund

2. The Fund has 3 main principals.
 - **Support VCS organisations in Gateshead to take a 'Step Change' and think differently about:**
 - How they operate
 - How they generate income
 - Their activity in communities - delivering creative, impactful, innovative services which meet the changing demands and needs of residents and neighbourhoods in greatest need.
 - **Support the development and delivery of services tailored to the needs of individual communities** aligned to the Council's 5 Pledges, particularly "Support our communities to support themselves and each other".
 - **Establishment of an Enhanced Leadership programme**
 This would include for example funding to access strategic training / mentoring for employees and trustees. The programme will provide a valuable complementary resource to both the Innovation and Development Fund and the Gateshead Thrive Fund, and aims to establish a cohort of upskilled employees, volunteers, and trustees / board members. Discussions are currently taking place with the Council's Learningskills service to help explore the potential for creating a Gateshead VCS Leadership Academy. The programme will act as a platform and a complementary stepping stone to other courses that are available to VCS organisations, such as those offered by Gateshead College and higher education institutions such as local universities and CASS Business School. Collectively this could be promoted as a Continuing Professional Development programme for Gateshead VCS organisations. It is proposed that up to £50,000 of the Fund is ring-fenced to support the delivery of either fully funded or subsidised training packages.

A draft outline of the Leadership programme content is at Appendix 3.

Outcomes of the Innovation and Development Fund

3. Successful recipients of the Fund will be required to describe not only the anticipated impact or benefit of their proposal, but also how it will address one or more of the Gateshead Pledges as part of the Council's Thrive agenda, which form the strategic outcomes for the Programme.

4. Given the level of ambition and innovation likely to be associated with the Programme, it is quite possible that alongside examples of successful projects and activities, there may well be some projects that fail to achieve their ambitions in whole or in part. Nevertheless, the learning from both successful and unsuccessful projects is equally valuable in helping to identify what doesn't work and why, as well as the identification of new ways of working that have the potential to deliver evidenced based change, as well as approaches that could be replicated and potentially scaled up across the Borough.

Applicants will need to demonstrate, through an evidence based approach:

- The issue the application is seeking to address, and its underlying evidence base
- Detail of the proposed approach and activities, including the rational supporting this
- The anticipated associated outcomes, and how progress towards the outcomes will be monitored

Whilst each application will identify its own particular set of activities and outcomes, it is likely that by the end of the 2 year programme, the organisations supported through the programme will have delivered associated outcomes similar to the following examples:

- The development of new and/or improved VCS business ideas and approaches that reduce dependence on public sector grant funding by increasing income from
- fundraising, trading, social finance and grants from local and national charitable funders
- Delivery of services that demonstrate social impact and social value:
- In the most vulnerable neighbourhoods, and
- Are better able to demonstrate potential to investors and funders
- An enhanced level of leadership acumen within VCS organisations
- An increase in the capacity of trustees, employees and volunteers within VCS organisations
- A voluntary and community sector which works in an increasingly collaborative manner across Gateshead's communities
- Residents Increasing their level of patronage and take-up of services that deliver life changing actions by residents around wellbeing, education, employment and the environment
- An increased number of early actions which improve Gateshead residents' quality of life, and reduce the demand for public service interventions.

Summary of eligibility, level of funding, what can be supported

5. The key criteria for the Programme are:
- The Programme will be open to applications from Gateshead based voluntary and community organisations, with charitable status or objectives. Priority will be given to organisations which have an annual income of £250,000 or less
 - Funding will be available for a maximum of two years to support the development of innovative business ideas and approaches. Two year funding will be subject to an bi - annual review and payment (every 6 months for the duration of the support period) and demonstration of satisfactory progress.

- It is intended that there will be no minimum or maximum grant level but it is anticipated that an average grant may be around £30,000. Both revenue and capital will be supported
- Organisations will have to demonstrate how their idea meets one or more of the Fund's strategic objectives and outcomes, as set out in paragraphs 6 and 7. For example;
 - Research, consultation and planning in to new business ideas and service delivery approaches in vulnerable neighbourhoods
 - Work to make organisational structures and systems 'fit for purpose' to support the development of new business models with demonstrable impact and social value
 - The adoption of new business ideas and approaches to achieve greater financial sustainability through exploring alternative sources of finance
 - Exploring the development of an asset based approach to developing communities
 - Organisations that have secured a lease to a building from the Council or are considering the leasing of a building in accordance with the Council's Community Asset Transfer Policy.
 - Developing the capacity of people within organisations to support organisational change.

The detailed eligibility criteria is attached at Appendix 2.

Application, Assessment and Approval Process

6. Application to the Programme will be a two stage process. Stage 1 will involve the submission of an expression of interest setting out a costed proposal for the development and delivery of a business idea / approach which demonstrates change for the organisation and delivers impact and social value within the Gateshead neighbourhoods. Stage 2 will involve a detailed presentation by each shortlisted application for consideration at a project selection panel.
7. It is proposed that the project selection panel comprises the following:
 - Chair of the Gateshead Fund Advisory Group (or nominated deputy)
 - An officer from Neighbourhood Management and Volunteering
 - A representative from the Community Foundation
 - A representative of one of the local social investors
 - A representative from the business community.
8. The proposal to include representatives from the social investment and private sectors links to the findings from the Gateshead Fund Research, providing the opportunity for the Council to collaborate with other sectors and those sectors to engage and support VCS organisations and communities in Gateshead.
9. The panel's recommendations will be presented to Cabinet for final approval.

Consultation

10. In preparing this report consultations have taken place with the .

The Community Foundation have spoken to a number of Gateshead based groups and charities about the proposal which has influenced the proposal. Newcastle Council for Voluntary Service have also been involved in conversations about the fund. The fund was discussed at a Members Seminar on 06 June 2018.

Alternative Options

11. The alternative options included refocus of the current funding criteria, this option may have restricted the funding available to small organisations who may not be sufficiently developed to benefit from the Innovation and Development Fund.

The fund could have been fully managed by the Community Foundation, the arrangement proposed in the report makes best use of the resources available to cover the management fee whilst retaining the valuable knowledge and experience the Foundation will bring to the assessment process.

The Council and its partners could work with local organisations to seek funds from external sources. This option may have secured increased levels of funding in to Gateshead however, would have led to a piecemeal approach which would have relied on the success of individual groups to secure the funding. It is likely this option may not create the momentum the Council wishes to see in changes across the community and voluntary sector in Gateshead.

Implications of Recommended Option

12. **Resources:**

- a) **Financial Implications** – The Strategic Director Corporate Resources confirms that the budgetary provision is available to support the fund over the financial years 2018/19 and 2019/20. During the year 2017/18 up to £50,000 financial support to be funded by the fund was agreed for Bill Quay Farm Association to provide time to find an alternative occupier and review potential options for the site.
- b) **Human Resources Implications** – The proposal will require the Neighbourhood Management and Volunteering Team and Corporate Finance to administer the grant, capacity exists to provide this administration within existing resources.
- c) **Property Implications** – There are no property implications arising as a result of this report.

13. **Risk Management Implication** – Given the level of ambition and innovation likely to be associated with the Programme, it is quite possible that alongside examples of successful projects and activities, there may well be some projects that fail to achieve their ambitions in whole or in part. Nevertheless, the learning from both successful and unsuccessful projects is equally valuable in helping to identify what doesn't work and why, as well as the identification of new ways of working that have

the potential to deliver evidenced based change, as well as approaches that can be replicated and potentially scaled up across the Borough.

14. **Equality and Diversity** – There are no implications arising from this recommendation.
15. **Crime and Disorder Implications** – There are no implications arising from this recommendation
16. **Health Implications** – There are no implications arising from this recommendation.
17. **Sustainability Implications** – It is anticipated that support from the fund will result in a significantly more sustainable voluntary and community sector that will be less reliant or dependent on support from the Council in the future.
18. **Human Rights Implications** - There are no implications arising from this recommendation.
19. **Ward Implications** – all wards
20. **Background Information**

Appendix 2 & 3

Gateshead Innovation and Development Programme

Criteria and guidelines

- 1: **What can be done to make the biggest impact on the lives of people living in Gateshead?**
- 2: **How can increased demand for services from Gateshead residents be addressed?**
- 3: **How can organisations create sustainable finance and meet future economic challenges?**
- 4: **How can the number of volunteers be increased?**

If your organisation has an innovative idea that addresses these questions, Gateshead Council would like to hear from you. The Council's new Gateshead Innovation and Development Programme could help you develop, test and deliver your idea.

1. About the Programme

The Gateshead Innovation and Development programme will be investing in vulnerable communities through innovative ways of delivery. It is a one off funding programme aimed at voluntary organisations which want to make a difference and have ideas which can demonstrate impact and social value in the most vulnerable neighbourhoods in Gateshead.

The Council is not prescriptive regarding which areas in Gateshead are in most need. We would like to hear evidence from organisations as to why intervention is needed in particular neighbourhoods or with particular groups of residents.

Organisations wishing to apply to the Programme may find it helpful to look at the following documents which provide an overview on Gateshead's Approach to tackling inequality, vulnerability and disadvantage:

Making Gateshead a place where everyone thrives -
<http://www.gateshead.gov.uk/iplodge/Home.aspx>

Joint Strategic Needs Assessment –
<http://www.gateshead.gov.uk/Health-and-Social-Care/JSNA/home.aspx>

The Gateshead Innovation and Development Programme will fund projects that:

- Support VCS organisations based in Gateshead to take a 'Step Change' and think differently about how they operate, generate income and are active in communities, delivering creative, impactful, innovative services which meet the changing demands and needs of residents and neighbourhoods in greatest need
- Support the development and delivery of services according to the needs of individual communities aligned to the Council's 5 pledges within the 5 year strategic approach '*Making Gateshead A Place Where Everyone Thrives*':
 - Put people and families at the heart of everything we do

- Tackle inequality so people have a fair chance
- Support our communities to support themselves and each other
- Invest in our economy to provide sustainable opportunities for employment, innovation and growth across the borough
- Work together and fight for a better future for Gateshead.

It is intended that by the end of the Programme it will have contributed to the following outcomes for both organisations and neighbourhoods:

Successful recipients of the fund will be required to describe not only the anticipated impact or benefit of their proposal, but also how it will address one or more of the Gateshead Pledges as part of its Thrive agenda which form the strategic outcomes for the Programme.

Given the level of ambition and innovation likely to be associated with the Programme it is quite possible that alongside examples of successful projects and activities, there may well be some projects that fail to achieve their ambitions in whole or in part. The learning from both successful and unsuccessful projects is equally valuable in helping to identify what doesn't work and why, as well as new ways of working that have the potential to deliver evidenced based change and approaches that can be replicated and scaled up across the Borough.

Applicants will need to demonstrate, through an evidence based approach:

- The issue the application is seeking to address, and its underlying evidence base
- Detail of the proposed approach and activities, including the rationale supporting this
- The anticipated associated outcomes, and the means by which progress towards the outcomes will be monitored

Whilst each application will identify its own particular set of activities and outcomes, it is likely that by the end of the 2 year programme, the organisations supported through the programme will have delivered associated outcomes similar to the following examples:

- The development of new and/or improved VCS business ideas and approaches that reduce dependence on public sector grant funding by increasing income from fundraising, trading, social finance and grants from local and national charitable funders
- Delivery of services that demonstrate social impact and social value:
 - In the most vulnerable neighbourhoods, and
 - Are better able to demonstrate potential to investors and funders
- An enhanced level of leadership acumen within VCS organisations
- An increase in the capacity of trustees, employees and volunteers within VCS organisations
- A voluntary and community sector which works in an increasingly collaborative manner across Gateshead's communities

- Residents Increasing their level of patronage and take-up of services that deliver life changing actions by residents around wellbeing, education, employment and the environment
- An increased number of early actions which improve Gateshead residents' quality of life, and reduce the demand for public service interventions.

2. What funding is available?

This is a two-year up to £500,000 funding programme to support organisational change in VCS organisations, based in Gateshead, to enable them to deliver innovative services within Gateshead neighbourhoods.

There is no minimum or maximum grant level although it is anticipated that an average grant may be around £30,000, for projects of up to two-year's duration (subject to annual review). Each application will be assessed on its own merit.

3. Who can apply?

Voluntary sector organisations which have charitable status or objectives, and are based in Gateshead are eligible to apply. As the Fund has been established to support and grow a strong Gateshead voluntary and community sector, priority will be given to applications from organisations which have an average annual income of £250,000 or less. Average income will be assessed on the basis of the applicant's last three sets of audited accounts.

4. What can be funded?

Funding is available for a maximum of two years to support the development and delivery of innovative business ideas and approaches which can demonstrate to one or more of the fund's strategic objectives and outcomes.

Priority will be given to applications that are focused on:

- Research, consultation and planning into new business ideas and service delivery approaches in vulnerable neighbourhoods. Priority will be given to those that demonstrate involvement of residents in the design and delivery of services and activities which are bespoke to specific communities
- Work to make organisational structures and systems "fit for purpose" to support the development of new business models and services with demonstrable impact; for example:
 - Reviewing governance and trusteeship
 - Improving policies and procedures
 - Monitoring and evaluation processes to support impact and social value measurement
 - Working practices.
- The adoption of new business ideas and approaches to achieve greater financial sustainability through activities such as trading, income generation and social investment and social impact bonds
- Developing a social enterprise or community business

- Taking on the management of a council building (asset transfer) or securing a lease to run a building. Organisations which have already secured a lease from the Council will also be considered.
- Developing increased community ownership through, for example, the creation of community shares
- Working collaboratively with other organisations to expand services and work in different neighbourhoods through exploring the development of consortia, partnerships or mergers to achieve the best results for Gateshead communities
- Exploring the development of an asset based approach to developing communities
- Innovation in both the delivery of services and measurement of the impact and social value that they make on residents
- Developing the capacity of people within organisations to support organisational development and effective service delivery through strong leadership amongst trustees, staff and volunteers
- An independent evaluation of the impact and outcomes of the project.

5. What will not be funded

- Applications which do not demonstrate that the funding will provide a 'Step Change' or innovative way of working for the organisation
- Applications which focus on 'business as usual' funding
- Organisations that are not voluntary or community organisations with charitable status or objectives based in Gateshead
- Educational institutions
- The costs of employing third parties to write business plans on behalf of the applicant.

6. General terms and conditions

Funding is available for up to two years. Successful applicants applying for more than one year's project delivery will receive 6 monthly grant payments. Payment will be subject to submission of a satisfactory progress report.

Under the terms and conditions of the funding it is required that applicants commit to undertaking and completing the Gateshead Enhanced Leadership programme during the lifetime of the grant.

Support to organisations via the Gateshead Innovation and Development Programme represents a significant investment and demonstration of the value the Council places on strong VCS organisations. As a result there is an expectation that organisations, supported by the Programme will, in the future, be in a stronger position to secure sustainable sources of finance through their new business approach and increased leadership skills and capacity. Therefore organisations should be better placed to no longer be reliant on public sector grant funding.

As part of the new delivery approach, organisations may find it beneficial to explore apprenticeship schemes to support their work.

Applicants are welcome to seek pro-bono support from the private sector to assist with the development and delivery of business ideas / approaches.

Successful applicants will be expected to share learning with others through action learning sets, case studies, workshops, seminars and on line platforms and an end of programme event

Successful organisations are welcome to participate in any Council review of services, where appropriate to them, to help define and refine the delivery of services for the benefit of Gateshead residents.

7. How to apply

The application process has two-stages.

Stage 1 – Applicants are required to submit of an expression of interest of no more than 4 sides of A4 setting out a costed proposal for the development and delivery of a business idea / approach which demonstrates change as an organisation and delivers impact and social value within Gateshead neighbourhoods. Applicants must include a minimum of 3 milestones against which the success of the project can be measured.

If successful at Stage 1 applicants will be invited to apply to Stage 2.

Stage 2 – Applicants will need to develop a detailed presentation of their Stage 1 application for consideration at a project selection panel.

Gateshead VCS Enhanced Leadership programme

The programme will provide a valuable complementary resource to both the Innovation and Development Programme and the Gateshead Fund and will be specifically designed to establish of pool of upskilled staff, and trustees / board members.

The training programme will be designed to meet the specific requirements of the funded projects. Elements will include:

- Change management
- Becoming self-sufficient through trading and income generation
- Sustainable business / investment planning to develop or scale up services
- Better organisational governance
- Strengthening managerial / financial capability
- Financial planning, forecasting and projections (cash flow)
- Understanding and researching the market
- Defining a USP
- Marketing / promotion tools and techniques
- Negotiation
- SWOTS/ PESTs
- Helping trustees to become less risk averse
- Leadership skills
- Developing and creating vehicles for social investment
- Understanding social impact measurement
- Building Social Value
- Investment readiness
- Commission readiness
- Tender / bid writing.

Satisfactory completion of the programme may be required as a condition of grant.

TITLE OF REPORT: Revenue Outturn 2017/18

REPORT OF: Darren Collins, Strategic Director, Corporate Resources

Purpose of the Report

1. This report sets out the Council's revenue outturn position for the financial year 2017/18 prior to audit.
2. This report also recommends to Council appropriations to and from reserves consistent with previous decisions, accounting policies, the principles set out in the Medium Term Financial Strategy (MTFS) and requirements of the Accounting Code of Practice.

Background

3. Cabinet receives quarterly reports on the agreed revenue budget so that any variances can be identified and addressed. This report sets out the final revenue outturn position for 2017/18 on a consistent basis to the revenue budget monitoring framework.
4. Council agreed the original revenue budget for 2017/18 on 23 February 2017. This was set at £197.486m. Council approved an amendment to the net revenue budget of £5.163m in relation to the Improved Better Care Fund on 20 July 2017, resulting in a revised revenue budget for 2017/18 of £202.649m.

Revenue Outturn 2017/18

5. Monitoring during the year projected an over spend of £0.633m as reported to Cabinet on 23 January 2018 although it was concluded that the outturn would be delivered within budget.
6. The final revenue outturn on services is £202.790m and there is an increase in funding from original budget of £1.409m, which results in an overall under spend of £1.268m after proposed movement of reserves.
7. The position includes the use of £3.951m of reserves and a proposal to appropriate £3.941m into reserves. This includes budget flexibility requests for 2017/18 of £1.880m, and a proposed appropriation to reserves of the dividend received from Newcastle Airport of £0.952m.
8. Whilst the outturn position is positive, it should be noted that some one-off areas of under spend and additional income have contributed to this position:
 - There is a £1.436m under spend on Capital Financing which is due to active management of debt including deferral of borrowing by using cash balances

which has resulted in reduced borrowing costs during 2017/18, as well as some slippage on the programme itself.

- Traded and Investment Income over achieved budget by £2.518m due to savings delivered by the Insurance Fund, and income received in relation to the Trinity Square Partnership with Northumbria University, SCAPE and the Housing Company.
- An under spend of £0.999m on Other Services and Contingencies was mainly a result of the receipt of a one off refund in relation to business rates.
- Additional grant funding of £1.409m was received as a result of Government changes in relation to business rates funding.

9. The outturn position includes a provision for workforce management totalling £3.514m.

10. Further detail on the outturn position can be found in Appendix 1.

Appropriations to/from Reserves

11. The proposed movement of Earmarked reserves is outlined below:

- The agreed budget framework allows flexibility to carry forward appropriate underspent balances for reinvestment the following year. It is proposed that a total of £1.102m is transferred from this reserve to match expenditure incurred and £1.880m appropriated into this reserve.
- It is proposed that appropriate expenditure totalling £0.128m be funded from the Economic Growth reserve, and that the dividend of £0.952m, received from Newcastle Airport, be appropriated into this reserve to support the Council's Thrive Agenda.
- It is proposed that appropriate expenditure totalling £0.133m be funded from the Discretionary Social Fund reserve.
- It is proposed that appropriate expenditure totalling £0.025m be funded from the Voluntary Sector reserve.
- It is proposed that appropriate expenditure totalling £0.138m be funded from the Anti-Poverty reserve.
- It is proposed that £0.314m be appropriated from the Grant Clawback reserve as this is no longer required.
- It is proposed that appropriate expenditure totalling £1.690m be funded from the Grants and Contributions reserve.
- Receipts from Section 106 and Section 38 agreements should be appropriated into the Developers' Contributions reserve which can then be used to fund specific development expenditure. A total of £0.907m was received in year, which is proposed to be appropriated to the reserve, and it is proposed that £0.421m be used to fund expenditure incurred in the current year.

- Public Health expenditure was £0.202m under budget and so it is proposed that this be appropriated into the ring-fenced Public Health reserve.
12. These proposals would result in a reduction in Earmarked reserves of £0.010m.
 13. It is proposed that the overall under spend against budget of £1.268m is included in the General Fund reserve.
 14. In addition to this it is proposed that the over spend on school budgets in 2017/18 of £0.268m is appropriated from the ring-fenced Schools LMS Budget Share reserve, and the over spend of £2.011m on Dedicated Schools Grant (DSG) be appropriated from the Earmarked DSG reserve.
 15. There is an overall surplus on the Housing Revenue Account (HRA) of £6.595m. The HRA is ring-fenced and does not form part of the General Fund reserve. It is proposed that the surplus be transferred to the HRA reserve.
 16. The outcomes set out in this report have been reflected in the draft Statement of Accounts for 2017/18 that is subject to audit.

Recommendations

17. It is requested that Cabinet:
 - Notes the Council's 2017/18 revenue outturn position as an under spend of £1.268m, subject to audit.
 - Recommend to Council the appropriations to and from reserves outlined in paragraphs 11-16.

For the following reason:

- To contribute to sound financial management and the long term financial sustainability of the Council.

APPENDIX 1

Policy Context

1. This report meets the standards required to comply with the Accounts and Audit Regulations 2015. It is also consistent with Vision 2030 and the Council's objectives of making Gateshead a place where everyone thrives by ensuring a sustainable financial position for the long term.

Background

2. The Accounts and Audit Regulations 2015, which represent financial management good practice, recommend that councillors should receive regular reports on performance against revenue and capital budgets. The frequency of the reports is determined following a risk assessment of the budget, and Cabinet currently receives a report on a quarterly basis.
3. This report sets out the final outturn position on the 2017/18 revenue budget.
4. Council agreed the original revenue budget for 2017/18 on 23 February 2017. This was set at £197.486m. Council approved an amendment to the net revenue budget of £5.163m in relation to the Improved Better Care Fund on 20 July 2017, resulting in a revised revenue budget for 2017/18 of £202.649m.
5. Appendix 2 details the agreed budget for 2017/18 compared to the outturn for the year.
6. Appendix 3 provides further details on the proposed use of reserves for 2017/18.

Revenue Outturn 2017/18

7. Monitoring during the year projected an over spend of £0.633m as reported to Cabinet on 23 January 2018 although it was concluded that the outturn would be delivered within budget.
8. The final revenue outturn on services was £202.790m and there was an increase in funding from original budget of £1.409m. This results in an overall under spend of £1.268m after proposed movement of reserves.
9. The position includes the use of £3.951m of Earmarked reserves and a proposal to appropriate £3.941m into Earmarked reserves.
10. It is proposed that the under spend of £1.268m be appropriated to the General Fund reserve.
11. In addition to this it is proposed that the over spend on school budgets in 2017/18 of £0.268m is appropriated from the ring-fenced Schools LMS Budget Share reserve, and the over spend of £2.011m on Dedicated Schools Grant (DSG) be appropriated from the Earmarked DSG reserve.
12. There is an overall surplus on the Housing Revenue Account (HRA) of £6.595m. The HRA is ring-fenced and does not form part of the General Fund reserve. It is proposed that the surplus be transferred to the HRA reserve.

13. The overall reserves position will be considered further with a review of the Council's reserve strategy as part of the Medium Term Financial Strategy (MTFS) to be reported to Cabinet on 17 July 2018.
14. Service outturn is shown in Appendix 2. Although the outturn is positive, it masks over spends in some services and also includes a number of areas of one-off additional funding. The positive outturn remains a significant achievement given the financial pressures faced by all services and enables the Council's sound financial position to be maintained within an extremely challenging economic and financial context.
15. Quarterly reports to Cabinet have identified that the Council's budget has continued to face increasing pressures in a number of areas. The main variances to budget on a group basis are outlined below:

Care, Wellbeing and Learning

16. The over spend of £2.718m on Social Work - Children and Families relates mainly to placement expenditure for Looked After Children, and higher than expected agency staffing costs.
17. The over spend of £1.258m on Early Help and Education relates mainly to Home to School/College transport costs, Family Support, and over spends on staffing budgets.
18. The under spend of £0.691m on Learning and Schools relates mainly to an over achievement of income from PFI unitary and funding gap charges, as well as some under spends on staffing and premises costs.
19. The over spend of £3.325m on Adult Social Care relates to mainly to higher than expected care costs for Direct Payments, over spends on staffing costs, and one off reductions in income.
20. Public Health expenditure benefitted from lower than expected contract costs. It is proposed that the under spend of £0.202m be moved to the ring fenced Public Health reserve.

Communities and Environment

21. The under spend of £0.288m on Council Housing, Design and Technical Service relates to an over achievement of income and an increase in grant income.
22. The under spend of £0.346m on Street Scene relates to an over achievement of recharge income for Fleet and a surplus on the Maintenance trading account.

Corporate Services and Governance

23. The under spend of £0.624m on Human Resources and Litigation relates to an over achievement of income.

Corporate Resources

24. The over spend of £0.302m on Trading and Commercialisation relates mainly to an under achievement of income in relation to Leisure, which is partly offset by an over achievement of income for School Catering and Building Cleaning.

Other Services and Contingencies

25. An amount of £3.811m of Contingency remained unused at the end of the year. This relates to contractual inflation, winter maintenance and workforce management. Within Other Services, £3.514m was moved to the redundancy provision to cover the expected costs for the next two financial years. The council also received a one-off NNDR refund for the Civic Centre.

Capital Financing Costs

26. The under spend of £1.436m on Capital Financing Costs is mainly due to active management of debt including deferral of borrowing by using cash balances which has resulted in reduced borrowing costs during 2017/18, as well as some slippage on the programme itself.

Traded and Investment Income

27. The under spend of £2.518m relates to an increase in expected income from the Trinity Square Partnership with Northumbria University, SCAPE and from the Housing Company in relation to construction works. The Insurance Fund also delivered a saving against budget due to an overall reduction in claim costs. It is proposed that the dividend from Newcastle Airport of £0.952m be appropriated to the Earmarked reserves.

Schools

28. Schools reserves have decreased from £5.473m to £5.205m, as there was an over spend on schools of £0.268m for 2017/18, which is proposed to be funded from the LMS Schools reserve. This forms part of the total General Fund reserve.
29. The Dedicated Schools Grant (DSG) also over spent in 2017/18 by £2.011m and it is proposed that this be met from the DSG reserve, which is a ring-fenced Earmarked reserve.

Housing Revenue Account

30. There is an overall surplus on the Housing Revenue Account (HRA) of £6.595m. The HRA is ring-fenced and does not form part of the General Fund reserve. It is proposed that the surplus be transferred to the HRA reserve, which will increase, from £27.359m to £33.954m.

Savings

31. The overall target for revenue savings in 2017/18 was £13.190m. The final outturn for achieved savings was £9.344; a shortfall of £3.846m, the majority of which relates to the delivery of social care savings. This shortfall formed part of the

approach to the financial planning underpinning the setting of the 2018/19 revenue budget.

Reserves

32. A summary of the proposed movements to and from reserves is attached at Appendix 3. The actual proposed usage of reserves for the year is £3.951m. In addition, it is also proposed that £3.941m is moved to reserves; this includes the £0.952m dividend from Newcastle Airport, £1.880m budget flexibility and £1.109m ring-fenced reserves.
33. The final position on reserves has been reflected in the draft 2017/18 Financial Statements. The overall reserve position and strategy will be reviewed as part of the Medium Term Financial Strategy (MTFS) to be reported to Cabinet on 17 July 2018. The 2017/18 Financial Statements are subject to audit.

Consultation

34. The Leader of the Council has been consulted on this report.

Alternative Options

35. There are no alternative options proposed.

Implications of Recommended Option

36. **Resources**

- a. **Financial Implications** – The Strategic Director, Corporate Resources confirms these are as set out in the report and Appendix 2.
- b. **Human Resource Implications** – There are no direct Human Resource implications as a consequence of this report.
- c. **Property Implications** – There are no direct property implications as a consequence of this report.

37. **Risk Management Implication**

Regular budget monitoring and the associated action planning that arise from this activity assists in reducing the risk of the Council over spending its agreed budget. This enables effective financial planning which allows the Council to deploy resources in line with priorities.

38. **Equality and Diversity Implications** - Nil.

39. **Crime and Disorder Implications** - Nil.

40. **Health Implications** - Nil

41. **Sustainability Implications** – Regular budget monitoring and allocated actions contributes to the financial sustainability of the Council.

42. **Human Rights Implications** - Nil.

43. **Area and Ward Implications** - Revenue spending supports the delivery of services across the whole of Gateshead.

Appendix 2 - Revenue Outturn Summary 2017/18

Service	Revised Budget £'000	Outturn £'000	Variance £'000
<u>Care, Wellbeing & Learning</u>			
Social Work - Children & Families	22,688	25,406	2,718
Early Help & Education	5,582	6,840	1,258
Commissioning & Quality Assurance	7,558	7,640	82
Learning & Schools	1,422	731	(691)
Adult Social Care	61,059	64,384	3,325
Public Health	16,952	16,952	0
<u>Communities & Environment</u>			
Housing General Fund	397	466	69
Development, Transport & Public Protection	3,748	3,574	(174)
Council Housing, Design & Technical Services	(1,066)	(1,354)	(288)
Commissioning & Neighbourhoods	4,686	4,728	42
Street Scene	13,419	13,073	(346)
Economic Development	979	812	(167)
<u>Office of the Chief Executive</u>			
Policy, Performance & Communications	1,679	1,622	(57)
<u>Corporate Services & Governance</u>			
Legal, Democratic & Property Services	667	481	(186)
Human Resources & Litigation	4,066	3,442	(624)
Corporate Commissioning & Procurement	242	346	104
<u>Corporate Resources</u>			
Corporate Finance	1,507	1,508	1
Customer & Financial Services	3,361	3,420	59
Housing Benefits	0	(420)	(420)
ICT Services	3,328	3,328	0
Trading and Commercialisation	8,775	9,077	302
<u>Other Services & Contingencies</u>	5,784	4,785	(999)
<u>Capital Financing Costs</u>	29,000	27,564	(1,436)
<u>Traded and Investment Income</u>	(2,773)	(5,291)	(2,518)
<u>Expenditure Passed outside the General Fund</u>	(1,888)	(1,797)	91
<u>Levies</u>	11,477	11,473	(4)
NET BUDGET	202,649	202,790	141
<u>Financed By</u>			
Settlement Funding Assessment (SFA)	(82,813)	(83,296)	(483)
Other Grants	(18,427)	(19,353)	(926)
Public Health	(16,952)	(16,952)	0
Council Tax	(81,819)	(81,819)	0
Collection Fund (Council Tax)	(2,638)	(2,638)	0
TOTAL FUNDING	(202,649)	(204,058)	(1,409)
(UNDER) / OVER SPEND	0	(1,268)	(1,268)

This page is intentionally left blank

Appendix 3 - Reserves Summary 2017/18

	Opening Balance	Proposed Appropriation From	Proposed Appropriation To	Closing Balance
	£'000	£'000	£'000	£'000
STRATEGIC RESERVES				
Budget Flexibility	1,794	(1,102)	1,880	2,572
Economic Growth, Culture and Place Shaping	3,390	(128)	952	4,214
Discretionary Social Fund	781	(133)		648
Workforce Development	6,009	0		6,009
Strategic Revenue Investment Reserve	4,206	0		4,206
Voluntary Sector	500	(25)		475
Anti-Poverty	1,000	(138)		862
Grant Clawback	1,314	(314)		1,000
TOTAL STRATEGIC RESERVES	18,994	(1,840)	2,832	19,986
RINGFENCED RESERVES				
Grants and Contributions	3,642	(1,690)		1,952
Developers' Contributions	1,937	(421)	907	2,423
Public Health Reserve	2,431	0	202	2,633
TOTAL RINGFENCED RESERVES	8,010	(2,111)	1,109	7,008
TOTAL USE OF RESERVES	27,004	(3,951)	3,941	26,994

This page is intentionally left blank



REPORT TO CABINET
19 June 2018

TITLE OF REPORT: Capital Programme and Prudential Indicators 2017/18 – Year End Outturn

REPORT OF: Darren Collins, Strategic Director, Corporate Resources

Purpose of the Report

1. This report provides a breakdown of the 2017/18 capital programme which included capital expenditure of £74.8m. The report assesses reasons for the variances from the third quarter review and details the proposed financing of the capital programme. In addition the report considers the impact of CIPFA’s Prudential Code on the capital programme and the monitoring of performance against the statutory Prudential Indicators.

Background

2. The original budget for the capital programme for 2017/18 as agreed by Council on 23 February 2017, totalled £95.2m. The projected year end expenditure was revised to £89.9m at the end of the third quarter, reflecting changes to project delivery programmes.

	Original Budget (£m)	Quarter 1 (£m)	Quarter 2 (£m)	Quarter 3 (£m)	Outturn (£m)	Variance to Q3 (£m)
General Fund	65.9	64.3	60.1	58.6	49.1	9.5
HRA	29.3	31.8	31.2	31.3	25.7	5.6
Total	95.2	96.1	91.3	89.9	74.8	15.1

3. The capital outturn for 2017/18 is £74.8m and this is £15.1m less than the third quarter review, with the main variances summarised in Appendix 2 and shown in detail in Appendix 4.

4. The reduction from the position reported at the third quarter comprises of the following movements:

	£m
Re-profiling of resources and slippage to future years	(13.161)
Other changes to planned expenditure	(1.922)
Total Capital Programme Variance	(15.083)

5. A number of schemes have resulted in underspends during 2017/18. Where there is certainty the expenditure will be incurred during 2018/19 it is proposed that the allocation is carried forward into the 2018/19 Capital Programme.

6. The schemes where underspends are greater than £0.500m and the budget is to be carried forward into 2018/19 are:

General Fund

- School Capacity Improvement: £1.3m slippage due to the phasing of works to align to the school year ending August 2018;
- Loan to the NHS Trust: £2.5m – negotiations relating to the loan terms to the NHS Trust to support the works at Prince Consort Road were ongoing as at 31 March 2018;
- Northern Centre for Emerging Technology: £0.9m – A one month delay in the works programme;
- Loans to Trading Company: £0.5m – timing of the loan drawdowns was based on estimated cash flows which were likely to change.
- Coatsworth Road Regeneration: £0.5m – Programme timescales extended to accommodate the late take up of the scheme by shop owners;

Housing Revenue Account

- HEIGHTs and Regent Court Improvements: £2.0m in year underspend primarily due to adverse weather conditions.
- Window Replacement: £0.6m – resulting from changing demand.
- Estate regeneration: £0.5m – slippage in the programme due to delays in the acquisition of final properties on the estates.

7. The use of available external capital resources and capital receipts to fund the 2017/18 Capital Programme has been maximised, which means that the Council will not lose any of the external funding that it has been awarded.

Capital Investment Summary

8. Capital expenditure of £74.8m represents a significant contribution to supporting Council assets and the wider thrive agenda and includes investment of:
- £24m in the Council's Housing stock, including energy efficiency improvements and investment to maintain decency in over 1,400 homes;
 - £8.2m in sustainability projects to reduce carbon emissions and generate ongoing revenue benefits including the Energy Network and associated Battery storage infrastructure;
 - £10m in Transport Infrastructure, including highway maintenance, street lighting column replacement and sustainable transport improvements;
 - Over £6m of improvements to the Council's Schools, including the construction of Ravensworth Primary School to provide additional capacity;
 - £2.8m in the Council's ongoing fleet replacement programme;
 - £3.4m in improvements to the Council's ICT infrastructure, including improvements to the infrastructure to improve resilience, security and capacity as well as the development of the Council's digital platform;
 - £2.2 m in the Council's Non Operational property portfolio, including the acquisition of properties in the surrounding area of the planned Gateshead Quays development

- £1.5m of investment in providing Disabled Facilities Grants, issuing over 239 grants to enable residents to undertake adaptations to their properties to continue to live independently within their homes.
9. In addition to the above investment, the Council has continued to utilise capital resources to encourage housing growth and development in Gateshead. During 2017/18 the Council has invested:
- £5.7m in the Council's Accelerated Development Zone helping to bring forward development at Gateshead Quays and Baltic Business Quarter, where the Council is progressing the Northern Centre for Emerging Technologies scheme to establish dedicated research and design testing facilities and workshop space for technology driven SME's;
 - £3.3m of investment targeted at bringing forward housing development, including the provision of loans to Keelman Homes and Gateshead Trading Company;

Capital Financing

10. The report identifies a capital outturn of £74.7m for the 2017/18 financial year. The resources required to fund the 2017/18 capital programme are as follows:

	£m
Prudential Borrowing	29.0
Capital Grants and Contributions	20.2
Major Repairs Reserve (HRA)	16.3
Capital Receipts	8.1
Revenue Contributions	1.2
Total Capital Programme	74.8

11. CIPFA's Prudential Code advises the regular monitoring of performance against the prudential indicators which regulate borrowing and investment. Targets and limits for the prudential indicators for 2017/18 were agreed at Council on 23 February 2017. Borrowing and investment levels have remained within the limits set by Council.

Recommendations

12. Cabinet is asked to:
- (i) Recommend to Council that all variations to the 2017/18 capital programme as detailed in Appendix 2 are agreed.
 - (ii) Recommend to Council the financing of the 2017/18 capital programme.
 - (iii) Confirm to Council that the capital expenditure and capital financing requirement indicators have been revised in line with the revised budget and that none of the approved Prudential Indicators set for 2017/18 have been breached.

For the following reasons:

- (i) To ensure the optimum use of the Council's capital resources in 2017/18.
- (ii) To monitor actual performance against the approved Prudential Indicators.

CONTACT: Jane Wright extension 3617

APPENDIX 1

Policy Context

1. The proposals contained within this report are consistent with the objectives contained within the Council's corporate Capital Strategy and will contribute to achieving the Council's objectives of making Gateshead a place where everyone thrives.

Background

2. The original budget for the capital programme for 2017/18, as agreed by Council on 23 February 2017, totalled £95.2m.
3. The projected year-end expenditure was £89.8m at the end of the third quarter.
4. The actual capital payments for 2016/17 were £74.8m. This represents a reduction of £15.1m from the third quarter.
5. The £15.1m variance from the third quarter is due to a combination of slippage and other changes to the 2017/18 programme. All variations which have occurred in the programme during the fourth quarter are detailed in Appendix 2.
6. Appendix 3 summarises the original budget and actual year end payments by Corporate Priority. The third quarter forecasts, year end payments and comments on the progress of each scheme are detailed in Appendix 4.
7. The Prudential Code sets out a range of Prudential Indicators that were agreed by the Council on 23 February 2017. None of these indicators were breached during 2017/18 and performance against the indicators for 2017/18 is set out in Appendix 5.

Consultation

8. The Leader of the Council has been consulted on the contents of this report.

Alternative Options

9. The proposed financing arrangements are the best available in order to ensure the optimum use of the Council's capital resources in 2017/18.

Implications of Recommended Option

10. **Resources:**
 - a) **Financial Implications** – The Strategic Director, Corporate Resources confirms that the financial implications are as set out in the report.
 - b) **Human Resources Implications** – There are no human resources implications arising from this report.

- c) **Property Implications** - There are no direct property implications arising from this report. Capital investment optimises the use of property assets to support the delivery of corporate priorities. The property implications of individual schemes will be considered and reported separately.
11. **Risk Management Implication** - Risks are assessed as part of the process of monitoring the programme and treasury management. This assessment concludes that the increased uncertainty over the level of resources means that Cabinet should continue to receive quarterly reports for recommendation of any issues to Council, together with any necessary action to ensure expenditure is managed within available resources.
12. **Equality and Diversity Implications** - There are no equality and diversity implications arising from this report.
13. **Crime and Disorder Implications** - There are no direct crime and disorder implications arising from this report.
14. **Health Implications** - There are no health implications arising from this report.
15. **Sustainability Implications** - The works will help to make the environment more attractive and reduce health and safety hazards.
16. **Human Rights Implications** - There are no direct human rights implications arising from this report.
17. **Area and Ward Implications** - Capital schemes will provide improvements in wards across the borough.
18. **Background Information**
- i. Report for Cabinet, 21 February 2017 (Council 23 February 2017) - Capital Programme 2017/18 to 2021/22.
 - ii. Report for Cabinet, 18 July 2017 - Capital Programme and Prudential Indicators 2017/18 – First Quarter Review.
 - iii. Report for Cabinet, 21 November 2017 - Capital Programme and Prudential Indicators 2017/18 – Second Quarter Review.
 - iv. Report for Cabinet, 23 January 2018 - Capital Programme and Prudential Indicators 2017/18 – Third Quarter Review.

Reason for Movement	Portfolio	Group	Project Title	Variance (£'000)
INCREASES				
OTHER INCREASES	Communities - Culture, Sport and Leisure	CRS	Library Service Review□	3
			Secondary Disinfection Systems in Leisure Pools	4
	People - Children and Young People	CWL	Schools Devolved Formula Funding□	231
		CAE	Urban Core - Creative Quarter	1
	Place and Economy - Economy	CRS	Land of Oak and Iron□	16
	Place and Economy - Environment and Transport	CAE	Energy Network Extension - Gateshead Leisure Centre	17
			Gateshead Town Centre District Energy Network□	164
			Local Transport Plan - Integrated Transport□	568
			Street Lighting Phase 3 LED Lanterns□	9
			Vehicle Restraint System - Felling Bypass□	130
			Heworth Roundabout Upgrade	336
			SEELS Projects	440
	Place and Economy - Housing	CAE	Housing JV - Bensham & Saltwell	5
		HRA	Back Boiler Renewal and Replacement	424
			Fire Safety Works - General	143
			Replacement of Communal Electrics	11
			T-Fall Insulation	117
Tower Block Energy Efficiency Improvements	247			
Resources, Management and Reputation	CAE	ADZ Investment - Gateshead Quays□	132	
TOTAL INCREASE				2,999
REDUCTIONS				
REPROFILING TO FUTURE YEARS	Communities - Communities and Volunteering	CAE	Bereavement Services□	(23)
			Birtley Cemetery Extension□	(140)
			Saltwell Cemetery Extension□	(11)
	Communities - Culture, Sport and Leisure	CAE	Trade Waste Service Expansion□	(49)
			GRP Public Art - Birtley	(12)
	People - Children and Young People	CRS	Blaydon Leisure Centre Outdoor Sports Provision□	(5)
		CWL	School Capacity Improvements□	(1,300)
	People - Health and Wellbeing	CSG	School Condition Investment□	(129)
			Prince Consort Road□	(2,500)
			Disabled Facilities Grants (DFGs)□	(178)
	Place and Economy - Economy	CAE	Falls Prevention□	(10)
			CRS	Digital Gateshead□
	Place and Economy - Environment and Transport	CAE	Battery Storage □	(45)
			Chase Park Restoration	(4)
			Flood Alleviation Investment□	(352)
			Gateshead Millennium Bridge Strategic Maintenance□	(1)
			Salix Energy Efficiency Works□	(124)
			Street Lighting LED Replacement - Phase 4□	(5)
	Place and Economy - Housing	CAE	Team Valley Flood Alleviation□	(10)
			Empty Property Programme 2015/18□	(31)
HRA		Loan to Gateshead Trading Company - Derwentside Ho	(570)	
		Door Entry System Upgrades	(211)	
		Estate Regeneration	(538)	
		External Wall Insulation Works to Non-Traditional Properties	(127)	
		HEIGHTS	(12)	
Lift Replacement / Refurbishment	(354)			
New Build	(40)			

			Regent Court Improvement Works	(1,997)
	Resources, Management and Reputation	CAE	ADZ Investment – BBQ Emerging Technology Centre□	(944)
			ADZ Investment – BBQ Spec Build□	(371)
			Civic Centre Workspace Strategy□	(151)
			Coatsworth Road Regeneration - THI□	(513)
			Development Site Preparation Works□	(330)
			Health & Safety□	(167)
			Metrogreen□	(88)
			Replacement of Fleet and Horticultural Equipment□	(176)
			Urban Core - Exemplar Neighbourhood□	(395)
			CRS	Strategic Maintenance□
		Technology Plan: Infrastructure□	(374)	
		Technology Plan: Transformation Through Technology□	(53)	
	CSG	Non Operational Portfolio - Strategic Investment Plan□	(285)	
		Registrars Internal and External Public Spaces□	(43)	
OTHER REDUCTION	Communities - Communities and Volunteering	CAE	Public Realm Improvement□	(20)
			Replacement Bins □	(11)
	Communities - Culture, Sport and Leisure	CRS	Gateshead Leisure Centre - Clip n Climb and Soft Play□	(1)
	People - Children and Young People	CWL	Additional Childcare Provision □	(47)
			Schools Gateway Investment	(150)
	Place and Economy - Economy	CRS	Broadband Delivery UK□	(1)
	Place and Economy - Environment and Transport	CAE	Chase Park Restoration	(19)
			Cycle City Ambition Fund - Hill Street□	(710)
			Local Transport Plan - Planned Maintenance□	(485)
			Traffic Signal Renewal - Borough Wide	(70)
	Place and Economy - Housing	HRA	Aids and Adaptations	(291)
			Decent Homes – Backlog/Ad-hoc Works	(86)
			Decent Homes - Investment Programme	(2,139)
Equality Act Works			(37)	
Strategic Maintenance			(89)	
Timber Replacements			(4)	
Warden Call			(17)	
Window Replacement			(628)	
Stock Project Management	(29)			
Resources, Management and Reputation	CAE	Major Projects - Project Management Costs□	(86)	
TOTAL REDUCTION				(18,082)
TOTAL VARIANCE				(15,083)

Portfolio	Revised Forecast Q3 2017/18	Outturn 2017/18	Variance
COMMUNITIES			
Communities and Volunteering	901	647	(254)
Culture, Sport and Leisure	677	666	(11)
Total Communities	1,578	1,313	(265)
PEOPLE			
Children and Young People	7,553	6,158	(1,395)
Health and Wellbeing	4,425	1,737	(2,687)
Total People	11,978	7,895	(4,082)
PLACE AND ECONOMY			
Economy	1,036	848	(188)
Environment and Transport	19,546	19,385	(161)
Housing	35,322	29,070	(6,252)
Total Place and Economy	55,904	49,303	(6,601)
RESOURCES, MANAGEMENT AND REPUTATION			
Resources, Management and Reputation	20,406	16,271	(4,135)
Total Capital Investment	89,866	74,782	(15,083)

PORTFOLIO	GROUP	PROJECT	Revised Q3 Allocation (£'000)	Outturn 17/18 (£'000)	Variance (£'000)	Comments
COMMUNITIES						
Communities - Communities and Volunteering	CAE	Bereavement Services □	391	368	-23	Slippage to 2018/19
		Birtley Cemetery Extension □	140	-	-140	Slippage to 2018/19
		Public Realm Improvement □	70	50	-20	Other Reduction
		Replacement Bins □	167	156	-11	Other Reduction
		Saltwell Cemetery Extension □	60	49	-11	Slippage to 2018/19
		Trade Waste Service Expansion □	73	24	-49	Slippage to 2018/19
Communities - Culture, Sport and Leisure	CAE	GRP Public Art - Birtley	14	2	-12	Slippage to 2018/19
	CRS	Blaydon Leisure Centre Outdoor Sports Provision □	20	15	-5	Slippage to 2018/19
		Gateshead Leisure Centre - Clip n Climb and Soft Play	515	514	-1	Other Reduction
		Library Service Review □	30	33	3	Other Increases
		Professional kitchen at St Mary's Heritage Centre □	15	15	0	
		Secondary Disinfection Systems in Leisure Pools	83	87	4	Other Increases
PEOPLE						
People - Children and Young People	CWL	Additional Childcare Provision □	455	408	-47	Other Reduction
		Ravensworth Terrace Primary School □	3,038	3,038	0	
		School Capacity Improvements □	2,025	725	-1,300	Slippage to 2018/19
		School Condition Investment □	1,209	1,080	-129	Slippage to 2018/19
		Schools Devolved Formula Funding □	400	631	231	Other Increases
		Schools Gateway Investment	426	276	-150	Other Reduction
People - Health and Wellbeing	CAE	Falls Prevention □	100	90	-10	Slippage to 2018/19
	CSG	Prince Consort Road □	2,500	-	-2,500	Slippage to 2018/19
	CWL	Disabled Facilities Grants (DFGs) □	1,750	1,572	-178	Slippage to 2018/19
		Telecare Equipment □	75	75	0	
PLACE AND ECONOMY						
Place and Economy - Economy	CAE	Urban Core - Creative Quarter	-	1	1	
	CRS	Broadband Delivery UK □	235	234	-1	Other Reduction
		Digital Gateshead □	500	298	-202	Slippage to 2018/19
		Land of Oak and Iron □	301	317	16	Other Increases
		Battery Storage □	1,575	1,530	-45	Slippage to 2018/19
		Chase Park Restoration	657	634	-23	Other Reduction/Slippage to 2018/19
		Cycle City Ambition Fund - Hill Street □	710	-	-710	

PORTFOLIO	GROUP	PROJECT	Revised Q3 Allocation (£'000)	Outturn 17/18 (£'000)	Variance (£'000)	Comments
COMMUNITIES						
Place and Economy - Environment and Transport	CAE	Energy Network Extension - Gateshead Leisure Centre	3,198	3,215	17	Other Increases
		Flood Alleviation Investment□	414	62	-352	Slippage to 2018/19
		Gateshead Millennium Bridge Strategic Maintenance□	55	54	-1	Slippage to 2018/19
		Gateshead Town Centre District Energy Network□	3,200	3,364	164	Other Increases
		Local Transport Plan - Integrated Transport□	1,746	2,314	568	Other Increases
		Local Transport Plan - Planned Maintenance□	4,019	3,534	-485	Other Reduction
		Salix Energy Efficiency Works□	250	126	-124	Slippage to 2018/19
		Street Lighting Column Replacement□	1,250	1,250	0	
		Street Lighting LED Replacement - Phase 4□	15	10	-5	Slippage to 2018/19
		Street Lighting Phase 3 LED Lanterns□	142	151	9	Other Increases
		Team Valley Flood Alleviation□	15	5	-10	Slippage to 2018/19
		Vehicle Restraint System - Felling Bypass□	800	930	130	Other Increases
		Heworth Roundabout Upgrade	1,000	1,336	336	Other Increases
Traffic Signal Renewal - Borough Wide	500	430	-70	Other Reduction		
SEELS Projects	-	440	440	Other Increases		
Place and Economy - Housing	CAE	Empty Property Programme 2015/18□	100	69	-31	Slippage to 2018/19
		Housing JV - Bensham & Saltwell	-	5	5	Other Increases
		Keelman Homes - Affordable Housing Development□	2,800	2,800	0	
		Loan to Gateshead Trading Company - Derwentside t	1,070	500	-570	Slippage to 2018/19
	HRA	Aids and Adaptations	1,500	1,209	-291	Other Reduction
		Back Boiler Renewal and Replacement	1,145	1,569	424	Other Increases
		Decent Homes – Backlog/Ad-hoc Works	300	214	-86	Other Reduction
		Decent Homes - Investment Programme	7,575	5,436	-2,139	Other Reduction
		Door Entry System Upgrades	250	39	-211	Slippage to 2018/19
		Equality Act Works	337	300	-37	Other Reduction
		Estate Regeneration	1,500	962	-538	Slippage to 2018/19
		External Wall Insulation Works to Non-Traditional Properties	210	83	-127	Slippage to 2018/19
		Fire Safety Works - General	150	293	143	Other Increases
Lift Replacement / Refurbishment	770	416	-354	Slippage to 2018/19		
New Build	350	310	-40	Slippage to 2018/19		
Programme Management	1,000	1,000	0			

PORTFOLIO	GROUP	PROJECT	Revised Q3 Allocation (£'000)	Outturn 17/18 (£'000)	Variance (£'000)	Comments
COMMUNITIES						
		Regent Court Improvement Works	2,000	3	-1,997	Slippage to 2018/19
		Replacement of Communal Electrics	250	261	11	Other Increases
		Strategic Maintenance	2,000	1,911	-89	Other Reduction
		T-Fall Insulation	150	267	117	Other Increases
		Timber Replacements	100	96	-4	Other Reduction
		Tower Block Energy Efficiency Improvements	1,465	1,712	247	Other Increases
		HEIGHTS	8,900	8,888	-12	Slippage to 2018/19
		Warden Call	250	233	-17	Other Reduction
		Window Replacement	750	122	-628	Other Reduction
		Stock Project Management	400	371	-29	Other Reduction
RESOURCES, MANAGEMENT AND REPUTATION						
Page 66 Resources, Management and Reputation	CAE	ADZ Investment – BBQ Emerging Technology Centre□	5,452	4,508	-944	Slippage to 2018/19
		ADZ Investment – BBQ Spec Build□	680	309	-371	Slippage to 2018/19
		ADZ Investment - Gateshead Quays□	740	872	132	Other Increases
		Civic Centre Workspace Strategy□	250	99	-151	Slippage to 2018/19
		Coatsworth Road Regeneration - THI□	819	306	-513	Slippage to 2018/19
		Development Site Preparation Works□	750	420	-330	Slippage to 2018/19
		Health & Safety□	540	373	-167	Slippage to 2018/19
		Major Projects - Project Management Costs□	240	154	-86	Other Reduction
		Metrogreen□	240	152	-88	Slippage to 2018/19
		Replacement of Fleet and Horticultural Equipment□	3,040	2,864	-176	Slippage to 2018/19
	Urban Core - Exemplar Neighbourhood□	400	5	-395	Slippage to 2018/19	
	CRS	Strategic Maintenance□	1,095	804	-291	Slippage to 2018/19
		Technology Plan: Infrastructure□	2,476	2,102	-374	Slippage to 2018/19
		Technology Plan: Transformation Through Technology	855	802	-53	Slippage to 2018/19
	CSG	Non Operational Portfolio - Strategic Investment Plan□	2,579	2,294	-285	Slippage to 2018/19
Registrars Internal and External Public Spaces□		250	207	-43	Slippage to 2018/19	
Total Capital Investment			89,866	74,782	-15,083	

PRUDENTIAL INDICATORS 2017/18

The 2017/18 Prudential Indicators were agreed by Council on 23 February 2017 (column 1). This is now compared with the 2017/18 actual outturn position as at the 31 March 2018 (column 2).

Certain Treasury Management indicators must be monitored throughout the year on a regular basis in order to avoid breaching agreed limits. The capital expenditure and capital financing requirement indicators have been revised in line with the revised budget and none of the other approved Prudential Indicators set for 2017/18 have been breached.

Capital Expenditure		
	2017/18 £000 Reported Indicator	2017/18 £000 Actual
Non-HRA	65,869	48,646
HRA	29,340	25,697
Total	95,209	74,783
To reflect the reported capital monitoring agreed by Council during the year		

Ratio of Financing Costs to Net Revenue Stream		
	2017/18 Reported Indicator	2017/18 Actual
Non-HRA	14.89%	12.82%
HRA	42.53%	43.44%

Capital Financing Requirement		
	2017/18 £000 Reported Indicator	2017/18 £000 Actual
Non-HRA	340,885	230,153
HRA	345,505	345,505

Authorised Limit for External Debt	
	2017/18 £000 Reported Indicator
Borrowing	825,000
Other Long Term Liabilities	0
Total	825,000
Maximum YTD 31/03/2018 £655.189m	

Operational Boundary for External Debt	
	2017/18 £000 Reported Indicator
Borrowing	800,000
Other Long Term Liabilities	0
Total	800,000
Maximum YTD 31/03/2018 £655.189m.	

The Council's actual external debt at 31 March 2018 was £650.341m. It should be noted that actual external debt is not directly comparable to the Authorised Limit and Operational Boundary, since the actual external debt reflects the position at one point in time.

Estimated Incremental Impact on Council Tax and Housing Rents

This indicator is set at the time the Council's budget is set. Therefore, there is no requirement for this Indicator to be monitored on a quarterly or annual basis.

Adherence to CIPFA code on Treasury Management

The Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Services.

UPPER LIMIT ON FIXED AND VARIABLE INTEREST RATES EXPOSURES		
Range	2017/18 £000 Reported Indicator	2017/18 £000 Actual Position
Fixed Rate	652,940 424,015	Act 528,795 max 528,795 min 499,731
Variable	160,751 (15,000)	Act 30,000 max 44,000 min 19,000
All within agreed limits. (Max and Min YTD.)		

Upper / Lower Limits for Maturity Structure of Fixed Rate Borrowing				
	2017/18 £000 Reported Indicator		2017/18 £000 Actual Position	
	Upper Limit	Lower Limit	Actual Percentage	Maximum YTD
Under 12 months	25%	0%	2.99%	9.66%
12 months to 24 months	25%	0%	6.28%	6.39%
24 months to 5 years	50%	0%	17.08%	20.84%
5 years to 10 years	50%	0%	9.45%	9.45%
10 years to 20 years	50%	0%	10.72%	14.71%
20 years to 30 years	50%	0%	1.20%	1.25%
30 years to 40 years	50%	0%	19.10%	19.39%
40 years to 50 years	60%	0%	28.57%	29.67%
50 years and above	30%	0%	0.00%	3.55%
All within agreed limits.				

On 8 March 2007, Council agreed to the placing of investments for periods of longer than 364 days in order to maximise investment income before forecasted cuts in interest rates. An upper limit was set and agreed as a new Prudential Indicator.

Upper Limit on amounts invested beyond 364 days			
	2017/18 £000 Reported Indicator	2017/18 £000 Actual Position	2017/18 £000 Maximum YTD
Investments	15,000	5,000	5,000

This page is intentionally left blank

Title of Report: Treasury Annual Report 2017/18

Report of: Darren Collins – Strategic Director, Corporate Resources

Purpose of the Report

1. Cabinet is asked to recommend to Council the attached Treasury Annual Report for 2017/18.

Background

2. In line with what the Government defines as best practice and the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management, the Council must consider a Treasury Annual Report each year.
3. The attached Treasury Annual Report has been prepared taking into account the Local Government Act 2003, Ministry of Housing, Communities and Local Government's (MHCLG) Guidance on Local Government Investments, CIPFA's Prudential Code for Capital Finance and CIPFA's Code of Practice on Treasury Management. The document is also consistent with the Council's approved Treasury Management Policy and Strategy, which require an annual report to be presented to Council prior to the end of September each year.
4. The Audit and Standards Committee reviewed the Treasury Annual Report on 18 June 2018.

Proposals

5. Cabinet is asked to recommend to Council the Treasury Annual Report attached at Appendices 2 and 3 in order to ensure that the Council fully complies with the requirements of good practice.

Recommendation

6. Cabinet is asked to recommend to Council the Treasury Annual Report for 2017/18.

For the following reason:

To ensure that the Council fully complies with the requirements of Financial Regulations and good practice as recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) in its Code of Practice on Treasury Management.

Policy Context

1. The proposals in this report are consistent with Council priorities and in particular the priority of ensuring a sustainable Gateshead through ensuring the best use of its resources. The proposals are consistent with the framework for achieving the Council's new strategic approach "Making Gateshead a Place Where Everyone Thrives". The Council recognises there are huge financial pressures on not just Council resources but those of partners, local businesses and residents.

Background

2. The Council fully complies with the requirements of good practice as recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) in its Code of Practice on Treasury Management and its Prudential Code for Capital Finance and the Ministry of Housing, Communities and Local Government (MHCLG) Guidance on Local Authority Investments, which include the:
 - a. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities;
 - b. Creation and maintenance of Treasury Management Practice Statements which set out the manner in which the Council will seek to achieve those policies and objectives;
 - c. Receipt by the Council of an annual strategy report for the year ahead and an annual review report of the previous year;
 - d. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions; and
 - e. Delegation by the Council of the role of scrutiny of treasury management strategy and policies to Audit and Standards Committee and receipt of a mid-year review report to Council.
3. Comprehensive details of procedures in place to ensure compliance with the Code are included within the Council's Treasury Management Practices and these procedures are followed without exception.
4. Treasury Management in this context is defined as:

"The management of the organisation's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
5. Taking into account the annual reporting requirements stipulated in the Code of Practice, this Annual Treasury Report covers:
 - The strategy for 2017/18 (including investment and borrowing strategies);
 - Treasury Management approach to risk;
 - Outturn 2017/18 performance measurement (including market interest rates, investment and borrowing performance and compliance with treasury limits set prior to the start of the financial year as Prudential Indicators);
 - Any restructuring and repayment; and
 - Summary of Treasury Management performance for the year 2017/18.

Consultation

6. Consultation on the production of the Treasury Annual Report has taken place with the Council's treasury advisors Link Asset Services. The outcome of the consultation process, along with guidance issued by CIPFA, has informed the format and content of the annual report.

Alternative Options

7. There are no alternative options, as the Treasury Annual Report is required in order to comply with CIPFA's Code of Practice on Treasury Management.

Implications of Recommended Option

8. Resources:

- a) **Financial Implications** - The Strategic Director, Corporate Resources confirms that there are no direct financial implications associated with this report. The Annual Report sets out a financial summary of Treasury Management activity for the 2017/18 financial year end and compares this to budget.
- b) **Human Resources Implications** - There are no human resources implications arising from this report.
- c) **Property Implications** - There are no property implications arising from this report.

9. Risk Management Implications

The Treasury Annual Report has been prepared to report on performance against the annual Treasury Policy and Strategy. These are prepared with the primary objective of safeguarding the Council's assets and a secondary objective of maximising returns on investments and minimising the costs of borrowing.

10. Equality and Diversity Implications

There are no equality and diversity implications arising from this report.

11. Crime and Disorder Implications

There are no crime and disorder implications arising from this report.

12. Sustainability Implications

There are no sustainability implications arising from this report.

13. Human Rights Implications

There are no human rights implications arising from this report.

14. Area and Ward Implications

There are no direct area and ward implications arising from this report.

15. Background Information:

The following documents have been relied on in the preparation of the report:

- Local Government Act 2003
- CLG Guidance on Local Government Investments (2004)
- CIPFA's Prudential Code for Capital (2013)
- CIPFA's Code of Practice on Treasury Management (2011)
- Council's approved Treasury Policy & Strategy Statements 2017/18 to 2019/20
- Council's approved Treasury Management Practice Statements

Treasury Management Annual Report 2017/18

The Strategy for 2017/18

1. The 2017/18 to 2019/20 Treasury Management Strategy was approved by Council on 16 March 2017.
2. The formulation of the 2017/18 to 2019/20 Treasury Management Strategy involved determining the appropriate borrowing and investment decisions with the primary objective of safeguarding the Council's assets and a secondary objective of maximising returns on investments and minimising the costs of borrowing.
3. The Treasury Management Strategy fully complies with the requirements of CIPFA's Treasury Management Code of Practice and covered the following:
 - prospects for interest rates;
 - treasury limits in force including prudential indicators;
 - the borrowing strategy;
 - the extent of debt rescheduling opportunities; and
 - the investment strategy.

Investment Strategy

4. Part 1 of the Local Government Act 2003 relaxed the constraints under which local authorities can invest. These investment regulations came into force on 1 April 2004 and in conjunction with supplementary guidance are considered best practice.
5. Investments are managed in-house using counterparties listed in an approved lending list. Investments are placed over a range of periods and are dependent on the assessed security of the counterparty, the liquidity requirements of the cash flow, interest rate expectations and the interest rates actually on offer.
6. The expectation for interest rates within the Treasury Management Strategy for 2017/18 to 2019/20 anticipated a low, steady Bank Rate, with rate increases not expected until 2019. Variable or short-term rates were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.
7. In this scenario, the Treasury Strategy was to delay borrowing to avoid the cost of holding higher levels of investments and to reduce counterparty risk.

Borrowing Strategy

8. The borrowing strategy for 2017/18 was as follows:
 - When Public Works Loan Board (PWLB) rates fall back to or below 3.20% borrowing should be considered, with preference given to terms which ensure a balanced profile of debt maturity.
 - The use of short term borrowing (6 months to 18 months) will also be considered with the aim of minimising borrowing costs. This short-term borrowing will be replaced with longer term loans when rates are preferable.
 - Consideration will be given to borrowing market loans which are at least 20 basis points below the PWLB target rate.
9. Any potential opportunities for repaying debt before the maturity date to reduce borrowing costs was monitored and assessed throughout the year. However, the cost of premiums on any early repayment of debt was considered prohibitive for any debt restructuring.

Treasury Management Approach to Risk

10. The primary objective is to safeguard the Council's assets. Procedures have been put in place to ensure this takes place and these are fully documented in the Council's Treasury Management Practice Statements (TMPS), which are constantly kept under review. These procedures are followed without exception. The Internal Audit report of 14th November 2017 concluded that Treasury Management control systems and procedures are operating well. All funds were safeguarded in 2017/18.

Outturn 2017/18 – Performance Measurement

11. It should be noted that procedures in relation to the Prudential Code were effective from 1 April 2004 and continue to apply to this report on 2017/18 performance. However, in December 2017, CIPFA issued a revised Treasury Management Code of Practice and a revised Prudential Code. These revisions have particularly focused on non-treasury investments and especially on the purchase of property with a view to generating income. Full implementation of the revised Codes of Practice is not expected until the 2019/20 budget cycle across all authorities.
12. The performance, against limits in respect of borrowing set prior to the start of the financial year as Prudential Indicators, will be reported to Cabinet on 19 June 2018 as part of the Capital Monitoring process. None of the approved Prudential Indicators set for 2017/18 were breached in the year. For completeness the Prudential Indicators are shown at Appendix 4.

Market Interest Rates

13. Performance must be considered in conjunction with actual rate movements over the financial year which were as follows:
 - **Shorter-term interest rates** – The Monetary Policy Committee (MPC) at its quarterly Inflation Report meeting of 2nd November agreed to increase Base Rate to 0.50% and it remained at that level for the rest of the year.
 - **Longer-term interest rates** – The 7th February 2018 MPC meeting revealed warnings of a more imminent and faster pace of increases in Bank Rate than had previously been expected. Market expectations for increases in Bank Rate,

therefore, shifted considerably during the second half of 2017/18 and resulted in investment rates from 3 – 12 months increasing sharply during the spring quarter.

Investment Performance

14. The major issue for treasury management in 2017/18 has been ensuring the security of investments whilst generating a reasonable rate of return. Due to the difference between the cost of borrowing and investment interest and the reduction in suitable counterparties the Council has continued to use investment balances to temporarily fund the capital programme. This has delivered a saving on borrowing costs.
15. The Council's investment policy is governed by MHCLG guidance, which has been implemented in the annual investment strategy approved by the Council on 16th March 2017. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.) The investment activity during the year conformed to the approved strategy and the Council had no liquidity difficulties.
16. There has been a continued use of a range of investment instruments in order to increase flexibility, spread risk, maximise liquidity and obtain attractive rates. There has been an increased use of Notice Reserve accounts, and money market funds with high rated banks to maintain the security of the funds and enhance the rate of return on investments.
17. A summary of the year's activity is shown at Appendix 3. The investment interest earned in the year was £0.470m (2016/17 £0.413m) with an average interest rate of 0.51% (2016/17 0.55%). Interest earned on loans to third parties, agreed as part of the capital programme, increased total interest to £1.807m which was £0.345m more than the original budget of £1.462m. This includes £0.884m interest relating to Newcastle International Airport.
18. The overall return for the year of 0.51% exceeds the accepted benchmark for 2017/18, which was 0.22%. This benchmark is the 7-day London Interbank Bid Rate (LIBID), which is traditionally linked to the base rate.
19. Furthermore, the Council is a member of Link Asset Services Investment Benchmarking Group which assesses both the rate of return and the risk of the counterparty to calculate a weighted average rate of return. This is used for comparison across other local authorities who also subscribe to this service across a number of groups. The Council achieved an average return of 0.546% on its investments for Quarter 4 2017/18 which is slightly below the risk adjusted expectations (0.55% to 0.65%) defined in the Benchmarking Report for our group. This is due to the portfolios longer dated weighted average maturity of 151 days compared to the benchmark average of 95 days and the weighted average risk of the credit profile.

Heritable Bank

20. The Council had a deposit of £2.792m at risk in Heritable Bank, a wholly owned subsidiary of an Icelandic bank, Landsbanki, when it entered administration in October 2008. The full deposit in Heritable was due to mature by the end of 2008/09 with interest.
21. To date dividends totalling £2.736m (98.00p in the £) have been received.
22. The most recent update from the administrators, Ernst and Young, in March 2018, provided detail of all dividends received to date and advised that no further dividend is expected until the administration is concluded. Ernst and Young intend to issue a further report early within the next accounting period.

Borrowing Performance

23. The total external borrowing at 31 March 2018 was £650.341m, which was within the operational borrowing limit of £800.000m. This is a net increase of £40.153m from the opening figure of £610.189m. The increase is represented by £85.000m of new borrowing offset by £44.847m repayment of borrowing.
24. Investment returns/interest rates were low during 2017/18 and were well below long term borrowing rates. Therefore, value for money considerations indicated that best value could be obtained by delaying new external borrowing by using internal cash balances to finance new capital expenditure in the short term (this is referred to as internal borrowing). At the end of the financial year 2017/18 the Council had internal borrowing of £15.317m. Any short-term savings gained from adopting this approach was weighed against the potential for incurring additional long-term costs by delaying unavoidable new external borrowing until later years when PWLB long term rates are forecast to be higher.
25. The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). The CFR arises directly from the capital activity of the Council and the resources applied to fund the capital spend, as follows:

	31 March 2017 Actual £m	31 March 2018 Actual £m
Capital Financing Requirement for General Fund	301.792	320.153
Capital Financing Requirement for HRA	345.505	345.505
Total Capital Financing Requirement	647.297	665.658

26. The details of the borrowing taken during 2017/18 are as follows:

Date	Term (years)	Amount £m	Interest Rate (%)	Source
12/09/2017	48	5.000	2.26	PWLB
12/09/2017	46.5	5.000	2.26	PWLB
20/10/2017	48	5.000	2.43	PWLB
07/11/2017	48	10.000	2.41	PWLB
23/11/2017	50	5.000	2.38	PWLB
23/11/2017	50	5.000	2.38	PWLB
29/11/2017	49	5.000	2.38	PWLB
29/11/2017	49	5.000	2.38	PWLB
27/02/2018	50	5.000	2.48	PWLB
27/02/2018	50	5.000	2.48	PWLB
24/04/2017	6 months	10.000	0.47	Glasgow Council
30/06/2017	7 months	5.000	0.30	Derby City Council
25/07/2017	3 months	10.000	0.23	Middlesbrough Council
16/10/2017	1	5.000	0.53	London Borough of Havering

85.000

27. At 31 March 2018 £525.341m of the total borrowing was from the PWLB and £125.000m was in the form of market loans. The average interest rate on borrowing has reduced from 4.37% in 2016/17 to 4.12% during 2017/18 which will reduce borrowing costs.

28. There was £30.000m of short-term borrowing taken during 2017/18 primarily to manage cashflow timing, with £25.000m being repaid prior to year-end. The majority of PWLB long term loans taken in 2017/18 were over 48 years which lengthens the life of the debt portfolio and provides long term security in terms of borrowing costs by securing loans at historically low rates.

29. The overall revenue cost of borrowing in 2017/18 was £26.174m. As a consequence of the level of capital expenditure and the application of the Treasury Management Strategy this was £1.016m less than the budget.

Debt Restructuring & Repayment

30. Due to the reintroduction of redemption rates on the early repayment of PWLB debt it was anticipated that there would be little scope to restructure PWLB debt.

31. The rates payable on the early redemption of debt was monitored throughout the year. The cost of early repayment outweighed any savings and therefore there was no early redemption of debt.

Summary of Treasury Management Performance for the Year 2017/18

32. Total interest income was £0.345m more than the budget, which was contributed to by the 0.25% increase in Base Rate on 2nd November 2017.
33. Borrowing costs were £1.016m less than budget due to a delay in taking borrowing and being taken at lower interest rates than estimated and the decision to temporarily fund the capital programme from cash balances.
34. There were no opportunities for restructuring debt during 2017/18.
35. Overall Treasury Management performance against budget for 2017/18 generated net savings of £1.361m, this is summarised in the following table:

	Budget	2017/18 Actual	Saving
	£m	£m	£m
Cost of Borrowing	27.190	26.174	(1.016)
Interest Income	(1.462)	(1.807)	(0.345)
Net Position	26.016	24.617	(1.361)

36. Treasury Management remained challenging throughout 2017/18 with the continuation of the lowest bank interest rate in history for most of the year and continuing pressure on available counterparties.

Investment Activity

	2016/17	2017/18
Number of investments made in 2015/16 maturing in 2016/17	14	n/a
Number of investments made in 2016/17 maturing in 2016/17	41	n/a
Number of investments made in 2016/17 maturing in 2017/18	n/a	14
Number of investments made in 2017/18 maturing in 2017/18	n/a	23
Total number of investments maturing in year	<u>52</u>	<u>37</u>
Number of investments made in 2017/18 maturing in 2018/19	n/a	19
Number of investments made in 2017/18 maturing in 2020/21	n/a	1
Average duration of investments (including overnight)	4 days	11 days
Average duration of investments (excluding overnight)	84 days	118 days
Non-specified investments:		
Rated non-high		
Approved limit	55%	75%
Maximum level invested	41%	64%
Not Rated		
Approved limit	0%	0%
Investments greater than 364 days		
Approved limit	£15m	£15m
Maximum level Invested	£0m	£5m

Outstanding amounts relating to the impaired investment with Heritable Bank are not included within this appendix.

Prudential Indicators 2017/18

The 2017/18 Prudential Indicators were agreed by Council on 23 February 2017 (column 1). This is now compared with the 2017/18 actual outturn position as at the 31 March 2018 (column 2).

Certain Treasury Management indicators must be monitored throughout the year on a regular basis in order to avoid breaching agreed limits. The capital expenditure and capital financing requirement indicators have been revised in line with the revised budget and none of the other approved Prudential Indicators set for 2017/18 have been breached.

Capital Expenditure		
	2017/18 £000 Reported Indicator	2017/18 £000 Actual
Non-HRA	65,869	48,646
HRA	29,340	25,697
Total	95,209	74,783
To reflect the reported capital monitoring agreed by Council during the year		

Ratio of Financing Costs to Net Revenue Stream		
	2017/18 Reported Indicator	2017/18 Actual
Non-HRA	14.89%	12.82%
HRA	42.53%	43.44%

Capital Financing Requirement		
	2017/18 £000 Reported Indicator	2017/18 £000 Actual
Non-HRA	340,885	320,153
HRA	345,505	345,505

There were no breaches to the Prudential Indicators set for 2017/18.

Authorised Limit for External Debt	
	2017/18 £000 Reported Indicator
Borrowing	825,000
Other Long-Term Liabilities	0
Total	825,000
Maximum YTD £655.189m	

Operational Boundary for External Debt	
	2017/18 £000 Reported Indicator
Borrowing	£800,000
Other Long-Term Liabilities	0
Total	£800,000
Maximum YTD £655.189m	

The Council's actual external debt at 31 March 2018 was £650.341m. It should be noted that actual external debt is not directly comparable to the Authorised Limit and Operational Boundary, since the actual external debt reflects the position at one point in time.

Estimated Incremental Impact on Council Tax and Housing Rents

This indicator is set at the time the Council's budget is set. Therefore, there is no requirement for this Indicator to be monitored on a quarterly or annual basis.

Adherence to CIPFA code on Treasury Management

The Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Services.

Upper Limit on Fixed and Variable Interest Rates Exposures		
Range	2017/18 £000 Reported Indicator	2017/18 £000 Actual Position
Fixed Rate	Max 652,940 Min 424,015	Actual 528,795 Max 528,795 Min 499,731
Variable	Max 160,751 Min (15,000)	Actual 30,000 Max 44,000 Min 19,000
All within agreed limits. (Max and Min YTD)		

Upper / Lower Limits for Maturity Structure of Fixed Rate Borrowing				
	2017/18 Reported Indicator		2017/18 Actual Position	
	Upper Limit	Lower Limit	Actual Percentage	Maximum YTD
Under 12 months	25%	0%	2.99%	9.66%
12 months to 24 months	25%	0%	6.28%	6.39%
24 months to 5 years	50%	0%	17.08%	20.84%
5 years to 10 years	50%	0%	9.45%	9.45%
10 years to 20 years	50%	0%	10.72%	14.71%
20 years to 30 years	50%	0%	1.20%	1.25%
30 years to 40 years	50%	0%	19.10%	19.39%
40 years to 50 years	60%	0%	28.57%	29.67%
50 years and above	30%	0%	0.00%	3.55%
All within agreed limits.				

On 8 March 2007, Council agreed to the placing of investments for periods of longer than 364 days in order to maximise investment income before forecast cuts in interest rates. An upper limit was set and agreed as a new Prudential Indicator.

Upper Limit on amounts invested beyond 364 days			
	2017/18 £000 Reported Indicator	2017/18 £000 Actual Position	2017/18 £000 Maximum YTD
Investments	15,000	5,000	5,000

TITLE OF REPORT: Children and Young People in Care and Care Leavers Strategy 2018-2023

REPORT OF: Caroline O'Neill, Strategic Director, Care, Wellbeing and Learning

Purpose of the Report

1. This report seeks Cabinet approval of the Children and Young People in Care and Care Leavers Strategy 2018 – 2023.

Background

2. In 2014, the Children and Young People in Care and Care Leavers Strategy was taken to Cabinet for approval.
3. The 2018 – 2023 Strategy builds upon the previous strategy and highlights the Council's role in corporate parenting and as such, this document also serves as the Council's Corporate Parenting Strategy.
4. The Children and Young People in Care and Care Leavers Strategy sets out the strategic vision and intentions for the Looked After Service. This strategy sets out our new approach to providing services and support for Looked after Children and Young People and Care Leavers in Gateshead. It is based on supporting children in the community where it is safe and appropriate to do so, using strengths based practice. It also looks to improve the offer from ourselves and our partners, in supporting these children and young people to reach their full potential.

Proposal

5. Cabinet endorsement is sought for the Children and Young People in Care and Care Leavers Strategy 2018 – 2023.

Recommendations

6. It is recommended that Cabinet:
 - (i) Approve the Children and Young People in Care and Care Leavers Strategy 2018 – 2023 for submission to Council.

for the following reason(s)

- (i) To continue to ensure that the needs of looked after children and care leavers are met.
- (ii) To ensure we achieve the priorities set out in the strategy.

- (iii) To ensure the role of Corporate Parent is embedded across the Council and with partners.
- (iv) To ensure the Council fulfils its statutory duties.

CONTACT: Jill Little

extension: 3420

Policy Context

1. The revised strategy is based on the principle that children and young people who are looked after, or are Care Leavers, should have the opportunity to thrive and reach their full potential. The proposals in this report are therefore consistent with the Council's newly adopted approach of Making Gateshead a place where everyone thrives.

Background

2. The Council and its partners remain engaged in the delivery of a wide range of activity to support Looked after children, young people and care leavers
3. The Council is updating the Children and Young People in Care and Care Leavers Strategy 2018 – 2023 to both recognise changing roles, as well as ensuring the best possible outcomes for looked after children, young people and care leavers.

Consultation

4. The Cabinet Member for Children and Young People has been consulted.
5. The members of the Corporate Parenting Partnership have been consulted and a variety of agencies have been engaged in the development of the strategy

Alternative Options

6. There are no alternatives to this report.
7. **Implications of Recommended Option Resources:**
 - a) **Financial Implications** – The Strategic Director, Corporate Resources confirms that there are no financial implications as a result of this strategy. Specific proposals arising from implementation will be presented to Cabinet for approval as required.
 - b) **Human Resources Implications** – There are no specific implications arising from this report.
 - c) **Property Implications** - There are no specific implications arising from this report.
8. **Risk Management Implications** - The development of effective strategies forms part of control measures for Care, Wellbeing and Learning.
9. **Equality and Diversity Implications** – There is no disproportionate negative impact arising from this report as the strategy has been developed with the aim of supporting all children and young people who are looked after, or are Care Leavers.
10. **Crime and Disorder Implications** – The strategy seeks to safeguard children and to reduce their risk taking behaviour where necessary.

11. **Health Implications** – There are a range of proposals in the strategy which address how to meet the health and wellbeing needs of looked after children and care leavers
12. **Sustainability Implications** - No major implications.
13. **Human Rights Implications** - Proposals in the strategies support Article 6 – the right to education and article 8 – the right to a family life.
14. **Area and Ward Implications** - No specific implications

**Children and Young People in Care
& Care Leavers Strategy
2018 - 2023**

Foreword

Welcome to Gateshead's Children and Young People in Care and Care Leavers strategy which covers the period 2018 to 2023.

We know that many children and young people who become looked after have experienced significant challenges in their young lives. Children and young people who are in the care of the local authority are among the most vulnerable in our community. They are entitled to the best services that can be provided and achieving this for them requires understanding, commitment and passion from all agencies and individuals who hold a responsibility to provide services for them. We therefore take our responsibilities as Corporate Parents very seriously and work with our partners and others to ensure these children are provided with good quality care and nurturing, to give them the best possible start in life, education. and independence.

We pledge to put children and families at the heart of everything we do. Our role as Corporate Parents is embedded within the Children and Young People in Care and Care Leavers Strategy 2018-2023, and as such, this document also serves as the Council's Corporate Parenting Strategy. It will be used to guide our decisions and ensure that we are doing the right things at the right time with the right level of resources.

This strategy sets out our new approach to providing services and support for Looked after Children and Young People and Care Leavers in Gateshead. It is based on supporting children in the community where it is safe and appropriate to do so, using a whole family strengths based practice; a recognition that we need to reduce the demand on our services through the transformation of edge of care and early help services; and improve the offer from ourselves and our partners, in supporting these children and young people to reach their full potential.

Signed by:



Councillor Gary Haley,
Cabinet Member for
Children and Young
People



Signed by:



Caroline O'Neill
Strategic Director, Care
Wellbeing and Learning



Contents

1. Introduction	4
2. Vision and Principles	4
3. What Children and Young People in our Care Say	4
4. Our Priorities	5
5. The Gateshead Picture	6
6. Role of Corporate Parent	7
7. How Corporate Parenting works in Gateshead	8
8. The Focus on Achieving our Priorities	8
9. Measuring Success	19

1. Introduction

All children, regardless of circumstance, need to know someone is there for them, fighting their corner, listening to their needs and doing what they can to provide support. It is our belief that all children should be provided with the best start in life, and this should be no different for the children and young people in our care and for those young people who embark on a new journey as Care Leavers.

Elected members, the Leadership Team and employees all have a special responsibility to ensure that the Council acts as a corporate parent for children in our care. This means, as a Council, we need to ensure each individual child has their own needs addressed and is truly being listened to, and looked after, in order to reach their full potential.

By understanding and addressing the needs of our looked after children, we can turn around their experiences from challenging backgrounds by asking: "What would I want for my own child?"

2. Vision and Principles

We want every child and young person in the care of Gateshead Council to reach their full potential. They have a right to be healthy, happy, safe and secure and to feel loved, valued and respected.

We want our children and young people to have everything that a responsible and conscientious parent would want for their children.

We want our children in care and care leavers to work with us, along with their parents and carers, in shaping how we manage and organise the planning, resources and services that support and care for them.

We want our children and young people to be happy and healthy, physically, socially and emotionally, to be safe and protected from harm and exploitation, and to be supported each step of the way to adult life.

We want them to achieve their potential, including at school, to make the most of the learning opportunities they are offered and to participate in the decisions affecting their care and their lives. This includes making the transition to adulthood with continuity of support, access to the right jobs and higher education, while living in good housing and being financially secure.

3. What Children and Young People In our Care Say

- Find moving into a new home a difficult experience;
- Need to understand why they came into care;
- Need to be able to build relationships with adults they can trust;
- Rely on the adults caring for them to help keep them safe;

- Support to maintain relationships once they leave care, on an informal basis;
- Want professionals who provide support to have high aspirations for them;
- Reported that leaving care still felt like a 'cliff-edge';
- Felt that the process of leaving care itself was often rushed and that planning for leaving care should start earlier;
- Wanted more choice about where they lived and who supported them;
- Know what they were entitled to from universal services.

Our strategy invites us to work together with a common purpose, putting the welfare of our children in care at the heart of everything we do.

Our principles are to:

- Safeguard the welfare, health and happiness of all children in care;
- Listen and respond to children and young people's views and wishes;
- Provide a stable and supportive home with caring consistent relationships;
- Have high aspirations for each child and young person;
- Respect and value diversity;
- Place children and young people within families whenever possible and as close to the local community as possible;
- Promote contact with family and friends;
- Respect and promote children and young people's rights;
- Make decisions based on assessments of need;
- Celebrate children and young people's achievements.

4. Our Priorities

Informed by what our Looked after Children and Young People say is important to them, we have identified seven key priorities which are at the heart of this strategy:

- Our Children and Young People are **respected** and **involved**;
- Our placements are **safe** and meet the **needs** of our Children and Young People;
- **Positive** relationships and **identity**;
- Our Children and Young People will be **supported** to **improve** their physical and emotional health and wellbeing;
- Our Children and Young People are **encouraged** to **reach** their educational, employment and training potential;
- Our Young People moving into adulthood will be **supported** to **achieve** their full potential in life;
- **Improve** our role as the Corporate Parent;

5. The Gateshead Picture

The services that support the children and young people in our care are currently rated Good by Ofsted. In our role as Corporate Parents we strive to continually improve outcomes for children and young people, but this does not come without its challenges. Our services will support a child in the community with their family where it is appropriate and safe to do so and managing the reduction of demand is central to best outcomes for young people. We are committed to ensuring that children and young people are at the centre of all service delivery.

Gateshead has a population of around 201,600 people. Gateshead's population is projected to increase by 11,000 (5.5%) between 2014 and 2039 to 211,500.

The population is ageing: it is projected that by 2039 there will be an additional 14,400 people aged 65 or older, an increase of 38%. There will also be a slight decrease in the number of children and young people aged 0-15 of around 500 or 1.5%.

1 in 4 children in Gateshead live in poverty. Children who live in poverty are significantly more likely to experience poor mental as well as physical health.

Entering care is strongly associated with poverty and deprivation, and with emotional and mental health problems. Research suggests that around 45-60% of looked after young people have emotional and mental health problems, increasing to 72% for those in residential care.

At the end of reception, just under 6 in 10 Gateshead pupils achieve a Good Level of Development at Foundation Stage. This is similar to the North East and just below the England averages. Nationally there is a gap of around 10% achieving a good level of development between the richest and poorest areas (based on IMD 2015 deprivation).

Nationally, the number of Looked After Children has continued to rise; it has increased steadily over the last six years. There were 72,670 looked after children at 31 March 2017, an increase of 3% compared to 31 March 2016 and an increase of almost 5% compared to 2015. The rise this year reflects a rise of 260 in unaccompanied asylum-seeking children, compared to a rise of 2,220 in all looked after children.

As at 31 March 2018, there were 392 children and young people classed as being Looked After. This figure includes 7 unaccompanied asylum-seeking children. There were also 138 Care Leavers.

57% of Looked After Children are male, and 43% female and these proportions have varied little over recent years. We have seen an 18% reduction in the number of looked after children aged 0-2, whilst those aged 3-5 have increased by 38%. The 6-8 age group, the 12-14 age group and the 12-14 age group have remained the same with only a slight increase in those aged 9-11.

Whilst we have seen an increase in older children over the last few years, there has been an 8% reduction of those aged 15-17 over the last few months.

Below is a breakdown of current placements.

Current Placement Type	Num of Children	% of children
Placed with in house foster carers	317	80%
Children's Homes	24	6%
Placement with Agency Foster Carer	18	5%
Placed for adoption	15	4%
Placed with parents / person with parental resp.	13	3%
Residential School	7	2%
Independent living	3	1%
NHS / Health Trust / medical or nursing care estab	1	0%
Total:	398	100%

6. Role of Corporate Parent

Gateshead Council has always been very clear about their role as Corporate Parents for Looked After Children and Care Leavers and has always had high aspirations for a child in care or care leaver as any good parent would have for their own child, in accordance with the national care leavers charter (Appendix 1). It means providing them with the stability and support they need to make progress, and helping them to access new opportunities and experiences that inspire them to set ambitious goals for themselves. It means celebrating their successes, but also recognising that they will sometimes make mistakes and need help to get back on track. It also means supporting them to gain the skills and confidence to live independent lives, while letting them know that they have someone to call on for help if the going gets tough.

The Government has introduced a set of Corporate Parenting principles that require all departments within a local authority to recognise their role as corporate parents, and encourage them to look at the support and services they provide. The principles require corporate parents:

- To act in the best interests, and promote the physical and mental health and well-being, of those children and young people;
- To encourage those children and young people to express their views, wishes and feelings;

- To take into account the views, wishes and feelings of those children and young people;
- To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners;
- To promote high aspirations, and seek to secure the best outcomes, for those children and young people;
- For those children and young people to be safe, and for stability in their home lives, relationships and education or work; and
- To prepare those children and young people for adulthood and independent living.

7. How Corporate Parenting Works in Gateshead

We have a well-established model of Corporate Parenting. It includes well-defined decision making processes in the Council with clear links to the Children in Care Council (One Voice). The Council regularly reviews how we deliver these functions and that there are tangible outcomes through active and regular feedback from the children and young people.

This strategy and its delivery plan will be monitored through the Corporate Parenting Sub Overview and Scrutiny Committee. The role and remit of this Sub Committee is to receive and consider monitoring reports on children in the Council's care, and to keep under review the Council's arrangements for ensuring that the Council fulfils its role as corporate parent.

The Corporate Parenting Partnership is an officer group chaired by the Service Director, Children and Families. This group oversees all aspects of our work in relation to our statutory and aspirational work with children in care and care leavers. There are several sub groups with responsibility for leading on particular areas of the delivery plan:

- Arts, Leisure & Activities; - subgroup lead by children's participation officer
- Education, training and employment; - subgroup lead by REALAC
- Health; - subgroup lead by designated nurse LAC
- One Voice Children In Care Council; sub group lead by Children's rights officer
- Placements and accommodation; subgroup lead by commissioning
- Care Leavers – themed Sub Group lead by LAC and leaving care team

The corporate parenting partnership meets every three months, with the sub groups meeting monthly. This ensures priorities are monitored and reviewed and progress is evidenced within the work plan.

All councillors have a responsibility to ensure that services for our children and young people continue to be at least good and to ensure there are sufficient resources and accommodation choices available. The councillors undertake training to ensure they have the knowledge to fulfil their safeguarding and corporate parenting responsibilities.

8. The Focus on Achieving our Priorities (see delivery plan, Appendix 2)

Priority 1: Our Children and Young People are Respected and Involved

We will ensure children and young people in our care are aware of their entitlements and know where to access information, how to seek advice and support and understand how to make a complaint.

We will ensure there are strong and active children in care council (One Voice) which is able to help influence and shape the delivery of services through direct access to councillors and officers of the Council.

We will ensure:

- Staff have the knowledge, skills and commitment to engage and listen to looked after children and care leavers in effective ways, appropriate to their age, ability and interest;
- We maximise the involvement of looked after children and care leavers in decisions made that affect them and provide feedback on any actions that are/are not taken as a result;
- Looked after children and care leavers are aware of their entitlements and know where to access information, how to seek advice and support, and understand how to make a complaint;
- The Council and its partners support One Voice (and our wider Children in Care Council activities) and deliver against the commitments made in 'Our Care Pledge' and the 'Care Leavers' Charter';
- Looked After Children and Care Leavers' engagement and participation is embedded within each priority of this Strategy;
- We celebrate the achievements of our looked after children and care leavers;
- The number of looked after children and care leavers who are involved in our Children in Care Council activities increases.

What this means in practice

- Looked after children are visited at least every 6 weeks (unless otherwise agreed as part of a permanence plan) and are seen alone;
- Contact with care leavers is made at least every 8 weeks, unless otherwise agreed;
- Looked after children and care leavers are active participants in their review and meet their Independent Reviewing Officer regularly, and before each upcoming review;

- We provide a variety of ways for children and young people to express their views including independent advocacy and MOMO (Mind of My Own). Have a strong and active Children in Care Council (One Voice) which is able to help influence and shape the delivery of services through direct access to senior officers of Children's Services;
- An annual event is held to recognise the achievements of our looked after children and care leavers;
- Looked after children and care Leavers are regularly involved in the recruitment and interview process for Children's Social Care staff.

Our key areas for continuous improvement

- We need to ensure One Voice has a prominent position within the governance arrangements for looked after children and care leavers – with One Voice included as a sub group of the Corporate Parenting Partnership;
- We need to develop our approach to Gateshead's Children in Care Council, building on the existing One Voice group and establishing a structured approach to engaging care leavers and younger looked after children;
- We need to ensure that the views of young people are at the heart of the LAC review process and are sought in a timely and facilitative way;
- We need to improve on evidencing how we have responded to a young person's views and the difference this has made, outlining reasons for our response;
- We have more to do to ensure looked after children and care leavers maximise their take-up of rights and entitlements through more accessible information available in a range of formats, including e-materials;
- Looked after children and care leavers engage in structured interviews at key points and responses demonstrate a high level of positive feedback on the services they've received. However, in order to make the most of this process, findings need to be systematically collected, collated and reported, to ensure this information presents an accurate picture and is useful in informing service development;
- We need to continue to develop our approach to participation and engagement, building capability across the service so that we can hear and respond to the voices and views of children, young people and their families;
- We need to ensure young people placed at a distance are regularly offered opportunities to engage with Children in Care Council activity, and are consulted on key issues relating to service development;
- We need to develop our approach to involving looked after children and care leavers in our recruitment processes, ensuring we create a sustainable and flexible approach that values young people's involvement.

Priority 2: Our Placements are Safe and Meet the Needs of Our Children and Young People

We will ensure that we have a range of placements available for our children and young people and that there will be minimum placement moves for any looked after child.

We will ensure:

- We implement our Sufficiency Strategy to help deliver improved options for looked after children and care leavers;
- We have a range of placements available for our children and young people;
- Visits to all placements are undertaken at a minimum of every 6 weeks;
- Looked after children and young people have a variety of ways to express any concerns they have and act promptly on these;
- Placements changes are kept to a minimum;
- Our Edge of Care offer will support children and families to live safely together through bespoke packages of intervention and planned respite care.

What this means in practice

- Maximise permanency for children in care so as to ensure that where possible and appropriate, children in care are provided with stable placements via adoption, special guardianship or long term/ permanent fostering;
- There are very few unplanned placement changes;
- Independent reviewing officers (IROs) meet with children and young people alone prior to their looked after review;
- A clear escalation process is in place to ensure that IROs can bring concerns to the attention of managers in a timely manner;
- Action for Children is available for independent advocacy;
- Concerns and complaints are responded to promptly and the local authority designated officer (LADO) is involved if required;
- A range of accommodation opportunities available for our young people and care leavers as they move towards adulthood;
- Social workers or managers visit placements, including residential, before moving children and young people to ensure the quality of the service they offer;
- Follow procedures and take a multi-agency approach when children and young people go missing ensuring that young people are listened to and action is taken to keep them safe.

Our key areas for continuous improvement

- We have to do more to secure sufficiency in our fostering options, particularly when placing siblings, adolescents and children with complex needs;
- Increase the number of the in-house foster carers who are local to the Gateshead area through an improvement in recruitment and retention processes;
- We have more to do in driving solutions for children and young people to enjoy choice of placement, including with their siblings where appropriate;
- Sufficiency is a significant challenge and we have recognised the need to develop our placement offer, ensuring fostering, residential, edge of care, leaving care and commissioned services drive the sufficiency agenda to improve choice and the range of placements. Our aim for all placements is to:
 - Support young people to successfully stay at home through our edge of care offer
 - Improve placement choice and placement stability
 - Increase the number of placements available including for sibling groups and adolescents.
 - Increase the provision of supported accommodation
 - Reduce the number of emergency placements
 - Continue to make decisions about permanence in a timely manner to avoid drift and delay

Priority 3: Positive Relationships and Identity

Children and young people are supported to maintain, build and sustain positive relationships with others, including their birth families, siblings in care, carers and their peers. Children and young people know who they are, why they are in care and understand their heritage. They feel valued by others, and their individual needs arising from race, culture, religion, sexual orientation or disability are understood and met.

We want to encourage our looked after children and young people to feel part of their local community and support them to be involved in a range of activities, including volunteer schemes and leisure activities.

We will ensure:

- Children and young people are encouraged, and have opportunities, to develop strong peer relationships;

- Children and young people are enabled to sustain family relationships with parents, siblings and extended family in a safe and positive way;
- Children and young people have access to more specialist support if required to ensure needs are met;
- A coordinated strategy is developed with partners to increase looked after children and care leavers participation in extracurricular activities such as arts and cultural events and organised sports activities, to contribute to better enjoying and achieving outcomes for looked after children and care leavers;
- Children and young people know who they are, why they are looked after and understand their background and heritage;
- They feel valued by others, and their individual needs arising from race, culture, religion, sexual orientation or disability are understood and met.

What this means in practice

- Where possible, placements are local and priority is given to children and young people to help them continue in the same school or education establishment where this is in their best interests;
- A permanency planning process ensures that early decisions are made and any drift is avoided;
- Extended families are always considered as part of the planning process and children are placed with extended family where it is safe to do so;
- Contact with family and siblings is always considered as part of planning including Adoption and Special Guardianship Support Plans;
- A variety of activities are provided through the year for looked after children and care leavers;
- MAX cards and Leisure cards are available to support leisure opportunities for looked after children and care leavers. This provides free access to gym and swimming in the borough's facilities as well as reduced costs to specific cultural venues;
- A genogram is undertaken for all young people to aid understanding of their family and identity;
- Life story work is considered with all looked after children where there is a decision of permanency;
- At the point of placement, a robust matching process is in place to consider issues of identity and belonging;
- Where there is not the same cultural identity for the child/young person within their placement, opportunities to ensure close cultural links are considered and sought accordingly.

Our key areas for continuous improvement

- Increase numbers of local, available placements to maintain local links and retain relationships;
- Facilitate Family Group Conferences to retain, and where appropriate, strengthen family and friend relationships;
- Undertaking Family Group Conferences to help young people be part of a strength based approach and to help understand the dynamics of their birth family;
- Ensure children and young people placed at a distance have equivalent access to leisure and cultural activities as their peers;
- Ensuring as much information as possible is sought from parents, family and friends at the early stage of Children's Services involvement;
- Continue to invest in our life story work to reflect the story of the child and help them understand their experiences and background.

Priority 4: Our Children and Young People will be Supported to Improve their Physical and Emotional Health and Wellbeing

Our children and young people will be encouraged and supported to choose healthy and active lifestyles. They will have access to specialist health services as required, including those associated with additional needs or disability.

We will ensure:

- The health needs of children and young people are assessed and reviewed in a timely way;
- All children coming into care have a Child looked After Health Assessment with a medical practitioner. The health plan and health needs are reviewed annually for 5 - 18 year olds and 6 monthly for under 5 year olds by an appropriate health professional;
- Children and young people looked after have access to specialist health services as required including those related to additional needs or disability;
- Our children and young people are encouraged to choose healthy and active lifestyles;
- Children living outside the local authority area will not be disadvantaged in having their health needs met.
- Our children and young people have access to information on the risks of alcohol, and substance misuse and the risks of sexual exploitation. Those identified as at risk are offered support through specialist services;
- Health outcome targets are met for Looked After Children;

- Children and young people have their need for additional emotional support recognised and addressed, interventions will improve their knowledge and skills to achieve emotional stability, resilience and self-confidence;
- Looked After Children are consulted on evaluation and improvement plans for health services they are engaged with.

What this means in practice

- There is evidence of health plans being reviewed and informing care plans of the health needs and support required that needs to be in place to ensure physical and emotional health needs are met, promoting a sense of security and belonging;
- Positive attachments are promoted with key adults in a child/young person's life. Important attachments are retained, and where possible strengthened, to improve sense of self and wellbeing;
- Young people have their current and enduring health needs assessed when 15 years old to inform their pathway plan.

Our key areas for continuous improvement

- Health services work with public health to complete a Health Needs Assessment of Gateshead LAC population;
- Timeframes for health assessments will be performance managed to achieve the national standard;
- Actions on health plans are monitored within the care plan review process to ensure health outcomes are achieved;
- Strengths and Difficulties Questionnaire (SDQ) is utilised for KPI measurements and as a tool for assessing and evaluating changes in the emotional health needs of individual LAC. This assessment informs case reviews and care planning. Statistical information is used to assist in service development;
- Local CAMHS services have a pathway for looked after children to ensure they have their emotional health needs assessed and met, outcomes are measured and reported;
- Health information is available for every child/young person to ensure continuous engagement with the health services they require, particularly in times when there is a change of placement or changing circumstances;
- Ensure that we are building the skills and experience within our professional networks to support children/young people's emotional stability and wellbeing, identifying the times and challenges when more support is needed i.e. anniversaries;

- Identify additional support which may help a child/young person's emotional wellbeing and promote resilience, and give opportunities to facilitate this, e.g. sport, hobby, musical instrument, guides, cadets etc;
- Promote understanding of the link between positive physical health and emotional wellbeing with stability in school, placement and family;
- Report on the views of young people relating to their health needs and views of the services they receive.

Priority 5: Our Children and Young People are Encouraged to Reach their Educational, Employment and Training Potential

- We will support all Looked after children to attend an appropriate education resource that helps them achieve their potential;
- We will support and encourage all care leavers to attend education, employment or training;
- We will have high aspirations for all of our looked after children and care leavers.

We will ensure:

- Children and young people are supported to attend school;
- All children have an effective, high quality personal education plan;
- Children's attainment and progress from Reception to 16 years is monitored and responded to according to individual need. From 16 to 18 years identify those students who are at risk of disengaging as seen in PEP information;
- School moves happen only in exceptional circumstances;
- Partners are aware and receive training on the unique needs of individual and groups of looked after children;
- We have a multi-agency Education, Employment and Training panel which bring together expertise to support young people's aspirations;
- Young people leaving care are encouraged and supported to enter further education, employment and training.

What this means in practice

- 100% of our looked after children and young people have a personal education plan;
- Additional needs are identified and where required a Special Educational Needs (SEN) intervention initiated;
- Placement changes are kept to a minimum;
- The Head teacher of the Virtual School has effective monitoring to evaluate attainment and progress. Actions, including interventions are identified to

address emerging themes. At post 16 students at risk of disengaging are identified and actions identified to support re-engagement;

- Looked after children access their statutory entitlement to full time education and attendance is in the good or better range;
- School moves are kept to a minimum and where necessary transitions are carefully planned and the most appropriate education provision is secured;
- Training including statutory support to Designated Teachers is delivered to a range of partners including foster carers and social workers on what works to support children's education;
- Looked after children and care leavers have access to work experience opportunities and prioritised for careers advice, training, apprenticeships and career opportunities;
- The EET Panel monitors the progress and creates opportunities for young people entering further education, employment and training.

Our key areas for continuous improvement

- Promoting a good understanding by social workers on pupil progress through school reports and educational achievements and then rewarding looked after children and young people accordingly;
- Embed Staying Put Policy to avoid disruption for care leavers moving into further and higher education;
- Improve the offer to looked after children and care leavers aged 16 – 25;
- Ensure looked after children and care leavers are aware of their entitlements to financial support to promote their education, training and employment aspirations;
- Supporting the development of appropriate work experience and apprenticeships and enable young people to access them.

Priority 6: Our Young People Moving into Adulthood Will Be Supported to Achieve Their Full Potential in Life

We know that transition into adulthood is not always easy and for care leavers the transition can be more complex. We know how important it is that our young people are supported into adulthood in a seamless manner and provided with progressive and ongoing interventions. We want our care leavers to be confident and be able to access support and ensure that young people are engaged in education, employment and training and have the opportunity to live successful adult lives.

We will ensure:

- Children and young people enter adulthood in a planned way, with a home to live in, the skills to look after themselves and the ability to earn a living or continue in education or training;
- Ensuring entitlements are made clear to all care leavers;
- Utilise the Transitions team/panel to support the planning for young people from the age of 16, who may be eligible for support from Adult Services.

What this means in practice

- Allocating a personal advisor to all eligible young people at the age of 16 who will work alongside the allocated social worker until the young person is 18. The personal advisor remains involved until the young person reaches the age of at least 21 and continues to offer support up to the age of 25;
- Allocate a worker from the Transitions Team at the age of 16 for young people who may have eligible needs at 18 under the Care Act 2014
- Clear expectations are in place to help young people prepare for adulthood and have the life skills to achieve this;
- Opportunities are given for young people to build confidence over a prolonged period for more independence and self-responsibility;
- A range of accommodation options are considered to facilitate plans for young people leaving care;
- Ensure all necessary information has been obtained for the young people in a timely way that is needed when moving towards adulthood, e.g. birth certificate, National Insurance number, bank account, etc;
- Increasing the number of young people in Staying Put arrangements;
- Young people receive a health passport when they leave care. This is a comprehensive summary of their health history and identifies support and services for adulthood; it includes current registration i.e. with GP and additional health service details. Care leavers also continue to have access to the Platform substance misuse service, with a planned transition to adult substance misuse services at an appropriate point if required.

Our key areas for continuous improvement

- Preparation for independence at an earlier stage for this to be built upon well before plans for moving are finalised;
- Accessibility and take up of health care and ensure young people are aware of the importance of dental appointments, staying healthy, etc;
- Improve range and quality of placement provision for young people leaving care aged 18 and over including options of supported and semi-supported accommodation;

- Further develop the multi-agency care leavers accommodation panel to monitor the progress of care leavers accommodation plans, and identify themes and gaps with the intention of improving service delivery and strengthening multi agency working;
- Improve the quality of our pathway planning through having a quality assurance auditing process with a view to evidencing an increase in the contribution from our young people into their planning;
- Increase the numbers of care leavers aged 21 and over who return the service to access support.

Priority 7: Ensuring all partners support work as ambitious Corporate Parents

Continue to improve outcomes for looked after children and care leavers via the further implementation of a corporate parenting and partnership approach to the development and delivery of services.

We will ensure:

- At the core of everything we do is our understanding of our responsibility as a Corporate Parent;
- All partners focus service delivery on corporate parenting priorities;
- Elected members and senior officers take a lead role in raising awareness of the needs of children in care and care leavers with all council services and partner agencies;
- Promotion of the role of elected members as corporate parents and appropriate mechanisms are in place to enable the Council to fulfil its statutory responsibilities in this area.

What this means in practice

- The Corporate Parenting Sub Overview and Scrutiny Committee meets on a quarterly basis to monitor reports on children in the Council's care, and review the arrangements for ensuring the Council is fulfilling its role as corporate parent;
- Corporate Parenting training continues to be provided to elected members;
- Listening to the voice of children and young people in our care, and those leaving care, either directly or indirectly, through national and local inspection reports, service user surveys, independent reviewing officer's reports, reports from advocates, and other professionals, and use what we learn to improve services and outcomes.

Our key areas of continuous improvement

- An increase in the sense of corporate responsibility across all the statutory agencies in the support for our looked after children and care leavers, improving the impact of multi-agency support;
- Ensure good mechanisms are in place for challenge and counter challenge, between social workers, carers, young people, to realise the ambition we have for looked after children in Gateshead;
- Continue to develop the multi-agency approach to corporate parenting to become more effective in the delivery of the Corporate Parenting plan;
- One Voice (Children in Care Council) are active participants in the partnership and able to contribute and offer challenge;
- Raise awareness with all new staff employed by Gateshead Council with regard to their corporate parenting responsibilities.

9. Measuring Success

How we will know our strategy is achieving the desired outcomes for Children and Young People in Care and Care Leavers?

To find out how well our strategy is working we will:

- Listen and act on the views of Looked After Children and Care Leavers;
- Listen and act on the views of the parents and carers of Looked After Children and Care Leavers;
- Monitor and challenge our own progress through the Corporate Parenting Partnership Board and Corporate Parenting Sub Overview and Scrutiny Committee;
- Monitor the trends in our Looked After Children and Care Leaver population in order to ensure we have the right support and accommodation for our young people
- Monitor the outcomes of our Care Leavers to the age of 25 to ensure they are achieving positive outcomes.

Success will directly be measured against the following outcomes:

- Young people make successful transitions to adult life and achieve their aspirations through having the care, support and help they need from Gateshead Council acting as corporate parents;
- Care Leavers receive the help they need through having well developed Pathway Plans in place.
- Employment

We believe that if we get this right we will have achieved success and this is how it will look:

- Looked after Children and Care Leavers needs are championed across Gateshead;
- Recognition that we work with our Looked after Children and Care Leavers effectively;
- A robust offer in place that is understood by all and interpreted in the same way;
- Our Looked after Children and Care Leavers achieve good outcomes that exceed the national average;
- Our Looked after Children and Care Leavers have higher aspirations and are on their way to achieving their aspirations;
- Our Looked after Children and Care Leavers tell us that they have been supported to reach their aspirations whether this is in education, employment or training;
- Numbers of Care Leavers in Education, Employment and Training are above the national average and rising;
- Young people are telling us that they are recognising their suggestions translating into service development and are happy with what they see;
- Increased Education, Training and Employment opportunities across Gateshead for Looked after Children and Care Leavers.

Our local key performance indicators will be measured through data:

- The number of Care Leavers remaining engaged in education, taking up training opportunities and undertaking activities aimed at improving employability;
- Improved support for Care Leavers while they are at a further education college or university;
- An ongoing reduction in the number of Care Leavers who are NEET, through improved support by mainstream and specialist services;
- Access to mainstream and specialist health services, which meet their physical, mental and sexual health needs;
- Programmes in place that reduce homelessness and address the specific needs of Care Leavers;
- Programmes in place that reduce crime and the risk of young people being exploited specifically addressing the needs of Care Leavers;

And through surveys of Care Leavers through our Children in Care Council (One Voice)

- Improved support for Care Leavers while they are at a further education college or university;
- Improved financial support and guidance on offer so that Care Leavers are able to manage their income and reduce the risks of falling into debt;
- Care Leavers reporting that they feel safe and that they live in suitable accommodation that meets their individual needs;
- Care Leavers receiving high quality ongoing support from their local authorities so that they do not feel lonely and isolated;
- Care Leavers leaving care at a time when they are ready;

- Care Leavers are knowledgeable about their entitlements through our website, Care Leavers Charter and our comprehensive guides to leaving care;
- Improvements in the quality of assessments, plans and reviews.

Our Care Pledge

1. Looking After You

- You will get your own social worker who is properly qualified to work with you
- We will make sure your Social Worker doesn't change unless there is a good reason for it, unless you want to change who your Social Worker is
- Your social worker will stay in touch regularly to check you are OK
- You will have a care plan which is all about you and your needs, and which is looked at regularly

2. Finding the Right Place for you

- If it is part of your care plan for you to go back home we will make sure this happen as quickly and as safely as possible. We will check to make sure you are safe after you go home
- If you can't go home we will find the right place for you and make sure you live with people who care about you
- We will try to give you a choice about where you live and who you live with
- If we can we will find someone else in your family who can care for you.
- If we can, we will keep you with your brothers and sisters.
- We will help you keep in touch with your birth family wherever possible. If it's not possible we'll tell you why.

3. Involving you

- We will take your feelings into account in decisions that affect you
- We will make sure you are fully involved in your reviews
- We will help you to have your say and listen to your views
- If you want to make a complaint we will provide you with access to an advocate to help you get your views across

4. Treating you right

- We won't talk about you to other people where its none of their business – unless we need to, to keep you or others safe
- We will always listen to you and treat you with respect
- We will explain what is going on in words you understand

5. Getting a good education

- We will make sure you get a place at a good nursery or school
- We will make sure that you don't have to change schools wherever possible, especially in years 10 and 11
- There will be a designated teacher at your school to make sure you're doing OK – but they won't treat you differently to others
- We will let you know who your designated teacher is so you know where to go if you need help in school
- We will make sure you don't miss any school and help you get back on track with extra support if you fall behind

6. Keeping you healthy and happy

- We'll make sure you get regular health-checks and if you need any treatment or support that you get it quickly
- We will work together with your school, carers and the health team to make sure all your health needs are met
- We'll make sure you have opportunities to do fun things, including free access to our leisure facilities, and give you opportunities to get to know other Looked After Children
- We'll help you find out about activities that are on, so that you can get involved.
- We will make sure you can keep going to activities you are involved in if you move placement

7. Helping you get on in life

- We will give you the help you need when it's the right time for you to move on from care to find a place to live and learn to live on your own
- If you can't live on your own we'll make sure that choices are there for you after you are 18
- We will make sure you have enough money and help you to manage it well
- We will help you if you want to do an apprenticeship, go to college or university
- We'll help you get ready for the world of work, find a job or training placement and give you the chance to get work experience

Complementing the Pledge, the Council and its partners support the principles, values and commitments as detailed in the Charter for Care Leavers produced by the Department for Education and the Care Leavers Foundation.

The Care Leavers Charter

The Charter for Care Leavers is designed to raise expectation, aspiration and understanding of what care leavers need and what the government and local authorities should do to be good Corporate Parents. Gateshead Council have adopted the charter and are committed to improving outcomes for Care Leavers as reflected in the charter.

We Promise:

To respect and honour your identity

- We will support you to discover and to be who you are and honour your unique identity. We will help you develop your own personal beliefs and values and accept your culture and heritage. We will celebrate your identity as an individual, as a member of identity groups and as a valued member of your community. We will value and support important relationships, and help you manage changing relationships or come to terms with loss, trauma or other significant life events. We will support you to express your identity positively to others.

To believe in you

- We will value your strengths, gifts and talents and encourage your aspirations. We will hold a belief in your potential and a vision for your future even if you have lost sight of these yourself. We will help you push aside limiting barriers and encourage and support you to pursue your goals in whatever ways we can. We will believe in you, celebrate you and affirm you.

To listen to you

- We will take time to listen to you, respect, and strive to understand your point of view. We will place your needs, thoughts and feelings at the heart of all decisions about you, negotiate with you, and show how we have taken these into account. If we don't agree with you we will fully explain why. We will provide easy access to complaint and appeals processes and promote and encourage access to independent advocacy whenever you need it.

To inform you

- We will give you information that you need at every point in your journey, from care to adulthood, presented in a way that you want including information on legal entitlements and the service you can expect to receive from us at different stages in the journey. We will keep information up to date and accurate. We will ensure you know where to get current information once you are no longer in regular touch with leaving care services. We will make clear to you what information about yourself and your time in care you are entitled to see. We will support you to access this when you want it, to manage any feelings that you might have about the information, and to put on record any disagreement with factual content.

To support you

- We will provide any support set out in current Regulations and Guidance and will not unreasonably withhold advice when you are no longer legally entitled to this service. As well as information, advice, practical and financial help we will provide emotional support. We will make sure you do not have to fight for support you are entitled to and we will fight for you if other agencies let you down. We will not punish you if you change your mind about what you want to do. We will continue to care about you even when we are no longer caring for you. We will make it our responsibility to understand your needs. If we can't meet those needs we will try and help you find a service that can. We will help you learn from your mistakes; we will not judge you and we will be here for you no matter how many times you come back for support.

To find you a home

- We will work alongside you to prepare you for your move into independent living only when you are ready. We will help you think about the choices available and to find accommodation that is right for you. We will do everything we can to

ensure you are happy and feel safe when you move to independent living. We recognise that at different times you may need to take a step back and start over again. We will do our best to support you until you are settled in your independent life; we will not judge you for your mistakes or refuse to advise you because you did not listen to us before. We will work proactively with other agencies to help you sustain your home.

To be a lifelong champion

- We will do our best to help you break down barriers encountered when dealing with other agencies. We will work together with the services you need, including housing, benefits, colleges and universities, employment providers and health services to help you establish yourself as an independent individual. We will treat you with courtesy and humanity whatever your age when you return to us for advice or support. We will help you to be the driver of your life and not the passenger. We will point you in a positive direction and journey alongside you at your pace. We will trust and respect you. We will not forget about you. We will remain your supporters in whatever way we can, even when our formal relationship with you has ended.

Appendix 2: Children in Care and Care Leavers Delivery Plan 2018-19

Objective 1: Our Children and young people are respected and involved				
Strategy	What we will do	How we will achieve this	What else we need to do	How will we measure progress and achievement
<p>Ensure Looked After Children and care leavers are aware of their entitlements and know where to access information, how to seek advice and support and understand how to make a complaint.</p>	<ul style="list-style-type: none"> • Ensure staff have the knowledge, skills and commitment to engage and listen to looked after children and care leavers in effective ways appropriate to their age, ability and interests • Ensure we maximise the involvement of looked after children and care leavers in decisions made that affect them and provide feedback on any actions that are/are not taken as a result • Ensure We celebrate the achievements of all of our looked after children and care leavers 	<ul style="list-style-type: none"> • Looked after children are visited at least every 6 weeks (unless otherwise agreed as part of a permanence plan) and seen alone • Contact with care leavers is made at least every 8 weeks unless otherwise agreed • Looked after children and care leavers are active participants in their reviews and meet their Independent Reviewing Officer regularly and before each upcoming review • Providing a variety of ways for children and young people to express their views including independent advocacy and MOMO 	<ul style="list-style-type: none"> • Looked after children and care leavers engage in structured interviews at key points to evidence how they feel about the services they receive. Findings need to be systematically collected, collated and reported back to the Corporate Parenting Partnership to inform service development • We need to do more to ensure looked after children and care leavers maximise their take up of rights and entitlements through more accessible information available in a range of formats, including e-materials • Improve on evidencing how we have responded to a young person's views and the difference this has made 	<ul style="list-style-type: none"> • Children say they feel safe • Care Leavers say they feel supported in their own accommodation • There will be an increase in the of young people who use MOMO • All statutory visits are completed in timescale

<p>Ensure that young people who lack capacity or have communication barriers are supported as far as practicable</p>	<ul style="list-style-type: none"> • Undertake Mental Capacity Assessments on decision specific issues • Utilise necessary communication tools 	<ul style="list-style-type: none"> • Ensure Mental Capacity assessments are completed at the age of 16 where there is doubt about capacity and if necessary make an application to the Court Of Protection should they lack capacity to consent to their accommodation and care • Ensure key staff are trained to use PECS, Makaton and any other communication tool 	<ul style="list-style-type: none"> • We need to ensure that the views of the young people are at the heart of the LAC review process and sought in a timely and facilitative way 	<ul style="list-style-type: none"> • Staff will be confident that we have made every effort to ensure supported decision making and young people are involved as much as possible in decisions and make best interest decisions around their care • Applications will have been made to the Court of Protection to authorize any
--	--	--	---	--

				Deprivation of Liberty
Have a strong and active children in care council (one voice) which is able to help influence and shape the delivery of services through direct access to Senior Officers of Children's services	<ul style="list-style-type: none"> Ensure the Council and its partners support One Voice and our wider children in care council activities and deliver against the commitments made in our care pledge and the care leavers charter 	<ul style="list-style-type: none"> Regular meetings of One Voice Attendance at One Voice by Senior officers Attendance at Overview and Scrutiny Committee by One Voice Members Looked after children and care leavers are regularly involved in the recruitment and interview process for children's social care staff 	<ul style="list-style-type: none"> Increase the membership of One Voice by ensuring all Looked after young people and carers are aware of the purpose and function of the group Continue to develop our approach to participation and engagement, raising awareness and building capacity across services so that we can hear and respond to the voices and views of children, young people and their 	<ul style="list-style-type: none"> More young people and care leavers will attend One voice on a regular basis Feedback from One Voice via regular meetings with Leadership Team. Twice yearly visits to Corporate Parenting OSC
Objective 2: Our placements are safe and meet the needs of our Children and Young People				
Strategy	What we will do	How will we achieve this	What else do we need to do	How will we measure progress and achievement
We will ensure that we have a range of placements available for our children and young people and that there will be minimum placement	<ul style="list-style-type: none"> Implement a sufficiency strategy to help deliver improved options for looked after children and care leavers 	<ul style="list-style-type: none"> Recruitment and retention of foster carers Maximise permanency for children in care so as to ensure that where 	<ul style="list-style-type: none"> Sufficiency is a significant challenge for us and we have recognized the need to develop our placement offer, ensuring fostering, 	<ul style="list-style-type: none"> There will be better placement choice for children and young people

<p>moves for any looked after child</p>	<ul style="list-style-type: none"> • Placement changes are kept to a minimum • Ensure children’s plans are robust, with a focus on permanence • Ensure looked after children and care leavers have a variety of ways to express any concerns they have about their placement and that these are acted on promptly 	<p>possible and appropriate, children in care are provided with stable placements via adoption or long term/permanent fostering</p> <ul style="list-style-type: none"> • Drift is avoided by having a robust permanency planning process • Work with commissioning to source any external placement requests • Social workers or managers visit placements, including residential before moving children to ensure the quality of the service they offer • Visit placements every 6 weeks (unless otherwise agreed as part of a permanence plan) • A clear escalation process is in place to ensure the IRO’s can bring concerns about a placement to the attention of a manager in a timely manner 	<p>residential, edge of care, leaving care and commissioned services drive the sufficiency agenda to improve the choice and range of placements</p>	<ul style="list-style-type: none"> • The number of staying Put arrangements will increase • New supported accommodation model will be implemented in July and reviewed every 6 months • Monthly multi disciplinary supported accommodation panel will monitor placements and outcomes of young people • Placement moves and length of time in placement will be reported monthly to the management team and annually to the Dfe • Monitor and report on the permanence plans for children
---	--	--	---	--

<p>For those who are eligible for Adult care and support under the Care Act 2014 their foster placement will become a Shared Lives placement, in line with best practice guidance (if this is the wish of the young person)</p>	<p>Determine eligibility around the age of 17 to ensure young people and carers are clear about the pathway for support</p>	<ul style="list-style-type: none"> • Independent advocacy is available to all young people • Concerns and complaints are responded to promptly • Performance reports will demonstrate placement stability, permanence planning and highlight areas for improvement • Referring LAC young people with disabilities to the Transitions Team at the age of 16 to undertake assessment process 	<ul style="list-style-type: none"> • Ensure that every young person who is eligible for adult care and support completes a My Home Form to inform future housing needs to the Accommodation and Support Group (Adult social care) 	<p>and young people to ensure there is no drift and delay</p> <ul style="list-style-type: none"> •
<p>Objective 3: Positive Relationships and Identify</p>				
<p>Strategy</p>	<p>What we will do</p>	<p>How will we achieve this</p>	<p>What else do we need to do</p>	<p>How will we measure progress and achievement</p>
<p>Children and young people are supported to maintain, build and sustain positive relationships with others including their birth</p>	<ul style="list-style-type: none"> • Children and young people (where appropriate) will be enabled to sustain family relationships with parents, siblings 	<ul style="list-style-type: none"> • Where possible placements are local and friendships are encouraged • Extended family are always considered as 	<ul style="list-style-type: none"> • Increase numbers of local, available placements in order for young people to maintain links and retain relationships 	<ul style="list-style-type: none"> • All age appropriate LAC are involved in their reviews and feel able to contribute if they want to

<p>families, siblings, carers and their peers.</p> <p>Children and young people know who they are, why they are in care and understand their heritage. They feel valued by others and their individual needs are understood and met.</p>	<p>and extended family in a safe and positive way</p> <ul style="list-style-type: none"> • Children will understand why they are in care and life story work will be undertaken to support them and help them make sense of their need to be looked after • We will value all young people and their individual needs arising from race, culture, religion, sexual orientation or disability will be understood • Children and care leavers will have opportunities to participate in a range of activities, including arts and cultural events, sporting activities and drop in events to support with independence • Children and young people will have access to specialist support if required to ensure needs are met • Children and young people will be encouraged and have 	<p>part of the planning process and children are placed with extended family when it is safe to do so</p> <ul style="list-style-type: none"> • Wherever possible children and young people will remain in the same school or education provision • A permanency planning process ensures that early decisions are made and any drift is avoided • At the point of placement, a matching process is in place to try and minimise placement moves. Where there is not the same cultural match, support is given to ensure close cultural links are maintained • A variety of activities are provided throughout the year for looked after children and care leavers • MAX and leisure cards are provided to 	<ul style="list-style-type: none"> • Ensure young people placed at a distance have equivalent access to leisure and cultural activities as their peers • Continue to invest in life story work to reflect the story of the child and help them understand their experiences and background • Obtain as much information as possible from parents, birth family and friends at the earliest stage of Children's services involvement • Improve the offer from our partners in leisure, arts and culture to enable care leavers to access facilities in the same way as looked after children can 	<ul style="list-style-type: none"> • All LAC and Care Leavers feel listened to
--	--	--	---	---

	opportunities to develop strong peer relationships	young people and foster carers to support visits to a range of cultural venues and leisure facilities		
Objective 4: Our Children and Young People will be supported to improve their physical, emotional health and wellbeing				
Strategy	What we will do	How will we achieve this	What else do we need to do	How will we measure progress and achievement
<p>Our children and young people will be encouraged and supported to choose healthy and active lifestyles. They will have access to health services/interventions as identified within their health plan including those associated with additional needs or disability</p> <p>LAC, birth parents, foster parents and birth siblings have access to free leisure facilities</p> <p>Young people who have Learning Disabilities will be referred to the</p>	<ul style="list-style-type: none"> • The health needs of children and young people will be assessed and reviewed in a timely way • Children and young people looked after will have access to health services/interventions as identified within their health plan those related to additional needs or disability. • Children and young people will be supported in all areas to choose healthy and active lifestyles. • Children and young people will have access to information on the risks of alcohol, substance misuse, 	<ul style="list-style-type: none"> • All young people coming into care will have a health assessment with a medical practitioner within 20 days. 100% of health plans and health needs, will be reviewed 6 monthly for children under 5 and annually for children age 5 – 18 • Children and young people in need of additional emotional support will have their needs assessed and will be directed to the appropriate service to achieve emotional 	<ul style="list-style-type: none"> • Health services (CCG & specialist commissioned health services) to work with public health to complete a Health Needs Assessment of the Gateshead LAC population. • Improve the health offer to care leavers • Health information is available for every child and young person to ensure continuous engagement with the health services they require, particularly in times when there is a change in placement or changing circumstances. 	<ul style="list-style-type: none"> • Health needs assessment completed by April 2019 and any gaps in service provision and priorities identified • Timely access to mainstream and health services which meet their needs. • Timeframes for health assessments will be performance managed to achieve the national standard. • Actions on health plans are monitored within the care plan review process to ensure health outcomes are achieved.

<p>Community Learning Disability Adult health team for assessment, with their consent, via the Health/Transitions panel</p>	<p>smoking, sexual health and sexual exploitation. Those identified at risk will be offered support through specialist services.</p> <ul style="list-style-type: none"> • Health outcome targets will be met for Looked After Children • Looked After Children are consulted on evaluation and improvement plans for health services they are engaged with. 	<p>stability, resilience and self confidence</p>	<ul style="list-style-type: none"> • Identify additional support/interventions which help a child/young person's emotional wellbeing and promote resilience and give opportunities to facilitate this e.g. emotional health and wellbeing apps sport, hobby, musical instrument, guides, cadets etc • Promote understanding of the link between positive physical health and emotional wellbeing with stability in school, placement and family. • Ensure that we are building the skills and experiences within our own professional networks to support children/young people's emotional stability and identify the times and challenges when more support is needed i.e. anniversaries. • Responsive access to a range of counselling and therapies, if necessary, according to 	<ul style="list-style-type: none"> • Report on the views of young people relating to how their health needs are being met and their view of the services and the interventions they receive. • Score card to be developed to capture the key elements relating to the health of Looked After Children to allow identification of areas requiring strengthening and to track improvements.
---	---	--	---	---

			<p>needs to ensure proactive support as opposed to 'reactive treatment'</p> <ul style="list-style-type: none"> Local CAMHS services have a pathway for looked after children to ensure they have their emotional health needs assessed and met with outcomes measured and reported. 	
Objective 5: Our children and young people are encouraged to reach their educational, employment and training potential				
Strategy	What we will do	How we will achieve this	What else we need to do	How will we measure progress and achievement
<p>We will support all Looked after children to attend an appropriate education resource that helps them achieve their potential</p> <p>We will support and encourage all care leavers to attend education, employment or training</p> <p>We will have high aspirations for all of our looked after children and care leavers</p>	<ul style="list-style-type: none"> Ensure that all children have an effective, high quality personal education plan (PEP) Monitor children's attainment and progress and respond according to individual or group need. REALAC support Year 9 and Year 11 transitions to ensure pupils have the ambition to access college places. Post 16-18 REALAC prioritise student reviews in college to 	<ul style="list-style-type: none"> The Virtual Head has effective monitoring and tracking systems to evaluate progress and achievement and plans interventions to address emerging themes Children and young people's academic progress and attainment is analysed and monitored via their looked after reviews and PEP meetings 	<ul style="list-style-type: none"> Continue the focus on improving the offer to looked after children and care leavers aged 16-25 Support the development of work experience and shadowing opportunities within the council Offer work experience placements specific to the young person's interests through Pathways to Work (is this right) REALAC and Voiceworks Project for 	<ul style="list-style-type: none"> There will be an increase in the number of Apprenticeships offered to LAC and Care Leavers There will be a reduction in the number of NEET Pathway plans will demonstrate the ambitions we have for our care leavers

	<p>ensure they are on track on their courses.</p> <ul style="list-style-type: none"> • Raise awareness and train partners on the unique needs of looked after children and care leavers • Ensure the multi agency education, employment and training panel (EET) brings together expertise and resources to support looked after children and care leavers • Keep school moves to a minimum and where moves are necessary they are carefully planned and the most appropriate education provision is secured 	<ul style="list-style-type: none"> • Training including statutory support to designated teachers is delivered to a range of partners including foster carers and social workers on what works to support children's education • Looked after children and care leavers will have access to work experience opportunities and shadowing days both within the council and with partner agencies • Looked after children will be prioritised for careers advice, training and apprenticeships and career opportunities • The EET panel will monitor the progress and create opportunities for young people entering further education, 	<p>those with additional needs</p> <ul style="list-style-type: none"> • Work with all directorates within the council to improve the apprenticeship offer for looked after young people and care leavers • Ensure 100% of our looked after young people have a high quality PEP • Ensure looked after children and care leavers are aware of their entitlements to financial support to promote their education, training and employment aspirations 	<ul style="list-style-type: none"> • The Education, Employment and Training panel will monitor progress of young people • All Lac and care leavers will be able to articulate what financial support they will receive in relation to further and higher education
--	---	---	---	--

<p>Support LAC young people with additional needs to acquire paid employment and secure enterprise and volunteering opportunities</p>	<p>Identify those young people who are capable and wish to achieve paid employment and ensure they develop their employability skills</p>	<p>employment and training</p> <p>Young people will be given the opportunity to participate in social enterprises, work placements and conduct vocational profiling</p> <p>Gateshead Access to Employment Service (GATES) provides a supported employment programme to people with learning, physical disabilities, mental health or autism who have eligible needs under the Care Act 2014</p>		<p>ASCOF 1E indicator in Adult social care achieves employment target of 12% of service users in paid employment</p> <p>A strengthened pathway from education to work, with reduced reliance on social care services for young people with disabilities</p>
<p>Objective 6: Our young people moving into adulthood will be supported to achieve their full potential in life</p>				
<p>Strategy</p>	<p>What we will do</p>	<p>How we will achieve this</p>	<p>What else do we need to do</p>	<p>How will we measure progress and achievement</p>
<p>Our young people are supported into adulthood in a seamless manner and provided with</p>	<ul style="list-style-type: none"> Young people enter adulthood in a planned way, with a home to live in, the skills to look after themselves and the ability to earn a living 	<ul style="list-style-type: none"> A personal advisor will be allocated to eligible young people at the age of 16 who will work with the allocated social 	<ul style="list-style-type: none"> Begin preparation for independence at an earlier stage and for this to be built upon well before plans for moving are finalised 	<ul style="list-style-type: none"> Care leavers will all be provided with information booklet on support and entitlements prior to leaving care

<p>progressive and ongoing interventions</p> <p>We want our care leavers to be confident and be able to access support and ensure that young people are engaged in education, employment and training and have the opportunity to live successful adult lives</p>	<ul style="list-style-type: none"> • Ensure entitlements are made clear to care leavers 	<p>worker until the young person is 18. The personal advisor will remain involved until the young person reaches the age of 21 and continue to offer support until the age of 25</p> <ul style="list-style-type: none"> • The pathway plan will give clear expectations and identify people responsible to help young people prepare for adulthood and have the life skills to achieve a smooth transition into independence • Ensure all necessary information has been obtained for young people in a timely way e.g. birth certificate, NI number, bank account and health passport • Increase the accommodation offer and options for young people leaving care • Young people receive a health passport when they leave care. 	<ul style="list-style-type: none"> • Improve the quality of our pathway planning through having a quality assurance auditing process • Increase the contribution from our young people into their planning • Develop the multi-agency care leavers panel to monitor the progress of care leavers accommodation plans and identify any themes and gaps with the intention of improving service delivery and strengthening multi agency working • Improve the range and quality of placement provision for young people leaving care, including options for supported and semi-supported accommodation 	<ul style="list-style-type: none"> • Care leavers will participate in developing their pathway plans and pathway plan reviews • Supported accommodation model will be implemented and reviewed to ensure adequate and appropriate accommodation and support is available for all care leavers
---	--	--	--	---

<p>Provide opportunities for a seamless transition for young children who have eligible needs under the Care Act 2014 to transfer to adult services and either remain with foster carers under a Shared Lives arrangement or have a clear pathway to</p>	<ul style="list-style-type: none"> • Utilise the Transitions team to support the planning for young people from the age of 16, who may be eligible for support from adult services • Transitions team to determine eligibility by the age of 17 to establish lead roles and responsibility • Transitions team assessment to 	<p>This is a comprehensive summary of their health history and identifies support and services for adulthood; it includes current registration i.e. with GP and additional health service details. Care leavers also continue to have access to the Platform substance misuse service with a planned transition to adult substance misuse services at an appropriate point if required.</p> <p>Complete an Assessment under the Care Act 2014 Share findings and work together with LAC and carers to agree a post 18 pathway</p>		
--	--	---	--	--

alternative accommodation	determine accommodation pathway and ensure smooth transition from children to adult services			
Objective 7: Improve the role of the Corporate Parent				
Strategy	What we will do	How will we achieve this	What else do we need to do	How will we measure progress and achievement
Continue to improve outcomes for Looked After Children and care leavers via the further implementation of a corporate parenting and partnership approach to the development and delivery of services	<ul style="list-style-type: none"> • Ensure that at the core of everything we do is our understanding of our responsibility as a Corporate Parent • Elected members and council officers will take a lead role in raising awareness of the needs of children in care and care leavers with all council departments and partner agencies • Promote the role of elected members as corporate parents and ensure that appropriate mechanisms are in place by the Council to enable all members to fulfil their statutory responsibilities in this area 	<ul style="list-style-type: none"> • By attendance at the Quarterly meetings of the Overview and scrutiny committee • Training to be provided for elected members • Listen to what our young people are saying and use what we learn to improve services and outcomes • Regular updates to Senior officers within the council • Ensure senior officers act on their pledges 	<ul style="list-style-type: none"> • There needs to be an increase in the sense of corporate responsibility across all statutory agencies in the support for our looked after children and care leavers • Continue to develop the multi-agency approach to corporate parenting to become more effective in the delivery of the Corporate parenting plan • Raise awareness of all new staff employed by Gateshead with regard to their corporate parenting responsibilities 	<ul style="list-style-type: none"> • Evaluation from corporate parenting training events. • Minutes of Overview and Scrutiny Committees • Feedback from children in care and care leavers

This page is intentionally left blank

TITLE OF REPORT: Regional Adoption Agency

REPORT OF: Caroline O'Neill, Strategic Director, Care Wellbeing and Learning

Purpose of the Report

1. This document sets out the case for creating a new Regional Adoption Agency (RAA) to be named "*Adopt North East*" through combining the adoption services for the local authority areas of Gateshead, Newcastle upon Tyne, North Tyneside, Northumberland and South Tyneside, working in partnership with the Voluntary Adoption Agencies (VAA), After Adoption, ARC, Barnardos and Durham Family Welfare (DFW).
2. It describes how establishing a single agency will allow the five authorities to provide a more cohesive, efficient and effective use of resources and promote the development of practice to the benefit of children, adopters and others who gain from adoption services. It proposes a governance and operational financial model that set out how Adopt North East will work with its partners to deliver adoption services in partnership with VAA colleagues.
3. It is proposed that North Tyneside Council host the new adoption agency, with implementation costs met by a grant from the Department for Education.
4. This report also refers to aspects of delivery associated with a Joint Venture model. This has been done to provide the business context for the recommended hosted model.

Background

5. It is proposed that a new Regional Adoption Agency (RAA) is created through combining the adoption services for the Local Authority (LA) areas of Gateshead Newcastle, North Tyneside, Northumberland and South Tyneside. These agencies wish to build on the success of their existing services to improve performance in meeting the needs of those children who require permanence through adoption, by bringing together the best practice from each of these authorities and voluntary agencies through Adopt North East.

This document describes how establishing a single agency will allow these authorities to provide a more cohesive, efficient and effective use of resources and development of practice.

6. In June 2015, the Department for Education (DfE) published a paper '*Regionalising Adoption*' (1) setting out the proposals for the establishment of Regional Adoption Agencies (RAAs). The paper gave a very clear directive to local authorities that it was the expectation for all authorities to be part of a Regional Adoption Agency by 2020.
7. Funding has been made available from the Department for Education (DfE) as part of a national Regional Adoption Agency Programme, set out in legislation in the form of the Education and Adoption Act 2016 (2), which requires local authorities to combine their adoption services in Regional Adoption Agencies or be directed to do so if they do not choose to do so on a voluntary basis.
8. Through working in partnership with our Voluntary Adoption Agency (VAA) colleagues, the vision of the proposed RAA is to achieve 'Excellent adoption services that transform children's and family's lives for the better'.
9. A Project Board, Executive Board and workstreams have collaborated to produce the detailed set of Adopt North East proposals.
10. The initial preference was for a Joint Venture, however following extensive financial modelling, Directors of Children's Services (DCS) for the five Local Authority areas expressed the view that a host model should be the recommended delivery vehicle. Further to this DCS agreed to recommend the basis of a potential funding model for Adopt North East and that North Tyneside Council should act as the host Local Authority.
11. Work has involved extensive financial analysis, operational modelling, including options appraisals on finance, ICT, host suitability and estates.
12. Stakeholder consultation has been extensive and yielded intelligence and insights which have been incorporated into the planning of Adopt North East

Scope and Vision of the New RAA

13. Adopt North East will encompass the local authority areas of Gateshead, Newcastle, North Tyneside, Northumberland and South Tyneside. It is estimated that Adopt North East will initially place 143 children per annum.

Our Vision:

- Excellent adoption services that transform children's and families' lives for the better.

Our Objectives:

- We place all children in a timely way in high quality, successful, life-long adoptive placements which meet all their needs.
- Families and prospective adopters receive high quality experiences no matter where they live.
- Adoptive children and families receive the support they need for as long as they need it.
- Our skilled and dedicated staff are proud to work for the service.
- We achieve our objectives by working together in a spirit of collaboration, openness and co-production.

14. The implementation of the new RAA follows substantial project work undertaken since January 2016:

- Baseline of the current Adoption Service provided by 5 LAs. Includes extensive analysis of finance, historical and current spend/income, performance, staffing, pensions actuary report and ICT.
- Development of a Business Solution using the occupational expertise of staff from the local authorities, VAA's and stakeholders and externally commissioned support.
- Establishing local authority and VAA collaborative project, organisation and project governance arrangements. This includes the establishment of a RAA Project Board and Executive DCS Level Board. The board has membership from Assistant Directors of Children's Services or their equivalent and VAA reps from a senior management up to CEO level. A project team, comprising of a DFE sponsored coach, Project Managers and workstream leads has been supported by individuals with expertise of areas such as Adoption Journey (Service or Team Managers of Adoption Services), Finance (Finance leads), Human Resources, Legal, Information Technology and Estates, Communications and Engagement. All workstreams have had strong representation from all of the five Local Authorities involved in the project.
- Continued and ongoing stakeholder engagement and involvement has been a strong feature of this project and included surveys, staff newsletters and face to face engagement events. Consultation events have been held with relevant stakeholder groups. These have included adopters, birth parents, children and young people affected by adoption; staff; and partners in health and education. After Adoption have led on adopter and adopted children consultation and video feedback provided to the Board;
- Elected members and portfolio holders have been consulted in all five local authorities and reports previously provided to Cabinet
- Options appraisal and evaluation of delivery model options, including obtaining

independent external legal advice on the Joint Venture and Host options;

- HR advice and support on the different approaches available in relation to workforce reorganisation such as secondment approaches and TUPE transfer.
- Process maps have been developed with an optimized journey for adopters and children produced to guide the construction of an improved business model and baseline statistical data has been obtained to inform the development of a business operating model.

Proposal

15. The Local Authorities (LAs) involved will commission the delivery of adoption and adoption related services from Adopt North East. To this end they have considered which of the following strategic delivery options for Adopt North East might be appropriate for this purpose. The options that have been considered are:
 - Option 1 - A single LA hosting on behalf of the other LAs
 - Option 2 - A Joint Venture between the LAs – a Local Authority Trading Company (JV/LATC)
 - Option 3 - A Joint Venture between the LAs and VAAs – creating a new VAA
 - Option 4 – Outsourcing service delivery to an existing VAA
16. The Options Appraisal methodology utilised the recommended approach by the DfE and has been used by projects throughout the Regionalising Adoption Programme. Project Board members from each agency individually evaluated the four options against a set of criteria considering:
 - 1) **Desirability** i.e. How well the delivery model would promote the objectives and priorities of adopters and adoptees and help meet key outcomes (feel safe, live fulfilling lives, be healthy, have a voice, reach their potential and be resilient;
 - 2) **Feasibility**, that is the extent to which each option could be implemented within required timelines and budgets and allows for an appropriate level of ownership, involvement and control of the partners;
 - 3) **Viability**, the extent to which the model demonstrates financial and operational sustainability.
17. The initial Options Appraisal indicated that Options 1, 2 could be considered as possible options. Other options were not considered appropriate for the following reasons:
 - Option 3: A Joint Venture between the LAs and VAAs – essentially this was dismissed as an option for two reasons, firstly there being no appetite within the VAA partnership to become involved in such an enterprise. Secondly, there was also significant concern expressed by local authority partners about sharing

control of any such JV entity with VAAs whilst being fully funded by local authorities.

- Option 4: Outsourcing service delivery to an existing VAA – as above there was no appetite from VAA's to take on this role. There are in fact very few such arrangements nationally.
- A VAA inspired “blind matching” model – this was proposed after the work nationally was underway and was supported by CVAA. It was intended to manage matching both in terms of the child's best interest but also in terms of a level playing field for VAAs in the market place. This was less a model rather than strategic issue and although getting matching right is critical it says little about the type of legal entity being established or the need for viable financial control and sustainability for local authorities as they deliver Adopt North East.

18. Further independent legal advice was obtained on Options 1 and 2 and presented to Local Authority RAA Board members and their Local Authority legal officers.
19. Financial modelling has been carried out on Option 1 (LA hosted model) and Option 2 (JV/LATC). Although the original result of the Options Appraisal exercise had indicated the Option 2 JV/LATC model could potentially provide greater flexibility and ability to innovate in a business sense, as the financial modelling progressed it became clear that concerns around the financial robustness of this model might mean that LAs would be creating a less affordable model than was originally anticipated. As a result, this business case examines both a JV/LATC and a Hosted model, in particular in relation to financial outcomes, with the cabinet being asked to agree a hosted model recommendation.
20. More broadly, when reviewing the options, Board and Executive Board (DCS's) considered ease of implementation issues as important as well as the critical financial differentials between the two approaches. A pensions actuarial assessment was commissioned and demonstrated no significant difference financially between hosting and a JV/LATC. However, recoverable VAT established a clear and significant financial difference between the two options with the host model assessed as significantly more efficient in this regard. In relation to ease of implementation generally, including commissioning, governance structures, establishing a new legal entity and practice improvement there was no critical difference associated with either option although it was considered an advantage in terms of the sense of felt ownership that Adopt North East be located within one of the LAs.
21. Following a comprehensive financial analysis the RAA Executive Board met and agreed that the delivery model would be Hosted and that North Tyneside Council was identified as the potential host authority.

Strategic Benefits

22. The key aim in combining services to create a single Regional Adoption Agency is to achieve better outcomes for all children and young people with adoption plans in the region. LAs will come together and combine adoption services into a new regional agency to benefit children and their adoptive families, with larger operating areas giving a wider pool of adopters and children, more effective matching and better support services, with the potential for efficiencies and improvements at scale.

Recommendations

23. It is recommended that Cabinet:
- (i) Note the progress undertaken with respect to the proposal for the adoption services of Gateshead MBC, Newcastle City Council, North Tyneside Council, Northumberland County Council and South Tyneside Council to be combined to create a Regional Adoption Agency to be known as “Adopt North East”;
 - (ii) Note that the preferred business model for “Adopt North East” is a local authority hosted model which will operate through the delegation of the Constituent Councils’ adoption functions to a host local authority pursuant to Sections 9EA and 9EB of the Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012;
 - (iii) Note the proposal for North Tyneside Council to act as the Lead and Host Authority for “Adopt North East” and that it is proposed that the new arrangements will commence in early December 2018;
 - (iv) Note the draft summary Business Case associated with the delivery of “Adopt North East” and the associated funding proposals;
 - (v) Authorise the Authority to consult jointly with the other participating authorities, on the proposals for “Adopt North East” with the relevant stakeholders as set out in the report; and
 - (vi) Note that a further report will be submitted to Cabinet in September 2018 seeking final approval of the proposals following the receipt and analysis of the consultation exercise and the finalisation of the Final Business Case and agreement of appropriate Heads of Terms for a legal agreement to be entered into by the Constituent Councils.

For the following reason:

- Option 1 is recommended as this option meets the requirements being place on the Authority by the Government in relation to the regionalisation of adoption services and is the most financially and legally efficient available option.

Policy Context

1. Adoption Services

The Government has signaled a clear intention that by 2020 all local authorities will be part of regional agencies. The Education and Adoption Act 2016 makes provision for the Government to direct a local authority to have its adoption functions carried out on its behalf by another authority or adoption agency where such provision has not already been made by the Authority.

The provision of an adoption service is a statutory requirement and the Council is required to monitor the provision of adoption services.

The Adoption and Children Act 2002 provides the structure for an adoption service. Under section 3 of the Adoption and Children Act 2002, each Council must continue to maintain within its area an adoption service designed to meet the needs of children who may be adopted, their parents, natural parents and former guardians.

These services are referred to as the 'adoption service', meaning either a local authority or a registered adoption society (section 2(1) of the Adoption and Children Act 2002).

2. Delegation of Functions

The development of Adopt North East will not absolve each local authority of its statutory responsibilities, but will allow for certain functions to be delegated to facilitate the operation of a regional adoption agency model. Legal Services representatives from each of the five local authorities are engaged in a work stream to assist with developing the legal framework for the design and delivery of the new service, and independent legal advice has been sought to help inform discussions about potential delivery models for the new agency.

3. The Local Perspective

The statutory functions required of local authorities in respect of adoption are provided by each of the five local authorities within their own geographic areas.

It is envisaged that by joining the five local authority services together within Adopt North East and working more closely with VAAs, this will enable efficiencies to be achieved and improvements to services for all those affected by adoption.

In terms of recruiting adoptive parents, all the agencies are currently competing with each other. There is a duplication of effort and associated costs with the risk that

some people wanting to be considered as adoptive parents are confused about where and how to proceed with their enquiry. Adopt North East will have a single point of contact for prospective adopters, reducing the current fragmentation of services. Similarly, a single point of entry to the adoption service regionally will improve access to adoption support services for adoptive families, and also for adopted adults and birth family members, who have a statutory entitlement to receive a service

4. **Governance**

There are two possible options to the hosted model:

- (a) the delegation of functions to a local authority; and
- (b) delegation of Function to a Joint Committee.

Final recommendations regarding Governance of Adopt North East will be included in the report to cabinets in September.

Background

5. **Operating Model**

Services in scope of the Adopt North East

The target operating model for the Adopt North East has scoped its role in the delivery of the following main services across the five LA's:

- Recruitment and Assessment of prospective adopters;
- Matching and Placement – to match prospective adopters with children in need of adoption
- Post placement and post Adoption Order support (3 year rule)
- Support and advice to all affected by adoption
- Develop and manage all forms of post adoption contact (Post Box) between adopted children and their birth families
- Step Parent Adoption
- Inter-country Adoption

Services not in scope of Adopt North East

Special Guardianship Orders (SGOs), assessment and post order support for Special Guardians are not in scope for Adopt North East.

Overview of the proposed Adopt North East organisational structure

Extensive work has been undertaken regarding the Adopter Journey with stakeholders including Service Managers, Assistant Directors of Children's Services and HR leads, estimates, in broad terms, that 50 FTE staff, will be required as part of Adopt North East to deliver these services across the LA boundaries of Gateshead, Newcastle, North Tyneside, Northumberland and South Tyneside.

The current adoption staff cohort across the four LA's who are potentially in scope of a TUPE transfer have been matched against the potential requirements in Adopt North East. The host LA Adoption staff will not be subject to a TUPE transfer. Our understanding is that there will be jobs for all of the current staff in scope of a transfer albeit they will be organised differently.

Three new roles would be created in the establishment of the new organization including:

- Head of Service
- Finance and Operations Manager
- Trainer

Other roles within Adopt North East relate to team management, social workers, a social services officer and administration support staff will be included in the organisation. In designing the organisational structure, there has not been a simple consolidation of the post types and numbers of the current 5 LAs Adoption services, but the structure has been designed and shaped to maximize the journey outcomes for children and prospective adopters. The operational staff numbers have been determined to meet the current demand and to ensure the ability to deliver and sustain practice improvement for the benefit of children, adopters and those affected by adoption.

6. **Business Model and Financing Options**

The RAA Board commissioned Aleron and another local consultant with expertise in Children's Services finance to assist in the development of the proposed business model for the RAA, with the result suggesting an indicative cost for the RAA of £3.2m per annum.

Four financing options were then modelled by the Finance workstream, where each LA:

1. Does not participate in an RAA, and risks paying the equivalent of the inter-agency fee per adoption by joining an RAA at a later date.
2. Takes a stepped approach, to pay current level initially with a view to move to a standard unit cost model over a three year period.
3. Pays a standardised unit cost per adoption.
4. Pays current level for the next 2 years, with a further review of the financing options undertaken at that point.

Directors of Children's Services from each Local Authority reviewed each of the options and have agreed in principal to recommend option 4. This model is to share the cost of the RAA based on each authority's proportion of the current overall cost of provision.

There are a number of assumptions to note in the proposed Business Model, including:

- The RAA will generate income from selling 25 adopters each year;
- There will be no redundancy costs;
- All set up costs (including ICT requirements) will be fully funded from the DfE implementation grant;
- The cost of purchased placements is included, but assumes that the inter-agency fee will be passed onto the relevant authority;
- Income generated from selling adoptive placements to other LAs outside of the RAA area, is retained by the RAA.

Financial Analysis still to be completed

Work is ongoing to complete a full financial appraisal of the option for North Tyneside Council to host the RAA, and to finalise the funding commitment of each participating Local Authority. There are a number of considerations to be finalised, which could potentially impact on the overall cost of the RAA:

- Confirmation of ICT costs
- Confirmation of premises
- Review of the proposed staffing structure
- Financial risk analysis for North Tyneside Council as host authority
- Review of post adoption support costs, and implications of any change to the Adoption Support Fund (ASF)
- Agreement of apportionment of share of any surplus/deficit
- Review and standardisation of post adoption means tested allowances across participating authorities

Financial Assessment

The Finance workstream consists of representatives from each of the five local authorities.

Costs 'in scope' include:

- Staffing costs directly related to the adoption service
- Non-staffing/running costs
- Corporate Overheads
- Cost of purchased placements/inter-agency fees
- Post adoption support, including staffing costs and commissioned services

Costs 'out of scope' and therefore not reflected in the gross cost shown below, and assumed to be retained by individual authorities are:

- Post adoption financial support (allowances)

Commissioned post adoption therapeutic support, that exceeds the £5k funding limit imposed by the Adoption Support Fund (ASF)

The direct financial implications of the RAA on the Authority are in the process of being identified as a part of the development of the final business case. The RAA Project Board have been working closely with the Authority to develop the business case based on the proposal that North Tyneside Council is the host and lead authority for the RAA.

The final business case will detail the financial, human resources and asset management matters that will need to be brought to Cabinet's attention when it makes a final decision on this matter.

Consultation

7. Stakeholder Engagement

Engagement with stakeholders is an integral part of the Regional Adoption Agency project. Engagement events have taken place with over 250 participants from stakeholder groups including - adults, children and young people affected by adoption; adopters, LA staff within Gateshead, Newcastle upon Tyne, North Tyneside, Northumberland and South Tyneside and VAA staff from ARC, DFW, AA and Barnardo's, partners in health – CCGs; education via Virtual Heads; and the court service. Engagement events have been held since February 2016 and continued stakeholder involvement has taken place through web based surveys, staff newsletters and face to face events. Elected members and portfolio holders have been consulted in all five local authorities. This report follows on from an earlier agreement by Cabinet's in 2017 on the development of a Regional Adoption Agency (RAA) with partners under the working title of "Adopt North East".

Some key topics raised by stakeholders have been referenced earlier in the document in "The Local Perspective". The importance of transparent, open and inclusive communication and engagement throughout the project has been evident in the various engagement and workshop activities that have taken place. Details of which are contained within the Integrated Impact Assessment/Equalities Impact Needs Assessment document.

Ongoing stakeholder engagement and feedback are included in plans for the implementation phase of the project. Going forward, as well as having the appropriate governance arrangements in place, there will also continue to be a Communications and Engagement workstream and plan to ensure continued effective engagement with various stakeholder groups including LAs Children's Social Care staff, service users and partners

These proposals build on feedback received from adoptive parents as part of Adopt North East stakeholder consultation and some excerpts from the consultation conclusions are set out below for illustration:

"A key message within parental feedback included the benefit of having one key/main worker involved in the oversight throughout the whole adoption process."

“The general consensus included that many parents felt they have received a lot of information around the issues that can be faced by adopted children and children in the care system, however there was greater need for more information with regard to how this can impact the child later in life and how parents can manage and support the child effectively.”

“A key message given from participants highlighted the need for greater focus on post adoption support for parents, with parents identifying that this needs to be of ‘high quality’ and ‘long term’. Parents highlighted the need for preventative post adoption support and earlier interventions rather than allowing situations to escalate and require crisis intervention,”

“Parents highlighted the importance and benefit of the Adoption Support Fund, however many commented that some social work teams do not know the full range of services that could be accessed via the ASF.”

“Parents also highlighted that the regional adoption agency should prioritise ensuring the access to services is experienced in a seamless and effective way to all adoptive children, parents and families that require support. ‘Too much bureaucracy’ was highlighted as a substantial barrier to a timely and successful adoption journey.”

“A vital message within the feedback received included the need for a ‘one point’ service that can be accessed by parents advising of all ranges of support available to them and how this can be accessed. In addition, parents added that they felt access to services should be made a clearer process, with some commenting on their frustrations around being ‘passed from pillar to post’.

It was felt that a regional adoption agency should give clarity to families of the support available, with regular timely updates of information of all services that may be beneficial to them. In addition, parents felt that they should be encouraged to feel confident enough to access support as early as possible, with some suggesting that this message should be outlined throughout the initial stages and beyond.”

Combining services should ensure that management overheads and fixed costs will be reduced over time. The new regional service will allow for the more efficient use of staff time, for example more flexible and responsive training as part of the assessment process. Adopt North East will deliver training courses across the whole area resulting in economies of scale and more timely access to training courses for prospective adopters.

It will no longer be necessary for the five Local Authorities to retain their individual Adoption Panels, but each will continue to have a designated Agency Decision Maker for considering and agreeing the plan that a child should be placed for adoption and approval of the match.

Being more strategic in terms of recruitment will also widen the diversity and choice of potential adoptive families for children. This will be of particular value in delivering the benefits of improved early permanence planning and matching panel practice. The

whole journey model developed during the scoping period is built on the “best practice” from the five LAs adoption services and will continue to be reviewed throughout the first year of operation as the evidence of LA practice and Adopt North East impact emerges.

8. The Cabinet Member for Children and Young People has been consulted.

Alternative Options

9. Not being part of the Project:

Any future difference in opinion across the LA's as to the role and scope of Adopt North East and future governance arrangements could delay implementation. There is a risk to the Local Authority if it fails to join a regional agency. This would include central government directing how and by whom its service would be delivered.

The formation of Adopt North East may have an adverse impact upon the adoption activity and finances of LAs who are situated geographically close but outside of the Adopt North East area. For example, any difficulty in recruiting adopters who are over time expected to be interacting more closely with their regional agency, may as a consequence lead a LA to buy from the market at a higher cost than previously generated 'in-house' adopters.

Current levels of income generation through the selling of adopters may be at risk as the market adapts to the presence of a regional agency and these agencies expand the number and percentage of placements delivered 'in-house'. Essentially RAA's are almost certain to change market conditions and previous expectations regarding income generation for individual LA's are likely to significantly deteriorate.

LA's who are not currently involved within an RAA and will need to join an RAA at a later date risk having to negotiate terms of membership with an already established partnership who may be less responsive to their particular needs.

Commissioning Arrangements

10. The delivery of any service is underpinned by a range of support functions that seek to ensure that staff have the necessary infrastructure to undertake their role. From a practical perspective, it is anticipated that in most instances the host organisation will extend existing corporate services to meet need (eg IT support) and existing contracts and this infrastructure will be used to accommodate any extension or changes to service.

Further is being undertaken in relation to commissioning and post adoption support.

Project Management Approach

11. This section sets out the project organisation and actions which will be undertaken to support the achievement of intended deliverables. As part of Adopt North East initiative, project organisation and governance arrangements are already well established. It is expected that the project organisation structure will remain in

place, subject to modifications of project team members and resource allocation to the project work streams below:

12. Key roles in the project team:

Seconded Head of Service/Operational Workstream Lead

A seconded head of service will be explored to own the overall approach to project delivery and ensure that the project meets its objectives and expected outcomes. It is anticipated that the seconded Head of Service will work alongside the project team until a permanent appointment is made which will follow Cabinets formal approval of the formation of Adopt North East.

Project Team

The Project team is responsible for overseeing and managing the overall Adopt North East project plan on behalf of the seconded Head of Service to ensure that the desired project objectives are delivered.

Based on our previous experience of running similar projects we plan to utilise a work stream model across the following areas:

- Communications
- Finance
- Human Resources
- Information Technology
- Legal
- Operations
- Procurement/Commissioning
- Property/Estates

Each work stream will be led by North Tyneside officers who will be accountable for managing individual work stream project activities and ensuring the delivery of scheduled work stream outputs. Deliverables and accountabilities will be set out in individual work stream terms of reference.

We anticipate maintaining project governance through the **Management Board** (membership includes Director of Children's Services, Heads of Service, Project Management and Workstream leads).

A key area of activity role in the project will be change management. Our financial plan includes costs for **HR/Organisational Development work** to support the project team to be successful by building support, addressing resistance and developing the required knowledge and ability to implement the change (i.e. managing the 'people'

side of the change). Part of this task will be to work with the HOS and others to develop a Change Management Strategy.

Realising the Benefits of Adopt North East

13. Benefits expected to be realized through the project include:

- Improved timescales for adopter assessments
- Higher conversion rate from enquiry to approval of prospective adopters
- Wider diversity and choice of adoptive families
- More timely matching of approved adopters
- Improved timescales for placing children with their adoptive families
- Greater adopter engagement in service planning and delivery
- More extensive and consistent core offer re therapeutic training pre placement and post placement/Adoption Order
- Support improved skills and confidence to enable field Social Workers to earlier identify children with potential adoption plans and more children placed in Early Permanence placements (Fostering for Adoption or concurrency).
- Improved performance measurement and management across the service

Implications of Recommended Option

14. **Resources:**

- a) **Financial Implications** – The Strategic Director, Corporate Resources confirms there are no financial implications resulting from the decision to commission Adopt North East to provide adoption services for Gateshead. The financial modelling produced as part of the Business Case will ensure that each authority pays the same cost per adoption as it currently costs to provide, for at least the next 2 years. Following the 2 year period, a further review will be undertaken around the cost sharing modelling, with the expectation that it will yield savings for the Council. Combining services will ensure that management overheads and fixed costs will be reduced over time.
- b) **Human Resources Implications** - A work stream for HR has been established and representatives from the 5 LAs have been involved in the project to date. The HR work stream has considered the advantages and disadvantages of transferring staff under the Transfer of Undertakings (Protection of Employment) regulations (TUPE) or by using secondment arrangements. Due to the uncertainties and legal risks potentially of TUPE avoidance, the HR Workstream's recommendation is that secondments are not used in this manner and to undertake a TUPE transfer to Adopt North East. This has been accepted by the Board. A formal consultation process with individuals and recognised Trade Unions will need to be undertaken by all the partner employer(s) for all staff affected by the transfer; this will form part of this HR Work Stream project plan.

- c) **Property Implications** - The project team has been working with property representatives from all LAs to determine options on existing premises that may be available and suitable as a central location for Adopt North East operational base. Adoption team staff are currently located in multiple sites across the region. Balliol School site in North Tyneside will be the recommended accommodation option to be set out in the Adopt NE business case. The service covers a broad geographical area from south of the Tyne to the Scottish border and a high degree of mobile working is anticipated to make the most efficient use of staff time and accessibility for service users. It is also important that the main operational base provides a visible identity for the service, offer cost effective training venue as required and ensure a degree of separation from operational children's social work staff to ensure that birth parents and adopters are not put in difficult position of using the same facilities at the same time.

The relocation of in scope staff from their current working base to the recommended accommodation site will be required to meet the needs of the organisation as a regional agency.

15. **Data and Information** - Data and Information will be required for the day to day operation and management of Adopt North East. Management Information will be generated automatically from core systems where possible. Information is required to be presented to the Adopt North East Management team, Ofsted, Local Authorities including senior management teams and elected members, the Adoption Leadership Board, the Department for Education and other partners. Flows of data between partner LA's and Adopt North East are being considered and will be GDPR compliant.

The IT provision for Adopt North East will involve establishing a new Case Management System and related infrastructure.

16. **Risk Management Implication** – Moving to a RAA may lead to concerns that Adoption services will no longer be in control of individual LAs. Adopt North East will be formally constituted in such a way to ensure that LA's can exercise sufficient control of its activities. A related concern relates to the risk that a 'business as usual' approach may emerge driven by a single dominant LA culture 'inherited' by Adopt North East. This risk will be mitigated through the continuation of genuine partnership working and governance of Adopt North East focusing on the improvement and efficiency agenda.

Major reorganisation of adoption services in the region may have an impact on service delivery to children and adoptive families in the short term. To mitigate these risks, consistent and regular staff engagement events have been facilitated. Alongside more focused meetings for practitioners in specific areas of the adopter's journey, for example, recruitment, assessment, panel practice and post adoption support.

The development of North East wide adopter support groups, recruitment and panel approval functions prior to the official launch mitigates potential impact of implementation on service delivery. Performance measures aligned with the revised

operating model and regular monitoring arrangements will be established and monitored by the Board.

The organisational staffing levels proposed in this Business Case have been based upon actual demand experienced over the past three years, however because of the known difficulties in accurately predicting the numbers of children who are subject to a Placement Order there is a risk that suggested staffing levels might not be consistent with demand. Any significant variation in demand will be shared at Board level and responses agreed between the five local authorities.

Consultation feedback from adopters clearly raises the importance of getting post adoption support right, from the provision of comprehensive information at an early stage to a focus on the long-term impact of support needs. We will therefore endeavour to use staff capacity to develop a consistent, highly responsive offer in post approval support and post placement support to improve outcomes for children with a view to reducing placement breakdowns including in relation to later difficulties when adopted children reach their teenage years.

There is risk, even regionally, of not being able to recruit adopters able to meet the needs of the children waiting, leading to more interagency placements and financial viability issues. More coordinated and targeted recruitment activity is expected to address this.

- 17. **Crime and Disorder Implications** – There are no direct crime and disorder implications arising directly from this report.
- 18. **Health Implications** – There are no direct health implications
- 19. **Sustainability Implications** - There are no direct sustainability implications arising directly as a result of this report.
- 20. **Human Rights Implications** - There are no direct human rights implications arising directly as a result of this report.
- 21. **Equalities and diversity**

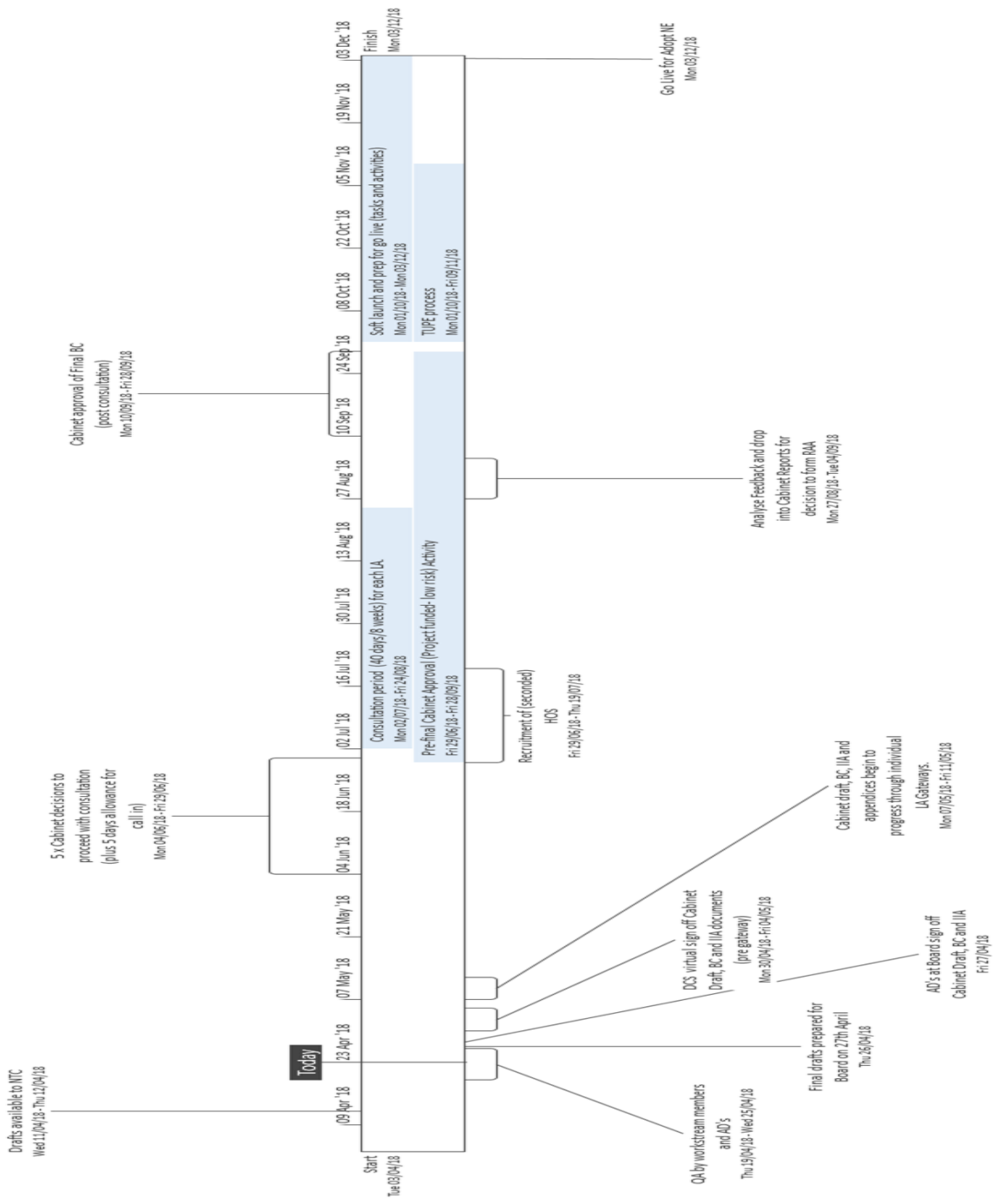
<p>Younger people and / or older people (age)</p>	<p>There is no upper age limit to adopt, although the applicant has to be physically and mentally fit to provide a high standard of care and in recognition of the life-long nature of adoption. The legal minimum age to adopt is 21. Children can be adopted up to the age of 18 (19 in exceptional circumstances) though adoption is usually only considered in relation to children under the</p>	
---	---	--

	<p>age of about 10. Moving to a RAA is expected to widen the pool of potential adopters particularly for harder to place children including those at the upper end of the usual age range to be adopted.</p> <p>Moving to a RAA will not change the current situation with regard to age with regard to other service users (adopted adults, birth parents, adoptive families) affected by adoption.</p>	
Disabled people	<p>Moving toward a Regional Adoption Agency will not have any actual or potential negative outcome with regard to disability</p>	<p>Disability is not a barrier to adopting. Any disability is assessed in terms of the potential impact of the applicant's ability to care for a child. This will not change with a move to a Regional Adoption Agency (RAA). From the perspective of children needing adoptive families, moving to a RAA will widen the pool of potential adopters for children with more complex needs including those related to a disability, as will the opportunity for more targeted recruitment.</p>
Carers	<p>Moving toward a Regional Adoption Agency is not seen to have any actual or potential negative outcome with regard to caring responsibilities.</p>	<p>Prospective adopters are considered on their capacity to care for a child and having a caring responsibility would not be a bar in itself to adopting.</p> <p>Setting up the local RAA will provide opportunities for positive benefits as the agency will be a specialist adoption agency with experienced staff who will be able to offer independent and more targeted support to birth parents in need.</p>
People who are married or in civil partnerships	<p>Moving toward a Regional Adoption Agency will not have</p>	<p>Those who are married may adopt as may those in civil</p>

	any actual or potential negative outcome with regard to marriage and civil partnership.	partnerships. There are no additional benefits or positives from moving to a RAA.
Sex or gender (including transgender, pregnancy and maternity)	Moving toward a Regional Adoption Agency will not have any actual or potential negative outcome with regard to gender.	Prospective adopters are assessed, irrespective of gender. Female and male adopters are considered and approved as single adopters or as a couple in a relationship. There are no issues with regard to gender in respect of services to other groups affected by adoption, for example, adopted adults & birth parents. Services are open to all, and this will not change with the creation of a RAA.
People's sexual orientation	Moving toward a Regional Adoption Agency will not have any actual or potential negative outcome with regard to sexual orientation.	Sexual orientation does not affect whether an applicant is approved to adopt or not. This will not change with the implementation of the RAA.
People of different races	Moving toward a Regional Adoption Agency will not have any actual or potential negative outcome with regard to race.	Considerable efforts are already made to attract prospective adopters from a wide range of cultural and ethnic backgrounds to reflect the diverse needs of children requiring adoption. A wider pool of prospective adopters and more targeted recruitment for children from different ethnic and cultural backgrounds is seen as one of the potential positive benefits from moving to a RAA.
People who have different religions or beliefs	Moving toward a Regional Adoption Agency will not have any actual or potential negative outcome with regard to religion or belief.	Applications to become adopters are encouraged from all religious and faith groups. Few birth parents are themselves of active faith backgrounds but where they are, we try to find families for their children, locally or nationally, to reflect their wishes. This will not change with the implementation of the RAA.

Adopt North East will bring the existing local expertise among managers and social workers together in respect of what makes a good match, for support plans to be realistic, meaningful and resources available as and when needed. The successful VAA led and Adopt North East PIF collaboration provides capacity and expertise in supporting the five LAs in their development of a consistent model of early identification of children with likely adoption plans

22. **Area and Ward Implications** - There are no direct area and ward implications arising directly as a result of this report.



This page is intentionally left blank

TITLE OF REPORT: Responses to Consultation

REPORT OF: Sheena Ramsey, Chief Executive

Purpose of the Report

1. To endorse the responses to the following consultations:
 - Transforming the Response to Domestic Abuse – Home Office – Appendix 1
 - Integrated Communities Strategy Green Paper – Gateshead’s Consultation Response – Appendix 2

Background

2. The background to the consultations and proposed responses are set out in the attached appendices.

Proposal

3. To endorse the responses set out in the attached appendices.

Recommendation

4. It is recommended that Cabinet endorses the consultation responses set out in the attached appendices.

For the following reason:

To enable the Council to contribute responses to the consultation.

CONTACT: Kevin Ingledew extension: 2142

This page is intentionally left blank

Home Office Consultation – Transforming the Response to Domestic Abuse

Consultation Response on behalf of Gateshead Council

Purpose of Report

1. The purpose of this report is to retrospectively seek endorsement from Cabinet in relation to the Council's response to Government's consultation "Transforming the Response to Domestic Abuse" that was published in March 2018.

Background

2. We know domestic abuse can have a devastating and lasting impact on victims, their children, their families and the communities in which they live. By responding proactively to this consultation, we are helping to shape the national response to raising awareness of domestic abuse, supporting victims as well as ensuring that effective measures can be implemented to ensure perpetrators are stopped at the earliest possible opportunity.
3. The consultation sets out the Government's proposed approach to dealing with domestic abuse – which it seeks to address it at every stage (from prevention through to rehabilitation) and reinforces the Government's aim to make domestic abuse 'everyone's business'.
4. The consultation is wide-ranging and seeks views on both legislative proposals for a landmark Domestic Abuse Bill and a package of practical actions/interventions that can be implemented to tackle domestic abuse. Views were sought against the following four themes with the central aim of prevention running through each:
 - promote awareness: to put domestic abuse at the top of everyone's agenda, and raise public and professionals' awareness
 - protect and support: to enhance the safety of victims and the support that they receive
 - pursue and deter: to provide an effective response to perpetrators from initial agency response through to conviction/management of offenders, including rehabilitation
 - improve performance: to drive consistency and performance in the response to domestic abuse across all local areas, agencies and sectors.
5. There were a total of 64 separate questions to consider as part of the consultation (<https://consult.justice.gov.uk/homeoffice-moj/domestic-abuse-consultation>) which were submitted via the online portal in May 2018 – a copy of the questions and the response is attached as Annex A.

Consultation

6. The response to the consultation has been produced following consultations with partner agencies who are represented as part of the Domestic Abuse Executive Forum, which is a formal sub-group of Gateshead Community Safety Board. The Forum includes representatives from both statutory and non-statutory agencies, a range of internal Council services as well as voluntary sector organisations. The Office for the Police and Crime Commissioner and Chair of the Community Safety

Board were also contacted as part of the response along with Communities, Children and Adults Portfolio Holders. In addition, a range of specific examples were also sought from the Independent Domestic Violence Advisers service, who are the local domestic abuse specialists within Gateshead.

Alternative Options

7. Gateshead Council could choose not to respond to the consultation. However, by not submitting a formal response, the Council would miss a potential opportunity to help shape and influence the way in which domestic abuse is potentially to be combatted in the future.

Implications of Recommended Option

11. **Resources:**
 - a) **Financial Implications** – There are no financial implications arising directly from this report.
 - b) **Human Resource Implications** – There are no human resource implications arising from this report.
 - c) **Property Implications** – There are no property implications arising from this report.
12. **Risk Management Implications** – There are no risk management implications directly arising from this report.
13. **Equal Opportunities Implications** – There are no specific equal opportunities implications directly arising from this report, however – although it is an issue that is unrestricted by age, gender, sexual orientation or background, it must be recognised that domestic abuse has a disproportionate impact upon females.
14. **Crime and Disorder Implications** – The introduction of the measures outlined within the consultation may improve our partnership response to domestic abuse – and may subsequently generate improvements in perceptions of safety amongst individuals impacted upon by domestic abuse.
15. **Health Implications** – There are no direct health implications arising from this report; however, it is well documented that domestic abuse has a negative impact upon the emotional and physical wellbeing of those experiencing it.
16. **Sustainability Implications** – There are no sustainability implications directly arising from this report.
17. **Human Rights Implications** – There are no implications directly arising by responding to the consultation.
18. **Area and Ward Implications** – The consultation applies to all wards and localities throughout Gateshead.

Background Information

19. The following background papers were used in preparing this report:

- Community Safety Board – Partnership Plan
- Community Safety Board – Strategic Assessment
- Community Safety Board – Domestic Abuse Strategy
- Transforming the Response to Domestic Abuse – Consultation Paper
- Violence Against Women and Girls Strategy – Regional/National

ANNEX A: Gateshead Council Response to "Transforming the Response to Domestic Abuse" – Government Consultation

Chapter 1: Promoting Awareness of Domestic Abuse

Question 1:

Do you agree with the proposed approach to the statutory definition?

- **Strongly agree** – we broadly welcome the proposed approach to the new statutory definition. By creating a statutory definition, we feel this will place a greater spotlight on domestic abuse leading to increased awareness, understanding and response (from individuals, partners and wider society/community).
- The wording of the definition is geared predominately towards professionals who are likely to understand it – however, it may not necessarily be fully understood by victims of domestic abuse – and a simpler version of the definition should also be considered.
- Coercive and controlling behaviour remains an under acknowledged element – and further strengthening the statutory footing of domestic abuse will also help increase its understanding and prominence. We agree that it is appropriate to include economic abuse and intimate relationships as this will capture a broader range of abuse typologies.
- Within the coercive behaviour section, the example of assault should be listed towards the end of possible examples (and not the first). This will help to shift public 'opinion' that domestic abuse is predominately based around violence – and would also help to demonstrate that non-physical abuse plays a significant part of the domestic abuse agenda.
- Some partners have expressed a view that considerations should be given to broadening the definition to include if someone 'perceives themselves to be a victim of domestic abuse' (i.e. no actual incident has taken place but the victim perceives a potential threat etc. – although careful consideration will need to be given to how this is enforced).
- Finally, the definition should also try and reflect that although domestic abuse can and anyone in society regardless of their age, economic background, and ethnicity – it does largely remain a gendered crime, with a significantly higher proportion of female than male victims.

Question 2:

Will the new definition change what your organisation does?

- **Yes, in a positive way.** It is envisaged the statutory change in definition will help to positively complement our existing organisations response to domestic abuse. We already provide a variety of interventions to tackle domestic abuse so a new definition will not change our operating model as such but we believe that making it statutory will only serve to enhance what we currently do. In addition, by issuing statutory guidance for frontline practitioners, this will ensure domestic abuse is more widely understood and recognised, hopefully leading

to increased referrals into local support services, where clients are afforded an opportunity to be safeguarded from further abuse. We already work with victims who are the victim of economic abuse but the expanded definition is still welcomed – and allows action to be taken covering a broader range of financial abuse circumstances.

Question 3:

How can we ensure the definition is embedded in frontline practice?

- The statutory guidance that will be issued for all professionals who have safeguarding obligations is a useful way to disseminate changes to frontline practice; however, this should be accompanied by a series of e-training sessions, briefings and case study examples that allows greater awareness and clarity around the revisions. Bespoke examples from a range of services (e.g. housing, social care, health) of how domestic abuse manifests in their area of work as well as practical steps and advice on how to respond would also be a useful addition.
- It should be up to local organisations and services on how they intend to embed this in practice – and it should be the responsibility of CSP, LSCB and SAB arrangements to ensure the definition is embedded. This will be achieved through changes to internal and multi-agency policies, procedures and definitions – as well as regular single and multi-agency audits which will also help local organisations to ascertain if it is being used in practice; along with checks undertaken as part of any statutory inspections frameworks.
- It might be worthwhile considering how private organisations are encouraged to be involved in recognising the signs of domestic abuse and how to deal with this and support victims, perpetrators and children, as necessary.

Question 4:

What impact do you think the changes to the age limit in the 2012 domestic abuse definition have had? Please select one.

- **Positive** – it is positive to have widened the age range identified within the definition to include 16 to 17-year-olds. This allows agencies to provide support to those experiencing domestic abuse from a younger age – but can in some occasions conflict/blur with safeguarding obligations.
- Although the number of 16 to 17-year-old victims of domestic abuse continues to be relatively small in Gateshead (e.g. 2017/18 Northumbria Police recorded only 39 victims – 22% reduction on 2016/17), the evidence base available to us indicates a prevalence of domestic abuse in this age range.
- Although the lower age range is positive – further work needs to be undertaken in relation to Adolescent to Parent Violence issues – which is an increasing and rising trend – as well as work with pre-16-year-olds to increase general awareness of domestic abuse.

Question 5:

We are proposing to maintain the current age limit of 16 years in the statutory definition – do you agree with this approach? Please select one.

- **Agree** – our current services already respond to, and actively work with, clients of this age bracket so if it was/wasn't included as part of the statutory definition, it wouldn't make too much of a difference. It is recognised that early intervention and help is key to tackling domestic abuse – and by capturing and responding to this at an earlier age will help. In addition, a lot of activity has, and will continue to, take place in relation to Healthy Relationships and national campaigns around Teen Relationship Abuse etc – all of which appear to have been well received.
- Although the lower age range is positive – further work needs to be undertaken in relation to Adolescent to Parent Violence issues – which is an increasing and rising trend – as well as work with pre-16-year-olds to increase general awareness of domestic abuse.

Question 6:

In addition to the changes being made to how relationship education will be taught in schools, what else can be done to help children and young people learn about positive relationships and educate them about abuse?

- If relationship education is to be made mandatory in schools, we could look to provide standardised education/training resources that can be delivered to all children across the UK ensuring similar messages are delivered/rolled out.
- We also need to consider what 'relationship education' entails – will this include elements of domestic and sexual abuse (or not – need to be very prescriptive to ensure that domestic abuse features within its remit).
- Peer mentoring/real life case studies that young people can relate to and/or identification of a 'well-known' champion that adolescents will respect.
- The use of Peer Support and/or 'Experts by Experience' may also help young people to better understand and relate to domestic abuse situations.
- Targeted media campaigns on social media to try and engage with young people at an earlier stage would also be helpful.
- Ongoing 'maintenance' of relationship education needs to be considered (i.e. initially, it is okay to target our activity towards young people, but this education needs to 'follow from early adolescence into adulthood' so that victims can draw upon these skills at various stages within their life – e.g. providing education to a 14 year-old will not necessarily have any impact if the victim then goes on to experience domestic abuse at 30 year-old, as a lot of the skills/understanding that were initially taught may have been 'lost').
- Recognition that this therefore is a longer-term aim/goal – that requires societal values to change as well as accepting that wider issues also play a part.
- Secondary prevention – training to look for the signs of domestic abuse at an earlier stage and where to report these if a young person is worried/concerned.

Question 7:

Which statutory agencies or groups do you think the UK Government should focus its efforts on to improve the identification of domestic abuse?

Please tick the top 3 from the list.

- It was difficult to ascertain a top three agencies from the list provided.
- Based on local issues, data and/or the fact that these services are those most likely to come across domestic abuse (but not necessarily recognise it and could do with additional efforts to improve identification) are:
 - **Armed forces** – we currently have a DHR that demonstrates more work should be done to improve domestic abuse awareness within this sector;
 - **Children's services** – early intervention and prevention is key.
 - **Criminal justice agencies** – domestic abuse is not confined to a single organisation and it is a system-wide response involving all agencies involved with the criminal justice.
 - **Education professionals** (for example teachers, school staff) – early intervention and prevention is key.
 - **Health professionals** – evidence shows health providers and services are a key area for domestic abuse disclosures.
 - **Housing staff** – similarly, housing providers come across the symptoms and consequences of domestic abuse on a regular basis.
 - **Providers and commissioners of adult social care services** – early intervention and prevention is key.

Question 8:

In addition to improving training programmes and introducing guidance, what more can the Government do to improve statutory agencies' understanding of domestic abuse?

- We feel that statutory services do work together very well and, by in large, recognise and understand the key issues linked with domestic abuse – however, some services are no longer available to support clients at the same level (following budget cuts – which has left those organisations working around domestic abuse, particularly those in the third sector, struggling to sustain at a time of ever increasing pressure around demand for service).
- Awareness of the domestic abuse agenda is positive – however, greater recognition / education around the actions to take in the event of domestic abuse disclosures is key to help improve understanding and responses to domestic abuse. This will also increase confidence within local professional around how to respond confidently in domestic abuse situations (*and will help to facilitate 'open' conversations around this agenda so that it is 'normalised').
- Consider the possibility of embedding domestic abuse in all commissioning arrangements (like it is for the Preventing Violent Extremism agenda currently).
- Mandatory training for domestic abuse and safeguarding for all staff working public-sector organisations – which will not only upskill our employees to improve understanding but it will also positively impact on local communities (as employee will share this knowledge with friends, families etc. consequently,

leading to increased community awareness/recognition of domestic abuse).

- Tailored training for specific sectors in which domestic abuse disclosures could be more prevalent – GPs, midwives, nurses, health etc.
- Roll out standardised HR Policies and Procedures and Domestic Abuse Champions/Advocates schemes across all public-sector organisations.

Question 9:

What further support can we provide to the public (employers, friends, family, community figures) so they can identify abuse and refer victims to help effectively?

- Greater information on where to report, what to report and signs of abuse.
- High profile / media campaigns aimed at equipping employers, friends, family, community figures with relevant information and the confidence to support victims and challenge perpetrator behaviours.
- Increased awareness of successful cases to reassure victims of domestic abuse that effective action is, and will be undertaken, with positive outcomes.
- Case studies – particularly on 'lower-level' domestic abuse cases to that friends, family and community figures can resonate with domestic abuse and encourage reporting).
- Northumbria Police and Crime Commissioner has successfully introduced Domestic Violence Champions Scheme to raise awareness with private and public-sector organisations – which could be replicated elsewhere.
- Better engagement with faith/community leaders would help to break down some potential barriers to dealing with domestic abuse.
- Improved HR policies and procedures to help improve discussions and 'open-up' conversations ensuring that domestic abuse is part of mainstream discussions with all staff/employees.

Chapter 2: Protect and Support Victims

Question 10:

We are in the process of identifying priority areas for central Government funding on domestic abuse. Which of the following areas do you think the UK Government should prioritise? Please select up to 3.

We believe that immediate “safety-based” planning and access should be maintained as a priority for victims including access to appropriate accommodation and support. Alongside this, more availability of perpetrator programmes is essential to enhance the overall response to the prevalence of domestic abuse:

- **Therapeutic services to help victims of domestic abuse recover from their experience** – this would enhance the level of support provided to victims of domestic abuse (and should encompass services that are delivered to support both children and adults).
- **Accommodation services** – continues to be one the biggest barriers for domestic abuse clients to overcome (*and if include Sanctuary Scheme – would enable victims to remain safety within their own home).

- **Perpetrator programmes which aim to change offenders' behaviour and stop reoffending** – remains one of the key gaps in relation to domestic abuse and central funding opportunities would mitigate the potential for differences in service provision across localities. This relates to voluntary programmes that are ran by the third-sector and not statutory interventions delivered by CRC.

Question 11:

What more can the Government do to encourage and support effective multi-agency working, to provide victims with full support and protection?
Please select up to 3.

It must be recognised we in a 'deficit budget' scenario – where demand/need for services will always outstrip the level of resources that are put in place.

- **Incentives through funding** - funding opportunities would support multi-agency working to develop innovative practice – however, we also need to recognise that we are doing a lot already (i.e. its not always about innovation/change but about retaining and sustaining existing services/delivery models).
- **Sharing effective practice** – greater sharing of what works well, what hasn't worked and how to overcome barriers will encourage services / organisations to work collectively. For example, encourage CRC's to share information on the interventions/programmes and effectiveness in respect of work done with domestic abuse in community and custody to help other agencies learn.
- **Training** - raising awareness of what agencies can do to support victims is crucial – it is not always about handing a client over to a specialist service. By upskilling and increasing understanding about domestic abuse and the support available, we will be able to intervene earlier and prevent further escalation (e.g. Northumbria Police and Crime Commissioner roll out of the Northumbria Domestic Abuse Practitioner Standard Project).

Question 12:

What more can the Government do to better support victims who face multiple barriers to accessing support.

- We believe all victims (and particularly those classified as facing multiple barriers) are best served by having a single point of access to services. An ability to access one "front single door" and being assigned a lead professional to co-ordinate services and interventions based on need is the ideal model.
- Although we recognise that victims often present with complex and multiple needs – services need to be able to flexible enough to react accordingly and cater for these varying needs. Sometimes the services commissioned are not necessarily conducive to addressing all issues for clients (e.g. dual diagnosis, victims with male children, mental capacity, accommodation, disabilities and where the carer is a perpetrator).
- We know that tackling domestic abuse remains resource intensive – additional funding/capacity to deliver activity to support clients experiencing complex and

multiple needs would be welcomed alongside increased support for multi-agency working.

- Some specific examples also include: expedited access to benefits, extension to 13-week deferment in Job Seekers Allowance and Universal Credit for victims allowing more time to access services (for example, talking therapies which typically has a waiting list). In addition, stronger guidance on disregarding housing related debt when rehousing would also be welcomed.

Question 13:

How can we work better with female offenders and vulnerable women at risk of offending to identify their domestic abuse earlier? Please select top 3.

- **Criminal justice agencies to adopt appropriate enquiries into history of abuse at each stage of the criminal justice process** – vulnerable women may not access support from statutory services voluntarily so it is imperative that professionals are effectively able to enquire into history of domestic abuse at each stage of the criminal justice process and share this information to best engage victims.
- **Encourage the use of schemes which divert vulnerable women out of the criminal justice system (where appropriate) and into services** – there are examples of successful use of “out of court disposals” utilised to engage vulnerable women to access services. These “whole system” multi-agency approaches afford women a route of diversion and access to services without criminalisation. There are of course resource implications for those agencies involved and these require appropriate support to continue to deliver services effectively.
- **Improve availability of support for domestic abuse victims in prisons** – this provides an opportunity to intervene and 'grip' clients whilst in prison and the Government intention to revise the specifications for providers of Through the Gate Services should also help to better support women's access to services both in custody and on release.

Question 14:

How can we make greater use of women-specific services to deliver interventions in safe, women-only environments? Please select top 3.

The top three interventions highlighted by the local Gateshead IDVA Service to make greater use of women-specific services are:

- **Delivery of health interventions such as mental health and substance misuse treatment at women-only services** – identified as high barriers for domestic abuse clients.
- **Improving access to benefits, finance and accommodation advisors at women-only services** – identified as high barriers for domestic abuse clients.
- **IDVAs located or linked to women-only services** – this will help women-specific services to have direct access to specialist domestic abuse workers (and it is envisaged that over time this will help increase understanding and knowledge around domestic abuse and therefore upskill women-specific

services to better support clients). In addition, IDVA Services will be linked in with a range of services including voluntary sector organisations that can offer support and can help facilitate specialist referrals (e.g. for women from different BME backgrounds).

Question 15:

In addition to reviewing who may be eligible for the Destitute Domestic Violence Concession, what other considerations could the Government make in respect of protecting domestic abuse victims with no recourse to public funds?

- Broadening of the current concession would be welcome and would support domestic abuse victims with no recourse to public funds. Further educational work needs to be explored to ensure that mainstream services: 1) understand this provision and 2) understand the thresholds around who is eligible.
- Increased awareness for refuges, housing and other accommodation providers would be particularly helpful – as often they will not provide accommodation to victims with no recourse to public funds as they are not necessarily aware of Destitute Domestic Violence Concession (DDVC) and/or are concerned that their right to reside may change.

Question 16:

Do you agree that the proposed Domestic Abuse Protection Notice issued by the police should operate in broadly the same way as the existing notice (except that it would also be able to be issued in cases of abuse which do not involve violence or the threat of violence)?

- **Yes** – this is a welcomed addition and feel this could be used more broadly as an early sanction as a precursor to a Domestic Abuse Protection Order (DAPO). Standardised process and routine evaluation of its effectiveness is required (to ensure the use of DAPN/Os are similar across all localities).
- Where proposed sanctions include prosecution/sentence to a community order and/or imprisonment – greater liaison with Courts/CJS needs to be established and expectations of sentence and management needs to become explicit – particularly if the perpetrator is subject to a statutory order/licence.

Question 17:

Which of the following individuals/organisations should be able to apply for a Domestic Abuse Protection Order? Please select all that apply:

- We believe that this should be victim-led with the agency most appropriate to the victim making the application. There is an issue here in relation to victim consent and understanding that is imperative to avoid re-victimisation.
- All organisations/individuals included in the list should be able to apply:
 - The victim
 - Certain persons associated with the victim (for example certain family members) on behalf of the victim

- The police (following the issue of a Domestic Abuse Protection Notice or at any other time)
- Relevant third parties, who would be specified by regulations, on behalf of victims (see Question 18 for further details)
- With permission of the court, any other person or organisation
- However, we would be slightly concerned should this result a potential drop-in use of the order by Police (as they may simply advise victims to apply for these themselves). Whilst a self-remedy is not rejected, there could be danger that vulnerable victims will not progress for multiple reasons; fear, minimising risks, not wanting conflict with perpetrator etc.
- The process should also be streamlined to encourage the Police to apply for the order (as the current amount of paperwork required and having the request signed off by a Chief Inspector is a potential significant factor in dissuading the use of DVPO's being applied for).

Question 18:

Which persons or bodies should be specified by regulations as 'relevant third parties' who can apply for a Domestic Abuse Protection Order on a victim's behalf? Please select all that apply:

- We believe that this should be victim-led with the agency most appropriate to the victim making the application – as a result, all organisations/individuals included in the list should be able to apply:
 - Local authority safeguarding or social care professionals
 - Providers of probation services
 - Specialist domestic abuse advisers/Independent Domestic Violence Advisers (IDVAs)
 - Specialist non-statutory support services (e.g. refuge support staff)
- Having a range of persons or bodies who can apply for a Domestic Abuse Protection Order on a victim's behalf will increase the number of potential routes for this sanction to be considered (and will potentially help to remove onus and duress for victim).

Question 19:

We propose that there should be multiple routes via which an application for a Domestic Abuse Protection Order can be made. Do you agree?

- **Yes** – however, we need to ensure that we have a robust system in place that will allow all agencies to know that an application is being submitted (to reduce potential for duplication/conflicting requests) as well as a process for informing support agencies to help provide support/enforcement, as necessary.

Question 20:

Do you agree that family, civil, and criminal courts should be able to make a Domestic Abuse Protection Order of their own volition during the course of any proceedings?

- **Yes** – having a range of persons or bodies who can apply for a Domestic Abuse Protection Order on a victim’s behalf will increase the number of potential routes for a DAPO/N to be considered (and will help to remove onus and duress for victim).

Question 21:

Do you agree that courts should be able to impose positive requirements as well as prohibitions as part of the conditions attached to the proposed order? Please select one and give reasons.

- **Yes** – imposing positive requirements is a positive measure. However, we need to be mindful of the potential cost and resource implications linked with their inclusion. It must be recognised that although the activity will, if successful, go a long way to challenging and influencing perpetrator behaviour – resources must be set aside to be able to fund and deliver these local interventions. We also need to be mindful of how these fit with existing commissioned services (e.g. drug and alcohol treatment).
- Learning from the positive requirements associated with the ASB, Crime and Policing Act will also help identify any barriers/gaps – and will demonstrate the need for clear guidance on roles and responsibilities in relation to the supervision/coordination of the positive requirements – and the action that will be taken if these are not complied with.

Question 22:

Do you agree that courts should be able to require individuals subject to a Domestic Abuse Protection Order to notify personal details to the police?

- **Yes** – it is central to safety planning to have the most up to date and full knowledge on the perpetrator.

Question 23:

If so, what personal details should the courts be able to require individuals to provide to the police? Select all that apply.

- **Yes** – it is central to safety planning to have the most up to date and full knowledge on the perpetrator. The level of information provided would probably have to be considered on a case by case basis but it is feasible for all the information listed to be collected / provided to the Police by the perpetrator:
 - Name/change of name
 - Home address/change of home address
 - Formation of new relationship with an intimate partner
 - Change of circumstances relating to household – including where a new child is born or otherwise joins the household
 - Details of child arrangements orders for where and with whom a child is to live and with whom a child is to spend time or otherwise have contact

- Nevertheless, some caution needs to be exercised where this information may exceed the right to privacy, or be over bureaucratic for the Police, but where appropriate this information should also be shared with other relevant agencies. The issue here being one of what is proportionate and necessary to protect victims. Consideration also needs to be given as to how and where this data will be stored.
- We need to remember that it is not only about sharing information with Police – and need to consider other agencies that would benefit from this information (e.g. where a perpetrator is known to CRC/NPS).

Question 24:

Do you agree that breach of the proposed order should be a criminal offence?

- **Yes** – this will help strengthen the response and send a message that non-compliance is taken seriously. It would also act as a significant deterrent and would provide further reassurance to victims of domestic abuse. However, we need to be clear what the penalties will be and the expectations of these towards the perpetrator or if the penalty will lead to intervention from CRC/NPS.

Question 25:

If you do agree that breach of the proposed order should be a criminal offence, should it be possible for breach to alternatively be punished as a contempt?

- We would welcome whatever sanctions are the most stringent and have the chance of providing the greatest deterrent to breaches.
- However, we feel that sentencing guidelines should also be developed which are better able to support the nature of the breach on a case by case basis so as not to mitigate or dilute the seriousness of the matter. Also, if breach not contempt, this is a different standard and could take longer to resolve, thus increasing the potential risk to victim as outcome/sanction is delayed.
- Any breach also needs to be done in a timely manner to send out a clear message to victim/perpetrator – as any delay will change the impact.

Question 26:

Do you agree that courts should be given an express power to impose electronic monitoring as a condition of a Domestic Abuse Protection Order?

- **Yes** – power to impose electronic monitoring would be a positive move. At present, electronic monitoring can only be suggested as voluntary intervention, with low take up by perpetrators; this needs to be made subject to sentencing requirements which would help strengthen its use. Like the imposing of the positive requirement, we need to be mindful of the potential cost and resource implications of this additional intervention / tool (including clarity on the different options and variations available for curfew). In addition, further consideration needs to be given to which agency will be required to take enforcement action as well as the possible implications for the breach (e.g. will this relate to more

intervention based sentence involving CRC/NPS and/or a penalty 'fine', which then is usually be ignored).

Question 27:

Which particular statutory safeguards relating to the use of electronic monitoring with Domestic Abuse Protection Orders should be put in place?

- **Unsure** – but would suggest that it is like the safeguards used currently for electronic monitoring arrangements – and is something that will require appropriate resource and multi-agency information exchange (to ensure that issues such as address suitability and proximity to the victim are considered).

Question 28:

How much easier do you think it will be for domestic abuse victims to register to vote anonymously, once the changes summarised above happen?

- **Don't know/no answer** – the suggested improvement would seem to assist but unable to comment to what extent.

Question 29:

What further support could survivors receive to prove their safety would be at risk if their name and address appeared on the electoral register? Please put forward one suggestion.

- There could be broader range of professionals who could support any such application for the survivor to have their details removed. In addition, information from local housing providers would be useful as often victims will not have reported to the police or other agencies but will very often have approached housing.

Question 30

Do you have any further comments or suggestions on how to make it easier for domestic abuse survivors to anonymously register to vote?

- Ensure the individual does not need to re-apply and that a greater range of practitioners are able to support an application for removal. In addition, a flag could be added to local authorities or most appropriate agency systems to highlight that victim has suffered domestic abuse and may require a different pathway of support (*which would include supporting clients to be able to anonymously register to vote).

Question 31:

Aside from anonymous registration, how else can we keep victims' addresses safe?

- Ensure that survivors' details are redacted from official documents (e.g. reports from social care/health/court listings etc) as well as the tightening of online credit check companies as it's now very easy to access information on other people with little information.

Question 32:

Before reading this consultation, were you aware of the Domestic Violence Disclosure Scheme (Clare's Law)?

- **Yes** – we were aware of the Domestic Violence Disclosure Scheme (Clare's Law) prior to the consultation.

Question 33:

Do you agree the guidance underpinning the DVDS should be put into law? Please select one.

- **Agree** – any additional legislation to improve support for potential victims can be seen a positive move – however, it could also be argued that placing this in statute does not necessarily resolve the issues associated with take-up, which could potentially be achieved/supported via additional educational work across agencies and the public to help them understand how to access and make use of the existing scheme.

Question 34:

How do you think we can best promote awareness of the Domestic Violence Disclosure Scheme amongst the public?

- All those identified within the list are appropriate:
 - Marketing materials (for example posters, leaflets)
 - TV & radio
 - Media (for example newspapers, magazines,)
 - Social media (for example Facebook, YouTube, WhatsApp, Twitter, Instagram)
 - Online through search engine
 - Other (free text) – employers through disseminating information within their respective organisations
- Any opportunity to increase awareness of the DVDS is positive but need to be proportionate and targeted based on need (e.g. younger people will be more inclined to use social media compared to different media types for older generations) and as a result needs to be tailored to ensure maximum coverage/take up.

Question 35:

What practical barriers do domestic abuse victims face in escaping or recovering from economic abuse and how could these be overcome?

- There are major barriers to individuals fleeing abusive relationships: 6 week wait to access Universal Credit; limitations on access to Food Banks; Legal Aid needs to be more accessible; 'limbo' period between fleeing and being completely independent; professionals are not always aware of the way that perpetrators purposely create arrears and debts to control the survivor; and, better access to information around how survivors can access support when they have experienced economic abuse – hints and tips.
- Economic abuse can impact very widely and include access to services, accommodation, life management skills and criminality – and can be magnified in certain groups (e.g. there are significant issues in relation to BME communities and victims who may have been involved in Modern Slavery).
- Some practical examples provided from a local housing perspective:
 - No credit history as perpetrator has been responsible for bills and utilities – letter from support service or other professional so accounts can be opened
 - No paperwork/ID to open a bank account or access benefits like Universal Credit – letter from support service or other professional accepted by banks/benefits confirming ID in cases of domestic abuse.
 - Taking out credit/loans in victims' name resulting in debts and bad credit rating – debts more easily disregarded when provided with supporting evidence of abuse (e.g. utility companies not requiring a deposit)
 - Rent arrears – very difficult to prove this is because of domestic abuse – and should be disregarded for domestic abuse victims
 - No proof of payments or landlord reference e.g. impacting access to housing
 - References from previous landlords – not knowing details of landlord, or receiving bad reference due to damage or behaviour of perpetrator etc.
 - In addition, practical issues also relate to how and where to access services; for example, the Citizens Advice Bureau is not a 24-hour service etc.

Question 36:

What more can we do to tackle domestic abuse which is perpetrated online, or through control of technology?

- All the items listed remain appropriate:
 - Appropriate reporting categories on social media platforms and signposting victims to off-platform support, such as helplines
 - Clear guidance from social media companies on privacy settings for users at risk or victims of domestic abuse on online domestic abuse
 - Effective use and handling of evidence from social media within the investigation and prosecution processes
 - Government /charities and others promoting awareness of online and technology risks in relation to domestic abuse, such as through advertising

- Government raising awareness of the use of spyware or GPS locators on phone or computers by perpetrators.
- Retailers, applications and the wider technology industry raising awareness of the use of spyware or GPS locators on phone or computers by perpetrators
- Other – legislation regarding the use of trackers, banning cheap tracking devices etc.

Free text for further explanation of choice

- If only one choice is required, the promotion and awareness of online and technology risks in relation to domestic abuse, such as through advertising would be key – as this could encompass all the bullets above and cover a magnitude of issues (*including specialist areas such as spyware, keeping safe online etc). In addition, we feel as though there is work to be undertaken in schools and educational establishments to appropriately inform at the earliest possible opportunity.

Chapter 3: Pursue and Deter Perpetrators

Question 37:

How can we continue to encourage and support improvements in the policing response to domestic abuse across all forces and improve outcomes for victims?

- Government should continue to cascade the learning from Domestic Homicide Reviews and sharing of best practice examples identified through current HMIC Inspections, Joint Targeted Area Inspections etc all of which help to encourage and support improvements in current practice.
- The potential advent of a Domestic Abuse Commissioner would also help to drive standardisation and improved outcomes for victims of domestic abuse; whilst the influence afforded by the Police and Crime Commissioner should not be overlooked.
- Further work to be undertaken to ensure the Police are hearing the 'voice of the child' (i.e. ensuring that officers are speaking to children when attending domestic incidents) and increased education to front line police officers when faced with potential male victims of domestic abuse (i.e. to ask searching questions to avoid gender bias).
- On a practical level, consideration should be given to making it easier to put DVPNs / DVPOs in place and clarifying the circumstances the orders can be used (as knowledge varies greatly).
- Further training on the dynamics of domestic abuse and why victims stay (e.g. Zoey Loderick sessions) for frontline officers (particularly 24/7 response).
- Investigating officer should also look assure that when on leave / rest day's victim has an alternative contact to speak with (as often one point of contact but if they are unavailable, the victim often will have to wait etc).
- Better understanding of cyber stalking and the impact this can have on victims and a recognition that this often means offences can take place across a much larger geographical scale).

Question 38:

Do you think creating a legislative assumption that all domestic abuse victims are to be treated as eligible for assistance on the grounds of fear and distress (if the victim wants such assistance), will support more victims to give evidence? Please select one.

- **Yes** – consideration needs to be given to whether this should be an 'opt-out' system (i.e. that special measures are in place for all domestic abuse cases as a standard measure – unless the victim does not want it). This will help to greatly minimise the potential for negative experiences at Court and would enable victims to be reassured from the outset (i.e. at the time of an incident that this option is available to them – therefore increasing the likelihood of giving evidence etc).
- However, we need to recognise the potential resource and cost implications of this and need to ensure that special measures are not an 'empty promise' e.g. screens sometimes not available or courts do not have separate victims' suites with different entrance / exits to avoid contact with perpetrator).

Question 39:

Is there more this government could do to explain the range and remit of existing measures for victims to help support them in the criminal justice process? Please select one.

- **Yes** – any additional advice/guidance provided alongside support at Court will be of benefit to victims of domestic abuse. However, we need to recognise not to overwhelm clients and can provide different types of advice/guidance at the various stages of the Criminal Justice System process.
- In addition, more could be done to 'clarify the true meaning of imprisonment' (i.e. 6 months is 3 months to serve) as victims often feel let down when they find this out. Greater clarity of sentence and potential for release needs to be considered – which could potentially be achieved by being more explicit when advising victims so that they are aware of the expectations – but we also recognise that this might also potentially lead to victim disengagement.

Question 40:

Do you know of instances in criminal proceedings when an application to prevent cross-examination of a victim by an unrepresented defendant has been denied in a domestic abuse case? Please select one. Where possible, please provide evidence or details of the experience to support your answer.

- **Don't know/no answer** - discussions with the local IDVA Service suggests, to their knowledge, that this hasn't taken place for high risk clients under their support; but could have taken place for medium and standard risk clients, whom they don't support. There have been examples within the family court, however in such circumstances the defendant had been required to submit

their questions ahead of time to allow the Judge to vet their appropriateness and reduce the risk of re-victimisation.

Question 41:

Do you think extending the prohibition on cross-examination in criminal proceedings would support more domestic abuse victims to give evidence? Please select one.

- **Yes** – there is an argument that perpetrators should not have an opportunity to potentially re-victimise their victims in court (and can in some circumstances lead to dropped cases and/or increased risk to clients).
- Any measures that are implemented to remove the fear and distress for victims giving evidence is welcomed.

Question 42:

Do you have suggestions for how we can better support prosecutions through to conclusion, including providing better support for witnesses who currently disengage from the process? Where possible, please provide some evidence or details of the experience to support your answer.

- **Yes** – the issues highlighted by local IDVA Service include: ensuring all appropriate evidence is available at the time of the case is heard, greater use of Body Warn Video to support victimless prosecutions and increase evidence base by using professional agencies and/or using professional witnesses instead. In addition, greater levels of support available at Court (both prior to and following) will all help clients from disengaging from the process – but would require a level of appropriate funding for witness care/victim support agencies.

Question 43:

What more can police, witness care units and the Crown Prosecution Service do to support victims through the justice process from the point of report onwards? Where possible, please provide details of the experience to support your answer.

- **Yes** – the issues highlighted by local IDVA Service include: ensuring all appropriate evidence is available at the time of the case is heard, greater use of Body Warn Video to support victimless prosecutions and increase evidence base by using professional agencies and/or using professional witnesses instead. In addition, greater levels of support available at Court (both prior to and following) will all help clients from disengaging from the process – but would require appropriate funding for witness care/victim support agencies.

Question 44:

Are there other aspects of the criminal court treatment of vulnerable people which the family court could learn from? Please select one.

- Don't know/no answer – unable to provide any additional information, which will be submitted separately by MoJ/Courts.

Question 45:

Do you think there is further action the government could take to strengthen the effectiveness of the controlling or coercive behaviour offence? Please select one.

- **Yes** – greater awareness of the evidence that can be gathered by the Police and partners that can be used to prosecute would be welcomed. In addition, better understanding of coercive and controlling behaviour in general – across all agencies and organisations involved with supporting domestic abuse clients is crucial. There is also a case for placing MARAC (Multi-Agency Risk Assessment Conferences) on a similar statutory basis as MAPPA (Multi-Agency Public Protection Arrangements) to ensure engagement of all relevant partner agencies. Finally, the interventionist approach offered within Criminal Justice is also seen a positive aspect.

Question 46:

Do you think the current approach of using sentencing guidelines, as per guidelines issued in February 2018 is effective in ensuring sentences imposed reflect the seriousness of domestic abuse when it involves children? Please select one.

- **Don't know/no answer** – contact with partner agencies suggests:
 - the presence of children within a domestic abuse setting should automatically be an aggravating factor. It would not be helpful to introduce this specifically if there was an implication that it would delay proceedings and require additional evidence gathering. This is more likely to result in more failed trials.
 - often despite children being present and serious assaults taking place perpetrators are given sentences that don't reflect the impact to children or the victim. For example, a woman strangled in front of her four-year-old son and punched in the face repeatedly resulting in a broken nose was given a £100 fine and ordered to complete a CDVP despite also breaching bail conditions not to approach the victim. Impact and distress caused to child was not considered.

Question 47:

Is a statutory aggravating factor needed in order for the court to reflect the seriousness of offences involving domestic abuse and children in sentencing? Please select one.

- **Yes** – this would send a clear message that domestic abuse is a serious matter and can impact adversely on later life of the child. There is clear value of the

aggravated nature being a prefix and law/sentence guidelines making this as a clear statement of intent with enhanced penalties and intervention.

Question 48:

Please share any other views on how to ensure domestic abuse and its impact on children are taken into account in sentencing?

- Police need to include the voice of the child in their initial attendance at domestic abuse incidents. This is as straightforward as speaking to any children present and recording their responses and detail of their presentation. This should then be able to serve as evidence going forward to trial.

Question 49:

Do you agree that taking extraterritorial jurisdiction over these offences is sufficient to satisfy the requirements of the Convention?

- Yes – any additional extraterritorial jurisdictions linked domestic abuse are positive and will help support victims further.

Question 50:

If not, what additional offences do you think we should take extraterritorial jurisdiction over and why?

- Not applicable

Question 51:

Do you agree that relying on the civil law remedy in the Protection from Harassment Act 1997 is sufficient to satisfy the sexual harassment requirements of the Convention?

- **No** – as this this would not necessarily cover street sexual harassment or sexual harassment in the public arena.

Question 52:

If not, what do you think is necessary to satisfy those requirements?

- There is a potential for some forms of sexual harassment to be reported as a hate crime.

Question 53:

Do you agree we should explore (with the Crown Prosecution Service) further controlled and monitored use of conditional cautions with rehabilitation

programmes than is currently permitted for lower-level, normally first time domestic abuse incidents? Please select one.

- **Yes** – a conditional caution for a low-level offence would enable intervention at an earlier stage. Critical measures would need to be in place to ensure that there was not a greater history of offending this would include intelligence which had not resulted in a conviction but which indicated that the domestic abuse was a more significant problem requiring a higher-level intervention.
- There should be a developed and planned ‘brief intervention’ programme (i.e. 4 sessions) which can be applied in this setting – and could be run individually or group based.

Question 54:

Do you have any additional evidence on current conditional caution practice which we should consider in relation to this issue? Please select one.

- No

Question 55:

What changes to current policies or procedures would help police and other agencies to better manage serial and repeat abusers, in particular those who are not subject to a sentence of the court.

- Across Northumbria, there are Multi-Agency Tasking and Coordination (MATACs), which are multi-agency meetings that seek to reduce the offending of serial domestic abuse perpetrators. These are designed to focus on the individuals that are causing the most harm based on the Recency, Frequency and Gravity of their offending. Information and intelligence are shared on these individuals and an action plan is devised that includes measures designed to reduce harm and encourage compliance with several control measures. The successful of this approach has led to it being rolled out across neighbouring Police forces – and is something that should be explored. In addition, increased provision of voluntary perpetrator programmes and access to support in the community in the same way that victims can would help to reduce recidivism and enable us to collectively better manage serial/repeat abusers.

Question 56:

What more could be done to work with perpetrators in prisons, particularly offenders who receive a sentence of less than 12 months and do not have sufficient time to complete a domestic abuse programme in custody? We are interested to hear of examples of practice which have been successful.

- **From our local DVPP Programme** – as we know there is little that can be done in custody in less than 12 months custody because of allocation to suitable Prison which delivers appropriate work. Risk levels assessed by the

prison/probation OASYs system will probably not be sufficient for work to be recommended. Needs management through education and employment only. Probation in the shape of the National Probation Service or the Community Rehabilitative Company would also struggle to undertake meaningful work upon on release, again given the time lines involved. Allocation of offending behaviour work dependent on spaces available and whether they are prepared to do it. We believe that there is a way that this could be developed in terms of interacting with the man pre-sentence, during his prison sentence and post sentence as part of his licence conditions or post sentence supervision.

- **From our local Community Rehabilitation Company** – utilisation of shorter duration programmes rather than accredited programmes. These could be delivered in-house by the prison or contracted out (e.g. to CRCs). Cumbria and Lancashire CRC are piloting the provision of the Safer Relationships Programme in HMP Preston in response to the high number of domestic abuse perpetrator inmates and lack of domestic abuse offence focused work available. Where work is undertaken within a prison setting, it is essential that a “hold” is put on the service user so that they cannot be moved to a new prison for the duration of the programme. Prisoners could also be released on temporary licence to complete interventions in the community. We should also encourage more use of domestic abuse specific interventions on licence/PSS.

Question 57:

What more could be done to work with perpetrators in the community (convicted or non-convicted) to change their behaviour? We are interested to hear of examples of practice which have been successful.

- **From our local DVPP Programme** – responsive, motivational approach. On its own is a blunt tool. With the addition of Social Services, family/child contact it becomes more relevant. Could develop more motivational work linked to issues of DV and foster self-change environment without threat of sanctions/restrictions. All our work has been allied to working with Social Services so there have been motivators to attend and then work has been done (responsive) to develop self-responsibility and promote an environment for change. Not telling, not getting them to admit to what others want them to admit to and listen to them and encourage and persuade, understanding the benefits for themselves and others of changing.
- **From our Commissioning Team (Gateshead Council)** – the use of DVPP Programmes – tiered approach/response (recognition that not all perpetrators will need a full 26-week programme, different programmes for female perpetrators, perpetrators under the age of 25, inter-family violence). We need to be mindful of the potential cost and resource implications. Whose responsibility is it to look at this (e.g. Com Safety Board, LSCB, SAB etc). We also need to look at societal and community responses to domestic abuse. Use of the Vol Sector organisations but again requires resource, consistency of approach, monitoring and reviewing to ensure its effectiveness.

- **From our local Community Rehabilitation Company** – provision of third sector support to assist perpetrators access appropriate help and advice, provision of perpetrator programmes for non-statutory perpetrators and the creation of multi-agency complex case hubs to manage the most complex DA cases in the community with ready access to substance misuse services and mental health provision.

Chapter 4: Improve Performance

Question 58:

Please select which of the following you believe should be priorities for improving data collection. Please choose up to 3.

- The main issues here primarily relate to establishing a “common data set” which can be readily shared and understood by relevant partners. The three of most use are:
 - Improving the collection and reporting of data on when domestic abuse is a feature of a case/intervention
 - Improving data to enable better tracking of outcomes in domestic abuse cases/ intervention
 - Linking data to enable better understanding of the interactions/ relationships between domestic abuse and other types of offending

Question 59:

Do you agree with the proposed model for a Domestic Abuse Commissioner outlined above? Please select one.

- **Agree** – the creation of a national Domestic Abuse Commissioner will help to share best practice and effective learning across different localities – and will help to further bring domestic abuse causes/issues to the forefront/spotlight. Whilst we agree with this principle, what is not clear is the level of authority that this role will yield; whilst there are also additional concerns in relation to how we strike the balance between central control and a local response to domestic abuse issues.
- It is worth considering broadening this role to also include sexual abuse (to ensure that sexual abuse is captured).
- The creation of a Commissioner might also help to improve timescales around DHRs as well as holding partners and services to account for the delivery of DHR actions.

Question 60:

Of the proposed powers and resources, which do you consider to be the most important for a Domestic Abuse Commissioner?

- Map and monitor provision of domestic abuse services against the National Statement of Expectations, and publish this information to showcase and share

best practice, as well as to highlight where local provision falls short of what is expected

- Provide recommendations to both national and local government to improve the response to domestic abuse, accompanied with a duty on the responsible person/organisation to respond to these recommendations
- Oversee the Domestic Homicide Review Quality Assurance process, including any potential changes implemented following this consultation, feeding lessons learned into their recommendations

Question 61:

Question for public bodies only: What would be the practical implications of complying with the proposed Domestic Abuse Commissioner's powers?

- It is envisaged that this would sit as part of existing local authority governance arrangements within local authorities – and we would comply like the way in which we comply with other similar roles (e.g. Modern-Day Slavery Commissioner).

Question 62:

One proposal is that the Domestic Abuse Commissioner could routinely collate, quality assure and share lessons learnt from DHRs. What more could be done to increase awareness of the learning from DHRs?

- Sharing of recommendations and actions highlighted in different localities to ensure that learning is more widely shared than it is presently.
- National portal for all DHRs/action plans and learning to enable localities to draw upon what is already available (and potentially collaborate on shared action points – e.g. in a recent DHR, a recommendation was linked with improving links between civilian Police and MoD/Army – but work around this could already be being developed elsewhere – and would save on possible duplication, if known).
- Peer reviews and sharing learning outcomes around DHRs.
- Developing bespoke training to raise awareness and explain learning – particularly where there could be national learning.
- There is also a national piece of work to be undertaken to ensure that all those individuals that are commissioned to undertake DHRs are similarly trained and supported.

Question 63:

How can areas best hold their own local agencies to account in terms of monitoring delivery against DHR action plans?

- Need buy in at senior/corporate level to ensure organisations are providing feedback on delivery against DHR actions – effective CSP arrangements are essential.

- We need to recognise the cost and resource implications for carrying out DHRs – of which this usually tends to fall to Local Authorities. Greater clarity should be given to how these are resources and/or which organisations should contribute to the financing of reviews.
- The potential creation of a Domestic Abuse Commissioner may also add weight to holding local agencies to account.
- Furthermore, there is additional work needed to ensure that agencies are held to account in the longer term (after delivery of the action plan) to ensure that learning is mainstreamed/embedded.

Question 64:

How can the government better share and promote effective practice on domestic abuse across all public services both in regard to commissioning and delivery of services?

- There is a role for more effective cross board and cross geographical boundary work and best practice sharing (e.g. creation of sub-regional forums or develop steering groups to look at joint bids or project delivery for victims). This could be supported with the introduction of the Domestic Abuse Commissioner role.
- Practical examples/sharing of what works well across other localities and encourage similar schemes to be established.

This page is intentionally left blank

Purpose of the Report

1. The Government recently published a Green Paper regarding its Integrated Communities Strategy, the Government has invited feedback through consultation with a deadline for responses by 5 June 18. This report contains the response prepared by officers on behalf of the Council and its partners.

Background

2. The intended outcome of the consultation will be an Integrated Communities Strategy which could be published towards the end of 2018. Further information is available through the following link and is summarised below:

<https://www.gov.uk/government/consultations/integrated-communities-strategy-green-paper>

3. The Government has described a vision for building strong integrated communities – communities where people, whatever their background, live, work, learn and socialise together, based on shared rights, responsibilities and opportunities.
4. Dame Louise Casey carried out a review into opportunity and integration, the conclusions evidenced of number of communities divided along race, faith or socio-economic lines, rise in recorded hate crimes, race disparity audit.

Proposal

5. The green paper sets out a number of key policy proposals upon which it has sought views via a number of questions, the Gateshead response to those questions is set out at appendix 2.
6. The government is proposing a trial of new ways of working to help improve community integration, the paper proposes Integration Areas (new localised co designed approach LA & partners – trial in 5 areas) Blackburn with Darwen, Bradford, Peterborough, Walsall, Waltham Forest.
7. Ministry of Housing, Communities and Local Government's (formerly the Department for Communities and Local Government) to launch a new Innovation Fund new thinking and test innovative approaches to tackling integration issues.
8. Other proposals include:
 - (i) Leadership
 - a. Public Sector – new requirement for a specific equality objective to outline specific activity to promote integration
 - b. Local Government commit to reviewing priority policies and services to determine how they can drive integration
 - (ii) Migrant support to integrate
 - (iii) CYP prepared for life
 - (iv) English language skills
 - a. New community-based English language programme

- (v) Mitigate residential segregation
 - a. Libraries and other community hubs to contribute to integrated communities
 - b. Revised guidance on how community groups can bid to take over local assets
 - c. Parks and green spaces - how they can promote integration
- (vi) Economic opportunity
 - a. Support EM into work where there is a big gap between employment rates and white British people
 - b. Increase take up of apprenticeships and EY offer by people in isolated communities
- (vii) Challenge practice anti integration
- (viii) Shared learning of what works
 - a. Develop clear set of integration measures at local and national level

9. To assist with the consultation, a set of questions, as follows has been provided to structure responses:

- (i) We define integrated communities as communities where people - whatever their background - live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. Do you agree with our definition?
- (ii) We believe that the varied nature and scale of integration challenges means that tailored local plans and interventions are needed to tackle the issues specific to particular places. Do you agree?
- (iii) Do you have any examples of successful approaches to encourage integration that you wish to highlight, particularly approaches which have been subject to evaluation?
- (iv) The Green Paper proposes that we need to build the capacity of our leaders to promote and achieve integration outcomes. Do you agree?
- (v) The Green Paper proposes measures to support recent migrants so that they have the information they need to integrate into society and understand British values and their rights and responsibilities. Do you agree with this approach?
- (vi) The Controlling Migration Fund was constructed to deal with the short-term migration pressures and associated costs that local authorities can encounter. Do you think it adequately achieves this objective?
- (vii) The Green Paper proposes measures to ensure that all children and young people are prepared for life in modern Britain and have the opportunity for meaningful social mixing with those from different backgrounds. Do you agree with this approach?
- (viii) The Green Paper sets out proposals to support parents with their choice of out-of-school education settings. Do you agree with this approach?
- (ix) The Green Paper proposes a number of measures to improve the offer for people to learn English. Do you agree with this approach?
- (x) Do you have any other suggestions on how we can improve the offer for people to learn English?
- (xi) The Green Paper proposes measures to ensure that people, particularly those living in residentially segregated communities, have opportunities to come together with people from different backgrounds and play a part in civic life. Do you agree with this approach?

- (xii) The Green Paper proposes measures to provide tailored support to people, especially those who may not currently be active in the labour market, to build their confidence and skills to take up employment. Do you agree with this approach?
- (xiii) The Green Paper proposes measures to encourage integration and resist divisive views or actions. Do you agree with this approach?
- (xiv) The Green Paper proposes measures to address practices which can impact on the rights of women. Do you agree with this approach?
- (xv) The Green Paper proposes core integration measures for national and local government to focus on. Do you agree these are the right measures?

Consultation

10. In preparing this response, the Council has received information from the Public Health Team, Neighbourhood Management and Volunteering Team and Education Gateshead, comments were also received from The Gateshead Housing Company, the Safer Gateshead Partnership and the Diversity Forum.

Alternative Options

11. The green papers is seeking views on proposals to help inform the development of the Integrated Communities Strategy, the response contains comments on the proposals which may influence the Ministry of Housing, Communities and Local Government final proposals.

To not respond to the consultation could result in a strategy that is not relevant to helps tackle the issues faced by communities in Gateshead, therefore it was considered that a nil response was not an alternative option.

Implications of Recommended Option

12. **Resources:**

- a) **Financial Implications** – The Strategic Director, Corporate Resources confirms that there are no financial implications arising directly from this report.
- b) **Human Resources Implications** – There are no direct implications arising from this recommendation
- c) **Property Implications** – There are no direct property implications arising as a result of this report.

13. **Risk Management Implication** – There are no direct implications arising from this recommendation

14. **Equality and Diversity** – There are no direct implications arising from this recommendation.

15. **Crime and Disorder Implications** – There are no direct implications arising from this recommendation

16. **Health Implications** – There are no direct implications arising from this recommendation.
17. **Sustainability Implications** – There are no direct implications arising from this recommendation.
18. **Human Rights Implications** - There are no direct implications arising from this recommendation.
19. **Ward Implications** – all wards could be affected by the proposals set out in the green paper
20. **Background Information**

Annex 1– The response to the consultation questions.

Gateshead Council Response to Integrated Communities Green Paper:

1. We define integrated communities as communities where people - whatever their background - live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. Do you agree with our definition?

An integrated community as a place where people feel they belong, where they have good social connections and where the community works together to ensure that all people are supported and cared for. Ultimately this aims for the full participation of all people in community life – effectively community cohesion. Ethnicity and migration should be one key element of this along with socio-economic issues such as social isolation, long term conditions, worklessness, etc. Promoting the achievement of productive activity, independent living, social activity, etc. contributes to a wide range of outcomes such as wellbeing and health, educational attainment, and economic prosperity. It is important that there is equality of opportunity and there is appropriate local support for both statutory partners and the community and voluntary sector to enable this to happen. The spatial planning of neighbourhoods in the future will be essential in helping to provide the best environment, housing, employment and social needs of communities in the future. The retention and development of community buildings and assets will be essential to providing the social fabric of cohesive and integrated communities.

2. We believe that the varied nature and scale of integration challenges means that tailored local plans and interventions are needed to tackle the issues specific to particular places. Do you agree?

Yes agree as due to the complexities of the challenges which are not uniform across the country. The issue, in quite a lot of cases, is not necessarily down to ethnicity or faith but around socio-economic status of individuals or groups. To help build more integrated communities we need policy working towards reducing the inequalities gap between the richest and poorest and a more equal society.

Adopting a place based strategy alongside the development of local plans and intervention will be most effective if the approach is localised to meet the needs and issues of a particular area and link in with existing local plans on a range of other areas e.g. housing, health inequalities agenda etc. This also provides the local area with some ownership of the issues being tackled across a number of partners.

It will also be important to recognise, however, that where things can be done once and at scale, then this will be more efficient. A mix of national, regional and local approaches are usually required to tackle complex issues.

A place based approach will not only result in a shift from universal services but also enable local communities to influence and drive the development within their local neighbourhood.

3. Do you have any examples of successful approaches to encourage integration that you wish to highlight, particularly approaches which have been subject to evaluation?

There may be good examples from the Syrian Refugee resettlement programme where resettlement has been successful in encouraging integration. Not aware of any others though there must be good examples from Scandinavian countries where they appear to invest in equality, both politically and economically.

Gateshead EMTAS (ethnic minority and traveller achievement service) has produced information packs and a webpage for schools to access which gives useful information, contacts for new arrivals (recent migrants and asylum seekers), these can be translated into relevant languages. The content of these have been developed using feedback from the Syrian refugee families recently arrived into Gateshead.

The School Support and development programme offered by EducationGateshead includes inclusion training for new arrivals into schools, hate crime awareness and training focused on delivering British values. The annual school census of Gateshead schools shows 90 different languages other than English used by 1,900 pupils as their first language, in a local authority area with a relatively low level of ethnic diversity.

4. The Green Paper proposes that we need to build the capacity of our leaders to promote and achieve integration outcomes. Do you agree?

Yes. The leaders at a community, local, regional and national level are the key holders towards achievement of integration through the development of policy and plans at all levels. This hasn't always happened due to previous ways of working and constraints through grant mechanisms etc. which were focused on providing services to meet the needs of excluded groups exclusively and did not create links to the wider community and foster a culture of integration and learning. Sharing good practice across leaders of all sectors would be a great step forward.

The key to success will be a shared vision with communities which reinforces the need for a place based focus to this strategy.

It can be difficult to get many leaders to share a vision therefore the strategy should offer some structure for how to propose to change this or ensure the right people into positions who have correct values and understanding of what's needed, to communicate the messages more widely into teams/organisations' values and culture? The strategy may also need to propose opportunities of good practice, training and policies and practices need to be addressed to ensure this can happen

5. The Green Paper proposes measures to support recent migrants so that they have the information they need to integrate into society and understand British values and their rights and responsibilities. Do you agree with this approach?

Yes. If we are going to support recent migrants with information there is a need to agree what British values and rights and responsibilities are and that this is understood by all. This will help support people to understand the values and the responsibilities without having to give up their heritage. We need to ensure they are welcomed into the country. This support will ensure better integration in the long term for individuals, communities and society and will provide further long term opportunities in relation to employment, study etc. With this measure there may also be a need to share information about recent migrants with the existing local community.

There will be a need to consider how the information is gathered and presented, there may also be a need to consider how this information is measured in practice to assess whether it's making a difference and delivering a positive impact locally. What will happen if this measure doesn't appear to work and how will be addressed.

6. The Controlling Migration Fund was constructed to deal with the short-term migration pressures and associated costs that local authorities can encounter. Do you think it adequately achieves this objective?

People coming to the UK as migrants will increasingly be coming with a high level of needs and not necessarily those that can be dealt with in the short-term so the funding may help to buffer the impact on Local Authorities in the short-term, they will have to continue to pick up the high social care needs of some of their residents in the long-term, at a time when Government grants to Local Authorities is being cut.

The fund is grossly inadequate and ought to be refocussed to ensure the right level of support is available locally for the most vulnerable.

7. The Green Paper proposes measures to ensure that all children and young people are prepared for life in modern Britain and have the opportunity for meaningful social mixing with those from different backgrounds. Do you agree with this approach?

Yes, a more integrated community is going to be a more cohesive community. All children and young people should receive the opportunity of a good education, safe environment, economic skills, learn social skills and values, whilst having the opportunity to socialise and mix with children of different backgrounds in a range of settings not just school. This is key to ensuring successful integration, getting this right with the children and young people as a first step.

Gateshead schools have strong existing provision to deliver this agenda through participating in the UNICEF rights respecting programme, actively engaging with the British Council school twinning & exchange opportunities. The EMTAS service delivers to all primary school settings and a number of secondaries.

Gateshead has very well supported Fair Access Panels and Pupil Placement panels across all primary and secondary school settings to ensure new arrivals; migrants, asylum seekers and travellers are placed into mainstream education in the best possible planned way.

What training and support is available in schools and community groups around E&D and anti-bullying awareness to embed in education process? Should it be part of the curriculum from starting school ie, not just starting in senior schools by which time negative values are already engrained in some children.

8. The Green Paper sets out proposals to support parents with their choice of out-of-school education settings. Do you agree with this approach?

Yes this is as important as education school settings. The out of school environment is a valuable opportunity for children and young people to take part in a range of activities and meet new children and this needs to be done in a safe supportive environment, irrespective of setting. Out of school settings should encourage integration of children from a range of

backgrounds and this is an ideal opportunity to bring young people together through areas such as youth social action.

Gateshead has an Elective Home Education policy and strong relationships with parents of home educated pupils.

The Gateshead Housing Company has concerns about how this is regulated. How is it ensured that the correct subjects are being taught/prospectus is being followed and taught to an appropriate standard. Who will oversee the content of the messages being taught if only coming from parent's perspective, which may not be values expected to be taught in schools. If not then this can increase potential of segregation among children and reduces certain life skills when not mixing with other children and learning from each other.

9. The Green Paper proposes a number of measures to improve the offer for people to learn English. Do you agree with this approach?

Yes vital so that true integration can happen, this is difficult if there are language barriers. Further opportunities are then opened up in terms of employment, using and understanding local services and becoming part of the community.

Our Adult Education Budget is already stretched and has been significantly reduced since cuts to local government funding took place from 2010. We support a new strategy for English Language provision but delivery of this will require additional dedicated resources.

10. Do you have any other suggestions on how we can improve the offer for people to learn English?

Tailor the English provision to people's needs and where they are in terms of confidence and motivation to learn.

Family learning provision and homework hubs are alternative methods to deliver English language learning that have worked in Gateshead. Extending family learning to particularly support the parents where English language ability is often behind that of the children in mainstream education. Community learning in alternative settings where ESOL learners mix with adult community learners.

11. The Green Paper proposes measures to ensure that people, particularly those living in residentially segregated communities, have opportunities to come together with people from different backgrounds and play a part in civic life. Do you agree with this approach?

Yes this approach is essential to ensure that barriers (of all types) in residential areas are removed and people are given the opportunity to develop and maintain relationships with people from different groups. This should be tailored to need and not have punitive element where it is not immediately practical for people to achieve. Planning functions would need to be involved in creating healthier communities and opportunities to socially interact - green spaces and parks also play an important role.

Yes - How will this be measured to assess the impact and check that people actually are coming together from different backgrounds? Who is responsible for this in practice? This section makes reference to using libraries and community hubs but in many areas these are closing and being run by volunteers due to budget cuts – how do we know volunteers

are operating them in accordance with the above? Will Gov policies continue to have regulation/legislation around diversity and involvement/engagement work to enable organisations to ensure provision is being made for this type of work? Otherwise many leaders/organisations don't see the importance/value and therefore won't include this in their organisational structures and policies – then how can it work in practice and be supported?

12. The Green Paper proposes measures to provide tailored support to people, especially those who may not currently be active in the labour market, to build their confidence and skills to take up employment. Do you agree with this approach?

Yes. Support will be needed to do this to give people a fair chance rather than judging people on the existing level of skills and talents alone. Mentoring and educating employers of the benefits of a diverse workforce is essential. The emerging Health at Work model from DWP may be a potential way to do this. Again, there is a need to tailor efforts to need and not adopt a punitive approach with people.

There may potentially be too much focus on academic/university education but other focus needed around practical skills development and focus on an individual's strengths and other courses made available to people who will struggle more in employment, eg, confidence building, employability, mindfulness and mental health awareness training, to equip them with basic day-to-day skills that could help them build confidence in the employment world and increase employment opportunities.

13. The Green Paper proposes measures to encourage integration and resist divisive views or actions. Do you agree with this approach?

Yes. There will be a need to ensure that people's rights such as free speech and religious practice within the law are protected. The approach needs to ensure people have the same opportunities by promoting equal rights.

The strategy will need to guide organisations to get the necessary support to deliver this in practice. Regulations / legislation maybe required. around community engagement to be continued and reiterated by central Gov. and rolled out to local Gov etc?

14. The Green Paper proposes measures to address practices which can impact on the rights of women. Do you agree with this approach?

Yes. Education and opportunity will be vital. The approach needs to support women and girls and particularly empower marginalised women to increase their participation in society and challenge some cultural norms.

15. The Green Paper proposes core integration measures for national and local government to focus on. Do you agree these are the right measures?

The measurement framework makes sense in terms of measuring integration in a consistent way to meet local and national requirements. It would be useful to capture real change on relevant indicators over time at both levels, to understand ongoing progress and barriers and opportunities etc. The framework is useful to look at the indicators across a range of levels e.g. individual and institutional level.

A long term approach will be required that does not focus heavily on targets/performance measurement as this makes the assumption that impacts will be immediately available. This underestimates the complexity of cultural change and risks cessation of efforts prematurely. Qualitative data should be considered as a valuable source for evaluation.

The strategy will need to make clear the purpose of such measures, will they be to inform policy and service delivery through intelligence or performance manage, particularly at a local level.

TITLE OF REPORT: Surplus Declaration and Grant of Lease Barley Mow Village Hall, Bedford Avenue, Birtley DH3 2AJ

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

Purpose of the Report

1. To seek approval to (i) the property being declared surplus to the Council's requirements and (ii) the future proposal for the property after being declared surplus.

Background

2. The property known as Barley Mow Village Hall (BMVH), which is shown edged black on the attached plan, is held by the Council for housing purposes pursuant to the Housing Act 1985 and was developed as a community centre for the residents of Birtley.
3. BMVH is the last community centre which was identified as suitable for a community asset transfer in the Community Centre Review which was approved by Cabinet on 26 February 2013 (Minute No C224).
4. The existing management committee were not able to proceed with a community asset transfer throughout earlier phases of the review and the Council has been working with the organisation to build their capacity and develop a business plan which will help sustain and improve both the property and the activities currently delivered. The management committee has now become an incorporated registered charity, Barley Mow Village Hall CIO, and are able to proceed with a long-term lease pursuant to the Council's Community Asset Transfer policy.

Proposal

5. It is proposed that the property be declared surplus to the Council's requirements and a 35-year lease at nil consideration be granted to Barley Mow Village Hall CIO pursuant to the Council's Community Asset Transfer policy.

Recommendations

6. It is recommended that Cabinet:
 - (i) declares the property surplus to the Council's requirements; and
 - (ii) authorises the Strategic Director, Corporate Services and Governance to grant a 35-year lease at nil consideration to Barley Mow Village Hall CIO pursuant to the Council's Community Transfer policy.

For the following reason: -

- (i) To manage resources and rationalise the Council's assets in line with the Corporate Asset Strategy and Management Plan.
- (ii) To ensure delivery of the cost savings identified in the Community Centre Review approved by Cabinet on 26 February 2013 (Minute No C224)

CONTACT: Beverley Horton extension: 3502

APPENDIX : Barley Mow Village Hall, Bedford Avenue, Birtley DH3 2AJ

Policy Context

1. The proposed surplus declaration supports the overall vision for Gateshead as set out in Vision 2030 and 'Making Gateshead a Place where Everyone Thrives'. In particular, the Council Pledge to support communities to support themselves and each other.
2. The proposed declaration will also accord with the provisions of the Corporate Asset Strategy and Management Plan 2015 – 2020. In particular, the rationalisation of the estate through the disposal of an uneconomic asset.

Background

3. The property, known as Barley Mow Village Hall (BMVH), which is shown edged black on the attached plan is currently held by the Council for Housing purposes and was developed as a community centre for the residents of Birtley.
4. Cabinet approved the Community Centre Review on 26 February 2013 (Minute No. C224) and BMVH was identified as a transitional property, which is one either surplus to the Council's requirements or considered appropriate for operating independently from the Council. In these circumstances the Council would consider a transfer of the asset to a third party pursuant to the Community Asset Transfer policy.
5. At the time of the Review the BMVH's existing management committee was not in a position to proceed with a community asset transfer, however, they were keen to maintain a service to the local community. In the intervening time they have been encouraging more volunteers to help out at the hall, building their capacity and developing a business plan. They are now a registered incorporated charity and in a position to proceed with a community asset transfer which will enable them to apply for funding to sustain the property and activities for the future. Terms have been provisionally agreed to grant a lease at a nil consideration to Barley Mow Village Hall CIO pursuant to the Council's Community Asset Transfer policy.

Consultation

6. In preparing this report consultations have taken place with the Leader, Deputy Leader and Ward Councillors for Birtley. The Portfolio Holder for Communities and Volunteering has also been consulted.

Alternative Options

7. The option of retaining the property has been discounted as following its assessment as a transitional property as part of the Community Centre Review it fulfilled the criteria for a community asset transfer. If a community asset transfer to the current management committee is not possible, the Council will seek interest from other charitable organisations. If this is not feasible, the asset will be disposed of on the open market which would be expected to generate a capital receipt.

Implications of Recommended Option

8. Resources:

- a) **Financial Implications** - The Strategic Director, Corporate Resources confirms that the future disposal of the property is expected to generate revenue savings from the Housing Revenue Account for the Council.
- b) **Human Resources Implications** - There are no implications arising from this recommendation.
- c) **Property Implications** - The future disposal of this property will result in a reduction in the Council's overall property portfolio thus reducing operational costs.

9. **Risk Management Implication** - The future disposal of this property will remove opportunities for vandalism to a vulnerable property.

10. **Equality and Diversity** - There are no implications arising from this recommendation.

11. **Crime and Disorder Implications** - The future disposal of this property will remove opportunities for crime and disorder, especially vandalism and theft.

12. **Health Implications** - There are no implications arising from this recommendation.

13. **Sustainability Implications** - The future disposal of this property will reduce the level of the Council's operational costs, including gas and electricity use, which will subsequently result in a reduction in the Council's carbon footprint.

14. **Human Rights Implications** - There are no implications arising from this recommendation.

15. **Ward Implications** – Birtley

16. **Background Information** - Minute No. C224



Title Grant of Lease Barley Mow Village Hall Bedford Avenue, Birtley, DH3 2AJ		<small>© Crown Copyright and database rights 2016. Ordnance Survey license number 100019132.</small>		
Scale 1:1250	Date Created 10th May 2018	Drawn By M Hawkyard	Drawing Number 000290 [B]	
Date Printed 10th May 2018		O/S NUMBER NZ2753NW		<small>Legal, Democratic and Property Services Corporate Services and Governance Gateshead Council</small>

This page is intentionally left blank



TITLE OF REPORT: Petitions Schedule

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

Purpose of the Report

1. To provide an update on petitions submitted to the Council and the action taken on them.

Background

2. Council Procedure Role 10.1 provides that any member of the Council or resident of the borough may submit a petition to the Leader of the Council, to another member of the Council nominated by the Leader, to the Chief Executive or a Strategic Director.

Proposal

3. The Cabinet is asked to note the petitions received and actions taken on them.

Recommendations

4. It is recommended that Cabinet note the petitions received and action taken on them.

For the following reason:

To inform the Cabinet of the progress of the petitions.

CONTACT: Mike Aynsley extension: 2128

APPENDIX 1

Policy Context

1. The information is provided in accordance Council Procedure Rule 10.2 whereby progress of petitions is to be reported regularly to meetings of the Cabinet. The procedure supports the Council Plan.

Background

2. Council Procedure Rule 10.1 provides that any member of the Council or resident of the borough may submit a petition to the Leader of the Council, to another member of the Council nominated by the Leader, to the Chief Executive or a Strategic Director.

Consultation

3. This report has been prepared following consultation as set out in the schedule.

Alternative Options

4. There are no alternative options.

Implications of Recommended Option

5. Resources:

a) **Financial Implications** – The Strategic Director, Corporate Resources confirms that there are no financial implications arising from this report.

b) **Human Resources Implications** – Nil

c) **Property Implications** - Nil

6. **Risk Management Implication** - Nil

7. **Equality and Diversity Implications** - Nil

8. **Crime and Disorder Implications** – Nil

9. **Health Implications** - Nil

10. **Sustainability Implications** - Nil

11. **Human Rights Implications** - Nil

12. **Area and Ward Implications** - Borough wide

Background Information

13. Petitions schedule attached.

APPENDIX 2

PETITIONS SUBMITTED TO GATESHEAD METROPOLITAN BOROUGH COUNCIL

DATE RECEIVED	REF	FROM	ISSUE	FORWARDED TO	ACTION TO DATE
22.06.17 Submitted to the Deputy Leader of the Council	07/17	Petition from Keser Girls School	Petition requesting a crossing on Whitehall Road	Strategic Director, Communities and Environment	Surveys have been received and an analysis of the results is ongoing. The report will form the basis of the response to the petitioners.
23.11.17 Submitted to Councillor Twist	10/17	Petition from residents of Whickham	Petition requesting the installation of 2 pedestrian crossings at Parkway, Whickham	Strategic Director, Communities and Environment	Assessments have been undertaken and the report will form the basis of the response to the petitioners.
16 02.18 Submitted to Strategic Director, Corporate Services and Governance	01/18	Petition from GMB	Petition against the propose parking restrictions on Shearlegs Road, Albany Road and Park Road	Strategic Director, Communities and Environment	The petition has been received in response to the Council's transport consultation on proposed waiting restrictions in the Shearlegs Road area. The petition is being considered together with other representations received.
16.03.18 Submitted to Councillor Turnbull	02/18	Petition from Residents of Crossfield Park	Petition requesting the closure of the cut through on Crossfield Park	Strategic Director, Communities and Environment	The Strategic Director has arranged a meeting on site with the ward councillors.
09.05.18 Submitted to Councillor Patterson	03/18	Petition from residents of Longhirst, Leam Lane Estate	Petition against the charge for the Care Call Service	Strategic Director, Care, Wellbeing and Learning	A meeting has been held with the lead petitioner and she understands the background and reasons why the Council has to make changes to the charging policy. The officer has went through her rent statement and, although she still has some concerns about the charge, she

					<p>has accepted that the charge will remain on the rent. Some of the benefits of the new service were explained to her, in particular, access to a key safe which we can provide free of charge. The lead petitioner has visited all her neighbours to discuss the meeting and to see if anyone is interested in a free key safe. She has reported back to the Council officer and we will be installing these to those who want one. Overall it was a positive meeting and a letter will be sent to the lead petitioner to clarify the discussions and ultimate outcome.</p> <p>It is proposed that the petition be removed from the schedule.</p>
<p>14.05.18 Submitted to Councillor Haley</p>	04/18	Petition from residents of Wolseley Close, Teams	Petition regarding lack of a footpath, street signage and car parking for Teams Centre	Strategic Director, Communities and Environment	The petition is currently being considered by officers.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank