

COMMUNITIES AND PLACE OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Monday, 28 October 2019 at 1.30 pm in the Bridges Room - Civic Centre

From the Chief Executive, Sheena Ramsey

| Item | Business |
|------|--|
| 1 | Minutes of the last meeting (Pages 3 - 6) |
| 2 | Apologies for Absence |
| 3 | Review to Address Skills Shortages & Increase Employment Opportunities - Six Month Update (Pages 7 - 16) Joint report of the Strategic Director, Communities & Environment and the Strategic Director, Care Wellbeing & Learning |
| 4 | Community Safety Annual Priorities (Pages 17 - 22) Report of the Strategic Director, Communities and Environment |
| 5 | Housing Strategy (Pages 23 - 24) Report of the Strategic Director, Communities and Environment |
| 6 | Private Rented Progress Update (Pages 25 - 26) Report of the Strategic Director, Communities and Environment |
| 7 | New Guidance on Overview and Scrutiny (Pages 27 - 34) Report of the Strategic Director of Corporate Services and Governance |
| 8 | Work Programme (Pages 35 - 38) Joint report of the Chief Executive and the Strategic Director of Corporate Services and Governance |

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GATESHEAD METROPOLITAN BOROUGH COUNCIL
COMMUNITIES AND PLACE OVERVIEW AND SCRUTINY COMMITTEE
MEETING

Monday, 16 September 2019

PRESENT: Councillor(s): T Graham, V Anderson, D Burnett, K Dodds, A Geddes, F Geddes, S Hawkins, P Maughan, J Reay, J Turnbull, R Waugh, A Wheeler and J McElroy

APOLOGIES: Councillor(s): N Weatherley, B Clelland, S Dickie and H Kelly

CPL45 MINUTES OF THE LAST MEETING

RESOLVED:

- (i) The minutes of the last meeting held on 24 June 2019 were agreed as a correct record.

CPL46 HOLIDAY ACTIVITIES AND FOOD - SUMMER PROGRAMME

The Committee received a report and presentation providing a summary of initial feedback on the Gateshead Holiday Activities and Food programme which ran from 22 July 2019 to 5 September 2019.

It was noted that the Neighbourhood Management and Volunteering Team successfully secured £204, 403 to provide free summer holiday activities and healthy food for disadvantaged children. It was also stated that the funding from the Department for Education was only allocated to only eleven organisations across England as part of a government pilot.

A summary of the application process was outlined within the report. It was also highlighted that Gateshead's chances of success were limited based on the figure of 15.9% for children eligible for free school meals. However, it was stated that the application that was submitted for Gateshead presented the data at a neighbourhood level which demonstrated a case for intervention.

An overview of programme delivery was presented. It was noted that 39 venues took part in the programme with a range of activities provided from performing arts to mountain biking. The Committee were further advised that the venues used were located in a mix of community settings as well as schools.

The Committee noted that some venues prepared a packed lunch or hot meal on site. It was also stated that those venues without on-site facilities received packed lunches from the Council's Catering service.

It was noted from the report that monitoring returns and surveys are still being compiled but that initial feedback has been positive. A breakdown of some initial data already received was also summarised within the report.

It was highlighted that the most significant challenge when developing the programme was ensuring that the children and families who needed the support were able to have access to it. It was noted that a mapping exercise took place which identified the need for provision in the rural west and the densely populated east of the borough. The Committee were also advised that additional challenges included ensuring that places available were filled by those who really needed them so the team worked hard to ensure that venues were no further than two miles from each of the neighbourhoods identified.

It was asked how long it took for the provision to be organised from the funding being allocated; the Committee were advised that the timescales were extremely tight but that feedback on this has been provided to DfE. It was stated that a timescale of around 6 months would have been preferred.

The Committee noted that they were impressed that a project of this scale had been put in place with so little notice. A comment was also made that it was positive to see that catering was provided at each venue to ensure that the children attending were well fed.

An additional question was asked about food waste, it was noted that there was little to no food waste across the project. It was stated that attendance was monitored throughout, and that catering were updated as to how many packed lunches to provide each day. It was stated that tuna sandwiches proved unpopular with the children so this will be taken in to account should the scheme run again.

The Committee requested that the boroughs MP's be provided with a copy of the final report when it is produced.

RESOLVED:

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

CPL47 OSC REVIEW OF THE COUNCIL'S AND PARTNER'S APPROACH TO ROADS AND HIGHWAYS - MONITORY REPORT

The Committee received a report to provide an update on the current position on highway maintenance as per the recommendations of the review of highways report presented to the Committee in June 2018.

It was highlighted from the report that the number of defects in the second quarter of 2019 remains below that of 2018. It was also noted that the number of defects identified in any one year depends on a number of factors, including the underlying condition of the highway and the prevailing weather,

It was stated that looking at the longer-term trends for carriageways (roads) and footways (pavements) suggests that there is an upward trend in the number of

carriageway defects and that the previous decline in the number of footway defects has been reversed.

The Committee were advised that a review of maintenance policy in November 2019 saw a change in repair times, particularly for low risk defects. It was also stated that the previous target for low risk defects has been extended from 40 weeks to 1 year.

It was noted that a new risk-based policy for identification of highway defects has now been implemented. It was further noted that the Council is also trialling a new approach to improving the condition of more minor roads using micro asphalt.

The Committee were also provided with a summary of additional highway asset including concrete structures and street lighting. It was noted that the main risk relating to highway maintenance is the continued pressure on budgets.

It was asked whether records were kept on the number of accidents reported on the highway. It was noted that records of defects are recorded if they are reported; it was also noted that the insurance team deal with any personal injury matters.

RESOLVED:

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

CPL48 WORK PROGRAMME

The Committee received the report setting out the provisional work programme for the municipal year 2019/20.

RESOLVED:

- (i) The Committee noted the contents of the Work Programme.
- (ii) The Committee agreed that the Work Programme be brought to the Committee to identify any additional policy issues, which the Committee may be asked to consider.

Chair.....

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| TITLE OF REPORT: | Review to Address Skills Shortages & Increase Employment Opportunities – Six Month Update |
| REPORT OF: | Colin Huntington, Acting Strategic Director, Communities & Environment Caroline O'Neill, Strategic Director, Care Wellbeing & Learning |

SUMMARY

This report sets out progress made against recommendations presented to Cabinet by Communities and Place Overview and Scrutiny Committee following a review of work to address skills shortages and increase employment opportunities.

Background

1. In 2018/19 Communities and Place Overview and Scrutiny Committee (OSC) reviewed work undertaken by the Council and its partners to address skills shortages and increase employment opportunities.
2. The scope of the review was to examine the existing approach to tackling skills shortages and maximising the take-up of local employment opportunities by appropriately skilled individuals from the resident workforce.
3. The review was carried out over an eleven-month period and considered evidence provided by officers, partners and service users about the current work; gaps in provision and opportunities to improve services and partnership working for the benefit of our residents and their ability to access employment opportunities. This included examining the provision and attainment of young people in compulsory and post-16 education through to the support and lifelong learning provided to those over 50 in the workforce.

Economic Context

4. National funding and policy changes have and continue to see a step-change in education and training delivery across the country. This in turn, has an impact on Gateshead learners and the strategic direction of providers and institutions.
5. The North East's Strategic Economic Plan (SEP) is a comprehensive document detailing how the North East economy can grow in the coming years and how the region will create more and better jobs for the North East Local Enterprise Partnership (NELEP) area.
6. Gateshead Council's strategic plan, Making Gateshead a Place Where Everyone Thrives, requires a focus on tackling inequality, particularly in addressing inability to

work because of long term illness, benefit dependency, low level wages, and the attainment gap between disadvantaged young people and their more advantaged peers.

7. One of the pledges is to invest in our economy to provide sustainable opportunities for employment, innovation and growth across the borough.
8. Business and employer investments create valuable employment and training opportunities. However, those opportunities do not automatically help to tackle unemployment. Intervention is needed to ensure the local workforce have the skills and support they need to access these opportunities and employers are required or encouraged to recruit locally.
9. Inward investment and indigenous business growth is expected to create significant numbers of new jobs in the borough over the next 5 years. To ensure we maximise those opportunities for residents, as well as delivering the skilled workforce to meet the needs of business, we must look at the challenges we face both in terms of labour supply and demand.

Review Findings

10. Taking into account the evidence brought forward through the review, OSC set out the priorities and future focus of the Council's approach to ensuring that activities which address skills shortages and increase employment opportunities are maximised for the benefit of local people through 24 recommendations (see appendix 1) proposed to Cabinet, set out below in three broad categories; 'ensuring the career choices of young people match industry need', 'improving access to work and in work progression' and 'removing barriers and moving people closer to work'.

Progress Update

Ensuring the career choices of young people match industry need

11. In June the Council launched Work Inspiration Gateshead, a new programme aimed at inspiring young people to broaden their horizons and be ambitious. In partnership with Gateshead College and the North East Business and Innovation Centre, the 18-month initiative will deliver a series of sector insight and inspiration events that ensure young people have meaningful engagement with employers and insights into industry which will inspire them to make the right transition to further training, education or work.
12. Involving local businesses in the programme will give 11-16-year olds an insight into industries and careers they may not have thought existed here in the North East as well as a clear understanding of all the options and routeways which will enable them to succeed.
13. To date four events have taken place involving:
 - Students from four secondary schools participated in activities at Komatsu UK, Birtley, that coincided with a visit from HRH The Duke of York;

- 140 students from Kingsmeadow and a further 240 students from Emmanuel College participated in Digital Project Days, hosted at PROTO, that specifically focused on career opportunities in tech, games and digital industries;
- Students from Emmanuel College were also supported to develop an app for use within the healthcare sector.

14. Further Sector insight events are being planned for Autumn 2019.

15. Through an approach to secure social value arising from Council investment, Wates, the Council's appointed contractor for Clasper Village and Gibside School developments, has committed to working with two Gateshead schools on a Sustainable School Project.

16. Providing young people with an understanding of what employers look for, inspiring and helping prepare them to be more work ready upon leaving education, helps to reduce the number that would otherwise end up not in education, employment or training (NEET). With increased exposure to career opportunities available and by focusing on priority areas, it is hoped greater gender balance can be achieved across all professions and increase equality of opportunity for all young people, including for Looked After Children and children from workless and disadvantaged households, helping to prevent multi-generational worklessness.

17. Future activities will include training young volunteers to be Work Inspiration Champions. Young people can relate to those of a similar age to themselves and we have some fantastic examples of successful young people in our alumni and businesses to draw upon.

18. The Council has continued to coordinate a Gateshead Careers, Education, Information, Advice and Guidance Network involving all Gateshead Secondary Schools, including our SEND schools, Gateshead College and more recently the Pupil Referral Unit. The purpose of the Network is to facilitate the sharing of good practice in careers advice for young people within schools and support schools working to attain the eight Gatsby benchmark standards.

19. The Council's learningSkills team offer 4 key Level 6 programmes to schools to upskill staff in the delivery of Careers Education, Information, Advice and Guidance as follows, allowing schools to choose flexibly and appropriately to meet their needs and to ensure young people are aware of all opportunities available to them. 17 schools have completed the CEIAG level 6 programme with a success rate of 100%

20. The NELEP has appointed coordinators and enterprise advisers to directly support schools working towards the standards. NELEP are participating in the CEIAG Network to ensure the schools can access support through their North East Ambition project.

21. In the future, digital skills will be increasingly important for work. Forty percent of jobs created in the last two years were in digital intensive industries and half of employers recently surveyed, cited a requirement for digital skills in the next 12 months. However, only 35% of North East residents are considered to have 'digital skills for work'. The Council has secured the commitment of 23 primary schools from across the borough to establish a new Code Club as part of a programme to

ensure that all children have access to coding opportunities to address the digital skills gap in the region.

Improving access to work and in work progression

22. Enabling significant numbers of unemployed or underemployed residents to take up the jobs created by Council investment is an explicit demonstration of the Thrive agenda, in addition to the financial benefits arising from reduced demand and increased local spending as people move into employment.
23. Since January 2019, the Council's learningSkills team have assisted 655 young people (aged 16-24) with information advice and guidance and support to apply for apprenticeship vacancies with 93 residents gaining employment as an apprentice with Gateshead businesses. 131 Gateshead employees have undertaken an apprenticeship to help upskill within their current job roles. In total learningSkills has worked with over 350 employers (176 from Gateshead) across Tyne and Wear to source employment opportunities for apprentices and to upskill their workforce.
24. learningSkills has also supported young people who aren't apprenticeship ready into traineeships. 114 young people have been supported into programmes of study in construction, customer service, retail, digital skills and business admin, many battling with drug, alcohol and substance misuse, offending behaviour, mental health, housing, family and financial issues.
25. In April, the Council entered in to a partnership with Gateshead College, Northumbria University and Job Centre Plus with the intention of getting local people through the Gateshead Works initiative, a new locally focused job matching service.
26. Launched in August and delivered by the Council's Economic Development Service, Gateshead Works offers a free to use, ethical recruitment service for the residents and businesses of Gateshead. It is designed to provide Gateshead employers with job-ready local employees, while providing residents with the support they need to find sustainable, quality employment, locally through a wide range of pathways.
27. Jobseekers can register directly with Gateshead Works and are notified of job opportunities that match their employment preferences, skills and experience. Since the service went live in mid-August, 241 jobseekers have registered with Gateshead Works. Three employer-led recruitment campaigns have been supported, with 22 candidates interviewed and 7 people securing employment.
28. The Gateshead Works service works closely with businesses to understand their requirements, provides a fully comprehensive service based around business need and discusses, where appropriate, opportunities for apprentices, care leavers, people with a disability etc. By working with employers to satisfy their recruitment needs, officers have a unique opportunity to engage them in discussions around job quality (e.g. minimising the use of zero-hour contracts, promoting the real living wage, etc.) encouraging them to take on a more diverse workforce and invest in career progression and re-training.
29. In June the Council piloted a 5-day full time programme for 12 people not in employment, education or training (NEET) to learn more about careers and

business opportunities in tech/digital in Gateshead. Through the programme, residents attended workshops, group discussions, one-to-one's with industry professionals and undertook research tasks in order to better understand the sector and the career opportunities available.

30. One participant secured employment with Accenture and two others have commenced further education courses with Gateshead College. The remaining participants are continuing to be supported to find work through Gateshead Works.
31. A Tech Sector Employment event was also hosted at PROTO on 19th June providing 56 residents and school leavers from four Gateshead schools with access to 17 Gateshead tech/digital businesses exhibiting to promote live vacancies within their organisations.
32. The Council has reviewed the use of its powers and influence to enhance residents' access to employment opportunities arising from major regeneration projects and business investment. Updating strategic documents and planning policy will provide a solid legal basis to allow for wider Community Benefits to be secured for residents. The application of Community Benefit methodology has secured commitment from four developers to apprenticeships and employment and training support for residents to access employment opportunities. This approach is now being rolled out more widely.

Removing barriers and moving people closer to work

33. The Economic Development Service delivers flexible, personalised one-to-one employment support for unemployed and economically inactive residents across the borough. Tackling inequality is at the heart of the employment support with delivery built on trust and an 'understand not assess' principle. The nature of the support provided ensures that no resident is 'written off' as too hard to help in recognition that everyone has a right to thrive.
34. Delivery from community venues and informal settings such as cafes helps the service initially engage residents in locations that are close to home and familiar. The Council is currently working in partnership with Jobcentre Plus to trial a job coaching drop in session at Chopwell Community Centre to overcome barriers to access, including accessibility and costs.
35. Economic Development has provided employment support for 418 residents between April and September 2019. So far 157 residents have reported that they have overcome multiple and complex personal barriers to work and 36 have started work.
36. All Economic Development employment support services are grant funded, mainly from sources external to the Council. This means the Council needs to be extremely proactive in pursuing and securing new funding to help residents move closer to and into work to help individuals and families thrive.
37. The Council secured European Social Fund (ESF) in May 2019 for a new £398,000 programme to help 260 of the most disadvantaged unemployed and economically inactive residents in the borough. Supported by the Gateshead Housing Company as a delivery partner the project was launched 1 October 2019. A minimum of 60

residents supported will be workless tenants of the Housing Company and the Council has an innovative co-location arrangement in place with the Rent and Income Team enabling Housing Company officers to identify tenants in need of support to move into work at an early opportunity. The project will also target support to help care leavers, women returners, workless families engaged with Early Help, over 50s and residents with health problems and disabilities.

38. A £368,000 funding extension has also been secured by Economic Development to continue the Building Better Opportunities 'Wise Steps' project in July 2019. This will enable the Council to engage and support a further 200 residents with multiple barriers to the labour market.
39. The first phase of the project ended in June 2019 and helped 210 residents by providing over 3230 employment and wellbeing support activities every year. This included 44 residents over 50, 125 with a disability of health condition 90 women disadvantaged in the labour market. Over half of those supported moved into work or became economically active as a result of the support provided.
40. The funding also presented an opportunity for Economic Development to set up a pilot with the Leaving Care Team to provide intensive, tailored employment support for 22 young adults who were formerly looked after children. The pilot helped 6 into work and 8 into education or training on leaving the project. A specialist Job Coach provided the support and this work will continue through the new funding.
41. In 2018/19 the Council's learningSkills team also managed a £2.3 million community grants project across Tyne & Wear and Northumberland to support moving those furthest from the labour market (and with multiple barriers) towards work. £343,000 was targeted at benefiting Gateshead residents. Through the scheme 118 third sector organisations received grants and 53% of recipients progressed into further education, employment and volunteering.
42. Training was delivered to 17 Gateshead Looked After Children (or Care Leavers) with four successful securing an apprenticeship. A further 139 learners with a learning difficulty or disability received support with employability, internships and independent living.
43. learningSkills have delivered English as a Second Language (ESOL) and Life in the UK training to over 150 Syrian Refugees ensuring they are developing essential language skills as well as understanding British culture and employability skills. Support has including tasters in vocational areas and pastoral support through local events such as the learningSkills Peace Day celebrations.
44. As recognised in the review, Universal Credit (UC) has had a significant impact on the welfare system since its inception, and whilst presenting significant issues for both customers and administrators it does offer jobseekers enhanced flexibilities to gain employment. The Council is helping residents to navigate and utilise Universal Credit to ensure they are not disadvantaged when accessing work. This includes a personalised 'better-off' calculation as part of the employment support offer.
45. Over 400 residents who were all claiming JSA or Universal Credit were helped by learningSkills to gain the skills to find work. All were at least second generation unemployed or had spent at least 3 years out of work. All learners were supported

to develop their literacy, numeracy and digital skills and received financial awareness training to help the manage their benefits and wages.

46. The Council's Early Years services has developed an expression of interest for European funding through the Gateshead Goes Local Community Lead Local Development project to actively encourage more residents to consider childminding as a self-employment option, including opportunities of start-up support, particularly around funding and training, through to completion of registration. In addition to creating employment opportunities, childminders provide a flexible solution to childcare allowing parents to return to work. If successful, the project is expected to be awarded funding in early 2020.
47. Early preparation for opportunities resulting from development can help the Council, working with training and employment support partners, to maximise economic benefits for residents, particularly those furthest from the labour market. In response to a Construction Industry Training Board (CITB) commission (funding opportunity) the Council is working with Gateshead College and other partners to support the development of a proposition which if successful will secure funding to establish an onsite construction experience/training hub in or around Gateshead Quays to ensure residents have the skills required to access construction sector jobs arising from the planned arena /conference centre development. The project will offer a range of construction skills, trades training and certification from the earliest introductory stage to potentially supervisory or management levels.
48. Between March and August learningSkills trained over 500 volunteers for the World Transplant Games, all received accredited training in volunteering skills.

Future Focus

49. It is proposed that the Council continues to work with partners to implement the recommendations of the review in order to achieve a better match of labour and skills supply to demand regarding both immediate and future skills needs; maintaining growth in employment levels and retaining skills with a focus on career development and escalators to build the existing labour force through maintaining and reskilling older workers.

Recommendations

50. Sustainable Overview and Scrutiny Committee is requested to:
 - Note the contents of this report and the progress achieved in the last six months
 - Comment on whether the Committee is satisfied with the level of progress to date

Contact: Andrew Tate, Enterprise and Industry Manger, ext. 2084

**COMMUNITIES AND PLACE
OVERVIEW AND SCRUTINY COMMITTEE**

Review to Address Skills Shortages & Increase Employment Opportunities

Final Recommendations

Recommendation 1: Childminders provide the most flexible childcare provision, allowing parents to return to work. There is a need to actively encourage more residents to consider childminding as a self-employment option, including opportunities of start-up support, particularly around funding and training, through to completion of registration.

Recommendation 2: North East Ambition aims to ensure every young person in the region can identify routes to a successful working life. We need to continue support to schools around careers education, information, advice and guidance (CEIAG) and ensure young people understand the opportunities available to them in Gateshead and the North East, through the delivery of a programme of sector insights.

Recommendation 3: Support the interactions developed between businesses and schools through the Work Inspiration pilot via the establishment of a Business and Education Partnership.

Recommendation 4: Continue to support schools, including school staff CPD, to work towards and achieve the eight benchmarks of good careers guidance and supporting young people through the CEIAG Network.

Recommendation 5: Encourage and support the development of mentors, through alumni from our partners and schools, to inspire and motivate other young people, particularly those from disadvantaged backgrounds.

Recommendation 6: Encourage the relationship between FE, wider training provision and schools to develop a more collaborative approach, ensuring young people are aware of all the pathways available to them post 16, including IAG support for Apprenticeships.

Recommendation 7: Develop pathways for young people who may have been unsuccessful academically but would be successful in vocational training

Recommendation 8: Actively work with businesses to engage with post-16 learners and offer practical and meaningful work placements as part of the national shift towards technical education.

Recommendation 9: Advocate for those residents with special educational needs and disabilities to ensure parity of provision, including tailoring specific interventions to meet the needs of these residents.

Recommendation 10: Encourage the uptake of apprenticeships, in both levy and non-levy paying businesses.

Recommendation 11: Work with the NELEP and partners to ensure up to date, regional, labour market information is available to young people when they are making important FE and HE study option decisions.

Recommendation 12: Ensure all residents, including young people are encouraged and can access the appropriate routeways into higher education, post 18.

Recommendation 13: Continue to support the Graduates in Gateshead scheme to encourage graduate entrepreneurship.

Recommendation 14: Strengthen partnership arrangements with FE & HE institutions to retain talent and ensure Gateshead graduates and alumni are supported into local employment.

Recommendation 15: Myths and perceptions of employment in certain industries and sectors can result in skills gaps and hard to fill vacancies having to be filled from outside the region or not at all. We must continue to ensure young people and job seekers understand what industries can offer and the skills required to access those opportunities.

Recommendation 16: Improve access to career progression opportunities for all residents

Recommendation 17: Promote career change opportunities for those residents in work, but who may be underemployed, at risk of redundancy or looking for a career change.

Recommendation 18: Promote the Fuller Working Lives contract and undertake further work with businesses to ensure they understand the support available to them to support their ageing workforce.

Recommendation 19: The transition into work for residents who've been unemployed or economically inactive can present challenges. There is a need to help people navigate this change, adapt and build resilience whilst recognising that Universal Credit is also a factor in ensuring that residents gain and sustain employment.

Recommendation 20: Improving access to employment for those residents disadvantaged in the labour market can require personalised, flexible support delivered on a one-to-one basis in local communities. We must help residents address barriers to work through services designed around their needs and which reflect local economic challenges and opportunities.

Recommendation 21: Deliver Gateshead Works, a Gateshead based, demand-led recruitment service, in partnership with Gateshead College, Northumbria University and DWP to maximise employment opportunities for residents and actively encourage businesses to employ local and think beyond their normal routes to access their workforce.

Recommendation 22: Through early preparation for opportunities resulting from development, influence training and employment support partners to ensure those residents furthest from the labour market are well placed to access opportunities when they arise.

Recommendation 23: Increase advocacy to encourage employers to take on a more diverse workforce, to drive up job quality and to support career progression.

Recommendation 24: Increase the use of Social Clauses and Targeted Recruitment and Training (TR&T) methodology to secure wider Community Benefits for Gateshead residents from procurement and planning / development activities.

TITLE OF REPORT: Community Safety Priorities 2019/20 Update

REPORT OF: Colin Huntington, Strategic Director: Communities and Environment

Summary

This report provides Communities and Place Overview and Scrutiny Committee (OSC) with a brief overview of the key activities that have been co-ordinated and delivered by Gateshead Community Safety Board within the last six-months in order to address the strategic priorities outlined within the strategic Partnership Plan 2019/20). The report also highlights some of the potential emerging themes in relation to Community Safety and the gaps in current provision. Members are asked to identify thematic areas for further scrutiny at a future Committee meeting.

1 Background

- 1.1 The Community Safety Board is a standalone statutory partnership made up of six Responsible Authorities – namely: Gateshead Council, Northumbria Police, Tyne and Wear Fire Service, Northumbria Community Rehabilitation Company, National Probation Service and Newcastle Gateshead Clinical Commissioning Group. The purpose of the Board is to 'work together to make Gateshead a safe place for everyone' and its core functions are:
- address crime and disorder (including anti-social behaviour and behaviours which adversely affect the environment)
 - combat the misuse of drugs, alcohol and other substances
 - reduce re-offending.
- 1.2 The Board has a statutory duty under the Crime and Disorder Act to produce an annual intelligence-led Strategic Assessment (an assessment of need based on data) along with a Partnership Plan (which formally sets out the areas that will priorities and the activity that will be undertaken locally by the Board to reduce crime and disorder in the area).
- 1.3 As a reminder, the strategic themes that were agreed by the Community Safety Board in April 2019 for delivery in 2019/20 are:
- Anti-Social Behaviour and Environmental Crime
 - Domestic Abuse
 - Restricting and Tackling Drug Supply
 - Hate Crime and Tension Monitoring
 - Preventing Violent Extremism
- 1.4 These are the areas in which the Board felt we can collectively make a bigger impact by working together; however, the Board also remains flexible enough to be able to respond proactively to any emerging risks and threats not linked to these priority areas.

2 Crime Performance

2.1 The table set out in Appendix 1 shows performance of crime and disorder within Gateshead from 1st April through to 30th September 2019.

2.2 In the first six-months of 2019/20, recorded crime in Gateshead has fallen 7% (787 fewer crimes) and remains comparable to the average reduction recorded across Northumbria (-6%). Gateshead continues to outperform local authority areas across South of Tyne and Wear and rate of crime per 1000 population is lower in Gateshead compared to our 15 Most Similar Family Group average.

2.3 Violent crime in Gateshead has decreased by 1% on last year (-30) with levels of Most Serious Violence falling by 36% (-32) and incidents of robbery have almost halved (down 47%, 35). Violence against the person offences still account for almost a third of all recorded crime in Gateshead during the period. Burglary dwelling-related offences have fallen by almost a fifth (-19%, 125 fewer crimes) and public order offences have reduced by 24% (-410).

2.4 Increases have been reported in the number of vehicle-related crimes (+16%, 105 more crimes), sexual-related offences (+27%, 80 more crimes), some theft and handling crime types as well as possession of weapons (+5%, 165 crimes).

3 Progress to date

3.1 Some of the key activities that have been undertaken this year to address the priorities of the Board include:

Domestic Abuse

- Commissioned a further 2 x Domestic Homicide Reviews; one of which, has been concluded (March 2019) and resulted in several high profile national, regional and local recommendations for agencies involved.
- Embedded a new streamlined operating model to help provide an improved response response to victims of domestic abuse – regardless of risk.
- Fundamentally reviewed our existing training provision for domestic abuse and commissioned a series of specialist sessions to help raise awareness of stalking, cyber-stalking and domestic abuse.
- Supported the delivery of the 'Whole Systems Approach to Domestic Abuse' led by the Office of the Police and Crime Commissioner for Northumbria.
- Worked with Northumbria Community Rehabilitation Company to implement a new/innovative approach to working with domestic abuse perpetrators.
- Continue to develop project with Accident and Emergency to support victims of domestic abuse and to upskill health staff to spot the signs of abuse.
- Continue to hold MARAC (Multi-Agency Risk Assessment Conferences) and MATAC (Multi-Agency Tasking and Co-ordination) meetings to safeguarding high-risk victims of domestic abuse.

Hate Crime and Tension Monitoring

- Co-ordinated the delivery of a new Hate Crime Strategy and Action Plan for Gateshead 2019-22 – which will focus on increasing awareness of reporting hate crime, increasing the uptake of referrals to victim support services and promoting hate crime education.
- Developed Hate Crime Victim Action Group to bring together individuals with lived experience of hate crime to seeks their views to help improve and

develop agencies and services understanding around barriers victims face when accessing practical and emotional support.

- Further expanded the local Hate Crime Champions Network to include 30 students across Whickham School and Gateshead College acting as a point of contacts for students who may want advice, information or signposting to support around hate crime.
- Reviewed current Safe Reporting Centres across Gateshead and provided refresher hate and mate crime training to these organisations to improve the accuracy of hate crime reporting at these locations.
- Co-ordinated a successful Hate Crime Awareness Week in October 2019 which saw a 'Walk of Solidarity' and an 'Experts by Experience' Event.
- Continued to review our Online Hate Crime Reporting and Referral Forms on Gateshead Council website (which replaced ARCH earlier in the year).

Preventing Violent Extremism

- A series of informal awareness raising sessions, and formal WRAP training, continues to take place and has included bespoke sessions for Councillors, Adult Social Care and Early Help. Commissioned training from a specialist provider for schools and Education Safeguarding Leads.
- Ran a further series of Channel HYDRA training sessions with North-East Counter Terrorism Unit which scenarios a real-life Prevent referral testing our approach and ability to address the case.
- Held a workshop/development session to review and revise our internal referral pathways relating to Prevent. This included completion of the Home Office Prevent Duty Local Authority Self-Assessment Toolkit and developing an action plan to tackle the identified gaps.
- The 2019 CTLP has recently been produced and this shows that Gateshead has the second lowest number of Prevent referrals from across the Northumbria area. This remains a concern and highlights the importance of Prevent training being mandatory for frontline employees.
- Gateshead currently has 1 x open case at Channel Panel (*confidential).
- Drawing on best practice from Manchester and Kirklees, we have started to refresh the Channel Panels arrangements within Gateshead to ensure our local policies, procedures and processes remain fit for purpose.

Anti-Social Behaviour and Environmental Crime

- Public Space Protection Orders (PSPOs) agreed by Cabinet to reduce anti-social behaviour across the Borough.
- Had agreement from key partners and services to undertake a multi-agency review of anti-social behaviour (carried out by external independent body) to ensure victims are receiving the best possible service.
- Successful in securing funding from the Police and Crime Commissioner for Northumbria to establish a Youth Outreach pilot and commissioned NE Youth, a voluntary sector organisation, to run the project covering an area in the East of Gateshead.
- Continue to make best use of ASB legislation to ensure that we are taking swift action when dealing with perpetrators and problem premises.
- Operational Tasking and Problem Solving continues to take place across the Borough to ensure a consistent multi-agency approach to tackling crime and ASB in hotspot localities, persistent offenders and vulnerable victims.

Restricting Supply – Drug Misuse

- Drug-related deaths continue to rise across Gateshead. We have reviewed the way the partnership responds to drug-related deaths within the Borough leading to a much timelier review process and action-focused outcomes.
- Operation Salvator, the biggest drug disruption operation to have ever taken place in Gateshead, took place in April 2019, which led to numerous arrests and drug seizures.
- The development of a local drug profile for Gateshead and Newcastle which will identify trends and patterns in terms of use, distribution methods and availability.
- Established a Workshop to discuss across partner agencies around tackling the harms caused by substance misuse which has resulted in a refreshed local action plan for Gateshead.
- Carried out several briefing sessions with partner agencies to ensure timely information is shared with Northumbria Police about drug supply to support intelligence gathering and enforcement actions.
- Continue to support the disruption of Serious and Organised Crime activity through actions around Operational Sentinel.

4 Further Activity

4.1 Key actions that will be progressed in the next six-months:

- Carry out a systems-thinking review of how we tackle anti-social behaviour to ensure we have the right approach.
- Re-establish the Strategic Domestic Abuse Executive Forum and create local Action Plan (linked to elements identified within Domestic Abuse Bill).
- Pilot a new daily approach in relation to the functioning of the Multi-Agency Risk Assessment Conferences (MARAC) process.
- Complete Domestic Homicide Reviews and to implement recommendations and key learning points.
- Continue to develop bespoke projects and initiatives to drive out hate crime and to combat any increased community tensions/cohesion.
- Strengthen our links with other thematic partnerships – including Health and Wellbeing and Safeguarding Boards.
- Consider the role and remit of Gateshead Community Safety Board partners in the newly created Violence Reduction Unit in Northumbria.
- Evaluate the effectiveness of the Domestic Abuse Perpetrator Programme and to seek additional funding to continue with the project from March 2020.

5 Recommendation

5.1 Members are asked to:

- (i) Comment on the progress made in relation to the strategic priorities of the Community Safety Board;
- (ii) Continue to receive six-monthly Community Safety updates;
- (iii) Identify any issues/areas that OSC want to scrutinise in greater detail at a future Committee meeting.

Contact: Adam Lindridge, Community Safety Manager

Tel: 0191 433 3243

Appendix 1

Crime Performance

1 April 2019 to 30 September 2019



Crime Performance
Apr-Sept19

| Gateshead | 2019-20 | 2018-19 | Change compared to 2018/19 average | |
|---|---------|---------|------------------------------------|-------|
| Total crime | 10,130 | 10,917 | - 787 | - 7% |
| Violence against the person | 3,260 | 3,290 | - 30 | - 1% |
| Violence against the person - With injury | 864 | 891 | - 27 | - 3% |
| Most serious violence against the person | 56 | 88 | - 32 | - 36% |
| Less serious violence against the person | 808 | 803 | + 5 | + 1% |
| Violence against the person - Without injury | 2,396 | 2,399 | - 3 | - 0% |
| Robbery | 39 | 74 | - 35 | - 47% |
| Sexual offences | 378 | 298 | + 80 | + 27% |
| Vehicle crime | 746 | 641 | + 105 | + 16% |
| Vehicle interference | 85 | 75 | + 10 | + 13% |
| TFMV | 454 | 449 | + 5 | + 1% |
| TWOC | 207 | 117 | + 90 | + 77% |
| Criminal damage | 1,476 | 1,626 | - 150 | - 9% |
| Burglary | 545 | 670 | - 125 | - 19% |
| Burglary dwelling | 350 | 493 | - 143 | - 29% |
| Burglary OTD | 195 | 177 | + 18 | + 10% |
| Theft and handling | 2,042 | 2,223 | - 181 | - 8% |
| Shoplifting | 892 | 871 | + 21 | + 2% |
| Theft from the person | 79 | 59 | + 20 | + 34% |
| Theft of a pedal cycle | 99 | 80 | + 19 | + 24% |
| Other theft and handling | 972 | 1,213 | - 241 | - 20% |
| Drug crime | 206 | 217 | - 11 | - 5% |
| Fraud and forgery | 24 | 30 | - 6 | - 20% |
| Public disorder | 1,273 | 1,683 | - 410 | - 24% |
| Miscellaneous crime | 141 | 165 | - 24 | - 15% |
| Possessions of weapons | 3,320 | 3,155 | + 165 | + 5% |

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TITLE OF REPORT: Implementation of the Housing Strategy

REPORT OF: Colin Huntington Interim Strategic Director
Communities and Environment

Summary

1. This report gives an update of progress against the actions in the Housing Strategy which was agreed at full council on March 2019.

Background

2. The Council's Housing Strategy considers housing supply, housing standards and housing support. An action plan sets out the actions for the Council to progress the Strategy under these three themes.
3. A PowerPoint presentation will be provided for OSC members which will update on progress against the actions set out in the action plan and next steps.

Recommendations

4. OSC are asked to note the report and progress so far.

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TITLE OF REPORT: Private Sector Housing

REPORT OF: Colin Huntington Interim Strategic Director
Communities and Environment

Summary

1. This report gives an update of the council's approach to dealing with some of the issues in the private or privately rented sector.

Background

2. There are 67,000 private or privately rented properties in Gateshead. The team undertakes a wide range of action including dealing with the regulation of standards, selective landlord licencing in specific areas and dealing with anti social behaviour across the Borough. They have changed their approach in response to embedding the Thrive agenda.
3. A powerpoint presentation will be provided for OSC members outlining the actions of the team and provide some examples of recent cases and the approach taken.

Recommendations

4. OSC are asked to note the report and progress so far.

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TITLE OF REPORT: **New Guidance on Overview and Scrutiny**

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

Summary

The report sets out proposed areas for improvement arising from the new guidance on Overview and Scrutiny and seeks the Committee's views.

1. Background

New statutory guidance on overview and scrutiny in local government and combined authorities has been published by the Ministry of Housing Communities and Local Government. The guidance has been produced following a commitment made by the Government in early 2018 following on from the Communities and Local Government Select Committee's inquiry into O&S.

The revised guidance is light touch and aims to raise the profile of scrutiny committees and increase the effectiveness and relevance of their work. The updated guidance takes into account changes such as the establishment of combined authorities and the increase in commissioned services. It aims to ensure that the purpose of overview and scrutiny is better understood, and provides advice on what effective scrutiny looks like, how it can be achieved and the value this can bring to policy development and decision making. It reminds authorities of the powers available to scrutiny committees; highlights the benefits of effective scrutiny; and provides practical advice and proposals for improving the function.

A central theme of the statutory guidance is the importance of a strong organisational culture which supports scrutiny to provide effective challenge and a commitment to scrutiny across an authority, not just amongst those members and officers with a scrutiny role. It also focuses on resourcing, selection of committee members, powers to access information, planning of work programmes and evidence sessions.

Compared to the previous guidance, which concentrated on explaining the legislation, the new guidance is practically focused and grounded in the experience of scrutiny in local authorities since the 2000 Act. It leaves scope for local practice and does not intend to be prescriptive.

2. Proposal and / or Issues for Consideration

Having reviewed the areas highlighted within the new guidance it is considered that Gateshead already has in place much of what is set out in the guidance. However, it is considered that the below represent potential areas for improvement:-

2:1 Executive – Scrutiny Protocol

The guidance suggests the development of an Executive - Scrutiny Protocol as a positive means of defining the relationship between Cabinet and Scrutiny and providing a framework for managing /mitigating any differences of opinion.

In Gateshead we already have a protocol in place relating to Cabinet attendance at OSC meetings and it is considered that this could be widened further to cover several matters raised by the guidance eg managing disagreements between scrutiny and the executive; reflect the good practice already in place around early engagement with the executive regarding scrutiny's future work programmes and set out the position in relation to scrutiny's powers to access information.

A proposed revised Protocol is attached at Appendix 1 – (Revisions highlighted in red)

2:2 Whistleblowing

As part of establishing a strong organisational challenge culture the guidance, for the first time, references whistleblowing. It suggests that whilst scrutiny has no role in the investigation or oversight of whistleblowing arrangements the findings of independent whistleblowing investigations might be of interest to scrutiny committees as they consider their wider implications. The guidance indicates that this should always be subject to the Council's Monitoring Officer directions on this matter and the authority's constitution.

At this point in time, the Council's Monitoring Officer has advised that there have been insufficient whistleblowing cases in Gateshead to identify any emerging themes / issues to enable scrutiny to have a worthwhile role. Therefore, at this stage, councillors are asked to note their potential future scrutiny role in this area.

2:3 Communicating work of scrutiny to wider Council

The guidance also indicates that Councils should take steps to ensure that all members and officers are made aware of the role scrutiny committees play in the organisation. The guidance indicates that a means of achieving this could be by some reports and recommendations being submitted from scrutiny to full Council rather than solely the executive, taking account of the relevance of the reports to Council's business and its capacity to consider and respond in a timely manner.

However, having regard to Council's capacity to consider additional reports from scrutiny it is considered that it would be sufficient to submit an annual report to full Council on scrutiny's activities in order to raise awareness of ongoing work. Currently OSCs already receive a report at the end of their annual work programme which looks back at the work each OSC has carried out over the year as well as looking forward to the new work programme and this could form the basis of the annual report.

2:4 Following the Council Pound

The guidance suggests that the Council may wish to consider, when agreeing contracts with organisations using public funds to deliver goods and services, whether it would be appropriate to include a requirement for them to supply information to or appear before scrutiny committees.

It is considered that there is significant potential in the role scrutiny could play here: in the context of a number of areas of council policy, existing and emerging in terms of achieving value for money and outcomes with regards to local employment and training; climate change; and other areas of corporate social responsibility and social value generally.

As this is a large area for area for consideration, it is proposed that a workshop is organised for Corporate Resources OSC during November 2019 (which has as part of its remit, efficiency, value for money and procurement) so that they can better understand, explore and prioritise the role that scrutiny could play here.

The workshop will be led by Andrea Tickner, Service Director Corporate Commissioning and will explore scrutiny of the following options:-

- Overall Review of Council third party expenditure (eg key value high spend areas, which suppliers, contracted and off contract/ local and national suppliers
- Process – taking councillors through a particular tender process and what has been achieved on a previous contract
- Social value and what is being achieved

Recommendations

3. The Committee is asked to

- a) Note the information provided.
- b) Endorse the proposed areas for improvements outlined in paragraphs 2:1 to 2:4

Contact: Angela Frisby

Extension: 2138

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Cabinet and Overview and Scrutiny Protocol

Relations between Scrutiny and Cabinet

1. Scrutiny will maintain liaison with the Cabinet; in particular the Leader will from time to time meet with the Chairs and Vice Chairs of Overview and Scrutiny Committees to discuss issues of mutual concern.

Scrutiny Work Programmes

2. All Cabinet Members will receive information on the proposed work programmes and meeting dates for each OSC prior to the start of each municipal year.
3. Prior to each OSC meeting Cabinet members will be notified when the agenda papers are available to view.
4. Opportunities will be provided for discussing the respective OSC work programme / agendas at relevant Portfolio meetings.

Scrutiny of Performance Issues

5. Cabinet Members whose Portfolio area covers the remit of specific OSCs have a standing invitation to attend those six monthly meetings where the OSC formally considers performance issues relating to Making Gateshead a place where everyone Thrives and partnership work generally, to provide an update on their Portfolio area to the Committee.
6. Where specific concerns relating to a performance matter arise outside of the six monthly meetings, and the OSC would like the relevant Cabinet Member to attend to provide an update on this matter, a specific invitation will be extended via the Cabinet Office for the Cabinet Member to attend the next scheduled meeting of the OSC.
7. Where OSCs have any specific concerns relating to a performance matter the relevant Cabinet Portfolio Holder will be made aware of these by the relevant OSC Lead / scrutiny support officer prior to the meeting.
8. Where a Cabinet Member is unable to attend an OSC meeting he/she may nominate another Cabinet member who supports the Portfolio area to attend, or the relevant strategic or service director.

Scrutiny and Policy Development

9. Where OSCs are considering matters which support the development of Council Policy, Cabinet Members will be invited to attend OSC meetings as follows:-

OSC Reviews

10. Cabinet Members will be made aware of the Policy Reviews to be carried out by each OSC annually through the OSC's Work Programme, including the dates of the meetings where the OSC will receive evidence on these reviews, and will receive the agenda papers for these meetings for information.
11. As the OSC work programmes are flexible, Cabinet Members will be notified of any changes to the Work Programme as they arise.
12. Where the OSC Review covers a Cabinet member's Portfolio area, the scrutiny support officer will contact the Cabinet Office to invite that Cabinet member on behalf of the OSC to attend one of the evidence sessions to highlight any issues/concerns/challenges that they would like the OSC to have regard to.
13. Where a Cabinet Member is unable to attend he/she may nominate another Cabinet member who supports the Portfolio area to attend, or the relevant strategic or service director.

ad hoc Policy Issues

14. Where an OSC's views are being sought on policy matters during the course of the year on an *ad hoc* basis, the scrutiny support officer will inform the Cabinet Office and invite the relevant Cabinet Member on behalf of the OSC to attend the meeting where this issue is considered to highlight any issues/concerns/challenges that they would like the OSC to have regard to.
15. Where a Cabinet Member wishes to attend any other meeting of an OSC and speak on a particular matter he/she should liaise with the relevant Chair of the OSC or the relevant scrutiny support officer for the OSC in question, seeking an invitation from the Chair. If agreed, the OSC will then be notified of the Cabinet Member's intention to attend.

Managing Disagreements

16. The above processes should ensure that OSC recommendations to Cabinet / Council, in relation to future Council policies and practices, take account of Cabinet members

position on particular matters and help facilitate Cabinet support for proposed recommendations. Never-the-less there may be occasions, in relation to particularly contentious issues, where Cabinet may disagree with a finding or recommendation of a scrutiny committee.

Where such disagreements occur in relation to OSC Reviews these are likely to become apparent at the Interim report stage providing an opportunity for OSC Chairs to discuss with relevant Cabinet members whether there is scope for a midway compromise position to be achieved.

Where it is not possible to find a compromise position and Cabinet, as the decision maker, considers it is not able to support a particular recommendation or finding of a scrutiny committee then Cabinet should provide full and clear reasons as to why this is the case.

Call in

- 17 Where an OSC Chair and Vice Chair agree that a request for Call - In is reasonable and Cabinet is asked to think again on a particular issue a meeting of the relevant OSC should be convened within five working days to consider the Call - In, the relevant Cabinet member will be invited to attend to make any comments they would like the OSC to have regard to. The representations of the Cabinet member will be in addition to any presentation given by the relevant Strategic Director responsible for the service which is the subject of the called in decision.

Scrutiny Powers to Access Information

- 18 The statutory guidance on O&S indicates that Scrutiny members should have access to a regularly available source of key information about the management of the authority, particularly on performance management and risk.

Each request for information should be judged on its individual merits but authorities should adopt a default position of sharing the information they hold, on request from scrutiny members. However, there may be instances where it is legitimate for the Cabinet to withhold information. In such circumstances, Regulation 17(4) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 places a requirement on the Cabinet to provide Scrutiny with a written statement setting out its reasons for that decision. However, the guidance states that before a decision is taken not to share information, serious consideration should be given as to whether such information can be shared with Scrutiny in closed session.

Scrutiny and full Council

- 19 An annual report setting out scrutiny's activities for that year will be submitted to a meeting of full Council to ensure that the wider Council has a good awareness of the role, purpose and ongoing work of scrutiny across the Council.

TITLE OF REPORT: Annual Work Programme

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

Summary

The report sets out the provisional work programme for Communities and Place Overview and Scrutiny Committee for the municipal year 2019/20

1. The Committee's provisional work programme was endorsed at the meeting held on 29 April 2019 and Councillors have agreed that further reports will be brought to future meetings to highlight current issues / identify any changes/additions to this programme.
2. Appendix 1 sets out the work programme as it currently stands. Any changes proposed to the programme are set out in bold and italics for ease of identification.

Recommendations

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

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| Communities & Place OSC 2019/20 Work Programme | |
|---|--|
| 24 June 2019 | <ul style="list-style-type: none"> • Constitution / role and remit • Making Gateshead a place where everyone thrives – Year End Assessment and Performance Delivery 2018-19 • Safer Gateshead Partnership Plan • Anti - social behaviour • Managing Derelict Spaces (focus on varying specific sites) • Work Programme |
| 16 Sept 2019 | <ul style="list-style-type: none"> • Managing the Environment – Update / Case Study • OSC Review of the Council's and Partner's Approach to Roads and Highways – Monitoring Report • Work Programme |
| 28 Oct 2019 | <ul style="list-style-type: none"> • Community Safety – Annual Priorities • OSC Review – Work to address skill shortages and increase employment opportunities – Monitoring Report • Delivery of the Housing Strategy • Private Rented – Progress Update • New Guidance on Overview and Scrutiny • Work Programme |
| 9 Dec 2019 | <ul style="list-style-type: none"> • Managing Vacant Spaces across Gateshead • Tackling Homelessness in Gateshead • Implementation of Safer Gateshead Priorities – six monthly • Making Gateshead a place where everyone thrives – Six Monthly Assessment of Performance and Delivery 2019 - 20 • Work Programme |
| 27 Jan 2020 | <ul style="list-style-type: none"> • Domestic Homicide Reviews • TBC – Northumbria Police Operating Model / 101 reports • Waste Management – Progress Update • Work Programme |
| 9 March 2020 <u>5.30pm</u> | <ul style="list-style-type: none"> • TBC – Tour of the Land of Oak and Iron Centre and presentation • Culture / Tourism/ Land of Oak and Iron Legacy – Progress Update • The Flood and Water Management Act 2010: Annual Progress Report • Managing the Environment – Update / Case Study • Work Programme |
| 20 April 2020 | <ul style="list-style-type: none"> • OSC Review – Work to address skill shortages and increase employment opportunities – Monitoring Report • Annual Report of the Gateshead Housing |

| | |
|--|--|
| | <p>Customer Scrutiny Panel</p> <ul style="list-style-type: none">• Safer Gateshead Draft Priorities 20-21• Beamish - Annual Update• Managing Derelict Spaces – (focus on progress being made)• Annual Work Programme Review |
|--|--|

Issues to slot in

a) Postal Provision