



HOUSING, ENVIRONMENT AND HEALTHIER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Monday, 31 January 2022 at 1.30 pm in the Bridges Room - Civic Centre

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies for Absence
2	Minutes of the last meeting (Pages 3 - 12)
3	Performance Management and Improvement Framework - Six Month Performance Report 2021/22 (Pages 13 - 28)
4	Housing Performance and Compliance Monitoring
4a	Housing Performance Report (Pages 29 - 50)
4b	Building Safety Compliance (Pages 51 - 70)
5	Annual Work Programme (Pages 71 - 74)

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GATESHEAD METROPOLITAN BOROUGH COUNCIL

HOUSING, ENVIRONMENT AND HEALTHIER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Monday, 6 December 2021

PRESENT: Councillor B Clelland (Chair)

Councillor(s): T Graham, Anderson, D Burnett, K Dodds,
S Dickie, F Geddes, Reay, K McClurey and H Weatherley

APOLOGIES: Councillor(s): A Geddes, J Green, S Hawkins, H Kelly,
J Turnbull, R Waugh and A Wheeler

CPL9 MINUTES OF THE LAST MEETING

RESOLVED - That the minutes of the meeting held on 18 October 2021 be agreed as a correct record.

CPL10 NORTHUMBRIA POLICE UPDATE - SUPERINTENDENT JAMIE PITT

The Committee received a presentation from Superintendent Jamie Pitt from Northumbria Police on the Northumbria Police Control Strategy for 2021-2022 which will support the information provided in the presentation.

The Strategy has been revised to reflect the importance of partnership working. Every 3 years Northumbria Police pull all of the data together working with partners and identify similar threats and what areas need to be co-ordinated.

There are 6 policing priorities in the Control Strategy 2021-22:

- Protect the Vulnerable
- Effective Justice
- Prevent Crime and Disorder
- Engaged Communities and Trusted Police
- Intelligent Policing
- Outstanding Organisation

Superintendent Pitt advised that in order to achieve the priorities they will look at the following themes:

- Threat Risk and Vulnerability
 - Under this theme they will look at Drugs which is a massive cross cutting theme in terms of major organised crime and we have become an accelerated site and have just started testing on arrest. 75% of those tested have tested positive for drugs and need to be engaged

and work needs to be undertaken to target the people causing the most harm.

- Cyber Crime is another theme where areas such as online paedophilia, ransom ware, phishing emails and the dark web causes issues and is an example of great work which can be done when working in partnership.
- Serious violence such as knife crime is another area where there is a focus and is subject to government funding.
- Terrorism is another area where partnership working is critical.

The Committee were advised that currently all Local Authorities were revising their Strategic Assessments at the moment and the police will look to use the data to come together with interactive plans.

The Committee requested that information be provided to them on who were the best people to contact with regards to issues of Crime in their wards, in particular anti-social behaviour.

It was also requested that it would be useful to know where there have been areas of work undertaken whether difference has been made in that particular area.

It was suggested that keeping lines of communication open was one of the best ways to keep partnership working well, whilst ward members don't need to know operational level day to day working communication is key.

RESOLVED - That the comments of the Committee and the information presented by noted.

CPL11 COMMUNITY SAFETY PRIORITIES AND PROGRESS - ADAM LINDRIDGE

The Committee received a report to provide a brief overview of the key activities that have been co-ordinated and delivered by Gateshead Community Safety Board within the last six months to address the strategic priorities outlined in the Strategic Partnership Plan 2022/23. The report also highlights the impact of, and some of the potential emerging themes, from Covid-19 in relation to Crime and Disorder within Gateshead.

The Strategic Themes were agreed by the Community Safety Board for 2020-23 are:

- Violence, Exploitation and Abuse
- Thriving Neighbourhoods and Communities
- Community Cohesion and Resilience

In the first six months of 2020/21 recorded crime in Gateshead has reduced by 1% compared to a 3% increase across Northumbria.

Crime levels in Gateshead continue to remain on par with local authority areas across South of Tyne and the rate of crime per 1000 population remains comparable to our 15 Most Similar Family Group national average.

Crimes against the person have increased on last year – with violence rising by 4%, robbery increasing by 15% and sexual offences up 30%. Demand-related call to Northumbria Police relating to public safety-type issues (such as mental health, suicides and substance misuse has increased in the last 12 months) with more complex and multiple needs being identified. Police and Council have also seen increased reporting of anti-social behaviour.

Feelings of safety and perceptions of how the Council and partners work together to tackle community safety issues remain positive.

A review of the locations in which crime and ASB incidents are committed has shown more than half of all crime that takes place in those neighbourhoods that are classified 'Extremely' or 'Very Vulnerable' under Thrive agenda categories – and has increased proportionally compared to last year.

The report highlighted some of the activities which have been undertaken this year by partners to address the priorities of the Board include:

- Serious Violence (including Criminal Exploitation and Knife Crime)
 - Supported Northumbria Violence Reduction Unit with the refresh of the regional Insight Report and Violence Reduction Strategy for Year 3
 - Knife Crime Serious Violence GRIP Funding will be used for high visibility targeted patrols and problem solving within specific harm hotspots within Inner West and Central Gateshead with an aim to implement to step change in activity to suppress and reduce serious violence
- Domestic Abuse (including Violence against Women and Girls)
 - Gateshead Strategic Domestic Abuse Forum has been re-established and has started to progress some key areas of work required as part of the Domestic Abuse Act. This includes the ongoing development of a draft Needs Assessment and Strategy to improve our support offer linked with Safe Accommodation
- Anti-Social Behaviour (Youth, Adult and Place-based ASB)
 - We have started to plan and undertake a multi-agency review of anti-social behaviour to ensure victim receive the best possible service
- Locality Based Tasking and Problem-Solving Arrangements
 - We have a robust operational planning and tasking group which continues to operate effectively with strong representation with a range of statutory partners and Council services. In addition, Community Safety now regularly attend Northumbria Police's Threat Harm and Risk Meetings to ensure we are aware of broader crime and disorder issues affecting Central Area Command
- Hate Crime and Tension Monitoring
 - Continuing to deliver actions outlined in the Hate Crime Strategy and Action Plan for Gateshead 2019-22 there is a focus on increasing awareness of reporting, increasing referrals to victim support service and promoting hate crime education.
- Preventing Violence Extremism, Radicalisation and Terrorism

- Recently a comprehensive self-assessment has been undertaken relating to Prevent to help further reduce the risk of vulnerability to radicalization. This included refreshing our risk assessments, offering targeted training and community engagement activities and re-establishing a local working group to oversee compliance with statutory duty.

It was queried whether the digital voice video around awareness in Domestic Abuse could be shared with the Designated Safeguarding Lead in schools, also perhaps a TV advert and other communication methods to be used so people are aware of where they can report any issues. It was noted that TV adverts may be cost prohibitive however, definitely leaflets can be put out in GP Surgeries/Dentists and we are working with the Police on this area of work it is maybe something we could discuss with the Home Office.

It was queried whether Prevent training was given to all council employees. It was noted that this is mandatory now for all new employees to receive training.

It was queried whether officers monitored social media as this is what would be used for under-age drinking sessions are arranged on social media. It was noted that we know where the hot spots are and we work with the police to try and disrupt before it gets out of hand.

- RESOLVED -
- (i) that the comments of the Overview and Scrutiny Committee be noted
 - (ii) that the Overview and Scrutiny Committee continue to receive six-monthly Community Safety updates
 - (iii) that any issues which may arise which the Overview and Scrutiny Committee may wish to scrutinise be noted for a future meeting

CPL12 COVID 19 UPDATE - ANDREW TATE/IAN STEVENSON

The Committee received a report and presentation to update on the position with regards to Covid 19.

The Committee were advised that quite quickly at the early stages of the Pandemic the Economic Development working with Regulatory Services and Environmental Health established a business support hub to help and allow businesses to stay open.

Demand has fallen away recently as businesses have opened. We have administered £77m of support to 1200 businesses. During the summer of 2020 £40m of direct grants to business and since Summer 2020 a further £36m has been further delivered to business particularly those that have been forced to close or those operating at reduced capacity.

An additional restrictions grant was also administered and the first allocation totalled £5.835m. The grant was issued to:

- Businesses forced to close but outside the rates list
- Suppliers to hospitality, accommodation, leisure and events
- Taxi drivers and Driving Instructors
- Registered childcare providers
- Other impacted businesses with fixed property costs
- Home based and mobile hospitality businesses and in person services

There was a second top up of this grant of £1.081m with top up payments to:

- Pubs, cafes, clubs, restaurants and hotels
- Indoor leisure venues
- Taxi drivers

The remaining additional restrictions grant is being used to support business recovery.

In terms of recent impact there was some concern with regards to the withdrawal of government support along with the Furlough scheme coming to an end in September and the 5th and final round of Income support for Self Employed ended in September and the repayment holiday for Government loans ending for many businesses.

There is uncertainty about new strains of the virus, fears of peak infection rates over the winter and further business restrictions continue to impede the recovery. The ability of businesses to survive or thrive during the pandemic has been heavily influenced by the sector in which they operate. Businesses providing in-person services such as retail, hospitality, leisure and event businesses have been particularly impacted. Existing sectoral challenges have been exacerbated and supply chains have been severely impacted. Generally larger businesses have been more resilient due to greater resources and capacity.

Digital business and those providing business services have found it easier to adapt and introduce new ways of working to mitigate impact. Manufacturing and health sector operators have continued to operate during the pandemic. There continues to be demand for commercial property to support growth, both small units and larger foot print office and industrial premises. Recorded business investment and job creation levels for 2020/21 are comparable to pre-Covid reporting periods.

Working Gateshead, our person centred, place based universal employment support approach which is open to any Gateshead resident regardless of employment status continues to deliver both remotely and face to face. It has strong links with the Area Co-ordinator in the community hubs and robust referral mechanisms. In partnership with Gateshead Older People's Assembly, Gateshead Council has worked to establish a Gateshead 50+ employability hub to help people over 50 access employment, training and health and wellbeing opportunities. This age cohort has been proportionately more adversely affected during the pandemic. Working Gateshead has received 1212 contacts from residents for help preparing for work,

returning to work, dealing with redundancy or to progress in work. Intensive one to one Working Gateshead employment support was provided for 550 unemployed and economically inactive residents. 290 residents have been helped into employment by Working Gateshead since July 2020.

Between August and October 2021, 95 residents have been supported into Apprenticeships, 18 placements have been sourced for Traineeships, 2056 learners have been supported to stay on programme, Gateshead Council have been awarded over 15 apprenticeship contracts with other local authorities.

The Council is acting as DWP Kickstart 'Gateway' to help businesses access funding to create job placements for 16-24 year olds receiving Universal Credit, which has resulted in:

- 25 business support to access the Kickstart Scheme
- 96 job placements created
- Assisted 33 young people to commence work so far

Kickstart vacancies have been created from a variety of businesses across a range of sectors, for example:

- Cintel Global, a multi-disciplinary creative production studio located at PROTO, has filled all five of their vacancies including positions such as Junior 3D/Technical Artist, Junior Social Media Marketer, Junior Web Developer
- Baltic Centre for Contemporary Art has filled three of their five vacancies including Facilities Admin Support Assistant, Facilities Maintenance Technician and Trainee Programme Technician
- Arcus Studios, an animation studio based in the Northern Design Centre, has filled all three of their vacancies including Junior/Ass Project Manager, Junior Technical Animator/Rigger and Junior 2D Animator and due to the calibre of candidate coming forward to their roles they have created a further two roles.

With regards to community support 6 community hubs are operating with an emergency food distribution system in place, welfare calls were made in writing to over 36000 residents and telephone call were made to almost 27000 residents. Thousands of volunteers have been connected to help out and over 18200 food parcels have been made up and delivered, 1400 cook n eat boxes and 1400 school meal packed lunch parcels. School Meal Vouchers were provided to children who were eligible for Free School Meals during the February, Easter, Summer and October holidays and over 4300 prepay cards to households with children on free school meals. Between late August and September, the Council has delivered 14 community vaccination pop ups in communities where intelligence indicates the take up of the vaccine has been low. Further pop ups are planned for December.

Since November 2020 there have been requests to help from an estimated 3000 volunteers. 450 individual volunteers through the central process. 200 (average of 10 people per request) from groups/corporate volunteer days and 50 (average of 12 people per group) from environmental groups.

The Council since November 2020 has been contacting residents who have reported

as testing positive for Covid 19, initially to check on the welfare of the individual but as the pandemic has progressed the Council continued to take on more responsibility for track and trace locally.

It was queried whether there has been any evidence of fraud in the area relating to grants for business. It was noted that the Council had put in place quite robust systems and it is not thought that there have been any cases of fraudulent claims made.

It was noted that thanks should be placed on record to all of the officers involved. It was queried why people come to the Council for help with gaining employment, would it be the Job Centre who would traditionally carry out this role. It was noted that often cases that the Council deal with may be parked with a company outsourced by DWP given the barriers they have to gaining employment. These are the people that the Council would help with the schemes they have in place.

RESOLVED -

- (i) That the comments of the Committee in relation to this report be noted.
- (ii) That the results of the Covid-19 survey be brought to the January 2022 meeting.

CPL13 BRIGHTEN THE DAY - HOLIDAY ACTIVITIES & FOOD PROGRAMME

The Committee received a report and presentation on the delivery and impact of the Holiday Activities and Food Programme 2021 for their views and the announcement of the programme for 2022.

A video of the work undertaken was shown to the Committee.

DfE funding allocation of £850,000 for 2021 in Gateshead to fund Holiday Activities and Food (HAF) over the Easter, Summer and Christmas School Holidays for benefits-related Free School Meal (FSM) recipients and vulnerable children.

The holiday club places are available for the equivalent of at least 4 hours a day, 4 days a week for 4 weeks (Summer Only) and must include health meals (one healthy meal a day meeting the School Fund Standards guidance), enriching activities (provide fun activities with opportunities to develop skills and knowledge), physical activities (which meet the Physical Activity Guidelines), nutritional education (awareness of healthy eating and how to source, prepare and cook nutritious and low-cost food, signposting and referrals: (to other services and support).

In total there are 7200 children who are eligible for school meals, living in 4500 households across the Borough. The programme also aims to help additional families who are struggling to make ends meet but do not access this benefit.

A HAF (Holiday Activities and Food Programme) Steering group meets regularly to plan and co-ordinate the Brighten the Day programme. Representatives on the steering group include University of Northumbria, Education, Public Health, Children's Social Care, Early Help, Libraries, Leisure, Catering Services and VCS

organisations.

The Easter programme was delivered remotely due to Covid-19 restrictions in place.

The programme delivered the following:

- 1750 Cook n' Eat food boxes delivered to FSM eligible families with fresh ingredients and recipes for 5 meals for a family of 4
- 1500 activity packs of crafts, books and sports equipment
- Tyne and Wear TV on freeview broadcast content aimed at 3 different age groups for local children and young people over the Easter holiday period
- A limited number of schools, community, church and sports organisations delivered small scale face to face holiday clubs, these were exclusive to know FSM eligible families connected to the venues and providers
- A club at Cedars School for children with physical and learning difficulties was also run for the first time.

During May half term face to face delivery took place at a small number of venues using outdoor facilities, including Gateshead International Stadium with 560 places, delivered to 250 children attending 2,600 hours of activities in bubbles. Half term delivery was not a requirement of the DfE grant.

The summer clubs in Gateshead were delivered in 52 venues; 23 community organisations, 12 schools (including 3 secondary and 2 special schools), 5 sports venues and 3 church organisations. Over 21000 places were delivered across the 6 week period to approximately 1450 children per day.

Activities included Sports, Dance, Work Skills, Cooking, Cycling, Circus Skills, Bush Forestry, Open Spaces, Environmental and Educational Visits, as well as Cook N Eat, online activities, exercises and games.

The Council's Catering Service complimented the food provision within community venues with hot food in 7 schools, healthy packed lunches at 11 venues without catering facilities and provided healthy snacks to the Active Kidz programme and our pop-up sports activities.

The expanded programme in 2021 included new venues – Cedars and Gibside special schools, new coaching providers – Gateshead Storm Rugby Club and new activities – Learn to Swim @ Gateshead Leisure Centre (for Y5 & Y6 children who missed out on school swimming provision).

The DfE arranged a virtual visit for the Permanent Secretary, Susan Acland-Hood on 24 August 2021. The visit covered the departments priorities and policies and included a live stream of holiday clubs taking place. DfE representatives were able to speak to children, teachers and providers to received instant live feedback.

The arrangements over the Christmas period have had to be scaled back for several reasons, including the guidance with regards to Covid.

However, there will still be some fun activities including ice skating, live reindeer and

cook n eat boxes. Several schools and community venues will be delivering projects over the Christmas holiday.

It has been confirmed that the Holiday Activities and Food Programme will continue, following the successful nationwide delivery of the 2021 programme. The spending review announced over £200million per year for the continuation of the holiday activities and food programme, providing enriching activities and healthy meals for disadvantaged children during school holidays.

The Committee expressed its thanks to the team of officers working in Gateshead and commented that the film and programme was excellent.

RESOLVED - That the information provided in the report, film and presentation be noted.

CPL14 WORK PROGRAMME

The Committee received a report on the work programme for the remainder of the 2021/22 municipal year. The Committee asked that a report be brought to the Committee in March from the new allotments officer and that the updated position with regards to repairs be brought back in April.

RESOLVED - (i) that the information contained within the work programme report be noted.
(ii) that any additional reports be added to the work programme as highlighted.
(iii) that an updated report be brought to the next Committee to identify any further issues the Committee may wish to consider.

Chair.....

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HOUSING, ENVIRONMENT AND HEALTHIER COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE 31st January 2022

TITLE OF REPORT: Performance Management and Improvement Framework –
Six Month Performance Report 2021/22

REPORT OF: Darren Collins, Strategic Director, Resources and Digital

SUMMARY

This report provides the Committee with the Council's new Performance Management and Improvement Framework, reporting performance on the delivery of Council priorities for the 6 month period April to October 2021.

Purpose of the Performance Management and Improvement Framework (PMIF)

1. The Performance Management and Improvement Framework (PMIF) aims to enable the Council to know how it is delivering on its Thrive policy. It identifies Council priorities to support effective resource allocation. It has a clear focus on priorities, delivery, measurement and analysis of impact. It is based on Thrive and the Health and Wellbeing Strategy.

How we got here – Engagement

2. The development of a new approach to performance management began in autumn 2020. Stages included engagement with councillors through Advisory Groups and Overview and Scrutiny Committees. Engagement with employees has taken place on a regular basis through employee workshops and Management Team discussions. Engagement with partners has also taken place at the Health and Wellbeing Board and with the Voluntary and Community sector (Connected Voice).
3. The engagement along with research into best practice was used to develop the PMIF and was agreed by Council in June 2021. Following this, the draft content including measures and interventions were agreed by Cabinet in October 2021.

What is the PMIF?

4. The new PMIF is based on the six policy objectives of the Health and Wellbeing Strategy and a Balanced Scorecard that demonstrates performance against 'organisational health'. It is informed by qualitative and quantitative assessment to inform policy and resource decisions.
5. The analysis of performance for the 6 month stage against each of the 6 policy objectives of the Health and Wellbeing Strategy and the Balanced Scorecard is set out at Appendix 1. It outlines the challenges, achievements, actions and resources for each policy objective. It also contains performance data including strategic and operational measures, resources and risks.

Governance and Leadership

6. The PMIF is approved by Cabinet and Council. All Overview and Scrutiny Committees of the Council will consider performance assessments appropriate to the role and remit of each committee on a six monthly basis. The six month and year end performance reports will be reported to Cabinet, including the recommendations of Overview and Scrutiny Committees.

Risk and limitations

7. There are some risks and limitations to highlight in relation to the six month reports. It is clear that the Council is still responding to the Covid-19 pandemic, and that service disruptions have impacted on performance as well as upon the ability of all services to collect and assess performance at the six month stage. The Council's Business Impact Assessment and Business Continuity Plan framework has enabled the Council to prioritise critical services to ensure they can still be delivered. The impact of the pandemic itself may influence and inform future priorities of the Council which would then inform the performance content of the framework.
8. It should also be noted that a number of the measures are available on an annual basis which will enable a greater depth of assessment for the full year. The development of the PMIF is iterative, which has become increasingly important given the current challenges to ensure it remains a relevant tool for the Council to understand how well it is delivering against its agreed priorities.

Next steps

9. The next steps are to:
 - Align the PMIF to the new budget approach agreed by Cabinet in December 2021. This will use the PMIF to help inform the priority reviews and zero based budgeting approach.
 - There is a need to further develop the priorities and actions within the framework as the Council responds to changing circumstances and as delivery plans are developed for specific strategies e.g. the new Economic Strategy
 - The six month performance reports will be considered by Cabinet in March 2022.

Recommendations

10. Housing, Environment and Healthier Communities Overview and Scrutiny Committee is recommended to:
 - Comment on the six month performance report at Appendix 1 and identify any areas for further scrutiny
 - Recommend the performance report to Cabinet for consideration in March 2022.

Contact: Lindsay Murray

Ext: 2794

The circumstances which result in adverse childhood experiences are prevented
 Parents can access support proportionate to meet their needs, to be the best parents they can be

All children start school ready to learn
 All permanent school exclusions are prevented

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- As set out in the Thrive Policy Framework and the Health and Wellbeing Strategy, pre-COVID almost a third of the local population were vulnerable and similar levels were just coping, with large numbers of children living in poverty. We know that the impact of COVID has been felt throughout the borough and that the real picture is still emerging. As a Local Authority we have experienced an increase in the numbers of families and young people needing support:
- increase in the number of children requiring Early Help services
- increase in the number of children being identified as 'children in need'
- increase in the number of children and young people requiring an Education Health Care Plan
- increase in the number of children entitled to a Free School Meal
- Staffing issues due to recruitment continues to be a challenge while the impact of Covid is also causing issues in children's services

Operational

- School meals relaunch is on-going, but we have been very limited in what we could do since September. This should get back on track when schools are more open to visitors and when Covid cases reduce so that we can organise events aimed at both pupils and parents

AREAS OF EXCELLENCE

Strategic

- Ofsted Focused visit to Gateshead Children's Services - Gateshead's highly skilled, committed and caring social workers and their managers in the front door teams provide sensitive, innovative child-centred help & protection to most children seen during the visit.
- Reduction in time for children entering care and being placed for adoption, helping to improve outcomes for vulnerable children
- Increase in Early Help cases closed with an outcome of all needs met while more families are being offered and are accepting family group conferencing. To further enhance the Family Group Conferencing offer, a consultation has taken place to review the existing offer. A new strategy outlines clear expectations and development of working practices and skills to expand the approach across the spectrum of children's services. Our ambition is that a more robust and consistent approach will reduce the number of children becoming looked after, reduce the number of families re-entering services and enable families to feel more empowered to support themselves

Operational

- Regained pre-Covid school meals uptake levels of 75%, an increase of over 3% since schools reopened fully & customer survey shows a satisfaction rating is 4.5 out of 5
- Grant funding being used to support families eligible for free school meals ensuring access to meals during the holidays including Winter Support Grant funded 3 weeks of holiday FSM costing £0.348m; Covid Local Support Grant funded 8 weeks of holiday FSM costing £0.794m; Household Support Grant will fund 6 weeks of holiday FSM costing an estimated £0.817m; Average weekly pupil numbers are c7,000; The Holiday Activity Fund provided c20,000 meals during school holidays at a cost of £0.110m.
- Activities improving outcomes for children ensuring they get the best start included:
 - Social Workers in schools programme embeds social workers in 6 secondary schools to reduce referral rates to social care. Funding also secured for a Social Work Academy including 10 newly-qualified social workers and a team manager.
 - Youth Justice Divert from Charge is a new referral process which no longer sees young people being charged by police unless in extreme cases. Cases are referred to a panel before final decision. Through this young people are not be labelled as offenders and helps them from forming delinquent identities that may interfere with their development. Tailored diversionary interventions will be targeted & appropriate.
 - In June we started the development of a Kinship Care Team to deliver a bespoke service focused on the needs of Kinship Carers and children in Kinship placements.

ACTIONS

Strategic

- Looked After Children Strategy to be finalised
- Delivery of Early Help Strategy
- Ofsted inspection areas for improvement. These are: The quality and impact of supervision and contingency planning for children in need; and The routine inclusion of the views of children and their families in audits.

Operational

- Over the coming months the service will be focussing on further innovative developments with the intention to further enhance the services we provide, including:
- We have been successful in a regional bid to implement the Mockingbird model into fostering. It is an evidence-based model that nurtures the relationships between children, young people and foster families supporting them to build a resilient and caring community. Implementation will now take place to develop the model in Gateshead
 - Investing in an additional 2 residential homes in Gateshead. 1 for 3 young people with Autism/learning disabilities and a 3 bedded therapeutic home.
 - Redesign our Edge of care offer looking at ways to expand this to reach out to more YP in crisis. We are offering a model for intensive advocate support to families whereby there is a risk of accommodation of the YP.
 - CCG trauma informed therapeutic Team - Funding has been granted to support work with young people requiring support around mental health and accessing services.
 - Permanent Exclusion's prevention - we are strengthening the impact of two main devices within the authority over the coming year so that young people are well supported to stay within mainstream education and achieve well.
 - Extension of PAUSE programme, this is a voluntary programme for women who have experienced, or are at risk of, repeat removals of children from their care. Since commencement engagement of the women has been very successful; 29 women have been referred and 18 women are currently supported

SUMMARY

What is this telling us about how we are performing across Gateshead?

Even though the service has been under significant pressure, we have continued to undertake significant innovative developments to help improve support we provide, and the outcomes for our most vulnerable children: Demand is increasing for children's social care services. This is a strategic issue and is not unique to Gateshead. Operationally the Council is improving its focus on early help though greater preventative and early help would likely be needed to reduce demand in the longer term. In the short term demand may still increase. The impact of current issues including the pandemic will continue to be monitored to identify areas of key concern for Gateshead.

What will we be doing in response?

Supporting early intervention measures and working with families to help prevent longer term issues for children and young people. Where children do need to come into care, we are focusing on enabling better outcomes and improving the life chances of children and young people. There are a range of activities that will be taking place to support early intervention as well as improve outcomes for young people in care. The Budget Approach review of Children's services will also focus on how best to use resources to achieve outcomes.

Future Direction of Travel and Expectations over the next six months

Third quarter figures show an increase in children in care of the Council. It is likely that demand will continue to increase given the wider uncertainties around the pandemic and the longer-term impacts of this including pressure on services.

RESOURCES

- The growth in demand for children's services will put pressure on Council budgets. In order to reduce this a greater focus may be needed on prevention and early intervention services in order to improve longer term outcomes for children.
- A specific taskforce will focus on Children and will directly inform this priority objective as one of the Priority Based Transformational Areas in the budget approach.
- Other resource areas to highlight include human resource concerns and the recruitment of staff to support delivery of Children's Social Care and Early Help services
- 2022/23 pressures calculated for MTFS as follows:
 - Demand £2.41m
 - Fees £0.30m
 - Covid £1.00m
- 2021/22 savings of £0.50m expected to be delivered.

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- Increase in demand being seen across the adult social care services due to pressures relating to Covid which is impacting on waiting lists and availability of packages of care
- The pressures of Covi-19 are also impacting on others areas particularly public health as resources are being prioritised to support the response needed in Gateshead.
- Provider market issues surrounding sustainability, as well as increases in serious provider concerns
- Recruitment and retention issues being seen in the commissioned workforce as well as in house employees who are being impacted by the pressures as well as fatigue setting in after a challenging 18 months
- Young people who are NEET has increased, which is in line with the general economic position across Gateshead.

Operational

While a slight reduction in those with a learning disability being helped into employment it is also most likely indicative of the economic position in Gateshead locally and nationally

AREAS OF EXCELLENCE

Strategic

- The build of the new ICC, Sister Winifred Laver Promoting Independence Centre, is now underway and progressing which will help to support longer term outcomes for adults with social care needs
- New online policies and procedures platform for social care has been developed, implemented and rolled out across the whole service
- Response to the pandemic and the hard work undertaken to support vulnerable people in Gateshead

Operational

- There are a number of pilots taking place using innovative technology to replace traditional adult social care support including an electronic medication system and a non-wearable falls solution
- Schools Recovery Curriculum - From the initial school lockdown it became very obvious, that children would not experience the same high quality education at home than at school. The LA and its schools response was to form a working party to prepare for returning to school. This produced a range of documents that supported pupils and staff to follow a curriculum, primarily, in English and Mathematics that identified key areas of learning that would be needed before further progress could be made. An assessment framework was also produced to track progress.
- The Schools Sport Partnership provided expert advice to schools with guidance on getting all children physically active.
- Gateshead Educational Psychology service, working alongside teachers produced a range of materials that supported the mental health of returning children. This work has continued. A further working group provided advice to school clusters on transition arrangements from Year 6 to Year 7.
- Response of Gateshead volunteers and VCS working with the Council to support vulnerable people during the pandemic

ACTIONS

Strategic

- Further consultation amongst Gateshead young people as part of the survey to identify issues and impact of Covid 19
- Work with partners on innovative workforce solutions including accessing the Kickstart scheme for our Provider and Care Call services and developing a Trainee SW programme
- Work closely with housing and commissioning colleagues with regards to our social care Market Position Statement and influencing the direction of future housing requirements in the Borough such as extra care facilities
- Complete the Health and Wellbeing Review

Operational

- Undertake work on proportionate reviews and our direct payments offer to improve performance and our offer in these areas
- Develop the Mosaic IT case management system in preparation for this to replace CareFirst. This will streamline case management and also produce performance data to inform service improvement

SUMMARY

What is this telling us about how we are performing across Gateshead?

While actions and plans are in place for longer term achievement of outcomes, there are some immediate pressures facing services including the need to respond to the Covid-19 pandemic and staff pressures, some of which are related. This has also impacted on the ability to collect and assess data, due to service disruption. The longer term outcomes to enable more people to have greater choice and control their lives remains a priority and activities are directed toward achieving. Increases in demand along with recruitment issues are key challenges, though these are reflected in the identified actions. A fuller analysis will not be able to be undertaken until Year end. There are already positive steps through the Council's activities to enable more people to have control over their lives such as there are more carers who have access to direct payments which will improve independence. This is an area that will develop in the future to increase access further.

What will we be doing in response?

Social care is responding to increased demand but is also focusing efforts to improve independence amongst clients which will reduce the need for longer term costly interventions in the future. Work will continue with the care market and providers to establish the needs and response required in Gateshead. The Council is undertaking research into the health and wellbeing of young people and has commissioned a survey to understand the issues facing young people in Gateshead. This will help to identify measures to support young people in ways that matter to them and their lives.

Future Direction of Travel and Expectations over the next six months

Demand is expected to increase which will put additional pressure on services, which means it will be increasingly important to improve preventative services and enable more people to be independent. The Council continues to focus on responding to Covid-19 and the changing measures needed to tackle the new variants. Business Impact Assessments and Business Continuity plans are being used to identify particular pressures so these can be managed in the shorter term.

RESOURCES

Adult Social Care resource issues:

- A specific taskforce will focus on Adults Services and will directly inform this priority objective as one of the Priority Based Transformational Areas in the budget approach.
- 2021/22 significant grants received for, infection control and rapid testing (3.986m) and recruitment and retention (£2.184m) to support the sector. Funding also received to facilitate Hospital Discharge on a claim basis (£2.196m claimed April to December).
- 2021/22 savings of £4.925m expected to be delivered.
- Demand pressures of £2.700m fee increases of £3.250m and Covid Pressures of £2.000m are estimated for 2022/23 and included within the Medium Term Financial Strategy.

Create Fair Employment and Good Work for All - ANALYSIS – WHAT IS THIS TELLING US?
What do we Want to Achieve? Our Outcomes

- All working age residents have access to good quality, sustainable work with decent pay and conditions
- All people in low paid, low skilled jobs have opportunities to improve their skills base so they can more easily achieve personal progression and attain an improved standard of living

CHALLENGES AND AREAS FOR IMPROVEMENT

Strategic

- It is clear that the pandemic has had a significant impact on the economy and that some sectors e.g. leisure and hospitality have been affected more acutely than others. A number of economic indicators collectively illustrate the difficulties seen in the economy since March 2020 with fewer businesses, and a lower employment rate.
- Brexit has also played a role in some of the issues being experienced in growing the economy such as disruption to supply chains
- Inevitably many of the events that would normally be held during the year have not been able to go forward due to the pandemic or have been reduced in scale. Some larger events were held albeit with Covid restrictions, and in many cases, attendance has been restricted to ensure they are safe. Other challenges include recruitment and retention in the local labour market across sectors as well as increasing energy and fuel costs

Operational

- Engagement of economically inactive residents who have left the labour market but can and want to work.
- Engagement with strategic employers to delivery business improvement, investment and growth.
- Stimulation of entrepreneurship within our communities

AREAS OF EXCELLENCE

Strategic

- Agreement of Gateshead Economic Strategy and areas of priority
- Enabling works for the Conference and Exhibition Centre have commenced on site with this due to be operational in 2024
- Successful strategic events including Tour of Britain two Athletics Diamond League events; Great North Run and Try on the Tyne, which all helped to showcase Gateshead locally, nationally and across the world

Operational

- Impactful and meaningful cross council and external stakeholder relationships are helping residents access Working Gateshead employment support and move into work
- Cross council working to administer COVID grant support to businesses. Advice and guidance in relation to grant entitlement, discounts and other financial support and on business compliance and safe trading supported businesses to improve resilience and keep trading. Business Resilience Fund helped businesses to invest in new ways of working to increase business resilience survival. Support for businesses identifying new opportunities, or residents made unemployed to start up and commence trading.
- The total number of enterprises has increased, which is encouraging though the short term outlook for local economic growth currently remains unclear
- Community Renewal Fund bid success with the largest allocation in the North East. This will support projects such as immersive Technology; Riverside Park Improvements and a LEP led innovation project

ACTIONS

Strategic

- Implementation of the Economic Strategy and development of delivery plans across themes of: Digital; Visitor; Green; Local;
- Further progression of the construction of the Conference and Exhibition Centre
- Deliver the Apprenticeship Strategy recently approved by Cabinet

Operational

- Place based, person-centred Working Gateshead engagement plan to target those residents who are not accessing mainstream employment support
- Strategic Account Management Programme to increase business expansion and retention creating sustainable opportunities for employment, innovation, and growth across the borough.
- Improved coordination of enterprise support services to increase and service demand for start-up support and increase number of local owned businesses including social enterprises and cooperatives

SUMMARY

What is this telling us about how we are performing across Gateshead?

Performance in the economy is illustrative of the challenges being faced including the global Covid-19 pandemic and the impact of Brexit. Many of these issues are not unique to Gateshead, though some sectors in Gateshead have been more adversely impacted such as the leisure and hospitality sectors. The Economic Strategy puts Gateshead in a good position to move forward focusing on key priorities. Good progress is being made on projects, through securing funding and also progressing the Quays development, which will secure longer term economic benefits including local jobs for people in Gateshead in the future.

What will we be doing in response?

The new Economic Strategy identifies the challenges and issues for Gateshead. The next step is to develop the Delivery Plan which will bring partners together to focus on priority areas and identify the actions needed to develop the Gateshead economy, increase jobs and employment opportunities for local people. Person centred approaches will also be a key operational focus of activity.

Future Direction of Travel and Expectations over the next six months

The future direction of travel is being monitored, though it is difficult, given the recent changes on advice in relation to the Pandemic, to fully predict the next six months. Analysis will be developed for the Year End stage when a full year of 2021/22 performance is known. It is clear that the Economy is facing a challenging time. The Council is working partners to support a longer term strategic approach to growth. There are activities already in place, such as support to businesses, achieving bid success, while other activities are being planned such as person centred approaches to support people into employment. Alongside this capital investment in projects such as the Gateshead Quays Conference and Exhibition Centre demonstrate that Gateshead is ambitious and taking steps to deliver economic growth

RESOURCES

- One of the Priority Based Transformation Areas as part of the budget approach is Economy and Business, considering the new Economic Strategy outcomes, the approach to jobs and support to businesses. A three-year plan will be agreed with savings identified for each year.
- Secured £2.1m funding from CRF for projects including "Future You" (£0.7m) considering unemployment, "Immex City" (£0.7m) considering immersive technology adoption, "Gateshead Riverside Partnership" (£0.6m) enhancing the visitor market, and "Future Markets Acceleration Programme" (£0.1m) considering business innovation.
- Administered £76.6m in covid grants to around 5000 businesses and awarded over £77m Retail Discount rate relief to 1,200 businesses impacted by covid.
- The Council have been reimbursed by way of a S.31 grant for the rate reliefs granted to businesses throughout the pandemic, however once these reliefs come to an end there is a risk that businesses will be unable to pay, which may significantly impact the Council's financing

- All working age residents receive a wage that considers the true cost of healthy living
- Affordable childcare is accessible to those who need it
- Individuals and families are supported to have the best possible financial well-being to access debt and social welfare advice to maximise household income and improve financial management skills

CHALLENGES / AREAS FOR IMPROVEMENT
Strategic

- Current context of increasing energy costs is generally a challenge and without interventions things would be worse for local people facing higher costs to heat their homes and risk of increase in fuel poverty
- The cost of energy project interventions the Council has been pursuing is also increasing as the lower cost projects have largely been or are being implemented.
- The removal of the £20 weekly Universal Credit uplift and general cost of living pressures will make the second half of the year more difficult.
- Recent LloN data suggests that while more people have moved out of the 'Vulnerable' Thrive area, further analysis is needed to understand other changing between Thrive areas including those moving between Managing and Just coping. Analysis will be used to inform Council priorities and identify targeted interventions

Operational

- Making progress towards achieving the target to attach 10,000 households to the District Energy Scheme which should help to improve energy affordability
- Improve the time taken to process Housing benefit Changes and claims to help people access income sooner

AREAS OF EXCELLENCE

Strategic

- Secured £6.2m funding to improve energy efficiency of 620 homes in Chopwell including up to 120 Council homes
- Agreed energy connection of 270 homes in Freight Depot to expand the delivery in Gateshead
- 650 homes in Winlaton on 20% hydrogen supply pilot
- The principles of THRIVE have been long established in the approach to supporting and sustaining tenancies.
- Reduction in % of residents identified as vulnerable through Lion data
- A key element of the locality working approach has been the collaborative working between the Council and its VCSE partners to support households affected by the pandemic through community hubs. Based on this the Council and 5 community anchor organisations have embarked on a 3-year £1.2m project with £500k Lottery Community Fund support to develop community led locality working, develop anchor organisation capacity, and help reduce demand for services by tackling challenges in neighbourhoods

Operational

- Rent: 99.23% of rent due was collected in the first half of year, and over £950k of financial gains for tenants were delivered through advice and support from the Rent and Income Team.
- Reduced the time taken to process Council Tax support and changes helping people to get support earlier
- Implementation of new household support grant to help vulnerable residents with food and energy needs
- Make A Change, funded by the European Social Fund, is focused on providing specialist, well targeted and integrated employment support to those with multiple barriers and complex needs. The project has supported 131 females, 132 males, 84 residents with disabilities and 40 BAME's

ACTIONS

Strategic

- Developing and agreeing systems to support and operate a new homes allocations policy will be a key activity over the next 12-18 months
- Develop locality based working approach across Gateshead building on the local hubs which will offer localised support to Gateshead residents in need, but who may not meet thresholds for statutory services

Operational

- Continue to support tenants, including identification of suitable recipients for Household Support Grant. Legal recovery will be escalated in a small number of cases where tenants are not engaging with services and are not paying.
- Delivery of energy efficiency projects in Gateshead to help to reduce fuel poverty and enable people to keep warm in their homes
- Ongoing advice and support is critical as Universal Credit brings a much greater risk of higher rent arrears. 6,140 council tenants are already in receipt of Universal Credit and 7,408 tenants still receive Housing Benefit and may move onto Universal Credit.

SUMMARY

What is this telling us about how we are performing across Gateshead?

The impact of the pandemic and Brexit on the local economy while increasing energy and fuel costs are all having broader consequences for the standard of living. This is a national issue and is not unique to Gateshead, however there are real risks to local people in terms of income levels compared to increased household costs. Progress in improving energy efficiency for local people which will reduce or maintain (in the current context of increasing costs) energy costs is heading in the right direction but is slower than needed to reach our ambitious targets.

What will we be doing in response?

While longer term the Economic Strategy seeks to improve economic growth, more short terms support through the approaches being developed through locality working will help to support the most vulnerable. Tenants will also be supported using grants available where appropriate as well as advice to help local people to manage finances as appropriate. Development of locality working approaches to support local people to improve their financial position such as through advice on housing, debt, or support into employment etc. The Council is also committed to working with its partners and local communities to support the development of locality working approaches to offer targeted and tailored support.

Future Direction of Travel and Expectations over the next six months

Given the current economic position of the UK, it is unlikely that the position will see much improvement over the next 6 months and income levels are likely to be impacted due to financial pressures. Despite excellent performance in the first half of the year, rental income will be impacted by the increasing take-up of Universal Credit in Gateshead and financial pressures placed on households. Average rent arrears for those on Universal Credit are more than 5x higher than those receiving Housing Benefit. Impact of this magnitude can be mitigated but not prevented. Signs of increased Government grants to increase interventions to improve energy into homes, however there is a risk that the benefits of these interventions may cancel out the increased costs being faced.

RESOURCES

- Two of the Priority Based Transformation Areas as part of the budget approach are Assets and Locality Working which will make better use of assets to help support people through local hubs with ongoing advice being critical to local people.
- A further area is through the review of Economy and Business considering the new Economic Strategy outcomes, the approach to jobs and support to businesses which can help local people to improve their income and standard of living through employment. A three-year plan will be agreed with savings identified for each year.
- There are currently 20,700 residents supported by the Council's Local Council Tax Support scheme (12,345 working age and 8,355 pensionable age). Discretionary Hardship Fund payments totalling £1.7m have been awarded to 15,845 working age claimants in 2021/22.

Create and Develop Healthy and Sustainable Communities and Places - ANALYSIS – WHAT IS THIS TELLING US?

What do we want to Achieve? – Our Outcomes

- Local communities and social networks are strong
- All residents have access to a high quality, affordable, warm and energy efficient home
- All communities have access to good quality natural environment

- Gateshead has clean air with low levels of pollution
- Gateshead has low levels of crime and anti-social behaviour
- Gateshead is carbon neutral by 2030

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- Total housing delivery remains below the target required. Challenges include technical and viability issues at brownfield sites, lack of diversity in the market, impact of Covid 19 and increased cost of materials. The Council published a Housing Delivery Test Action Plan in July 2021 setting out measures to help increase delivery. Latest information on housing and affordable housing delivery both show on average a marginal improvement on the previous year
- Focus on Tenancy Management to improve choices for under occupiers; use of stock; response to statutory overcrowding and reduce time homes are empty.
- Current housing decency projection end 2021/22 is 95.5% homes decent. Customer Satisfaction with Repairs & Maintenance to resolve issues on 'Right first time' basis.
- Achieving zero carbon heat generation in the community is a challenge. Technology currently isn't there to develop solutions in all communities yet

Operational

- Blue bin contamination rates have increased since introduction of a new contractor. A visit to the Facility identified high levels of textiles (not a target material). Significant investment would be required to implement food waste collection to increase recycling. Proposals under the Resource and Waste Strategy may result in this being mandatory. Other potential changes could affect the quantity and type of material collected as recycling e.g. deposit return scheme.
- Streetlighting / highways repairs within timescales did not meet the target, however data analysis demonstrates that there were capacity issues during the summer, though it is also recognised that winter may impact on performance
- While orders have been made for electric vehicles to improve the environmental sustainability of the fleet, delivery is delayed due to current national industry issues.
- Vacant properties have been reducing over the last 12 months from 752 in Nov '20 to 631 at the 6 month stage. This reduces to 544 once vacancies in multi-storey blocks subject to consultation are considered and would be within target. With the vacant property repairs backlog now reducing, activity can focus on recent vacancies.

AREAS OF EXCELLENCE

Strategic

- Continued improvement in Investors in the Environment Audit (progress towards Climate Change Emergency) achieving Silver
- 25% of Council electricity demand from local generation.
- 100% of remaining power from 100% green energy contracts. Strong progress regionally and nationally in promoting heat networks
- Timely removal of Regulatory Notice (breach of Home Standard).
- New HRA Asset Management Strategy developed underpinned by HRA Business Plan.
- Strategic Housing Improvement Programme established 15 key areas for Review, to deliver value & efficiencies.
- Resident Influence Strategy being drafted from review of customer engagement; strengthened by a new Resident Influence Panel and Strategic Housing Board. Tenants and Leaseholders have been appointed to both.
- Strategic Review of housing Voids with a Voids Action Plan now in place

Operational

- Planning permission granted (including section 106 agreements) for housing at Ryton (550 units) and High Spen East (132 units) Preliminary works have commenced.
- Obtained new carbon monitoring tool, Smart Carbon, to improve / broaden carbon emissions monitoring
- Launched Online reporting service for Repairs and Maintenance in July 2021, which provides the customer with more information about their repair reports. more than 1000 repairs now reported this way. We are using data to identify the areas of greatest need.

ACTIONS

Strategic

- Development of a new 'fit for purpose' Allocations Policy, to be presented to Cabinet April 2022.
- Implementation of Voids reduction plan.
- Second phase of Homelessness Review following the approval of the Strategy and Charter consideration by Cabinet.

Operational

- Jointly involved in tree planting initiatives:
 - Durham Wildlife Trust – Creation of >1ha of new / enhance existing woodland at Beggars Wood 21/22
 - Whitehills Carbon Park planting 5ha woodland 21/22
 - Urban tree planting including planting of standard trees, hedges and fruit trees in parks, open spaces & schools
 - Queens Green Canopy – Plant a tree for the jubilee, 0.4ha (2500 trees) from 2021/22
 - Woodland Trust development of new c.30ha of Community Woodland at Dunston Hill, 2022
- Behavioural Change Officers to work with residents to improve the recycling rate via targeted action.
- Use of social media for regular recycling messages. Toolbox talks have also been issued to crews to reiterate the message about tagging, and not emptying blue bins presented with contamination
- Phase 2 of the implementation of Repairs & Maintenance Improvement Plan due to commence, a designated Project team has been put in place. Plus roll out of all 15 work streams identified in Housing Improvement Programme. Review of Anti -Social Behaviour has begun along with a Review of High-Rise Living.

SUMMARY

What is this telling us about how we are performing across Gateshead?

Gateshead is making progress towards its Climate Change emergency and has been independently assessed as Silver which demonstrates good progress. A Self-Assessment exercise was carried out in March, to rate compliance with the four housing Consumer Standards plus the Rent Standard which identified areas designated 'good', 'satisfactory' or 'requires improvement'. This provided a current position statement including evidence of compliance and identified specific areas for improvement to become fully compliant. We achieved a 65% average compliance score across all standards.

What will we be doing in response?

We will work to progress the Climate Change Strategy and Delivery Plan towards our ambition of being Carbon neutral by 2030. The Council must ensure it is fully compliant with the existing housing Regulatory Standards and that we have robust governance arrangements in place to provide assurance and scrutiny. An action plan has been developed for the outstanding 35% compliance score (82 key actions; 43 have commenced, with a further 16 complete).

Future Direction of Travel and Expectations over the next six months

- A Climate Action Plan is adopted (2021) and being implemented which will drive carbon reduction in Council operations. The Council is exploring ways to better monitor and report scope 3 emissions going forward. The Council is working towards a zero carbon heat strategy targeting heat network growth to 20.0 Household waste sent for recycling performance is higher in the first 6 months due to seasonal variations including garden waste, so year-end performance is likely to be closer to 30%. It is anticipated that all outstanding actions contained within the Regulatory Standards action plan will be completed within 18 months. We are in a much stronger position following the removal of the Regulatory Notice for breach of the Home Standard; with a new HRA Asset Management Strategy underpinned by a costed and affordable HRA Business Plan. Delivery and accountability have been strengthened by the creation of a new Strategic Housing Board. Digital enhancements, including the launch of Online Reporting Service for Repairs and Maintenance in July 2021. A Regulatory Standards action plan in place with governance arrangements to monitor and report to OSC on a quarterly basis, which is complemented by a new Performance Framework and suite of indicators. Great progress being made on the Council's sustainability agenda, though challenges remain, particularly around resource and technology

RESOURCES

- Priority Based Transformation Areas which are cross cutting and will address longer term challenges with a focus on delivering Council services differently and managing demand. The areas of Climate Change and Housing Improvement Plan will inform this priority objective theme.
- Other resource areas to highlight include:
- New 30 year costed, affordable and sustainable HRA Business Plan approved by Cabinet and has a £3.5m efficiencies target built in for 2022/2026
- Business plan includes capacity to deliver new affordable homes together with the objectives of the HRA Asset Strategy.
- Secured £7.5m grant to install solar PV parks in Gateshead town centre to supply council buildings. Major capital grant support would be needed to fully deliver ambitions on energy.
- Ensure effective implementation and delivery of the Housing Improvement Plan.

III Health Prevention - ANALYSIS – WHAT IS THIS TELLING US?

What do we want to Achieve – Our Outcomes

- All preventable ill health is reduced, to end the gap in inequalities within the borough
- No-one will be homeless or living in accommodation that does not provide a safe and healthy environment
- All residents will be able to access flexible health and care support, when and where they need it

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- Significant service disruption / distraction due to impact of Covid-19 pandemic. A number of measures were not collected during the pandemic while some activities were stopped due to the need to social distance as well as prioritise public health resource to tackle the pandemic while the impact is showing an increase in inequalities – DoPH Annual report *“Behind the masks, Gateshead’s Covid stories, Gateshead Director of Public Health Annual Report 2021/22”*
- Draft Homelessness and Rough Sleeping Strategy outlines improvements required
- Homelessness and Allocations Reviews to be aligned
- Social care focus on supporting the most vulnerable during the pandemic

Operational

- Review of accommodation of support for those who are homeless or at risk of homelessness (including direct access 24/7)
- Development of a Gateway to accommodation and support

AREAS OF EXCELLENCE

Strategic

- Implementation of Strategic review of homelessness
- Successful regional bid under Changing Futures Programme
- Newly Established Homelessness Forum for Gateshead
- Response to the Covid-19 pandemic remains strong
- First phase of Homelessness Review is complete with Strategy and Charter due to be considered by Cabinet.

Operational

- Implementation of homelessness prototype via the Changing Futures Programme
- Proactive approach to homelessness prevention beyond statutory requirement
- Excellent partnership working established linked to homeless pathway for offenders and ex-offenders
- Strong partnership arrangements with Oasis Community Housing in supporting those at risk of homelessness and rough sleeping with multiple or complex needs
- Additional funding secured through Rough Sleeping Initiative and Next Steps Accommodation programme providing additional units and support for those at risk of rough sleeping.
- Private rented sector funded project supporting ex-offenders with accommodation
- Winter Flu Vaccination Programme and successful approaches to deliver Covid-19 vaccines with our partners

ACTIONS

Strategic

- Implementation of actions outlined in new Strategy, which sets out our four key strategic aims to tackle homelessness
- Draft Homelessness Charter being developed for Cabinet consideration
- Launch of Homelessness Charter and Strategy with partner agencies
- Develop a joint Homelessness and Allocations Phase 2 Project Plan.
- Implementation of the Changing Futures Programme
- Respond to the Covid-19 pandemic and continue to identify short and long term impacts – DoPH Annual Report

Operational

- Complete the accommodation and support review
- Continue to embed and develop partnership working
- Further develop homeless prototype approach linked to implementation of Changing Futures programme
- New Mosaic Social Care System being developed for Adult Social Care and due to be live at the end of June 2022. This will help to streamline processes and payments improving the service to social care users and carers.

SUMMARY

What is this telling us about how we are performing across Gateshead?

The Covid-19 pandemic has had a significant impact on the ability to deliver services with some being disrupted, ceased or reduced in order to direct resources to dealing with the pandemic. There is significant demand on homelessness services; the development of a new strategy will support the service and partner agencies to respond to all the needs of those facing homelessness and rough sleeping in addressing the underlying causes of homelessness and provide appropriate accommodation and support. Ill health prevention by its nature considers the longer term impacts of health and tackling issues that can result in poorer outcomes over the course of a lifetime. This means it can take a while for changes at population level to be seen. The pandemic response has had to be prioritised with resources being diverted to support this.

What will we be doing in response?

Working in partnership to consider wider causes of homelessness and developing services that can meet these needs in a holistic way, addressing more than just the accommodation needs. Identify and consider the impact of Covid-19 over the longer term on ill health prevention as well as learn lessons from the pandemic. We are still responding meaning the full impact in the longer terms still needs to be determined. A key area will be focusing on the response and recovery from the pandemic, focusing on ill health prevention.

Future Direction of Travel and Expectations over the next six months

Phase 2 of the strategic review of homelessness and allocations and delivery of rough sleeper action plan. Approval of Homelessness Strategy and Charter – December 2021. Responding to the pandemic will be a focus in the short term over the next 6 months along with understanding the longer term impacts.

RESOURCES

- These areas are seeing increases in demand for ill health prevention services; however the pandemic is having an impact on the availability of support. Public health resources are currently focused on prioritising the response to the pandemic.
- Earlier intervention can help to reduce health inequalities faced in later life and improve health and wellbeing outcomes, which can help to reduce demand for services.
- Two of the Priority Based Transformation Areas as part of the budget approach are Adults Social Care and Housing Improvement which will directly inform this priority objective.
- £8.1m Contain Outbreak Management Fund in 2021/22 to tackle COVID-19. No funding announced for 2022/23 to date.
- £1.2m PHWB savings 2021/22 of which £0.300m has been delivered after savings mitigation (£0.900m). Long term proposal is to transform Leisure & Library services to better meet local needs.
- Difficult challenges for Leisure services in year and 2022/23. Projected loss of Fees & Charges income is £4.2m due to impact of the pandemic.
- Locality Working to be piloted, short term will support early intervention with longer term goal of improving life chances and reducing dependence on council services.
- Homelessness funding subject to annual grant allocations makes long term investment decisions difficult £0.5m 2021/22 and confirmed as same for 2022/23. During the pandemic specific additional funding has been provided to ensure we can meet our obligations £0.080m 2020/21, 2021/22 £0.239m
- NSAP funding (now RSAP) secured £0.103m capital (2020/21) for preparation of 15 properties as move on accommodation and £0.221m revenue for 2020/21 to 2023/24 for support.
- Successful funding bid for accommodation for ex-offenders £66,707.
- Rough Sleeping Initiative Funding (RSI) £0.656m – joint service with Sunderland and South Tyneside.
- Changing Futures programme £5.089m regionally 2021/22 – 2023/24 – Gateshead lead LA with £1m for Gateshead homelessness project.

ENSURING THE ORGANISATION IS IN THE BEST POSITION TO DELIVER COUNCIL PRIORITIES - WHAT DO WE WANT TO ACHIEVE – OUR OUTCOMES

Employees

- Employee satisfaction – Gateshead Council a great place to work
- Diverse & inclusive workforce
- Maximising Employee Potential – opportunities to learn, develop and aid succession planning

Finance, Governance & Risk

- Revenue Budget, Capital Budget, HRA; Income received, Risk

Customer Experience

- Thrive – reduce the number of residents vulnerable or just coping
- Resident's satisfaction with Gateshead and Gateshead Council
- Improved customer experience through better contact with the Council (right first time)

External Assessment

- External Audit; Regulators Assessment (Ofsted, CQC, Housing); Compliance; Partners

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- Recruitment remains an issue in key areas of the Council along with morale, while Covid-10 continues to place pressures on service delivery and on employees
- The use of £20m reserves over the three-year budget approach carries a significant risk to the Council's sustainability if savings are not identified and delivered.

Operational

- Employee characteristics shared shows a requirement to improve however, this is a longer-term goal instilling confidence for officers to respond.

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Number of complaints upheld at Stage 3 is up from 10-15%. Q1 & Q2 20 Chief Executive reviews were completed and 3 (15%) were upheld.

Business rate collection - has been affected by Covid-19, temporary suspension in recovery action + the reduction in retail discount, which inflated this year's net collectable debit compared to last.

- In 2020/21 NHS funded more care packages so less people were charged for their care. For 2021/22 a change in charging policy has led to an increase of £400k in charges to be collected from service users. Recovery action was suspended during the pandemic and has re-started with a refined approach.

AREAS OF EXCELLENCE

Strategic

- There has been positive movement of people from the vulnerable to coping of the Thrive assessment though more assessment is needed to understand movement across themes
- External assessment from OFSTED is consistently rated as Good providing reassurance to communities.
- Auditor – unqualified assessment for accounts
- Successful completion of Voluntary Undertaking with the Social Housing Regulator
- Budget savings are regularly monitored and 97.5% of savings are projected to be achieved in 2021/22.

Operational

- % of Council Tax collected has risen despite the impact of the pandemic.
- Apprenticeships – work around the increase in the proportionate number of apprentices employed internally and the spend of the apprenticeship levy show an upward trajectory.
- The movement of the digitalization and shift into online usage continues to increase across services. The figures highlighted are based on 4 baseline data sets as and more data will be added in the future.
- An increase of £2.3m in online payments has been recorded

ACTIONS

Strategic

- Develop best approach to accounting for total local spend including appropriate benchmarking mechanisms to develop a baseline position from which to plan activity upon and support local community wealth building
- Develop new ways of working including implementation of the hybrid model
- Take forward further digital improvements to service delivery as part of the strategic approach to customer experience whilst ensuring to support people who are unable to access services digitally.

- Continue to monitor & respond to the impact of the pandemic
- Focus on development & provision of services for Gateshead schools

Operational

- Ensure digital all employees have access to mobile devices as appropriate to support more efficient ways of working
- Undertake resident's survey and engage effectively with communities.
- Develop and implement an effective employee engagement framework in response to new ways of working and improve employee morale
- Administration of Covid support grant support

SUMMARY

What is this telling us about how we are performing across Gateshead?

Activities are in place to support the overarching outcomes through as some of these are fairly new they will take time to implement and achieve the desired outcomes. Recruitment is an issue that is impacting on a number of services across the Council, while staff absence is also an issue. The pandemic is continuing to put significant pressures on service delivery. The approach to customers and digital continues to develop with more services available online increasing access and timely responses, the next steps will be to ensure support is available for greater digital inclusion as well as ensuring access for those who are unable to use digital mechanisms. External assessments have been positive and demonstrate the effectiveness of the Council in key areas, as well as highlighting key areas for improvement.

What will we be doing in response?

We will be taking forward a new approach to the budget as agreed by Cabinet in December 2021 to ensure the Council is able to deliver its priorities and statutory duties in a sustainable way. Current service disruption due to Covid-19 is being managed through Business Impact Assessment and Business Continuity Planning reporting on a weekly basis to CMT. Business Impact Assessment and continuity plans are being monitored to identify pressure points and capacity needs to ensure the Council is able to deliver its critical services.

Future Direction of Travel and Expectations over the next six months

The next 6 months will likely see further disruption due to the current Covid-19 infection levels and the need to respond to demands / service pressures for resulting from the pandemic. This is likely to impact on performance in some areas and the impact will be reported at Year end. This includes collections rates and sickness levels. It is likely that the move to more digital ways of engaging and transacting with the Council will increase as more people seek to contact the Council online.

RESOURCES

- A new approach to the Budget was agreed by Cabinet in December 2021. This includes Priority Based Transformation Areas which are cross cutting and will address longer term challenges with a focus on delivering Council services differently and manage demand. All of these will inform the areas within the Balanced Scorecard, however the Asset Review will have particular relevance by focusing on the use of assets to deliver priorities and the rationalisation of buildings in line with post pandemic ways of working.
- Brought forward budget savings of £0.400m for 2020/21 and £8.117m for 2021/22. Currently projecting £8.317m of savings will be achieved, after mitigation of £2.718m.
- The current financial context is exceptional as the Council deals with the impacts of Brexit and the pandemic which requires continual monitoring, strong financial discipline and new and flexible approaches to financial planning and management.

GIVE EVERY CHILD THE BEST START TO LIFE WHAT DO WE WANT TO ACHIEVE?

Outcome	Intervention	On track	DoT	£	Strategic performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
The circumstances which result in adverse childhood experiences are prevented Parents can access support proportionate to meet their needs, to be the best parents they can be All children start school ready to learn All permanent school exclusions are prevented	Develop a framework to support Gateshead as a child friendly place				% of pupils eligible for free school meals	21.2% (Oct 2019)	26.44% (Oct 2021)	Tracking	↑	% take up of free school meals in primary schools	75% (Sept 2021)	75%	Maintain then increase	↔
	School meals service relaunch to raise awareness of school meals and encourage parents to apply for free school meals	Schools meal service relaunch	↑		Gap in Life expectancy at birth male/female Inequality in life expectancy at birth for Males / Females	9.3 (M) 7.3 (F) 2011-13	10.7 (M) 9.6 (F) 2017-19	Reduce	Annual					
	Implementation of Gateshead's Economic Strategy	Economic Strategy approved by Cabinet	↑		Children in relative low income families (under 16s)	24.9 (2019/20)	24.9 (2019/20)	Reduce	Annual					
	Support our schools to deliver an effective curriculum that addresses the skills required for later life and supports emotional well-being	Early Help Strategy in place	↑		% of all schools and academies in Gateshead graded good or outstanding in relevant categories	93% (Apr21)	93%	Tracking	Annual	% of Gateshead schools graded good or outstanding in relevant categories	Reporting to be developed during 2021/22	Reporting to be developed during 2021/22	Increase	Annual
	C&F Early Help Strategy - providing support to families when a need is identified or as soon as a problem emerges, at any point in a child		↑		Hospital admissions caused by unintentional and deliberate injuries in children (aged 0-14 years)	52.7% (2018/19)	113.3 (2019/20)	Reduce	↑	% of Early Help cases closed with 'all needs met' as an outcome	55.36%	57.28%	Maintain or increase	↑
	Focus our efforts on supporting confident, positive and resilient parenting, to those who most need our support		↑		Reduction in the number of children who need to be taken in to care	184 / 46.7 per 10,000 (at 31/03/21 for previous 12 months)	183 / 46.4 per 10,000 (at 30/09/21 for previous 12 months)	Reduce	↓	% of cases closed to early help which remain out of statutory services at 6 months and 12 months	88.83% / 81.59%	89.84% / 86.42%	Increase	↑
	Looked After Children Strategy Interventions - Where children need to be cared for by the Council, we will make the duration of care as short as possible. Support families in making the changes required to enable their children's safe return home.	Looked After Children Strategy in development	↑		Reduction in the number of children who need to become the subject of a Child Protection Plan	287 / 72.8 per 10,000 (at 31/03/21 for previous 12 months)	307 / 77.9 per 10,000 (at 31/09/21 for previous 12 months)	Reduce	↑	Increase in the number of families who are offered the opportunity to be part of a Family Group Conference	163 referrals submitted for FGC	237 referrals submitted for FGC	Increase	↑
	Increase the focus of existing expenditure on early years to reduce inequalities in early development				Reduction in the rate of children who need to be referred to Children Social Care services	1621 / 411.6 per 10,000 (at 31/03/21 for previous 12 months)	1953 / 495.8 per 10,000 (at 31/09/21 for previous 12 months)	Reduce	↑	Increase in the number of families to take up the offer to be part of a family group conference	79 closures with outcome 'FGC Successful'	84 closures with outcome 'FGC Successful'	Increase	↑
	Ensure maternity services, parenting programmes, childcare and early year's education are of high quality and meet needs of all groups				School readiness: percentage of children achieving a good level of development at the end of Reception	73.4% (2018/19)	No data available	Increase	Annual-	Increase in the number of families supported through the FDAC (Family Drug and Alcohol Courts)	New service, not in existence 2020 so no baseline.	5 families being supported (3 to come on board) End Sept 21	Increase	↑
	Build resilience and well-being of all children and young people				School readiness % of children with free school meals achieving a good standard of development at the end of reception	52.7% (2018-19)	No data available	Increase	Annual	The percentage of children assessed by Children Social Care, where 3 or more ACE (Adverse Childhood Experience) factors were identified	Reporting to be developed during 2021/22	Reporting to be developed during 2021/22	-	Annual
					No of permanent exclusions from Gateshead schools	38 (19/20)	42 (20/21)	Reduce	↑	Reduction in the average time between a child entering care and being made subject of a Special Guardianship Order	Reporting to be developed during 2021/22	Reporting to be developed during 2021/22	Reduce	Annual
										Reduction in the average time between a child entering care and placed for adoption	416 days (at 31/03/21, previous 12 months)	264 days (at 30/09/21, previous 12 months)	Reduce	↓
										Smoking at time of delivery	12.58 (2018/19)	11.6 (2020/21)	Reduce	↓
										6-8 week breastfeeding rate	38.7 (2019/20)	41.8 (2020/21)	Increase	↑
										Pupils who have missed 10% or more of school sessions during an academic year	Not available (DfE have not published attendance data since covid)		Reduce	Annual

Investment Strategy & Resources

Revenue 21/22 (23% of total gross budget)		Capital
Gross £000	Net £000	£000
150,802	36,463	19,021

Commissioned Spend: tbc

Assets: Asset Strategy Review

Employees – 513.17 FTE

Figures based on 2021/22 budget setting

Risks to Achievement rated after mitigation

- Failure to safeguard vulnerable children & adults **Amber**
- Non-compliance with statutory requirements resulting in prosecution & subsequent penalties **Amber**
- The Council is hit by a Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to address financial gap in the Council's budget & systems **Amber**
- Failure to address workforce planning & resource requirements impacting on service delivery **Green**

Performance to be cross referenced with "Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health Annual Report 2021/22"

Qualitative Impact

- Good Ofsted Inspection of children's social care
- Latest school meals customer survey (Sept 2021) shows a satisfaction star rating is 4.5 out of 5

Geographic Impact (Localities impact, LloN data etc)

- LloN data shows child poverty rates to be highest in the inner east and riverside wards particularly prevalent in Deckham, Chowdene, Felling, Bridges, Teams as well as Chopwell in the west and Lamesley in the south of the Borough.

ENABLE ALL YOUNG PEOPLE AND ADULTS TO MAXIMISE THEIR CAPABILITIES AND HAVE CONTROL OVER THEIR LIVES

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND PERFORMANCE

Outcome	Intervention	On track	DoT	£	Strategic performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
<p>All young people are resilient, with good physical and mental health and wellbeing</p> <p>All young people are ready and appropriately skilled for the workplace</p> <p>Gateshead is a positive place in which everyone's mental health and wellbeing can flourish</p> <p>Everyone is able to be an active part of their community and feel connected to communities and networks</p> <p>All domestic abuse is prevented</p>	<ul style="list-style-type: none"> Prioritise creating the conditions for people to enjoy positive emotional health & well-being. Support our schools to deliver an effective curriculum that addresses skills required for later life and supports emotional well-being Implement Economic Strategy Research commissioned into wellbeing of children and young people Health and wellbeing intervention Delivery of Health & Wellbeing review Support people through locality case working, even not eligible for statutory services but who require support Ensure views & opinions of local people are represented in all aspects of our work Prioritise preventing & reducing scale & impact of violence & domestic abuse 	<p>Gateshead Schools are being supported and the Services for Schools offer is being adapted to meet the needs of schools as appropriate.</p> <p>Economic Strategy Agreed</p> <p>Children and Young people Survey commissioned by public health with consultation continuing from Dec 2021</p> <p>Health and Wellbeing review being progressed</p> <p>Locality working approach in development stage</p>	<p>↔</p> <p>↑</p> <p>↑</p> <p>↔</p> <p>↑</p>		Year 6: Prevalence of obesity (including severe obesity) Child and Maternal Health	24.9 (2019/20)	24.9 (2019/20)	Reduce	Annual	Households with dependent children owed a duty under the Homelessness Reduction Act Child and Maternal Health	23.0 (2019/20)	26.3 (19/20)	Reduce	↑
					Gap in life expectancy at birth male/female Inequality in life expectancy at birth Males / Females	9.3 (M) 7.3 (F) 2011-13	10.7 (M) 9.6 (F) 2017-19	Tracking	↑	Hospital admissions caused by unintentional & deliberate injuries in young people (aged 15-24)	132.1 (2019/20)	167.5	Reduce	↑
					People reporting low life satisfaction %	4.7%	5.7%	Reduce	↑	Children 5-17 years attending holiday activities	To be set in Year 1	754	To be set	Annual
					16-18 Year olds not in education, employment or training (NEET)	5.2% (Dec – Feb 19/20)	5.8% (Dec – Feb 20/21)	Reduce	↑	Inequality in attainment between children looked after by the local authority & those not KS4 Attainment 8 Score	CLA 21.8 NCLA 47.2 (2018/19)	No data	Reduce	Annual
					19-24 Year olds not in education, employment or training (NEET)				Annual	No of people supported by any caseworker who report an improvement in their satisfaction with life	Locality teams, being developed during 2021/22			Annual
					GCSE achieved 5 9-5 including English & Maths (%) / with free school meals (%)	To be determined	No data published	Increase	Annual	Successful completions from substance misuse treatment		No data		Annual
					Inequality in attainment between children eligible/ not eligible for FSM KS1 Expected Level	2018/2019 - FSM 46% NFSM 70%	No data published	Reduce	Annual	Smoking attributable hospital admissions		No data		Annual
					Inequality in attainment between children eligible for and not eligible for free schools KS2 (RWM Expected Standard)	2018/2019 - FSM 52% NFSM 73%	No data published	Reduce	Annual	Smokers that have successfully quit at 4 weeks	2,116 (2018/19)	2,546 (2018/19)	Increase	↑
					% of physically active adults Musculoskeletal Conditions	-	No Data	Reduce	Annual	% of eligible adults with a learning disability having a GP health check	66.2 (2018/19)	66.2 (2018/19)	tbc	Baseline is latest
					Admission episodes for alcohol-specific conditions - Under 18s per 100,000 Child and Maternal Health -	50.5 per 100,000 (2017/18 - 2019/20)	50.5 per 100,000 (2017/18 - 2019/20)	Reduce	Baseline is latest	Adult Social Care Self-reported user experience: ASCOF 3A Overall Satisfaction of people who use services with their care and support ASCOF 3B overall satisfaction of Carers with social services	3A 64.2% 2019/20 3B 43.6% (2018/19)	Annual	Increase	Annual
					Substance misuse prevalence & unmet need Gateshead compared to (England figure)	Baseline: Alcohol: 79.6% (80.4%) Opiates: 37.6% (46.9%) Crack 68.2% (57.7%) Opiates &/or crack 43.2% (53.6%)		Reduce	Annual	Volunteering levels /Supporting and working with the VCS measures	2116 (2018/19)	Annual	Increase	Annual
					Smoking Prevalence in adults	17.1	17.1	Reduce	Baseline is latest	Social isolation % of adult social care users who have as much social contact as they would like	52.3%	Annual	Increase	Annual
					Those with learning disabilities in suitable accommodation & supported into paid employment	8.88% (2020/21 provisional pending national publication)	8.1%	Increase	↓	No of permanent adaptations carried out (to enable people to stay in their home)	600	1,372	600	↑
					Proportion of adults with a learning disability who live in their own home or with their family cumulative indicator - 6 month figure is not comparable to year end	82.94% (2020/21 provisional pending national publication)	33.4% (Cumulative indicator)	Increase	↑	% of social care users aged 18+ with personal budgets / direct payments: ASCOF 1C part 1a (adults receiving self-directed support)	98.29% 20/21	98%	Increase	↔
					Total no. of accessible and adaptable homes built from 1st April 2021 baseline	Baseline to be set when 2021 data published	Annual	To be set once baseline established	Annual	ASCOF 1C part 1b (carers receiving self-directed support)	98.61% 20/21	100%	Increase	↑
					Rate of domestic violence reports / convictions/ repeat victims of domestic violence and/or children affected by domestic abuse	TBC	TBC			ASCOF 1C part 2a (adults receiving direct payments)	20.5% 20/21	19.3%	Increase	↓
										ASCOF 1C part 2b (carers receiving direct payments for support direct to carer)	63.89%	68%	Increase	↑

Investment Strategy & Resources

Revenue 21/22 (25% of Council budget)		5 Yr Capital
Gross £000	Net £000	£000
168,063	80,001	26,686

Commissioned spend: tbc Assets: Asset Strategy Review
Employees 1041.16FTE tbc Figs based on 2021/22 budget

Risks to Achievement rated after mitigation

- Failure to safeguard vulnerable children & adults **Amber**
- Non-compliance with statutory requirements resulting in prosecution & subsequent penalties **Amber**
- The Council is hit by a Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to manage demand and expectations could result in the Council not achieving its Thrive agenda **Amber**
- Failure to address financial gap in the Council's budget & systems **Amber**
- Failure to address workforce planning & resourcing requirements impacting on service delivery **Green**

Performance to be cross referenced with "Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health Annual Report 2021/22"

Qualitative Impact

- Young people's survey commissioned by Public Health to understand Covid issues & impact from. Further consultation from Dec 2021
- Case studies being identified

Geographic Impact

Further information will come from the approach to locality working through analysis of Lion data and locality working

CREATE THE CONDITIONS FOR FAIR EMPLOYMENT AND GOOD WORK FOR ALL

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND OUR PERFORMANCE

Outcome	Intervention	On track	DoT	£	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
<p>All working age residents have access to good quality, sustainable work with decent pay and conditions</p> <p>All people in low paid, low skilled jobs have opportunities to improve their skills base so they can more easily achieve personal progression and attain an improved standard of living</p>	<p>Implementation of Gateshead's Economic Strategy</p> <ul style="list-style-type: none"> •Visitor Economy •Green Economy •Digital Economy •Local Economy (Community Wealth Building) <p>e.g. Delivery of Gateshead Quays development including Conference and Exhibition Centre Gateshead Town Centre Regeneration Masterplan</p> <p>Helping people into work from direct 1:1 support in their own localities.</p>	Strategy agreed	↑		Unemployment rate %	5.5% (Apr 19 - Mar 20)	7% (Jul 2020 - June 2021)	Tracking	↑	Individuals helped into work	To be set at end of year 1	132	To be set at end of year 1	Annual
		Gateshead Quays progressing	↑		Apprenticeships starts	1,760 (2018/19)	1,240	Increase	↓					
					Apprenticeships completion	940 (2018/19)	680	Increase	↓					
					Business births in Gateshead	800 (2019)	730 (2020)	Increase	↓					
					Total no of enterprises in Gateshead	5270 (2019)	5500 (2021)	Increase	↑					
					Jobs density in Gateshead	0.81 (2019)	Annual	Increase	Annual					
		Locality approach being developed	↑		Sustain Gateshead's working age population at a minimum of 2018 baseline of 128,300	127300 (2019)	127100 (2020)	Tracking	↔	Jobs created	To be set at end of year 1	641	To be set at end of year 1	Annual
					Employment Rate	73.3% (2019/20)	72% (Jul 20 – Jun 21)	Increase	↓	jobs safeguarded	To be set at end of year 1	373	To be set at end of year 1	Annual
					Economic Inactivity Rate	22.8% (2019/20)	21.4% (Jul 20 – Jun 21)	Reduce	↓	Start-ups commenced trading	To be set at end of year 1	38	To be set at end of year 1	Annual
					Staying visitors to Gateshead	665,080 (2019)	207100 (2020)	Increase	↓	Business improvement and expansion projects completed	To be set at end of year	11	To be set at end of year 1	Annual
					Gap in life expectancy at birth male/female: 2011-13	9.3 (M) 7.3 (F)	10.7 (M) 9.6 (F)	Reduce	↑	Inward investment success	14 (12 months) (2019/20)	4 (6 months)	To be set at end of year 1	Annual
					Slope index of inequality									

Performance to be cross referenced with "Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health Annual Report 2021/22"

Investment Strategy & Resources

21/22 Revenue (1% of Council gross budget)		5 Year Capital
Gross £000	Net £000	£000
3,860	1,338	189,662

Commissioned Spend: tbc
Assets: Asset Strategy Review
Employees 137.38 FTE

Figures based on 2021/22 budget setting

Risks to Achievement rated after mitigation

- Failure to attract inward investment and deliver sustainable economic growth **Amber**
- The Council is hit by a Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to address financial gap in the Council's budget & systems **Amber**
- Failure to address workforce planning and resourcing requirements impacting on service delivery **Green**












Qualitative Impact

- Adverse impact on the economy following the Covid-19 pandemic with certain sectors including retail and hospitality impacted
- Business surveys undertaken showing pressures as a result of Covid and Brexit
- Major events held in Gateshead attracting thousands and held in Covid-19 safe way e.g. Great North Run; Try on the Tyne; Tour of Britain and two Diamond leagues, increasing Gateshead's profile with local, national and international television coverage

Geographic Impact (Localities impact, LIoN data etc)

Further information will come from the approach to locality working through analysis of Lion data and locality working as well as through the Economic Strategy delivery planning

ENSURE A HEALTHY STANDARD OF LIVING FOR ALL, IN ACCORDANCE WITH INTERNATIONAL LAW ON ECONOMIC AND SOCIAL RIGHTS
WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND OUT PERFORMANCE–

Outcome	Intervention	On track	DoT	£	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
All working age residents receive a wage that considers the true cost of healthy living Individuals and families are supported to have the best possible financial well-being to access debt and social welfare advice to maximise household income and improve financial management skills Affordable childcare is accessible to those who need it	Intervention from Economic Strategy •Visitor Economy •Green Economy •Digital Economy •Local Economy (Community Wealth Building) e.g. Delivery of Gateshead Quays development including Conference and Exhibition Centre Gateshead Town Centre Regeneration Masterplan Locality working development	Economic Strategy agreed and Quays progressing Locality working approach developing building on hub work with pilot planned	 		All residents have the opportunity to thrive: % residents who are vulnerable	39.5%	31.9%	Tracking		Number of people/families helped through locality partnership support to maximise household income	To be set at end of Year 1	Annual	To be set at end of Year 1	Annual
					% residents who are just coping	29.5%	41.7%	Tracking						
					% residents who are managing	13.3%	16.7%	Tracking		Rent collected from tenants as a percentage of rent due in the financial year	98.78% 2020/21	99.23%	98% +/- 2%	
					% residents who are thriving	17.7%	9.6%	Tracking		Households in Council Tax arrears	Baseline	9,381	To be set after Year 1	Annual
					% of population living in income inequality	9.6%			Annual	Overall average SAP rating of homes in Gateshead	71.39	TBC	69 (+/- 3%)	Annual
					Gap in annual household income between highest and lowest (Definition to be set)	-	-	-	Annual	No of domestic properties supplied by District Energy Scheme	800	800	10,000 (cumulative target)	
					Households in Fuel Poverty (%)	15.1% (2019)	Annual	Reduce	Annual	Average number of days taken to process Housing Benefits claims and changes	8.91 Sep 20	9.33 Sep 21	Reduce	
					Gap in life expectancy at birth male/female Inequality in life expectancy at birth for Males / Females	9.3 (M) 7.3 (F) 2011-13	10.7 (M) 9.6 (F) 2017-19	Tracking	 Annual	Average days taken to process Council Tax support claims and changes	13.98 Sep 20	9.19 Sep 21	Reduce	

Performance to be cross referenced with "Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health"

Investment Strategy & Resources

21/22 Revenue 8% of Council Budget		5-Year Capital
Gross £000	Net £000	£000
52,674	728	

Commissioned spend: tbc
Assets: Asset Strategy Review
Employees: FTE (tbc)

Figures based on 2021/22 budget setting

Risks to Achievement rated after mitigation

- Failure to attract inward investment and deliver sustainable economic growth **Amber**
- The Council is hit by a Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to address financial gap in the Council's budget & systems **Amber**
- Failure to address workforce planning and resourcing requirements impacting on service delivery **Green**

Qualitative Impact
Evidence of impact (customers, customer profile, residents, employees, others)
Assessments, reviews, project findings, progress checks

- Role of hubs and support provided to local families during Covid-19 pandemic – signposting to financial and other support)
- Poverty Truth Commission – testimonies and case studies from local people, working with policy and decision makers to improve the systems, approaches and processes to support people out of poverty
- Case studies being identified that demonstrate impact or where improvement is required

Geographic Impact
(Localities impact, LIoN data etc)

- To note areas moving down 2 categories in Thrive are in Birtley, Chopwell & Rowlands Gill and Chowdene wards. Further information will come from the approach to locality working through analysis of Lion data and locality working
- Gateshead in most recent ONS data is ranked **47th most deprived authority** nationally with an average deprivation score of **0.167**.
 - Population of **200,214** of which **16,063** is rural.
 - **Deprivation gap is 41%** - The deprivation gap for each LA is calculated by subtracting the lowest 'Income Score (rate)' from the highest 'Income Score (rate)' within that local authority.
 - Annual pay - Gross (£) - For all employee jobs 2021:
 - United Kingdom was £31,447.
 - North East was £26,500
 - Gateshead was £26,265

CREATE AND DEVELOP HEALTHY AND SUSTAINABLE COMMUNITIES AND PLACES

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND OUR PERFORMANCE

Outcome	Intervention	On track	DoT	£	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
Local communities and social networks are strong All residents have access to a high quality, affordable, warm and energy efficient home All communities have access to good quality natural environment Gateshead has clean air with low levels of pollution Gateshead has low levels of crime and anti-social behaviour Gateshead is carbon neutral by 2030	<ul style="list-style-type: none"> Support development of community activities - remove barriers to community participation & support people to be involved locally and develop Community Wealth Building. Completion of workstream on locality working. Ensure provision of homes to meet current and future needs Promote low carbon housing development and improve insulation to Council owned properties and install low carbon heat and energy where feasible Improve and invest in the local environment and increase woodland coverage by 250ha by 2050 Make Gateshead accessible to all, achieving a shift to sustainable forms of travel and increase Council use of low carbon vehicles Support agile working by expanding use of digital technology, minimise paper and reduce the need for staff to travel Promote community cohesion and prevention of crime and anti-social behaviour. Implementation of Policy on Climate Change Emergency Electrify the Council's fleet where practicable by 2030. Continue to deliver low carbon heat and power via district heating networks Identifying funding to assist with recycling and waste minimisation projects and implement behavioural change initiatives Ensure goods and services procured by the Council are compatible with our Climate Emergency commitments 				% satisfaction with neighbourhood as a place to live	64%	No survey this year	Increase	Annual	% of Council housing stock empty	N/A	3.37%	Reduce	Annual
					% of homes built against annual housing requirement	63% (2020)	Annual	Increase	Annual -	Activity to support community capacity building	To be set at year end	Annual	-	Annual
					% of new homes built that are affordable	13.8% (2020/21)	15.8%	Increase	↑	No. of private dwellings identified as having a Category 1 hazard and the No. that had this hazard removed	To be set at year end	Annual	-	Annual
					% of long-term vacant dwellings as proportion of total housing stock	2.3% (2019)	Annual	Reduce	Annual	% of Council commercial fleet operating on electricity	2%	2%	-	Annual
					% of homes with SAP score above 65	64 (2020/21)	64 (2020/21)	65 (+/- 3%)	↔	Progress towards Gateshead being carbon neutral by 2030 (% achieved as per annual audit external assessment)	70%	75%	100% Cumulative	↑
					Number of homes with zero carbon heat source	To be set	Data not available	-	Annual	No of trees planted on Council land per annum towards target	0	250	Increase	Annual
					% of Council homes that meet the Decent Homes Standard	94.46 (Based on 2020/21 result)	Annual	Increase	Annual	% Highways / streetlights repairs completed within timescales: highways (10 days) % streetlights completed within (5 days)	To be set at year end	88%	95%	↓
					% of functional green space amenable to healthy lifestyles in the 25% most deprived wards Local measure work in progress, based on Marmot	TBC	Annual	Increase	Annual		88% 19/20	87%		↑
					Number of public transport passenger journeys in Tyne and Wear	152m pa 32.3% 20/21	Annual	-	Annual	Council emissions reduction from 2008 baseline	0%	55%	100%	↑
					Gateshead areas compliance with Local Air Quality Management Framework	Compliant	Annual	Compliant	↔	% of the overall tonnage in recycled waste collected that is contaminated with non-recyclable materials	15.8% 20/21	21% April-Sept 21/22	13% improvement over three years	↑
					% of household waste sent for reuse, recycling and composting	32.3% 30 June 21	35% Apr-Sept 21/22	Towards 50%	↑					
					Total recorded crime in Gateshead	9,294 2020/21	9,164 2021/22	Reduce	↓					
					Level of violent crime against the person	3,368 2020/21	3,508 2021/22	Reduce	↑					
					Drug related crime	210 2020/21	196 2021/22	Reduce	↓					
					Gap in life expectancy at birth male/female: Slope index of inequality	9.3 (M) 7.3 (F) 2011-13	10.7 (M) 9.6 (F) 2017-19	Reduce	↓					

Investment Strategy & Resources (24% of Council gross budget)

21/22 Revenue		5 Yr Capital
Gross £000	Net £000	£000
160,327	23,717	228,733

Commissioned Spend: tbc
Assets: Asset Strategy Review
Employees 1206.46 FTE
Figures based on 2021/22 budget setting

Risks to Achievement rated after mitigation

- Failure to address financial gap in the Council's budget & systems **Amber**
- Failure to address workforce planning and resourcing requirements impacting on service delivery **Green**
- Failure to provide a response during major incident impact on ability to deliver critical services or impact on a community. **Green**
- The implications of EU Exit potentially affecting availability of Council resources to deliver services which may impact on communities **Amber**
- Failure to manage demand and expectations could result in the Council not achieving its Thrive agenda **Amber**
- Failure to comply with the housing regulatory standards applicable to local authorities. **Red**

Performance to be cross referenced with "Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health Annual Report 2021/22"

Qualitative Impact Evidence of impact

- Local hubs development work supporting communities – evidence of impact being developed
- Achieved Silver in Annual Investors of the Environment Audit and our score increased from 70% in 2020 and 75% in 2021. The report also indicates a 19% reduction in carbon emissions from 2020 to 2021

Geographic Impact (Localities impact, LIoN data etc)

- Further information will come from the approach to locality working through analysis of Lion data and locality working
- Increased complaints of ASB within those neighbourhoods that are deemed 'Thriving' and 'Managing' areas under Thrive agenda (with many complaints relating to potential tolerance issues e.g. noise, young people gathering in street/parks and lower-level ASB).

STRENGTHEN THE ROLE AND IMPACT OF ILL HEALTH PREVENTION

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND OUR PERFORMANCE

Outcome	Intervention	On track	DoT	£	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
All preventable ill health is reduced, to end the gap in inequalities within the borough No-one will be homeless or living in accommodation that does not provide a safe and healthy environment All residents will be able to access flexible health and care support, when and where they need it	Develop and implement Health and Wellbeing Review	Health and Wellbeing review underway	↑		Gap in life expectancy at birth male/female: Slope index of inequality	9.3 (M) 7.3 (F) 2011-13	10.7 (M) 9.6 (F) 2017-19	Tracking	↑	Population vaccination coverage - Flu (aged 65+) Compared to England rate as baseline	80.9 (England 2019/20)	83.5 (2020/21)	Increase	↑
	Accelerate preventative programmes;	Locality working approach developing building on hubs	↑		Estimated smoking prevalence Cardiovascular Disease Compared to England rate as baseline	16.5% (England 2019/20)	17.5% (2019/20)	Reduce	↑	Age standardised mortality rate for deaths related to drug misuse - persons by local authority	28 (2019)	30 (2020)	Reduce	↑
	Deliver Community Based approaches as a core principle;				Suicide rate Public Health Profiles Compared to England rate as baseline	10.4 (England 2018-20)	9.0 (2018-20)	Reduce	↓	Chlamydia detection rate / 100,000 aged 15 to 24 Compared to England rate as baseline	1,408 (England 2020)	1,497 (2020)	Reduce	↑
	Learn lessons from the pandemic;	Lessons being learned but still responding			Admission episodes for alcohol-specific conditions - Under 18s Compared to England rate as baseline	30.7 per 100,000 (England 2017/18 - 2019/20)	50.5 per 100,000 (2017/18 - 2019/20)		↑	The proportion of older people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	77.97% 2020/21 (provisional)	78.8%	Increase	↑
	Embed health inequalities within, wider public services & recovery plans				Under 75 mortality rate - Cancer considered preventable Compared to England rate as baseline	51.5 (England 2020)	76.7 (2020)	Reduce	↑	% of clients using technology assisted care	Reporting to be developed during 2021/22			
	Locality working caseworking support	Approach being developed	↑		Total households assessed who are owed a duty, who were sleeping rough at the time of application	2020/21 baseline to be used	21	2020/21 data to be used to formulate	Annual	Total households initially assessed as owed a homeless duty	2020/21 baseline to be used	824 households assessed of which 816 were assessed as owed a homeless duty.	2020/21 data to be used to formulate	Annual
					% of households where homeless prevention duty ended that maintained / secured accommodation for 6+mths. And % of these identified maintained / secured accommodation that remained in existing accommodation	2020/21 baseline to be used	(3A) 54% of households where prevention duty ended that maintained or secured accommodation for 6+months. (3b) of the 54% of cases who secured accommodation for 6m+ 15% remained in existing accommodation.	2020/21 data to be used to formulate	Annual	% of council dwellings with a valid gas safety certificate	99.80%	99.92%	100%	
					Person shaped measures used in locality working TBC	Baseline to be set at end of Year 1	TBC	2021/22 data to be used to formulate	Annual					

Investment Strategy & Resources

21/22 Revenue (4% of the Council's gross budget)		5 Year Capital
Gross £000	Net £000	£000
28,740	19,744	1,126

Commissioned Spend: tbc
Assets: Asset Strategy Review
Employees: 263.23 FTE (tbc)
 Figures based on 2021/22 budget setting

Risks to Achievement rated after mitigation

- Failure to safeguard vulnerable children & adults **Amber**
- Non-compliance with statutory requirements resulting in prosecution & penalties **Amber**
- Council suffers Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to manage demand & expectations could result in the Council not achieving Thrive agenda **Amber**
- Failure to address financial gap in the Council's budget & systems **Amber**
- Failure to address workforce planning & resourcing requirements impacting on service delivery **Green**
- Failure to provide a response during a major incident impacting on ability to deliver critical services or an impact on a community. **Green**
- Failure to comply with the housing regulatory standards applicable to local authorities. **Red**

Performance to be cross referenced with "Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health

Qualitative Impact

- Locality based working will provide qualitative impact after year 1.
- Homelessness prototype now being implemented via the Changing Futures Programme due to impact of prototype
- Impact of Covid-19 pandemic (DoPH Report) impact on performance through disruption, capacity re-prioritise to responding

Geographic Impact (Localities impact, LioN data etc)

Further information will come from the approach to locality working through analysis of Lion data and locality working

ORGANISATIONAL HEALTHCHECK – BALANCED SCORECARD – SUMMARY OF PERFORMANCE

EMPLOYEES

- Employee satisfaction – Gateshead Council a great place to work
- Diverse & inclusive workforce
- Maximising Employee Potential – opportunities to learn, develop and aid succession planning

	Baseline	Latest	Target	DoT
Employee survey – The Council is a good place to work (new measure in future on employee morale and Covid-19 impact)	64% 2016	73% 2018		
No. of apprentices as a % of total employee headcount (as at 31 March)	2.38%	3.29% Mar 21	6.5%	
% of Apprenticeship levy spent (incl transfers) – towards March 2023	50%	56% Mar 21	70% by 2023	
No. of Employee resignations	N/A	3.04% Jul 21	2.50%	-
Average Sickness Absence days per FTE	10.58	11.3 days	9 days	
Agency worker costs	£1.412m	£1.146	None set	
% employees with access to a device that can be used to facilitate agile working	N/A	TBC	TBC	-
% of employees with a corporate IT network user account	N/A	TBC	TBC	-
% employees completed GDPR training	N/A	N/A	95% 23/24	-
% employees reporting their protected characteristics	N/A	35%	70% by 2023	-

CUSTOMER EXPERIENCE

- Thrive – reduce the number of residents vulnerable or just coping
- Resident's satisfaction with Gateshead and Gateshead Council
- Improved customer experience through better contact with the Council (right first time)

	Baseline	Latest	Target	DoT
% residents satisfied with Gateshead as a place to live	64%	64%	None set	
% satisfied with the Council	52%	42%	None set	
Commission Happiness Survey	N/A	N/A	TBC	
% residents who are vulnerable	39.5%	31.9%	None set	
% residents who are just coping	29.5%	41.7%	None set	-
% residents who are managing	13.3%	16.7%	None set	-
% residents who are thriving	17.7%	9.6%	None set	
No of stage 3 corporate complaints upheld	10%	15%	10%	
No of complaints upheld by the LG Ombudsman	12%	0%	10%	
No of complaints upheld by the ICO	1	0	1	
No of compliments received about Council services	54	78	None set	
Digital Customer Experience % of transactions completed online for G'den Waste; Birth/Deaths; Flytipping	76%	80%	Increase 	
Number / £ of online payments	98,961/ £12.5m	123,214 / £14.8m	Increase 	
Telephony contact response answer rate (Average of Customer Contact Unit; Revs & Bens; Housing; Adult Social Care Direct)	To be set	86%	Increase 	-

Ensuring the organisation is in the best position to deliver Council Priorities

FINANCE, GOVERNANCE & RISK

- Revenue Budget, Capital Budget; HRA; Income received, Risk

	Baseline	Latest	Target	DoT
Revenue Budget position % over/ under	0.27% under (Q2)	0.11% over (Q3)	TBC	
In-Year 2021/22 budget savings £8.1m delivered	£8.1m Feb 21	97.5%		
Capital Programme Position % over/under	£137.737	£125.1m		
% Council spend organisations Gateshead based	To be set	Year end	-	-
% Invoices paid within 30 days	87.32%	84.85%		
% of Council Tax collected	77.9% / Dec 20	78.1% / Dec 21		
% Business Rates collected	72.4% / Dec 20	72.3% / Dec 21		
Rent collected from current tenants as a % of rent owned (excluding arrears b/f)	98.78% / Sept 20	93.9% / Sept 21		
Financial Assessments and social care finance - % of debt in year collected	99.74% / Sept 20	93.9% / Sept 21		
Value of Services provided by the Council to schools	£12.6m	£12.2m		
No of serious data breaches reported to ICO	0	0		
Health and Safety near miss / hazard reports	116 / 45% of near misses	38 / 38% of near misses		
Audit High Priority Recommendations made	To be set	Year end		

EXTERNAL ASSESSMENT

External Audit; Regulators Assessment (Ofsted, CQC, Housing); Compliance; Partners

	Baseline	Latest	Target	DoT
CQC Council Registered Schemes (11 total)	Good	Good		
Ofsted Learning Skills	Good	Good		
Ofsted Children's Social Care Services	Good	Good		
Ofsted SEND (Narrative assessment)	Significant strengths, No areas for priority action	Strong & effective support provided		
External Audit (Mazars)	Unqualified	Unqualified		
Regulator of Social Housing Consumer Standards	-	Compliant – 5 Progressing – 3 Noncompliant - 1		
HSE Enforcement Actions	0	0		
Council working in partnership (Survey VCS; Private and Public sector partners)	Baseline to be set	TBC	-	-

Performance to be cross referenced with "Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health Annual Report 2021/22"

Achieving or exceeding target
Underachieving within tolerance% if set
Underachieving over tolerance

Key Tolerance Key



Housing Performance Reporting

Purpose of the Report

1. To update members of the Housing, Environment and Healthier Communities Overview and Scrutiny Committee (HEHC OSC) on Housing Performance results at the end of quarter 2.

Background

2. It is important that the council robustly monitors a wide range of performance measures to ensure that its key housing services and functions are effective and responsive to the needs of residents, are compliant with any regulatory requirements, and offer good quality and value for money.
3. From 1st April 2021 all Housing related functions were brought together within the Council and this necessitated a change to and the development of a new framework of performance indicators. This framework underpins the delivery of the Council's strategic priorities across all tenures and not just limited to Council Housing.
4. The new framework of Housing indicators can be broadly broken down into five objectives:
 - Increase the supply of, and access to suitable affordable homes.
 - Ensure the effective management and maintenance of the council's homes.
 - Reduce homelessness.
 - Housing Revenue Account "health".
 - Resident Satisfaction.
5. The framework was presented to and approved by HEHC OSC at its meeting on 30 September 2021. It has also been shared and discussed with the Strategic Housing Board.

Performance Management Indicators

6. Appendix 1 sets out performance against each indicator for the period April 2021–September 2021.
7. Comments are provided for each indicator that detail the current position and where appropriate the actions to be taken to improve future performance. In subsequent reports an update on the impact on performance of these actions will be provided.

8. Some performance indicators are reported annually and therefore performance for 2021/22 will not be reported until year end. Where this applies it is stated in the comments field.
9. Appendix 1 includes indicators that were measured and reported on prior to 01 April 2021. For these indicators, year-end results for 2020/21 are included in addition to quarter 1 & 2 performance where available. This gives an indication as to performance trends over a longer period. Where appropriate each of these indicators were set targets for 2021/22.
10. The remaining indicators are new and have required definitions and collection methods to be developed and agreed. Some of the new indicators require further process and procedural changes to be made. It is anticipated that reporting will commence during 2022/23. Where this applies details have been provided in the comments field of the appendix 1 for each indicator.
11. It was proposed to include the performance indicator 'Repairs reported within 28 days of a new tenancy starting'. However, after further discussion it has been agreed that we pend development of this performance measure; and to concentrate on learning from customer satisfaction via the '% of tenants satisfied with their most recent transaction (repairs)' performance measure. It was also acknowledged that the service development to review the Lettable Standard would encompass repairs to properties before they are let to new tenants.

Customer Satisfaction 2021.22

12. Four of the performance indicators in this report relate to customer satisfaction measured by a survey of all tenants, carried out in October 2021.
13. The survey asked four key questions:
 - How Satisfied are you that your landlord Gateshead Council is easy to deal with?
 - How satisfied are you that your landlord Gateshead Council gives you the opportunity to influence the way housing services are delivered?
 - How satisfied are you with the overall appearance of your neighborhood?
 - Overall, how satisfied are you with the service provided by your landlord, Gateshead Council?
14. A detailed update on the results of the survey is included in Appendix 2

Regulator of Social Housing

15. The Regulator for Social Housing has signalled a move to a more proactive regulation regime of social landlords including local authorities.
16. This includes the introduction of a set of detailed customer satisfaction measures which will be mandatory for all social landlords to collect, publish and submit performance to the Regulator. The proposed indicators have been published for consultation and it is expected that they will be introduced during 2023/24.
17. The proposed satisfaction measures cover:

- Keeping Properties in Good Repair
- Maintaining Building Safety
- Effective Handling of Complaints
- Respectful and Helpful Engagement
- Responsible Neighbourhood Management

18. An update on the new indicators and the implications for social landlords will be brought to a future meeting of this committee.

Recommendations

19. The views of HEHC OSC are sought on the Key Performance Indicator results at the end of the second quarter 2021/22.

Contact: Martin Poulter ext 5380.

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Housing, Environment and Healthier Communities	Quarter 2
	2021/22
Not on Target	4
On Target	3
Not on Target but Improved	
Baseline Information/No Targets Set/No Activity	41

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Trend Against previous result	Traffic light against target & previous year	Comment
1	Number of new homes built against annual housing requirement.	333	N/A	N/A	N/A	N/A		The measure is an annual requirement published by the government and links to the Housing Delivery Test. Data reported is based on Council Tax records detailing when homes are occupied. The government's calculation of the requirement is published in arrears therefore, this Performance Indicator (PI) for current reporting financial year 2021/22 will not be reported until 2023. This measure will be reported annually. There is no specific target for this measure.
2	% of new homes built that are affordable by the council.	1.2	N/A	N/A	N/A	N/A		This measure is monitored in parallel with annual reporting of Local Plan Policy which requires the provision of 15% affordable homes on all developments of 15 or more dwellings. There is no specific target for this measure.
3	% of new homes built that are affordable by RP's.	3.9	N/A	N/A	N/A	N/A		As above.
4	% of new homes built that are affordable by developers.	6.9	N/A	N/A	N/A	N/A		As above.
5	No. of under-occupied council tenants that have downsized.	New 2021/22	Baseline	N/A	34	N/A		34 council tenants have moved to properties with fewer bedrooms from April to September 2021. All but one were previously affected by the penalty for underoccupation ("bedroom tax"). 32 tenants are now free from the penalty, and one has seen it reduce from a 25% reduction in benefit (for 2 rooms spare) to a 14% reduction (for 1 room spare). In terms of making best use of stock, the properties released included 10 x 3 bedroom houses, 5 x 2 bedroom houses, 1 x 3 bedroom bungalow and 2 x 2 bedroom bungalows. We are working with tenants in 4 bedroomed houses who are under occupying and exploring opportunities for downsizing. Tenants qualifying for downsizing can access up to £1,000. £500 to assist with relocation costs such as removal vans, boxes, refitting carpets/curtains. A further £500 is available for relocation costs such as paint, wallpaper, new carpets/curtains. Any excess spend over each £500 budget must be met by the tenant.
6	No. of overcrowded households that have been assisted to relieve their overcrowding.	New 2021/22	Baseline	N/A	50	N/A		50 overcrowded households have been rehoused to council dwellings from April to September 2021 (6.6% of all lets in the period). 10 of the households had been short of 3 or more bedspaces, and qualified for an Urgent Need priority under the lettings policy. 40 of the households were short of 1 or 2 bedspaces, which qualified for a Substantial Need priority. At the end of the period, the housing register included 376 applicants with an overcrowded priority (18 with Urgent Need, 358 with Substantial Need). As a proposal for the review of lettings policy, it has been recommended that the threshold for Urgent Need overcrowding be reviewed and reduced to "2 bedspaces short" instead of 3. This would give a higher priority to those families with a Substantial Need award who are short of 2 bedspaces.

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Trend Against previous result	Traffic light against target & previous year	Comment
7	No. of council homes empty for 6 months or more.	New 2021/21	Baseline	N/A	0.55	N/A		The number of long term vacant council homes has been reducing. In April 2020 there were 200 council properties that had been empty for 6 months or more. In the last 18 months this has reduced to 103 as the backlog of vacant property repairs has been tackled. In the second half of the year consultation is to take place with residents of some of the multi-storey blocks where there are concentrations of vacant properties.
8	No. of homes (remaining tenures) empty for 6 months or more.	New 2021/22	Baseline	N/A	N/A	N/A		This performance measure is new for 2021/22. Officers across the Council are working to produce accurate data collection and it is anticipated that performance will be reported by 2021/22 year-end. The data includes non-Council properties including owner occupiers, privately owned, and registered social landlords (RSL). Empty properties can attract anti-social behaviour, impact on the neighbourhood and local residents. Prompt action on empty homes can enhance the local area, neighbourhood and community safety.
9	% tenant profile data verified.	New 2021/22	Baseline	N/A	N/A	N/A		This is a new performance indicator that requires changes to our NEC housing system in order to report on performance. This should be completed by February 2022. Employees will be briefed on the importance of collecting and verifying customer profile information (their protected characteristics) and how this helps us to tailor service delivery to meet the needs of our diverse customer base. Reporting on this performance indicator will begin in 2022/23.
10	The total number of private dwellings that have been identified as having a Category 1 hazard and of these the number that had this hazard removed.	114 of 128 cat 1 hazard removed	N/A	N/A	N/A	N/A		This performance measure is new for 2021/22 and reported annually. There will be no target set for this performance measure and reflects demand for service by residents in Gateshead. The Housing Health and Safety Rating System (HHSRS) is a system for assessing the health and safety risks in dwellings. Category 1 hazards are those where the most serious harm outcome is identified, for example, death, permanent paralysis, permanent loss of consciousness, loss of a limb or serious fractures.
11	% of repairs completed right first time.	New 2021/22	Baseline	74.82	73.1	↓		This is a new indicator for 2021/22. Of the 16,756 repairs, 12,249 were completed at the first visit, with an overall performance of 73.10%. The service has been severely affected by Covid-19 and this has been a housing sector wide trend. Several trades having a variety of issues around Covid from isolating to contracting, hospitalisation and feeling the longer term effects of Covid that have been widely reported. As the service internally sees the return of trades from sickness and holidays, it expected to see an improvement in performance. A root and branch review of the Repairs and Maintenance Service commenced in December 2021. A Project team led by Mark Smith Director of Public Sector Reform, has been set up to analyse repairs data, conduct case mapping and carry out fieldwork which includes speaking with customers and other stakeholders, in order to inform potential solutions. The review will result in a new Prototype which will be tested to facilitate service re-design and transformation.

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Trend Against previous result	Traffic light against target & previous year	Comment
12	Appointments kept as a percentage of appointments made.	97.55	92	90.5	89.6	↓		Of the 16,424 appointments made, 14,716 were kept with an overall performance of 89.60%. The overall performance is made up of the following priorities. Urgent – 9,124 completed, 8,208 in target = 89.96%. Routine – 5,645 completed, 5,110 in target = 90.52%. As of the 19th May customers have been able to report non urgent repairs. Prior to this only emergency and essential works had been completed. The service has been severely affected by Covid-19 and this has been a housing sector wide trend. Several trades having a variety of issues around Covid from isolating to contracting, hospitalisation and feeling the longer term effects of Covid that have been widely reported. As the service internally sees the return of trades from sickness and holidays, it expected to see an improvement in performance.
13	% of emergency, urgent and routine repairs completed within timescale.	87.24	94	87.77	84.62	↓		Of the 24,120 repairs, 20,410 were completed within target with an overall performance of 84.62%. The overall performance is made up of the following priorities. Emergency – 7,275 completed, 5,992 in target = 82.36%. Urgent – 10,766 completed, 9,057 in target = 84.13%. Routine - 6,079 completed, 5,361 in target = 88.19%. As above the service has been severely affected by Covid-19 and this has been a housing sector wide trend. Several trades having a variety of issues around Covid from isolating to contracting, hospitalisation and feeling the longer term effects of Covid that have been widely reported. As the service internally sees the return of trades from sickness and holidays, it expected to see an improvement in performance.
14	Average days to let a home from VOID to Ready to Let.	159.82	Baseline	118.52	119	↓		Average of 89 days from void to Ready to Let date. 30 days from Ready to Let date to start of new tenancy (rounded to nearest calendar day). This is a very high figure due to the letting of longstanding vacant properties. Long term vacant properties let in the current financial year have an adverse impact on current performance. However, as the number of vacant properties continues to reduce and more recent properties make up the majority of lets then the average days result will start to reduce too. Specific actions to enable earlier advertising will help to reduce the time to let once properties are 'Ready to Let'.
15	% of tenancies terminated in the first 12 months.	New 2021/22	Baseline	N/A	0.33	N/A		The total number of tenancies terminated in the first 12 months of tenancy to the end of quarter 2 was 62 (0.33%), as a total number of 18,744 housing stock. This represents 9.9% of total number of tenancies terminated. The main termination reasons for tenancies terminated in the first 12 months of tenancy are: <ul style="list-style-type: none"> •Dislike estate/property/street – 14 (23%) •Move closer to family/friends/work/school - 8 (13%) •Anti-social behaviour – 8 (13%) •Deceased – 8 (13%) •Medical condition – 5 (8%) •Unable to afford/manage property/tenancy – 5 (8%) •Other – 14 (23%).

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Trend Against previous result	Traffic light against target & previous year	Comment
16	% tenancies audited within 12 months.	New 2021/22	Baseline	N/A	N/A	N/A		A definition for the indicator has been agreed. A process is under development to include the overarching procedure, employee guidance and training. Northgate development is also underway to ensure that visits (including outcomes) can be effectively recorded and reported. Visits will begin in April 2022 with the first reporting in quarter 1 2022/23.
17	Total households initially assessed as owed a homelessness duty.	1706	1700 (provisional)	419	816	N/A		In the period April - September 2021, the service offered advice and assistance to 1,370 households who either presented or were referred to us as being homeless or at risk of homelessness. In the same period the service assessed 824, of those 816 were initially assessed as owed a homeless duty The HRA 2017 places duties on the local authority to assist all eligible households. This means that all households, whether they are in priority need or not, will be able to access assistance regarding both the prevention of and the resolution of homelessness. The Act requires a clear focus on prevention and early interventions. All clients that are assessed are provided with a personal housing plan. In quarter 1 there were 423 assessments of which 419 households were owed a duty, this is comparable to quarter 2 where 401 households were assessed and 397 households were owed a duty. Therefore, the cumulatively at the end of quarter 2 824 households were assessed with 816 households being owed a duty.
18	Total households assessed and owed a duty where the reason for loss of last settled home at the time of assessment was domestic abuse.	411	411 (provisional)	91	203	N/A		Of the 816 initially assessed as owed a duty 203 (25%) had lost their last settled accommodation due to domestic abuse. This is a new performance indicator; it shows that nearly a quarter of clients who were assessed as homeless or threatened with homelessness was due to domestic abuse. Historically this has continued to be the main reason for homelessness in Gateshead and the figures are similar to previous years. This is higher than the average for the North East which is 14%. Within our service we have specialist domestic abuse and housing outreach workers who offer support and advise and prevent or relieve the victim's homeless situations. The Council's domestic abuse team work with victims and refer to our service where there is a risk of homelessness; this approach is proactive and impacts positively on the volume that come through at prevention stage. Not all local authorities provide victims of domestic abuse with a homeless assessment during the allocations process. Our newly drafted Homelessness and Rough Sleeping Strategy includes a number of specific actions that we will carry out with partners to prevent and reduce homelessness due to domestic abuse. In quarter 1 of the 419 assessed as owed a duty 98 households had lost their settled accommodation due to domestic abuse.

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Trend Against previous result	Traffic light against target & previous year	Comment
19	Total households assessed and owed a homelessness duty who were sleeping rough at time of application.	11	Baseline	15	21	N/A		<p>Of the 816 households assessed as owed a duty, 21 were recorded as sleeping rough.</p> <p>Definition of sleeping rough:</p> <ol style="list-style-type: none"> 1. People sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down in the open air (such as on the street, in tents, doorways, parks, bus shelters or encampments). 2. People in buildings or other places not designed for habitation (such as stairwells, barns, sheds, car parks, cars, derelict boats, stations, or "bashes" which are makeshift shelters often comprised of cardboard boxes). <p>The definition does not include:</p> <ul style="list-style-type: none"> • people in hostels or shelters • people in campsites or other sites used for recreational purposes or organised protest • squatters • travellers <p>Our newly drafted Homelessness and Rough Sleeping Strategy has a specific aim to have 'no-one sleeping rough or in unsuitable accommodation'. The strategy sets out the actions we will carry out with partners to deliver this aim and reduce rough sleeping in Gateshead. In quarter 1 there was 15 households who were rough sleeping in the judgement of the assessor, this is higher than quarter 2 where there was only 6 households. Over the same period last year there was only 5 households who were owed a homeless duty who were sleeping rough in the judgement of the assessor. The increase this year is believed to be due to the ongoing promotion of the government's 'Everyone in' scheme and the targeted work by our rough sleeping co-ordinator and outreach team.</p>
20	Number of households in nightly-booked temporary accommodation.	New 2021/22	Baseline	90	166	N/A		<p>166 households were placed into nightly booked accommodation. In Gateshead we only have 4 bedspaces for single males available as 24/7 direct access emergency accommodation and this was not available during this reporting period as it is a new scheme. We therefore use nightly booked accommodation to respond to crisis and emergencies until a temporary accommodation unit becomes available. For this period the average stay in nightly booked accommodation for single households was 5 nights and 3 nights for households with children. Our newly drafted Homelessness and Rough Sleeping Strategy has a specific aim to have 'no-one sleeping rough or in unsuitable accommodation'. The strategy sets out the actions we will carry out with partners to deliver this aim and reduce bed and breakfast stays in Gateshead. The new homeless strategy identifies the need to review supported accommodation including 24/7 access.</p> <p>Some of these cases will need to be provided with temporary accommodation, this will either be due to the fact the household is in priority need, we have reason to believe they will be in priority need or we will place non-priority clients on a discretionary basis if we have reason to believe they are at risk of rough sleeping. This is in line with 'everybody in', the government's response to accommodating all rough sleepers.</p>

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Trend Against previous result	Traffic light against target & previous year	Comment
21	Number in nightly-booked accommodation who are households with children.	New 2021/22	Baseline	N/A	18	N/A		Of the 166 households placed into nightly booked accommodation 18 households had children. It is noted that this data includes 2 households with unborn children and 1 where the child remained in their existing accommodation so did not therefore move into nightly booked accommodation. Our newly drafted Homelessness and Rough Sleeping Strategy has a specific aim to have 'no-one sleeping rough or in unsuitable accommodation'. The strategy sets out the actions we will carry out with partners to deliver this aim and reduce bed and breakfast stays in Gateshead.
22	(A) % of households where homelessness prevention duty ended that maintained or secured accommodation for 6+mths. And (B) % of those that remained in existing accommodation.	(A) 53.5 (B) 20	Baseline	57.7	54	N/A		(A) 54% of households where prevention duty ended that maintained or secured accommodation for 6+months (Of the 589 cases where prevention ended, 316 secured or maintained accommodation for 6M+). Of the (A) 54% of cases who secured accommodation for 6m+ (B) 15% remained in existing accommodation. (Of the 316 cases where accommodation was secured for 6m+, 47 cases were able to remain in their existing accommodation).
23	Households with dependent children owed a duty under the Homelessness Reduction Act Child and Maternal Health.	New 2021/21	Baseline	N/A	N/A	N/A		This indicator has been adopted from the Public Health team. Officers from the Strategic Housing Team are working with colleagues from the Public Health to ensure accurate and timely data collection. Further work is needed to develop this performance measure however it is anticipated that performance will be reported in 2022/23.
24	% of self-service transactions – rent payments.	New 2021/22	Baseline	N/A	N/A	N/A		This is a new indicator and requires a report mechanism to be built into NEC housing system where the data is held. This is ongoing, and we anticipate that reporting on this indicator will start from quarter 1, 2022/23.
25	% of self-service transactions – responsive repairs.	New 2021/22	Baseline	N/A	6.58	N/A		This is a new indicator and the facility for tenants to report repairs online was "soft" launched in June 2021. The % reported is for quarter 2 is low, although 719 repairs have been reported online during quarter 2 out of a total of 10929 repairs. Early adopters have been surveyed to identify improvements. As a result to improve communication with the customer, two automated emails will be added to the system shortly which will provide confirmation of the repair raised and any appointment slot booked. Further work is planned for 2022 to increase the range of repairs a tenant can book online including communal repairs for leaseholders.
26	% stock with a negative Net Property Value (NPV).	New 2021/22	Baseline	N/A	N/A	N/A		This performance measure is new for 2021/22 and annual performance data will be reported in quarter 4, 2021/22. The performance measure is set with a baseline target. Data collected in 2021/22 will be used to develop performance targets for 2022/23. The Net Present Value (NPV) of Council owned homes is the value of future rents and income, less the projected costs to manage and maintain those properties over the 30 years of the Housing Revenue Account (HRA) Business Plan. Properties with expected management and maintenance costs in excess of their projected total income will have a negative NPV rating.
27	Ratio responsive to planned repairs.	New 2021/23	Baseline	N/A	36:64	N/A		This performance measure is new for 2021/22. Officers across the Council in Construction Services and Financial Management work to produce accurate data collection. The current ratio split is 36% for responsive repairs and 64% for planned repairs.

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Trend Against previous result	Traffic light against target & previous year	Comment
28	Rent lost due to empty properties as a % of rent due.	3.74	3.5	3.22	3.17	↑		The number of vacant properties is reducing, and so the predicted annual void rent loss is reducing too. In the first 6 months of the current year void rent loss was £1,420,448 which is £260k less than at the same point in 2020/21. Further reductions in vacant properties are required and improvement plans are focused on this. Consultation with residents of three multi-storey blocks is also planned in order to help inform decisions on the future of some stock.
29	Current tenant arrears as a % of rent due (excluding voids).	5.58	4.5	6.14	6.24	↓		Rent arrears at the end of the period stood at £5,209,35 and the net rent roll for the year (total rent payable for occupied properties) is predicted to be over £83 million. Around one-third of tenants are in receipt of Universal Credit, but their rent arrears make up more than two-thirds of the total amount owed for all tenant (6,143 tenants are in receipt of Universal Credit and owe a total of £3,579,327). With the £20 weekly uplift to Universal Credit now removed, these tenants will require even more support to try to minimise arrears and sustain tenancies.
30	Rent arrears of former tenants as a % of rent due (excluding voids).	3.32	3.5	3.46	3.67	↓		Former tenant rent arrears stood at £3,058, 357 at the end of the period, and the net rent roll for the year (total rent payable for occupied properties) is predicted to be over £83 million. £145,699 has been collected so far from former tenants, and new debt of £393,541 has been created so far as tenancies come to an end. A write-off of unrecoverable debt takes place in the final quarter of the year, so no debt has been written off yet this year.
31	Total CPP of housing management.	New 2021/22	Baseline	N/A	N/A	N/A		This performance measure is new for 2021/22. Data is sourced from the HouseMark Annual Benchmarking collection for the previous financial year (2020/21). Total Cost Per Property (CPP) encompasses all the financial elements to provide the housing management service. This measure shows the overall cost to the organisation of the direct activity for housing management. This includes non-pay costs (operating costs incurred by housing management) and pay costs (time apportionment exercise for 'front-line' housing management employees). This measure also includes overheads. Allocated overheads include the proportion of the IT & communications costs, office premises costs, finance costs, HR costs and central overheads costs to enable the housing management service to function. It is expected that data for this performance measure will be available for quarter 3 reporting.

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Trend Against previous result	Traffic light against target & previous year	Comment
32	Total CPP of responsive repairs & void works.	New 2021/22	Baseline	N/A	N/A	N/A		Total Cost Per Property (CPP) encompasses all the financial elements to provide the responsive repairs & void works service. This measure shows the overall cost to the organisation of the direct activity for responsive repairs & void works. This includes non-pay costs (operating costs incurred by responsive repairs & void works) and pay costs (time apportionment exercise for 'front-line' responsive repairs & void works employees). This measure also includes overheads. Allocated overheads include the proportion of the IT & communications costs, office premises costs, finance costs, HR costs and central overheads costs to enable the responsive repairs & void works service to function. It is expected that data for this performance measure will be available for quarter 3 reporting.
33	Total CPP of void works (management).	New 2021/22	Baseline	N/A	N/A	N/A		Total Cost Per Property (CPP) encompasses all the financial elements to provide the void works (management). Void works (management) includes those employees that manage front line employees/operatives to carry out repairs. This measure shows the overall cost to the organisation of the direct activity for void works (management). This includes non-pay costs (operating costs incurred by void works (management) and pay costs (time apportionment exercise for 'front-line' void works (management) employees). This measure also includes overheads. Allocated overheads include the proportion of the IT & communications costs, office premises costs, finance costs, HR costs and central overheads costs to enable the void works (management) service to function. It is expected that data for this performance measure will be available for quarter 3 reporting.
34	Total CPP of void works (service provision).	New 2021/22	Baseline	N/A	N/A	N/A		Total Cost Per Property (CPP) encompasses all the financial elements to provide the void works (service provision). Void works (service provision) includes those employees/operatives that deliver the front-line service to carry out repairs. This measure shows the overall cost to the organisation of the direct activity for void works (service provision). This includes non-pay costs (operating costs incurred by void works (service provision) and pay costs (time apportionment exercise for 'front-line' void works (service provision) employees). This measure also includes overheads. Allocated overheads include the proportion of the IT & communications costs, office premises costs, finance costs, HR costs and central overheads costs to enable the void works (service provision) service to function. It is expected that data for this performance measure will be available for quarter 3 reporting.

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Trend Against previous result	Traffic light against target & previous year	Comment
35	% of tenants satisfied with their most recent transaction (repairs).	New 2021/22	Baseline	N/A	74	N/A		A new data collection method has been implemented using text messaging to customers to gain their satisfaction levels with the repairs service. This is the first set of data collected in this manner. Work has begun on a service improvement plan where customer satisfaction will be at the core of the decision making and consideration will be given to this as we are implementing changes across the service. Using this and other data sets will inform of the trends in the performance measure and allow structured approach to be made to ensure that satisfaction improves.
36	% tenants satisfied that their housing landlord, Gateshead Council, is easy to deal with.	New 2021/22	Baseline	N/A	52	N/A		This is a new indicator. The key theme of the comments left by dissatisfied customers are predominantly related to repairs and maintenance and were not just relating to communication. However, communication between the customer and housing services in general was also mentioned in the comments. The results of the survey have been shared widely across service areas, including the Repair and Maintenance Improvement project team. Survey comments are being triangulated with records of the customers most recent repair transactions. From this we can identify the type of repair and if it is new or an existing report. This will help inform a customer journey mapping exercise that aims to identify where in the process service failure occurs and what actions are required to fix the process.
37	% of tenants satisfied with their new Council home.	New 2021/22	Baseline	N/A	N/A	N/A		This is a new indicator and requires an automated text survey to be built and a reporting mechanism developed in NEC housing system where the data will be held. This is ongoing, and we anticipate that reporting on this indicator will start from quarter 1, 2022/23.
38	% of residents satisfied with planned/investment works.	New 2021/22	97	N/A	97	N/A		The last 18 months has seen a suspension of the traditional Maintaining Decency improvements. However, these have recently restarted and customers are starting to return satisfaction surveys following completion of the work to their home. At the end of quarter 2, 32 surveys were returned, of which 31 customers were satisfied with the overall improvements carried out and one customer was neither satisfied nor dissatisfied. Moving forward, any expressions of dissatisfaction will be monitored and any negative trends will be investigated to enable us to improve the service provided in future for our customers.
39	% residents satisfied with adaptations to their home.	New 2021/22	Baseline	N/A	100	N/A		During the past 18 months due to the pandemic, we have had to deliver services in alternative ways. Our usual face to face contact with customers has been significantly reduced, resulting in a lack of customer feedback being received. At the end of quarter 2 we received 3 customer satisfaction surveys, and although the sample is low of the customers that returned them, they were 100% satisfied with the adaptations to their property. We will continue to look at methods of communication and aim to improve the delivery of our customer satisfaction surveys to better generate valid and consistent customer feedback. The voice of the customer is important in providing us with the information we need to continually review, evaluate, and improve our service. Through improved use of customer satisfaction surveys, we aim to deliver a service based on what is important to our customers and their experience during the process.

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Trend Against previous result	Traffic light against target & previous year	Comment
40	% of tenants satisfied with the overall appearance of their neighbourhood.	New 2021/22	Baseline	N/A	42	N/A		This is a new indicator. Comments from customers show that litter; fly tipping, grass cutting, and uneven paths were the top four reasons for dissatisfaction. The results and customer comments have been shared with the relevant service managers. Budget restrictions play a key role in the ability we have to respond to the survey findings. However the key themes will be picked up by a joint working group of Street Scene and Neighbourhood Housing to consider how we can both educate residents and encourage volunteer activities that will help address some of the issues raised.
41	% of tenants satisfied with the opportunities to influence decisions about how housing related services are delivered (inc service standards).	New 2021/22	Baseline	N/A	40	N/A		This is a new indicator. Following the Housing Review, we undertook a project with TPAS to redesign the way we provide opportunities for tenants to influence how services are delivered. That project is complete, and a new strategy has been drafted and we have established a Resident Influence Panel comprising of tenants and leaseholders. They are working with employees to design a new Resident Influence Framework that will set out clearly the range of ways customers views will be sought to influence service delivery. This will be officially launched in early 2022 and will be accompanied by an awareness raising campaign.
42	% of tenants satisfied with the service provided by your housing Landlord, Gateshead Council.	New 2021/22	Baseline	N/A	49	N/A		Overall satisfaction with housing services is an existing indicator measured every two years. Since 2015 the trend has shown declining levels of satisfaction with Housing services. HouseMark have reported a sector wide reduction in satisfaction for some social landlords during the pandemic and the effects are still being felt. Respondents who expressed dissatisfaction in this question were invited to leave a comment. The key theme of those comments was predominantly related to repairs and maintenance. Survey comments are being triangulated with records of the customers most recent repair transactions. From this we can identify the type of repair and if it is new or an existing report. This will help inform a customer journey mapping exercise that aims to identify where in the process service failure occurs and what actions are required to fix the process.
43	% of tenants satisfied with the services provided by Gateshead Council (former tenants).	New 2021/22	Baseline	N/A	N/A	N/A		This is a new indicator and requires an automated text survey to be built and a reporting mechanism developed in NEC housing system where the data will be held. This is ongoing, and we anticipate that reporting on this indicator will start from quarter 1, 2022/23.
44	% exit interviews completed.	New 2021/22	Baseline	N/A	N/A	N/A		The termination procedure (including termination reasons) is currently under review and will be adapted to include an exit survey. The NEC housing system will be updated to ensure that the exit interviews can be effectively recorded and outcomes reported. The exit survey will be implemented in April 2022 with the first reporting in quarter 1 2022/23.
45	% of residents satisfied with how their anti-social behaviour case is handled.	82.48	85	85.71	91.73	↑		114 satisfaction surveys were carried out and 104 (91.23%) were satisfied with the handling of their complaint. All customer dissatisfaction feedback/comments received are shared with the relevant team manager for learning or feedback to individual investigating officers. ASB Review: a review of the Council's ASB services is underway, any learning and feedback from customer surveys will be considered as part of the wider review to help inform future service delivery.

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Trend Against previous result	Traffic light against target & previous year	Comment
46	Number of formal step 2 complaints received.	45	Baseline	30	22	N/A		The results are for each quarter and not a culmative total. Whilst the number of formal complaints recorded has increased since the same period in 2020/21 the numbers are much lower than the average reported across the wider housing sector by HouseMark. They report an average of between 2 -2.5 complaints per 1,000 properties per month which would mean for a landlord the size of Gateshead at least 110 plus complaints per quarter should be registered. Information about how a customer can make a complaint is available on the Council website on a dedicated housing page. To encourage services to register formal complaints a team brief has been circulated that sets out responsibilities under the Complaints policy and how to respond to them. Complaint handling training has been made available to service on an ongoing basis.
47	Number of stage 2 (Investigations) and stage 3 (Review) complaints responded to within the agreed timescale.	New 21/22	Baseline	19 out of 19	10 out of 13	N/A		During quarter 2, 29 out of 32 Stage 2 complaints were responded to in timescale.
48	Number of stage 3 (Review) complaints responded to within the agreed timescale.	New21/2 2	Baseline	01 out of 4	0 out of 2	N/A		During quarter 1 &2, 1 out of 6 Stage 3 complaints were responded to in timescale. This may in part reflect the more complex nature of the investigations required. The average number of days to respond to Stage 3's during this period is 29 against a target of 20 working days.
49	Number of investigations accepted by the Housing Ombudsman and following completion is upheld in the tenant's favour.	0	Baseline	0	0	N/A		Performance reflects the longer-term trend of low numbers of complaints being escalated to the Housing Ombudsman Service and then upheld. Our approach to complaint handling reflects the Housing Ombudsman's complaint handling code and that we have involved customers in developing our approach to complaint handling and employee training.

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Appendix 2

Customer Satisfaction Survey 2021 results

Background

1. The Housing Company previously gathered overall tenant and leaseholder satisfaction through a biennial survey which was supplemented by a range of themed surveys throughout the year that aimed at gathering more detailed feedback to inform service improvements.
2. The survey was last carried out in 2019. It was posted out to all tenants and leaseholders who were asked to complete the survey and return it in a prepaid envelope. This survey method incurred the cost of design, printing, mail out and return postage. The cost of mailing out the survey is approximately £8,000 with the return costs variable depending on the response rate.
3. This survey was issued in October 2021 and sent to all tenants and leaseholders who we hold an e-mail address for. The survey was completed via the digital survey platform, Survey Monkey. To ensure that we received a sufficient response from older tenants who are less likely to be digitally connected, the Older Persons Team distributed and collected paper surveys from a sample of tenants. Using multiple survey channels including digital is becoming increasingly common within the Housing sector.
4. The survey asked four questions:
 - How satisfied are you that your landlord, Gateshead Council is easy to deal with?
 - How satisfied are you that your landlord Gateshead Council gives you the opportunity to influence the way housing services are delivered?
 - How satisfied are you with the overall appearance of your neighbourhood?
 - Overall, how satisfied are you with the service provided by your landlord, Gateshead Council?
5. The questions are part of a new framework of Housing Performance Indicators agreed by Overview and Scrutiny Committee (HEHC) and the Strategic Housing Board. The results will be reported to the next meeting of OSC (HEHC) in January 2022 and following that the Strategic Housing Board. They will provide a base line figure on which future targets will be based.
6. In responding to the question customers are asked to express their level of satisfaction using a five-point scale; very satisfied, satisfied, neither satisfied or dissatisfied, dissatisfied or very dissatisfied.

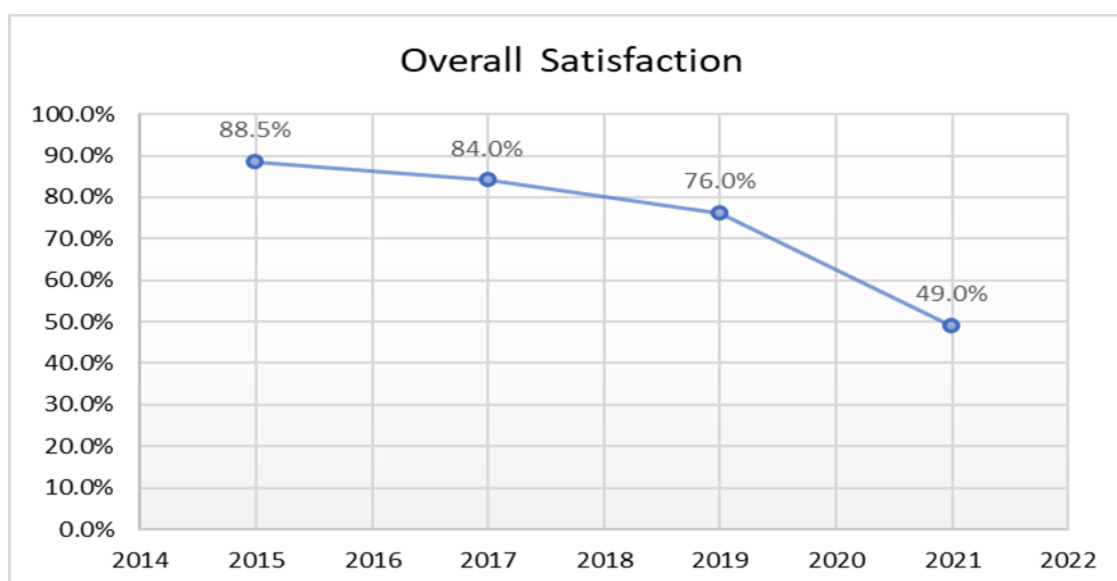
Summary of Results

7. A total of 1908 tenants completed the survey which is 10.66% of the total number of Council tenancies held at the time the survey was issued. A total of 92 Leaseholders completed the survey, a response rate of 9.63%.

8. A summary of results is set out below – the appendix to this report shows the results in full.

	% Council Tenants satisfied	% Leaseholders satisfied
How satisfied are you that your landlord, Gateshead Council, is easy to deal with?	52%	34%
How satisfied are you that Gateshead Council gives you the opportunity to influence the way housing services are delivered?	40%	32%
How satisfied are you with the overall appearance of your neighbourhood?	42%	23%
How satisfied are you with the service provided by your landlord, Gateshead Council?	49%	31%

9. Overall satisfaction with Housing services has been declining since 2015. The graph below demonstrates the trend.



Context - Impact of Covid pandemic

10. Housemark have reported, 20% of the organisations that submit monthly satisfaction data have experienced a drop in customer satisfaction with 1 in 5 experiencing a month on month decline since April 2021. These landlords have experienced an average percentage drop of six percentage points.
11. Perception scores in general are falling across the sector, linked to resident expectations as Covid restrictions have been lifted. Landlords however are still dealing with the impact of Covid which is impacting on service delivery.

Drivers of Satisfaction

12. From previous surveys and the TLF project in 2018 we know that Repairs and Maintenance is by far the highest priority for customers and has a significant impact on overall satisfaction. This is followed by Anti-Social Behaviour and the appearance of Neighbourhoods. If satisfaction with Repairs and Maintenance increases, it will have a disproportionate positive impact on overall customer satisfaction and vice versa.

Customer Comments

13. A total of 860 customers left 1559 individual comments. The highest proportion of comments left by tenants related to repairs and maintenance. The most common themes were the time taken to carry out a repair, followed by poor communication. Damp and mould issues, kitchen and bathroom replacements, void work and adaptations also feature.
14. The results and individual comments have been shared with the Repairs and Maintenance Service Improvement team. The project team is led by Mark Smith, Director of Public Sector Reform. The team are using the dissatisfaction comments to identify repair orders where the service has failed. A case mapping exercise is then undertaken to identify where and why the service has failed and to propose solutions. The aim is to design out service failure and transform the service.
15. Dissatisfied comments from leaseholders show that they do not believe that they are getting value for money from service charges they pay and that they wait too long for external repairs to be completed.
16. In relation to the question about satisfaction with the appearance of your neighbourhood comments related to many different issues but the top three included:
- Condition of streets: particularly in relation to litter and rubbish build up, uneven paths, potholes, and dog fouling.
 - Ground's maintenance: grass not cut often enough, and clippings not cleared up, overgrown bushes, weeds, and unkempt trees.
 - Anti-Social Behaviour featured in relation to this question particularly a perception of drug use on the streets in their community.

Comments from Leaseholders mirror those made by tenants and reflect the same top themes.

Next Steps

- The full results and customer comments have been shared with the relevant Directors and Service Manager's.
- Employees across HEHC have been briefed via the weekly newsletter "In The Loop"

- Residents will be updated via a customer newsletter that will be sent out to all tenants and leaseholders in February 2022. The results will also be published on our website.
- The results will be shared and discussed with the Resident Influence Panel including how we should use this feedback and insight to improve services.
- We will review the option of carrying out customer satisfaction surveys on a more frequent basis. This will allow us to track the impact on customer satisfaction of changes and improvements to service delivery alongside themed surveys.

Appendix 1

Tenant

	Satisfaction Level	No. of Responses	% Total	Total satisfied
How satisfied are you that your landlord, Gateshead Council, is easy to deal with?	VS	562	30%	52%
	FS	434	23%	
	NN	464	24%	
	FD	188	10%	
	VD	253	13%	
	Total Responses:	1901	100%	

Leaseholder

	Satisfaction Level	No. of Responses	% Total	Total satisfied
	VS	10	11%	34%
	FS	21	23%	
	NN	32	35%	
	FD	10	11%	
	VD	19	21%	
	Total Responses:	92	100%	

Tenant

	Satisfaction Level	No. of Responses	% Total	Total satisfied
How satisfied are you that Gateshead Council gives you the opportunity to influence the way housing services are delivered?	VS	338	19%	40%
	FS	383	21%	
	NN	773	43%	
	FD	130	7%	
	VD	192	11%	
	Total Responses:	1816	100%	

Leaseholder

	Satisfaction Level	No. of Responses	% Total	Total satisfied
	VS	8	9%	32%
	FS	21	23%	
	NN	32	36%	
	FD	10	11%	
	VD	19	21%	
	Total Responses:	90	100%	

Tenant

	Satisfaction Level	No. of Responses	% Total	Total satisfied
How satisfied are you with the overall appearance of your neighbourhood?	VS	329	18%	42%
	FS	421	23%	
	NN	505	28%	
	FD	255	14%	
	VD	297	16%	
	Total Responses:	1807	100%	

Leaseholder

	Satisfaction Level	No. of Responses	% Total	Total satisfied
	VS	9	10%	23%
	FS	11	13%	
	NN	26	30%	
	FD	16	19%	
	VD	24	28%	
	Total Responses:	86	100%	

Tenant

	Satisfaction Level	No. of Responses	% Total	Total satisfied
How satisfied are you with the service provided by your landlord, Gateshead Council?	VS	437	24%	49%
	FS	439	24%	
	NN	500	28%	
	FD	191	11%	
	VD	229	13%	
	Total Responses:	1796	100%	

Leaseholder

	Satisfaction Level	No. of Responses	% Total	Total satisfied
	VS	7	8%	31%
	FS	19	23%	
	NN	30	36%	
	FD	10	12%	
	VD	18	21%	
	Total Responses:	84	100%	

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TITLE OF REPORT: Building Safety Compliance Update January 2022

Purpose of Summary

1. To provide an update on the current position of building safety and compliance within the Council property portfolio. This report will contain information for both domestic and non-domestic buildings.

Background

2. Gateshead Council own and operate over 350 non-domestic buildings and 19,100 domestic properties across the Borough. This includes social housing, schools, tied accommodation, residential, public, and commercial buildings.
3. The Council has a duty to identify and manage hazards within its buildings, and to ensure specific levels of health and safety are maintained, usually met through risk assessment, and planned maintenance programmes, as well as reactive repairs and timely remedial actions.
4. Domestic properties are subject to reactive inspections by the Regulator of Social Housing at least once every four years, with Gateshead likely to be audited within two years after the lifting of the Regulator notice in November 2021. A similar inspection regime is expected after the Building Safety Bill is enacted for those buildings within scope of the Act.
5. This report should be read in conjunction with the detailed action plan report for domestic buildings. In time there will be a similar report for non-domestic buildings. A compliance overview for the non-domestic properties is at table 1 and 2 of this report as an interim guide.

Current Position - Domestic Buildings

Key Risks

6. Legionella risk assessments have not resumed.
7. Lack of internal resource to complete remedials from risk assessments and inspections.
8. Crowhall Towers safety programme impeded by asbestos.
9. Management of specialist contractors failing to meet programme dates
10. Strain on budgets from statutory fire structural surveys and fire strategies.

11. Fire safety plan at Redheugh and Eslington not fully implemented.
12. Active 'headhunting' of staff.

Fire Safety

13. Fire risk assessments are up to date.
14. The December target for high rise block remedials was not met. 6 of 12 are now targeted to be completed in January and an update awaited on the remainder.
15. AECO "gateway links" for detection systems within individual flats at Redheugh and Eslington Courts have been installed as a key part of the fire safety action plan required by Tyne and Wear Fire and Rescue Service. Carecall are not now able to provide a call handling service for alarm activations. This has been escalated to directors for resolution.
16. Flat fire door inspections are on hold until the Northgate risk assessment module enhancements are completed. This is currently delayed due to a module fault.
17. The Tyne & Wear Fire & Rescue Service/Gateshead Council high-rise action group is now in place and meeting quarterly.
18. Fire strategies are now subject to review for award to external contractors following the resignation of inhouse resource. Budget implications for the high rise strategies of £117,000k are expected, and mid rise block strategies £126k. These require sign off by an accredited fire engineer which we will no longer have in house and cannot compete with other local housing providers to recruit. Advice is being sought as to whether our Building Safety Manager and Senior Building Safety Officer (Fire) can complete these by referring to the external wall survey as a separate and accredited document.
19. The overall cost of the loss of the Building Safety Team inhouse fire engineer resource, considering point 21 below, will be up to £383k. Local housing providers are now recruiting to Building Safety roles at far higher salaries than the Council is able to offer and with significantly better conditions. There is a risk of losing other key members of the team in the near future.

Building Safety

20. High rise block external wall surveys are to be contracted to Hydrock for completion this financial year. Expected cost is £160k for high rise blocks.
21. Mid-rise block external wall surveys will be sub-contracted after the loss of internal resource. Budget implications of £140k are expected.
22. Fire evacuation strategies are still planned to be completed by inhouse staff following completion of the structural surveys and overarching strategies which require an accredited fire engineer.
23. The Building Safety Manager and the Business, Performance and Customer Services Manager are leading on a resident engagement strategy and a high rise block Residents Influence Panel comprised of residents from all areas of council housing stock.

24. The team has created a partnership with Leeds City Council to share information, policy, and procedures.
25. Team members are now part of a national group reviewing emerging legislation and how different organisation are planning to meet these requirements. The group are informing government policy via the Building Regulations Advisory Committee – the statutory advisory body that the Secretary of State will consult on proposals to make or change building regulations.

Asbestos

26. The programme to monitor known asbestos containing materials is on target.
27. 13 of 419 'butterfly' roof properties have had their loft hatches sealed to restrict access to potentially high risk asbestos insulation within the loft spaces. Discussions are ongoing due to a lack of internal resource to complete the remaining remedial works.
28. Significant amounts of damaged asbestos at Crowhall Towers has prevented implementation of water safety work and flat decommissioning. Risk assessments will be conducted for risks to remaining occupants and to the demolition plan.

Electrical Safety

29. The fixed wire testing programme is on target. This is year 3 of 5.
30. All remedial works are now subcontracted and working within target completion dates.
31. 80.4% of properties have had an electrical inspection within the last 5 years.

Gas Safety

32. 20 gas services are out of time. 19 are in the legal warrant process for access.
33. Gas servicing is currently 99.88% compliant across council domestic buildings.
34. Solid fuel servicing is up to date.

Domestic Lifts

35. Most of the lift service and inspection programmes are now behind schedule. This is due to a lack of resource within Construction Services who are now managing the various contracts, and complications with the Northgate system. This has been escalated to director level for resolution.
36. Planned use of the new Northgate Service and Inspection module is on hold with no dates for when it will be made fit for purpose.

Water Safety

37. The legionella risk assessment programme has not resumed as planned due to a lack of internal qualified resource.

38. A procurement exercise has been put on hold after initial prohibitive cost estimates. The original Plumbers plus option is being revisited.
39. The programme of works profiled on risk priorities and then archetype data collation is ready to go once resource is identified.

Non-Domestic Buildings Key Risks

40. Issues surrounding competency and control leading to inappropriate measures in place.
41. Lack of core IT system use and no 'single version of the truth'.
42. Lack of budgetary controls to manage buildings, budget constraints in general.
43. Lack of resource to honour service level agreements for legionella risk assessments and asbestos surveys, reviews and training.
44. Lack of controls for safe letting of surplus buildings.

Current Position

45. Table 1 gives an overview of the evidenced compliance position of Council owned buildings. These figures are affected by a lack of centralised records and no controls over the requirement for the various responsible persons to provide their compliance records.

Table 1 Council Owned Buildings

Type Category	Count	Gas	Electric	Asbestos Monitoring	Asbestos Management	Lifts Service	LOLER	Auto Door	Roller Shutter	Fire	Emergency Lighting	Lightening Protection	Portable Fire
School	75	54.39%	8.77%	35.09%	21.05%	10.53%	3.51%	3.51%	0.00%	61.40%	28.07%	38.60%	70.18%
Tied Accom	13	7.69%	7.69%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Residential	8	62.50%	0.00%	12.50%	25.00%	0.00%	0.00%	0.00%	0.00%	62.50%	62.50%	25.00%	87.50%
Public Building	162	24.07%	20.99%	11.73%	17.28%	2.47%	1.23%	1.23%	0.00%	54.94%	41.98%	19.14%	41.36%
Commercial	92	1.09%	29.35%	2.17%	4.35%	0.00%	0.00%	0.00%	0.00%	3.26%	4.35%	1.09%	2.17%
Bridge	1	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
Empty	16	6.25%	18.75%	6.25%	12.50%	0.00%	0.00%	0.00%	0.00%	31.25%	18.75%	6.25%	6.25%

46. Table 2 gives the current position for fire risk assessments and legionella risk assessments.

Table 2 risk assessment buy backs

Type Category	Number	WHRA in date	FRA in date
School	75	34.67%	77.33%
(Schools in Buy back)	65	61.54%	N/K
(Schools not in Buy Back)	10	10.00%	N/K
Tied Accom	13	0.00%	0.00%
Residential	8	25.00%	75.00%

Public Building	162	23.60%	45.96%
Commercial	92	0.00%	2.22%
Bridge	1	0.00%	0.00%
Empty	16	0.00%	13.33%

47. Each non-domestic building will be reviewed, its compliance assessed, and any necessary actions detailed for escalation. Due to the lack of centralised records much of the review is a manual process.
48. Action plans for schools are not within Council budget control. A meeting with school responsible persons is planned to discuss the service to schools offer, and to emphasise the need for competent persons to control building safety and compliance.
49. Building Safety Team discussions with a concerning number of persons stating they have a Responsible Person role have found a lack of knowledge regarding what should be done in relation to keeping a building and occupants safe. This will be addressed as in point 49 above and via the Corporate Landlord function when implemented.
50. A review of service level agreement buy back delivery has found significant gaps in what has been provided against statutory requirements. Much of this has now come into the Building Safety Team remit where there is very limited resource. Rectification of this will be made as the various risk assessments are completed and subsequent action plans formed.
51. The Building Safety Team are actively delivering safety advice, site assurance visits and training across the non-domestic portfolio.
52. A process for safe letting of surplus or commercial buildings is being consulted on. This intends to put in place checks and measures to ensure no building is leased out in an unsafe manner, that new occupants understand their safety duty, all are given an option to buy into Council services and the physical lease correctly details the repairs and maintenance responsibilities.

Recommendation

53. The views of the Group are sought.

Contact: Ian McLackland, Head of Building Safety

Tel No: (0191) 433 5313

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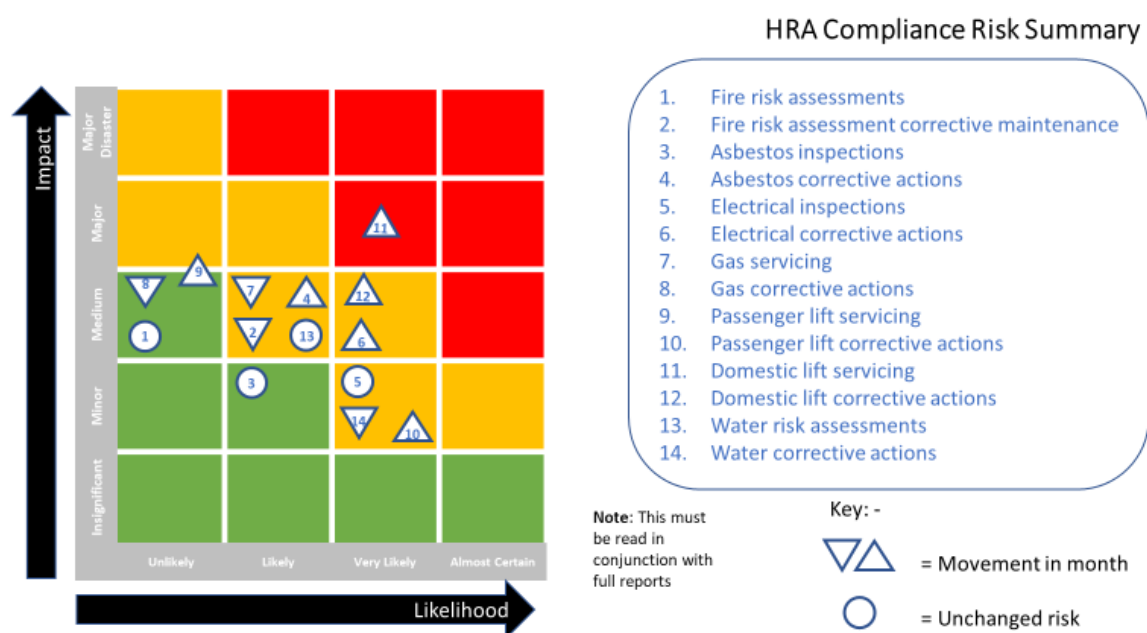
TITLE OF REPORT: Progress against compliance actions at month ending 31st December 2021

Purpose of the Report

To seek the views of the Housing, Environment and Healthier Communities OSC on the progress against compliance actions at month ending 31st December 2021.

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1. Fire Safety

Area	Target	Prev Month	Month End	%	Variance		RAG
FRAs (Communal) All	471.00	471.00	471.00	100.00	0.00	→0.00	G
Fire Door Inspections (Communal)	3712.00	2749.00	2930.00	78.93	782.00	↑181.00	G
Fire Door Inspections (Domestic)	1961.00	0.00	0.00	0.00	1961.00	→0.00	A
Corrective Maintenance	No	Prev Month	Month End	%	Incomplete		RAG
FRAs communal High Rise 19/20	1019.00	1017.00	1017.00	99.80	2.00	→0.00	A
FRAs communal High Rise 20/21	120.00	114.00	115.00	95.83	5.00	↑1.00	A
FRAs communal High Rise 21/22	99.00	88.00	89.00	89.90	10.00	↑1.00	A
FRAs Communal Mid and Low Rise 19/20	2532.00	2456.00	2456.00	97.00	76.00	→0.00	A
FRAs Communal Mid and Low rise 20/21	206.00	115.00	115.00	55.83	91.00	→0.00	A
FRAs Communal Mid and Low rise 21/22	168.00	50.00	50.00	29.76	118.00	→0.00	A
Fire Door replacement (High Rise)	1961.00	1718.00	1718.00	87.61	243.00	→0.00	G

Commentary

Remedial actions arising from FRAs for the High Rise Blocks and Low/Mid Rise Blocks.

Figures shown below as of 31/12/2021.

High Rise

Total: 17 actions remaining

Compartmentation/Firestopping issues (x 11)

- 4 x Structural repairs
- 1 x Flat front doors
- 2 x Riser cupboard doors
- 2 x Bin chute
- 1 x Glazing
- 1 x Electric cable

Fire Safety/Security (x 6)

- 2 x CCTV repairs
- 1 x Plastic cable ties need replaced with metal ties
- 1 x Combustible materials require removing
- 1 x Defective communal lighting
- 1 x Manual call point recommended

All high-rise corrective actions arising from FRAs were subject to an action plan, which had a proposed completion date of December 2021. This has not been achieved.

All high rise block risk assessments are up to date with the next round due to start in February 2022. 25 Building Risk Register inspections have been carried out by TWFRS Fire Safety section during 2021.

An on site audit of the fire safety action plan, at Redheugh and Eslington, occurred on the 7th

December 2021. TWFRS were satisfied that all actions had been completed and signed off the action plans, with no further actions or recommendations.

A programme for type 4 inspections will be made in early 2022. These include destructive sampling in both the building common parts and living areas.

There are currently 25 flat front doors across the high rise stock, requiring to be replaced. However these will be subject to court enforcement actions; due to the continued denial of access. (New door stock will not be on site until beginning of March). BSM and Senior Building Safety Officer (Fire) to instigate Court Warrant actions.

5 flats remain occupied within Crowhall Towers.

Low/Mid-rise actions 2019/2020

Detail: (majority planned for completion by March 2022).

76 OVERALL CURRENT ACTIONS FOR 19/20;

- 34 low risk compartmentation improvements will commence after the high rise blocks have been completed.
- 5 electrical repairs
- 1 action with design
- 34 general repairs (breakdown below);
 - 15 minor flat door repairs
 - 10 communal window repairs
 - 9 communal door repairs
- 2 Misc repairs

Low/Mid-rise actions 2020/2021

Detail: (majority planned for completion by March 2022).

91 OVERALL CURRENT ACTIONS FOR 20/21;

- 4 housing management issues. Regular H&S (with fire safety element) inspections by Housing Management now supplement FRA's.
- 31 low risk compartmentation improvements will commence after the high blocks have been completed.
- 23 electrical repairs
- 30 general repairs (breakdown below);
 - 14 minor flat door repairs
 - 1 communal window repairs
 - 15 communal door repairs
- 3 miscrepairs

Low/Mid-rise actions 2021/2022

118 OVERALL CURRENT ACTIONS FOR 21/22;

- 16 housing management issues. Regular H&S (with fire safety element) inspections by

Housing Management now supplement FR+A's.

- 29 low risk compartmentation improvements will commence after the high blocks have been completed
- 18 electrical repairs
- 41 general repairs (breakdown below);
 - 9 minor flat door repairs
 - 32 communal door repairs
- 6 misrepairs
- 1 PAT Testing
- 7 design actions

OVERALL TOTAL = 285 CURRENT (CUR) ACTIONS ACROSS ALL FINANCIAL YEARS.

Actions monitored outside of this report.

There are 139 fire resistant cupboard improvements, 83 emergency lights and 12 Bin Chute Scheme Actions that are within a major works plan and are a recommendation of the FRA. The completion timescale is within 5 years and will be monitored annually in successive risk assessment reviews.

2. Asbestos

Area	Target	Prev Month	Month End	%	Variance		RAG
Asbestos (Communal)	402.00	402.00	402.00	100.00	0.00	→0.00	G
Corrective Maintenance	No	Prev Month	Month End	%	Incomplete		RAG
Communal Asbestos Re-inspections remedials 2021-22	14.00	9.00	12.00	85.71	2.00	↑3.00	A
Operational Asbestos Survey Remedials pre April 2021	305.00	282.00	296.00	97.05	9.00	↑14.00	A
Operational Asbestos Survey Remedials April 2021 to current	158.00	55.00	57.00	36.08	101.00	↑2.00	A

Communal Management Surveys

Figures at 31st December 2021	Quarter Target	Prev Month	Current Month	Progress Within Quarter %	Variance		RAG
•Q1 (Apr-Jun) Asbestos (Communal)	48.00	48.00	48.00	100.00	0.00	→0.00	G
•Q2 (Jul-Sep) Asbestos (Communal)	90.00	90.00	90.00	100.00	0.00	→0.00	G
•Q3 (Oct-Dec) Asbestos (Communal)	100.00	99.00	100.00	100.00	0.00	↑1.00	G
•Q4 (Jan-Mar) Asbestos (Communal)	164.00	0.00	0.00	0.00	164.00	→0.00	G

Commentary

Known asbestos containing material monitoring.

- Quarter 1 – 48 – All Q1 sites have been completed.
- Quarter 2 – 90 – All Q2 sites have been completed.
- Quarter 3 – 100 – All Q3 sites have been completed.
- Quarter 4 – 164 – Orders released Jan 2022. Completion March 2022
- Cumulative for 2021/22 – 238 out of 402 in line with programme schedule with all 402 within their 12 month monitoring timescale.

Progress and targets will be monitored in the northgate contract as the primary source of data.

Remedials:

2021-22

12 of 14 remedials complete.

The remaining action from quarter 2 is awaiting action from Housing Management for removal of tenant stored items.

1 new action is to be planned in.

Operational Instructed Survey Actions –

Area - Operational Instructed Survey Actions Pre April 2021	Target	Prev Week	Current Week	%	Variance		RAG
By Category -	No	Prev	Current	%	Incomplete		RAG
Outstanding High risk	12.00	12.00	12.00	100.00	0.00	→0.00	G
Outstanding Medium risk	293.00	270.00	284.00	96.93	9.00	↑14.00	A
Operations Asbestos Survey Remedials	305.00	282.00	296.00	97.05	9.00	↑14.00	A

Area - Operational Instructed Survey Actions (April 2021 - Current)	Target	Prev Week	Current Week	%	Variance		RAG
By Category -	No	Prev	Current	%	Incomplete		RAG
Outstanding High risk	15.00	10.00	12.00	80.00	3.00	↑2.00	A
Outstanding Medium risk	143.00	45.00	45.00	31.47	98.00	→0.00	A
Operations Asbestos Survey Remedials	158.00	55.00	57.00	36.08	101.00	↑2.00	A

Commentary

The remaining medium risk actions are;
Pre April 2021

- 5 Butterfly actions remaining due to tenant difficulties. 4 other actions are being planned in.

April 21 – Current

Within the high risk category there are 3 actions remaining.

- 1 action the tenant is in hospital and cant be completed
- 2 actions are in void properties and are being included in the void works
- In the medium category there are 98 actions.
- 79 of the actions have exceeded the recommended dates to resolve.
- Actions are being chased up with the person responsible for the survey to check that the actions are being planned in.
- **Butterfly house type Issues -**
 - 5 properties pre April require access restrictions. They are with R&M to restrict access.
 - When working in these properties Construction Services will factor in loft restrictions.
 - In total there are 419 of these house types across the borough. A schedule of planned works will be made in the New Year to restrict loft access.

3. Electrical Safety

Area	Target	Prev Month	Month End	%	Variance		RAG
Fixed Wire Test Target (Year 3)	3305.00	2205.00	2443.00	73.92	862.00	↑238.00	A
Fixed Wire Test (Communal)	696.00	640.00	640.00	91.95	56.00	→0.00	A
Emergency Lighting Service Q3	224.00	126.00	192.00	85.71	32.00	↑66.00	A
Corrective Maintenance	No	Prev Month	Month End	%	Incomplete		RAG
Electrical Safety (Domestic) 19/20	1319.00	1141.00	1145.00	86.81	174.00	↑4.00	A
Electrical Safety (Domestic) 20/21	2008.00	1315.00	1453.00	72.36	555.00	↑138.00	A
Electrical Safety (Domestic) 21/22	825.00	277.00	295.00	35.76	530.00	↑18.00	A
Electrical Safety (Communal) 19/20	373.00	135.00	135.00	36.19	238.00	→0.00	A
Emergency Lighting Installs (Communal Mid Rise)	99.00	12.00	14.00	14.14	85.00	↑2.00	A

Commentary

Overall				
Corrective Maintenance	No	COM	To Do	% Complete
Total	4152	2893	1259	69.68%
19/20 Domestic Remedial Year 1	1319	1145	174	86.81%
20/21 Domestic Remedial Year 2	2008	1453	555	72.36%
21/22 Domestic Remedial Year 3	825	295	530	35.76%

Breakdown of outstanding domestic remedial actions –

- 536 year 1 and 2 remedials are currently with McVickers. Expected completion March 22
- 490 Year 3 remedials have been passed to to new contractor AJ Keith, 19 year 3 remedials are with Mcvickers and 511 with internal teams - 1020 in total.
- 345 remedials require a rewire & 65 require Distribution Board replacement. These are currently being tendered for a contractor with expected completion of March 22.

Electrical remedials have a monthly review to prioritise orders by risk and sent to McVickers as a priority.

Communal area EICR program has been passed to Gateshead Construction Services, these works have begun, awaiting figures of completions.

FWT per property

In total 19094 properties managed within the electrical contract

15353 have a condition report within 5 years 80.4 %

17405 have a condition report of any age, 91.2 %

Emergency lighting is now being installed in mid rise blocks, initially there are 14 blocks in the scheme, all of these are now complete.

4. Gas Safety

Area	Target	Prev Month	Month End	%	Variance		RAG
Gas Servicing Outstanding	0.00	24.00	20.00	99.88	20.00	↑4.00	A
Solid Fuel Servicing	0.00	0.00	0.00	100.00	0.00	→0.00	G
Corrective Maintenance	No	Prev Month	Month End	%	Incomplete		RAG
Gas follow on works (non-urgent)	1905.00	1074.00	1151.00	60.42	754.00	↑77.00	A
Electrical (Gas Follow on Works non-urgent)	805.00	0.00	0.00	0.00	805.00	→0.00	A

Commentary

As of 31st December 2021, **20** LGSRs were out of time.

19 in warrant process

1 New Boiler Install process (Tech Referred)

Council Owned properties – Gas Servicing at 31st December 2021

16837 properties required a gas service

16817 properties have an intime LGSR

20 properties have an out of time LGSR

99.88% compliant.

Risk assessments continue for all out of time gas services based on the following:

Age and type of appliance

Previous maintenance work and breakdown history

Presence of CO alarms

Vulnerable tenant status

Non urgent gas/electrical follow on works have been reviewed and high priority works have now been allocated to an electrical contractor.

Solid fuel servicing up to date. Next servicing due April / May 2022.

5. Mechanical

Area	Target	Prev Month	Month End	%	Variance		RAG
Mechanical - Passenger Lift Service	64.00	56.00	50.00	78.13	14.00	↓-6.00	R
Mechanical - Platform Lifts Service	36.00	16.00	13.00	36.11	23.00	↓-3.00	R
Mechanical - Hoists Service	101.00	65.00	55.00	54.46	46.00	↓-10.00	R
Mechanical - Stair Lifts Service	591.00	371.00	185.00	31.30	406.00	↓-186.00	R
Mechanical - Bath lifts service	11.00	6.00	6.00	54.55	5.00	→0.00	R
Mechanical - Passenger Lift Thorough	64.00	64.00	64.00	100.00	0.00	→0.00	G
Mechanical - Platform Lifts Thorough	36.00	26.00	25.00	69.44	11.00	↓-1.00	R
Mechanical - Hoists Thorough	101.00	64.00	62.00	61.39	39.00	↓-2.00	R
Mechanical - Stair Lifts Thorough	591.00	355.00	255.00	43.15	336.00	↓-100.00	R
Mechanical - Bath lifts Thorough	11.00	6.00	3.00	27.27	8.00	↓-3.00	R
Mechanical - Auto-Doors Service	96.00	80.00	91.00	94.79	5.00	↑11.00	A
Corrective Maintenance	No	Prev Month	Month End	%	Incomplete		RAG
Mechanical - Passenger Lift	0.00	23.00	37.00	N/A	-37.00	↓-14.00	A
Mechanical - Platform Lift	0.00	6.00	6.00	N/A	-6.00	→0.00	A
Mechanical - Hoists	0.00	3.00	3.00	N/A	-3.00	→0.00	A
Mechanical - Stair Lifts	0.00	77.00	114.00	N/A	-114.00	↓-37.00	A
Mechanical - Bath Lifts	0.00	2.00	2.00	N/A	-2.00	→0.00	A
Mechanical - Auto-Doors	0.00	0.00	1.00	N/A	-1.00	↓-1.00	A

Commentary

- Passenger lift service - 14 services due in December have not been completed.
- Passenger lift remedials –37 jobs outstanding of 29 are in target. Completion dates awaited.
- Platform lifts –23 of the 36 platform lifts are overdue service with dates awaited.
- Platform lifts thorough inspections – 11 overdue inspections, 2 lifts not in use – inspections suspended. 1 non access this month.
- Platform lifts corrective –6 outstanding, dates awaited.
- Hoists service –2 hoists added. 46 services overdue (34 properties). None of the overdue properties are void.
- Hoists Thorough Inspections –39 overdue inspections 34 of which no access.
- Stair lifts – 145 services currently overdue, 13 are void. 14 non access events logged. The actual number overdue is more than 145 as orders have not been issued for some lifts. Building Safety team to assist FM to correct the orders and plan with the contractor.
- Stair lift Thorough Inspections - 336 overdue inspections. 117 no access events.
- Stair lifts corrective – 19 of 114 still in target.
- Disabled baths service –5 overdue –orders with contractor, 1 on hold awaiting re-let.
- Disabled baths Thorough Inspections - 1 on hold, 1 new not due yet, 2 non access December, 8 non access overall. 2 minor defects – order with contractor.
- Auto-door – 5 services outstanding with contractor 2 of which are void. 3 are booked w/c 10/1/22.

6. Water Safety

Area	Target	Prev Month	Month End	%	Variance		RAG
Water Risk Assessments (All)	19500.00	7819.00	7819.00	40.10	11681.00	→0.00	A
Water Risk Assessments - Communal	63.00	63.00	63.00	100.00	0.00	→0.00	G
Water TMV Servicing	229.00	187.00	199.00	86.90	30.00	↑12.00	G
Corrective Maintenance	No	Prev Month	Month End	%	Incomplete		RAG
Water - dead legs	2823.00	2609.00	2615.00	92.63	208.00	↑6.00	A
Water - major works	79.00	66.00	66.00	83.54	13.00	→0.00	A

Commentary

The water hygiene/legionella risk assessment tender process has now been postponed due to potential costs and the ongoing HRA budget review. Plans will now revert to employing plumbers plus operatives who will work in house and be able to carry out both assessments as well as fix minor remedial repairs identified within the assessments. This will also give additional resource for any small ad hoc repairs required for water compliance.

A 10 year schedule for domestic and public buildings water hygiene assessments is currently in development and will be ready for plumbers plus when in place. Year 1 of the schedule will consist of surveys to a minimum of 3 archetype properties and will also take into account customer vulnerabilities and disability to ensure correct prioritisation.

63 communal area Water Risk assessments will be included in the year 1 programme.

Remedial actions for cold water storage tanks at Birtley Villas and Pleasant Place have been re-raised and are currently being planned by Gateshead construction services teams.

Water major works are currently being reviewed by asset management. The assessment will be prioritised by level of risk.

7. Data Management

Risk management module has now been made live in NEC and is available for public building FRA's. Some minor faults require rectification before it can be used. The fire safety team are working with ICT to continue to improve the process using the live system to record and monitor all new public building FRA's. Domestic buildings continue to be managed in the original planned maintenance process however are currently being reviewed and will be moved into the risk management module ready for the new financial year.

Additional fire risk assessment templates are now in the process of being created for different building types ie low rise, mid rise and high rise. Full end to end FRA and remedial action procedure being rewritten for the new module capability. Expected completion of module and procedures ready for February 2022.

Water hygiene risk assessment templates have now been finalised and will be added to the risk module. The water hygiene schedule is currently in development and will also be added to the risk module. All water hygiene systems to be in place for the new financial year and available for the plumbers plus.

Testing is continuing on the new Servicing and Inspection module released by NEC. Issues identified are being discussed with NEC. Currently the module is not suitable for more advanced programmes of work ie gas, electrical testing and planned maintenance contracts will continue for these areas of compliance and cyclical works. Discussions are ongoing with ICT development teams and initial use of the module may be for simple programmes of work such as water hygiene flushing. We will continue to develop planned maintenance contracts to ensure the continuation of compliance whilst ICT develop the new module in conjunction with NEC.

Initial consultation for the mobile solution took place in October. Following the ICT work internal set up of inspectors will be required. Full procedures to be written for use of mobile solution. This will then be able to be used for both the risk management module and servicing and inspection module. The end user, assessor or engineer, can then use either an ios or android phone/tablet on a purpose built platform that is user friendly and more efficient. Expected live use with risk module by January 2022.

Property data management protocol being reviewed and rewritten to accommodate new systems and to include audit and stress testing of data. This has been delayed and should be ready for early in quarter 4 of the financial year.

8. RAG Table

Area	Target	Prev Month	Month End	%	Variance		RAG
FRAs (Communal) All	471.00	471.00	471.00	100.00	0.00	→0.00	G
Fire Door Inspections (Communal)	3712.00	2749.00	2930.00	78.93	782.00	↑181.00	G
Fire Door Inspections (Domestic)	1961.00	0.00	0.00	0.00	1961.00	→0.00	A
Asbestos (Communal)	402.00	402.00	402.00	100.00	0.00	→0.00	G
Fixed Wire Test Target (Year 3)	3305.00	2205.00	2443.00	73.92	862.00	↑238.00	A
Fixed Wire Test (Communal)	696.00	640.00	640.00	91.95	56.00	→0.00	A
Emergency Lighting Service Q3	224.00	126.00	192.00	85.71	32.00	↑66.00	A
Gas Servicing Outstanding	0.00	24.00	20.00	99.88	20.00	↑4.00	A
Solid Fuel Servicing	0.00	0.00	0.00	100.00	0.00	→0.00	G
Water Risk Assessments (All)	19500.00	7819.00	7819.00	40.10	11681.00	→0.00	A
Water Risk Assessments - Communal	63.00	63.00	63.00	100.00	0.00	→0.00	G
Water TMV Servicing	229.00	187.00	199.00	86.90	30.00	↑12.00	G
Mechanical - Passenger Lift Service	64.00	56.00	50.00	78.13	14.00	↓-6.00	R
Mechanical - Platform Lifts Service	36.00	16.00	13.00	36.11	23.00	↓-3.00	R
Mechanical - Hoists Service	101.00	65.00	55.00	54.46	46.00	↓-10.00	R
Mechanical - Stair Lifts Service	591.00	371.00	185.00	31.30	406.00	↓-186.00	R
Mechanical - Bath lifts service	11.00	6.00	6.00	54.55	5.00	→0.00	R
Mechanical - Passenger Lift Thorough	64.00	64.00	64.00	100.00	0.00	→0.00	G
Mechanical - Platform Lifts Thorough	36.00	26.00	25.00	69.44	11.00	↓-1.00	R
Mechanical - Hoists Thorough	101.00	64.00	62.00	61.39	39.00	↓-2.00	R
Mechanical - Stair Lifts Thorough	591.00	355.00	255.00	43.15	336.00	↓-100.00	R
Mechanical - Bath lifts Thorough	11.00	6.00	3.00	27.27	8.00	↓-3.00	R
Mechanical - Auto-Doors Service	96.00	80.00	91.00	94.79	5.00	↑11.00	A
Corrective Maintenance	No	Prev Month	Month End	%	Incomplete		RAG
FRAs communal High Rise 19/20	1019.00	1017.00	1017.00	99.80	2.00	→0.00	A
FRAs communal High Rise 20/21	120.00	114.00	115.00	95.83	5.00	↑1.00	A
FRAs communal High Rise 21/22	99.00	88.00	89.00	89.90	10.00	↑1.00	A
FRAs Communal Mid and Low Rise 19/20	2532.00	2456.00	2456.00	97.00	76.00	→0.00	A
FRAs Communal Mid and Low rise 20/21	206.00	115.00	115.00	55.83	91.00	→0.00	A
FRAs Communal Mid and Low rise 21/22	168.00	50.00	50.00	29.76	118.00	→0.00	A
Fire Door replacement (High Rise)	1961.00	1718.00	1718.00	87.61	243.00	→0.00	G
Communal Asbestos Re-inspections remedials 2021-22	14.00	9.00	12.00	85.71	2.00	↑3.00	A
Operational Asbestos Survey Remedials pre April 2021	305.00	282.00	296.00	97.05	9.00	↑14.00	A
Operational Asbestos Survey Remedials April 2021 to current	158.00	55.00	57.00	36.08	101.00	↑2.00	A
Electrical Safety (Domestic) 19/20	1319.00	1141.00	1145.00	86.81	174.00	↑4.00	A
Electrical Safety (Domestic) 20/21	2008.00	1315.00	1453.00	72.36	555.00	↑138.00	A
Electrical Safety (Domestic) 21/22	825.00	277.00	295.00	35.76	530.00	↑18.00	A
Electrical Safety (Communal) 19/20	373.00	135.00	135.00	36.19	238.00	→0.00	A
Emergency Lighting Installs (Communal Mid Rise)	99.00	12.00	14.00	14.14	85.00	↑2.00	A
Gas follow on works (non-urgent)	1905.00	1074.00	1151.00	60.42	754.00	↑77.00	A
Electrical (Gas Follow on Works non-urgent)	805.00	0.00	0.00	0.00	805.00	→0.00	A
Water - dead legs	2823.00	2609.00	2615.00	92.63	208.00	↑6.00	A
Water - major works	79.00	66.00	66.00	83.54	13.00	→0.00	A
Area	Target	Prev Month	Month End	%	Variance		RAG
Mechanical - Passenger Lift	0.00	23.00	37.00	N/A	-37.00	↓-14.00	A
Mechanical - Platform Lift	0.00	6.00	6.00	N/A	-6.00	→0.00	A
Mechanical - Hoists	0.00	3.00	3.00	N/A	-3.00	→0.00	A
Mechanical - Stair Lifts	0.00	77.00	114.00	N/A	-114.00	↓-37.00	A
Mechanical - Bath Lifts	0.00	2.00	2.00	N/A	-2.00	→0.00	A
Mechanical - Auto-Doors	0.00	0.00	1.00	N/A	-1.00	↓-1.00	A

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**HOUSING, ENVIRONMENT & HEALTHIER
COMMUNITIES OVERVIEW AND SCRUTINY
COMMITTEE
31 January 2022**

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 the Housing, Environment and Healthier Communities Overview and Scrutiny Committee for the municipal year 2021/22.

1. The Committee's provisional work programme was endorsed at the meeting held on 5 July 2021 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 and highlights proposed changes to the programme in bold and italics for ease of identification.

Recommendations

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

Contact: Angela Frisby

Extension: 2138

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Draft Housing Environment & Healthier Communities OSC Work Programme 2021-22	
21 June 2021 1.30pm	<ul style="list-style-type: none"> • New Performance Framework – Update • Covid -19 Update - to include the impact on businesses, both large and small / lessons learned/ contributions and collaborative work with our community partners. • Reorganisation and reintegration of housing services • Holiday Activities & Food • Proposed approach to Programme of Improvement of Green Spaces • Work Programme
30 September 2021 9.00am	<ul style="list-style-type: none"> • Housing Performance and Compliance Monitoring Training Session
18 October 2021 1.30pm	<ul style="list-style-type: none"> • Covid -19 Update - to include the impact on businesses, both large and small / lessons learned/ contributions and collaborative work with our community partners/ Holiday Activities/Food. • Community Safety priorities update / progress • Programme of Improvement of Green Spaces within the Borough – examining condition, management and maintenance and potential sites for tree planting / sites community groups can take on to create community gardens and allotments • Housing Performance and Compliance Monitoring to include a) Housing Regulatory Self - Assessment b) Repairs and Maintenance Improvement Plan c) Housing Compliance • Work Programme
6 December 2021 1.30pm	<ul style="list-style-type: none"> • Covid -19 Update - to include the impact on businesses, both large and small / lessons learned/ contributions and collaborative work with our community partners/ Holiday Activities / Food). • Community Safety priorities update / progress • Brighten the Day, Holiday Activities & Food Programme • Northumbria Police Update • Work Programme
31 January 2022 1.30pm	<ul style="list-style-type: none"> • New Performance Framework – Update • Housing Performance and Compliance Monitoring • Work Programme
14 March 2022 1.30pm	<ul style="list-style-type: none"> • Covid -19 Update - to include the impact on businesses, both large and small / lessons

	<p>learned/ contributions and collaborative work with our community partners.</p> <ul style="list-style-type: none"> • Update on Management of Allotment Space • The Council and partners approach to locality working • Climate change - Update – setting out Council policy and data, a review of our ambitions and how we are coordinating with other organisations • Work Programme
25 April 2022 1.30pm	<ul style="list-style-type: none"> • New Performance Framework – Update • Impact of Brexit – on businesses large and small • Update on Repairs and Maintenance Improvement Plan. • Housing Performance and Compliance Monitoring to include a) Operational Performance b) Compliance Performance c) Regulatory Self - Assessment • Work Programme

Issues to slot in

- **Health Check of Community Centres**
- **Results of Covid-19 survey [Deferred from 31.01.2022]**