



## *HOUSING, ENVIRONMENT AND HEALTHIER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE AGENDA*

**Monday, 14 March 2022 at 1.30 pm in the Bridges Room - Civic Centre**

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From the Chief Executive, Sheena Ramsey

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Item	Business
1	<b>Apologies for Absence</b>
2	<b>Minutes of the last meeting</b> (Pages 3 - 8)
3	<b>Covid-19 Update</b> (Pages 9 - 14) Report of the Strategic Director of Housing, Environment and Healthy Communities
4	<b>Update on Management of Allotment Space</b> (Pages 15 - 18) Report of the Director of Public Health and Wellbeing
5	<b>The Council and partners approach to locality working</b> (Pages 19 - 24) Report of the Strategic Lead for Poverty and Inequality
6	<b>Climate Change update</b> (Pages 25 - 30) Report of the Strategic Director of Economy, Innovation and Growth
7	<b>Housing Performance update</b> (Pages 31 - 42) Report of the Strategic Director of Housing, Environment and Healthy Communities
8	<b>Work Programme</b> (Pages 43 - 46) Joint report of the Chief Executive and the Strategic Director of Corporate Services and Governance

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## GATESHEAD METROPOLITAN BOROUGH COUNCIL

### HOUSING, ENVIRONMENT AND HEALTHY COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE MEETING

**Monday, 31 January 2022**

**PRESENT:** Councillor B Clelland (Chair)

Councillor(s): T Graham, A Geddes, D Burnett,  
H Weatherley, H Kelly, Reay, R Waugh and Anderson

**APOLOGIES:** Councillor(s): A Wheeler, F Geddes, J Green, J Turnbull,  
K Dodds, S Dickie, S Hawkins and K McClurey

#### **CPL15 MINUTES OF THE LAST MEETING**

RESOLVED - That the minutes of the meeting held on 6 December be agreed as a correct record.

#### **CPL16 MATTERS ARISING**

It was noted with regards to the Housing Improvement Plan some end to end mapping work has been done a report will be brought back to the next Committee to show some of the pilot schemes that have been undertaken.

With regards to issues with customers unable to access the phone lines. The issue has been identified and ICT are working on a solution. Officers have also been recruited into the team which should improve issues.

#### **CPL17 PERFORMANCE MANAGEMENT AND IMPROVEMENT FRAMEWORK - SIX MONTH PERFORMANCE REPORT 2021/22**

The Committee received a report and presentation to update on the performance on the delivery of Council priorities for the 6 months period April to October 2021.

The development of the 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 taken place at the Health and Wellbeing Board with the Voluntary and Community Sector (Connected Voice).

The Performance Management and Improvement Framework is approved by Cabinet and Council. All of the 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.

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 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 that they can still be delivered.

The development of the Performance Management and Information Framework is ensure it remains a relevant tool for the Council to understand how well it is delivering against it agreed priorities.

The aims of the Performance Management and Information Framework are to deliver Thrive, give clarity on Priorities, inform how resources are allocated and budget determination and measuring the impact to inform policy and resource decisions.

The framework is based on the 6 policy objectives of the HWB Strategy and an organisational health check.

The analysis has highlighted some area where improvements have been made as follows:

- More people are moving from Vulnerable to Coping according to LIoN data, although more assessment is needed to understand movement across the themes.
- External assessment from OFSTED rated as Good providing reassurance
- The Voluntary Undertaking with the Social Housing regulator has been successfully completed
- Budget savings are regularly monitored and 97.5% of savings are projected to be achieved in 2021/22

Some actions which have been identified as part of the response to improve performance:

- A new budget approach has been agreed in the context of the MTFS
- Business Impact Assessments and Business Continuity Planning is continuing to address service pressures and service disruption.
- Work is ongoing to develop and implement an effective employee engagement framework in response to new ways of working and improve employee morale.
- Work will continue to take forward the customer experience and digital improvements to service delivery whilst ensuring there is support for people who are unable to access services digitally.
- Development of Community Wealth Building

The next steps in the process are as follows;

- Align the Performance Management and Information Framework to the new budget approach agreed by Cabinet in December 2021 to inform cross

- council reviews and zero based budgeting.
- Further develop the priorities and actions as part of the iterative approach
- Take the six month performance reports to Cabinet for consideration in March
- Bring a year end report to Overview and Scrutiny Committees.

The Committee were advised with regards to Housing there are two big areas which are causing concern. The first area is the Housing Delivery Target. We need to keep numbers up and delivery on new homes. The priorities for development are monitored by this Committee.

Tenant Satisfaction is a big issue, the Regulator will have more powers and will inspect on a cyclical basis every four years. They will be looking at our customer satisfaction to decide where/when the inspections will kick in.

The Housing Improvement Programme is the biggest area of dissatisfaction.

It is not all areas of concern there are some achievements. We have the new HRA Business Plan which we need to keep on top of, we are not allowed to have a negative balance. We have developed the Asset Management Strategy. The New Homelessness Strategy and Charter has been approved at Cabinet and the Review of Allocations and Lettings is underway. We are making sure we link up with other work across the Council, Mental Health Work and it plays into Thrive and the Council's ambitions for Thrive. We have a successful Community Renewal Fund bid and there is a project up and running on the impact housing can have in giving people confidence.

The Housing Improvement Change Programme with the work on repairs and maintenance some of which has been triggered by member feedback. The three key outcome messages are to: Support Thrive, Improve Customer Satisfaction and Efficiencies.

It was noted that customer contact is really important to get right communication, contact, quality and timeliness are all important and can currently be fragmented. We need to get better and look at areas where we can join up. The Action Plan for the Housing Compliance is in place out the Regulatory Intervention.

Further reports will be brought back to this Committee over the coming months.

The Committee heard about issues with regards to the Environment and the Economy. Significant areas of the economy have been impacted by Covid-19 in particular there are currently a lower number of active businesses this is thought to also be due to Brexit and impacts on the supply chain.

There has been a significant increase in costs within the construction industry, fuel poverty increasing is having a real impact on residents day to day lives and causing significant financial difficulties. In terms of areas of excellence there are four key areas of focus. Work has started on the Conference and Exhibition Centre we have hosted some major events in Gateshead, including two Diamond League events. The Council administered £18m of Grant Funding to business early in the

pandemic. This was successful given our early involvement of Audit in making sure we carried out the proper checks before businesses accessed the grant.

It was requested that information on Community Wealth Building be brought to a future Committee. It was also suggested that in areas where it was relevant a section on Community Wealth building be included in individual reports.

RESOLVED - (i) That the comments of the Committee be noted.  
(ii) That the report be presented to Cabinet at its March meeting for consideration.

## **CPL18 HOUSING PERFORMANCE REPORT**

The Committee received a report to update on Housing Performance Results at the end of Quarter 2. This meeting is too early to report Quarter 3 results.

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.

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

The framework was presented to and approved by the HEHC OSC at its meeting on 30 September 2021. Some performance indicators are reported annually and therefore performance for 2021/22 will not be reported until year end.

Four of the performance indicators in the report relate to customer satisfaction measured by a survey of all tenants, this was carried out in October 2021.

A lot of the responses were sat in the middle of the scale so neither / or in terms of satisfaction with Gateshead Council. The Regulator for Social Housing has signalled a move to a more proactive regulation regime of social landlords including local authorities. 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 indications have been published for consultation and it is expected that they will be introduced during 2023/24.

The proposed satisfaction measures including:

- Keeping properties in Good repair
- Maintaining Building Safety

- Effective Handling of Complaints
- Respectful and Helpful Engagement
- Responsible Neighbourhood Management

It is expected that with the improvements being made to services there will be an overall impact on customer satisfaction, however, as we put the emphasis on service re-design it may be the offer isn't at a standard and this would lead to a satisfaction dip.

The Rent and Income Team will feature in the next report. An update on the new indicators and the implications for social landlords will be brought to a future meeting of this Committee.

It was queried what the level of sickness was like in repairs team. It was noted that currently out of 100 staff there are 20 vacancies, 20 on sick and 5 have just handed in their notice. It was noted that Newcastle are offering more money for electricians than we are paying our site managers.

It was suggested that if we do a survey and someone is having a bad day it might be that you'd get a negative response. It was noted that the survey is to give a degree of feedback and tracking to see if there has been a service failure.

RESOLVED - that the comments of the Overview and Scrutiny Committee be noted.

## **CPL19 BUILDING SAFETY COMPLIANCE**

The Committee received an update on the current position with regards to building safety and compliance within the Council property portfolio.

Gateshead Council own and operate over 350 non-domestic buildings and 19100 domestic properties across the Borough. 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.

With regards to Domestic Buildings the following key risks have been identified:

- Legionella Risk Assessments have not resumed
- There is a lack of internal resources to complete remedials from risk assessments and inspections
- Crowhall Towers safety programme has been impeded by asbestos
- Management of specialist contractors failing to meet programme dates
- Strain on budgets from statutory fire structural surveys and fire strategies
- Fire safety plan at Redheugh and Eslington Court not fully implemented
- Active 'headhunting' of staff.

Fire risk assessments are up to date but the December target for high rise block remedials was not met, 6 of 12 are now targeted to be completed in January and we

are waiting for an update on the remainder. The Fire Safety Act has changed existing legislation, a lot of which came from Grenfell. We have a qualified person in our team, however, there are only 3 in the Country and he is potentially being offered jobs all over the world. The impact of losing this member of staff will cost approximately £400,000 in contractor fees.

With regards to the overall domestic risk profile we are prioritising the highest risk. With regards to the Non domestic properties if you control the building you need to have a competent person to keep the building safe. It has not always been the case that there have been qualified/experienced staff to work in the buildings. Some buildings are not always listed on electronic systems. It is the intention to look at one building at a time we need to look at the leases and see whether we have retained the repairs and maintenance function. An action plan is in place to recover compliance and monitor and maintain compliance.

It was queried whether this was in relation to buildings transferred already or those in the process of being transferred. It was noted that this is for all buildings. These issues will result in a slowing down of the initial process of transfer.

A process has been agreed and an initial condition survey will be undertaken and cost options provided. We need to make sure the building is safe when they move in and they need to know what they have to do to make sure to keep the building safe.

It was queried that on domestic properties where we are aware of asbestos are we making residents aware. It was noted that where we have asbestos we are undertaking an ongoing risk assessment with regards to the butterfly roofs we have only just now identified them and we are part ceiling lofts off. It's there but as long as its not disturbed it will be fine. Once the ongoing programme is commenced information will be made more public.

RESOLVED - That the comments of the Committee be noted.

## **CPL20 ANNUAL WORK PROGRAMME**

The Committee received the update report on the current position with regards to the Work Programme. The Committee were advised that the Results of the Covid-19 Survey has been dropped into the issues to slot in. It was also requested that Community Wealthbuilding be an issue which can be brought to the Committee to be considered.

RESOLVED - (i) that the provisional programme for the remainder of the 2021/22 municipal year be noted.  
(ii) that the Committee will receive further reports to identify any additional policy issues which the Committee may be asked to consider.



<b>TITLE OF REPORT:</b>	<b>Impact of Covid – 19 on businesses and the local community</b>
<b>REPORT OF:</b>	<b>Peter Udall – Strategic Director, Economy, Innovation and Growth and Colin Huntington, Housing, Environment and Healthier Communities</b>

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## **Purpose of the Report**

1. This report provides an update on the support provided by the Council and its partners to local businesses, job seekers and the wider community affected by the Covid -19 pandemic and in particular the Omicron variant.

## **Background**

2. Council previously agreed each Overview and Scrutiny Committee will receive regular reports and updates setting out the impact of the Covid-19 pandemic on areas relevant to the remit of the committee.
3. The following update covers support provided to the local business community and support provided to residents who have requested help due to the impact of Covid-19 and in particular the Omicron variant or as an indirect affect such as poverty or vulnerability.

## **Supporting Businesses**

4. The Council continues to provide support for businesses and self-employed including:
  - Advice on business compliance and safe trading
  - Dedicated web pages, online resource and newsletter circulated to over 3,600 small businesses.
  - 1-2-1 Advice, help and guidance in relation to grant entitlement, discounts and other financial support
  - Self-employment and business start-up advice
5. By 31 December 2021 the Council had paid out over £76.6m to around 5,000 businesses and awarded over £77m in Retail Discount rate relief to 1,200 businesses. This includes £6.8m Additional Restrictions Grant (ARG) awarded at the Council's discretion to support businesses impacted by COVID restrictions. This support has provided a vital lifeline to many local businesses protecting livelihoods and jobs.
6. In November it was agreed that Additional Restrictions Grant monies would be used to fund measures that support businesses through the recovery phase of the pandemic, in particular Economy Development Strategy policy objectives of:

- Visitor Economy - Re-imagining culture and tourism in a post COVID world
- Local Economy - Creating the conditions for a strong local economy that maximises the Gateshead pound, and
- Green Economy - Tackling climate change and environmental degradation

7. Proposals for grant were received in December and six schemes have now been funded.
8. The rapid spread of the Omicron variant in December 2021 and January 2022 impacted many businesses, in particular the hospitality and leisure sectors that saw an increase in cancellations and reduced footfall as people responded to the rise in cases, and staff shortages due to isolation reducing capacity, over the festive period, often their most profitable month, and beyond.
9. In response the Chancellor announced a package of measures and further support for businesses impacted by the Omicron variant. This included three schemes administered at a local authority level - COVID-19 Additional Relief Fund (CARF), Omicron Hospitality and Leisure Grant (OHLG) and a third ARG top up.

#### COVID-19 Additional Relief Fund (CARF)

10. Throughout the pandemic businesses have still been required to pay business rates. The CARF scheme is intended to support those businesses affected by the pandemic but that are ineligible for existing business rates discount schemes, principally the Extended Retail Discount (covering Retail, Hospitality and Leisure) and the Nursery Discount scheme.
11. Gateshead has been allocated £4,068,697 and is required to design its own discretionary relief scheme. Guidance encourages the Council to support ratepayers who have been adversely affected by the pandemic and have been unable to adapt. Proposals are under development and awards must be allocated by the end of September 2022.

#### Omicron Hospitality and Leisure Grant

12. The OHLG is administered by the Council to support hospitality, accommodation and leisure sector ratepaying businesses that experienced difficulties because of the Omicron variant, and the dual impact of staff absences and lower consumer demand. Grants of up to £6k are awarded to eligible businesses subject to the rateable value of the property.
13. Gateshead was allocated £1,416,078. Government has confirmed it will meet the full cost of this scheme if the Council overspends as a result of additional eligible businesses being identified and paid the grant.
14. An application portal on the Council website went live on 12 January 2022. Applications must be received and determined by 18 March 2022 and all funds must be defrayed by 31 March 2022.

#### Addition Restrictions Grant (ARG)

15. A third top up to ARG of £233,168 was received to enable the Council to provide discretionary support to businesses severely impacted by the Omicron variant.

16. The Council has discretion regarding the scope and level of the support to be provided using the funds provided through the ARG.
17. Consistent with the utilisation of funds in earlier rounds the Council agreed to use ARG support hospitality and leisure business (using the same definition as that set out for OHLG) that are not on the ratings list, so that they are not disadvantaged, and also direct suppliers to hospitality and leisure businesses which otherwise would not be eligible for grant support but are nevertheless still impacted by the spread of Omicron.
18. Given the limited funds allocated by Government funds were prioritised for business with property overheads and that and eligible businesses are required to demonstrate on going fixed property costs.
19. All ARG funds must be defrayed by 31 March 2021. Any unspent funds will be returned to government.

### **Support to People**

20. Working Gateshead continues to deliver individualised, person-centred employment support and is available to all resident regardless of their employment status. It fills gaps in mainstream provision where eligibility criteria can prevent people accessing the help they need at the right time.
21. Working Gateshead operates proactively in the community, with a presence in community venues and at partnerships events across the borough. Strong relationships have been forged with Community Hub Managers to connect and engage residents in localities. The service has benefited from a comprehensive communications plan and the Working Gateshead webpage has been accessed over 2800 times in the last 18 months.
22. Since Working Gateshead was mobilised in July 2020, in response to the employment impact of the pandemic, there have been 1553 contacts from residents seeking help to prepare for work, return to work, deal with redundancy or change jobs. All of these residents have had the opportunity to benefit from an information advice and guidance session
23. Intensive one-to-one employment support has been provided for 670 of these and 350 have been helped into work.
24. To help tackle youth unemployment, the Council continues to act as a Department for Working & Pensions (DWP) Kickstart 'Gateway' to help businesses access funding to create job placements for 16-to-24-year-olds receiving Universal Credit (UC). The Council has helped 28 business create 103 job placements and, to date, 46 of these have been filled by young people at risk of long-term unemployment. This has generated over £360,000 of investment in employers and young people.
25. The Council has created 18 Kickstart job placements directly; 16 within Adult Social Care and 2 within Education Schools and Inclusion. Working Gateshead is helping young people apply and supporting the recruitment and selection process.
26. The European Social Fund Building Better Opportunities project, Wise Steps, has helped 51 care experienced young people move closer to or into work since March

2020. Targeted at those most in need with multiple and complex barriers to employment, the support has led to 11 young people starting work. Seven of these were helped into subsequent jobs when their first job ended, preventing them from becoming unemployed.

27. In partnership with Gateshead Older People's Assembly (OPA), the Council established the Gateshead 50+ employability hub in summer 2021 to help people over 50 access employment, training and health & wellbeing opportunities. The hub has brought together the OPA, LearningSkills, Working Gateshead, DWP (Jobcentre Plus), the National Careers Service, and Gateshead College to promote the breadth of support on offer. Since the hub was launched 30 residents have benefited from partner support.

28. The January 2022 UC Claimant Count for Gateshead shows a very slight rise on the previous month, however, this does reflect seasonal trends. Gateshead now stands at 6,525 residents or 5.1%. This compares to a pre-pandemic level (March 2020) of 5,860 (4.6%).

29. In response to this, the Council is working with DWP to help people into work sooner, providing early support once they have made a claim for UC. The aim is to help reduce the risk of long-term unemployment and the challenges this can bring for residents and their families.

### **Community Support**

30. The Council commenced its emergency community support in March 2020. Whilst initially this was put in place to support residents who were shielding and/or self-isolating, it has subsequently developed into an ongoing response to poverty and complex lifestyles. This is exacerbated further by energy price hikes and cost of living increases.

31. Since their inception, the Community Hubs have now responded to over 13,000 requests for help from Gateshead residents throughout the pandemic to access a range of services including:

- Emergency food
- Help with utility bills
- Emergency financial help, e.g. prepaid cards, vouchers
- Routine shopping
- Social welfare advice
- Counselling and emotional support
- System/service navigation
- Low level personal care
- Problem solving e.g. dog walking, travel to essential appointments

32. More specifically the Council and its partners have supported just under 7,000 households requesting help with food and provided almost 30,000 emergency food parcels (the disparity accounted for by multiple parcels for larger households and repeat requests).

33. Over the two years, support requests have changed to become less about emergency support associated with self-isolation towards more complex issues associated with poverty, mental health, addictions and the spirally cost of living (particularly energy costs).

34. In addition to this work the hubs have supported a wide range of initiatives to include but not limited to:
- Writing to over 36,000 residents to check they were okay
  - Telephoning almost 27,000 residents (in addition to the call centre)
  - Spoken to 11,000 Clinically Extremely Vulnerable residents (in addition to the call centre)
  - Continue to connect volunteers to help out where required
  - Made up, distributed, and delivered
    - 2,265 cook n eat boxes
    - 1400 school meal pack lunch parcels
    - 865 Christmas hampers
  - Continue to oversee the distribution of additional support vouchers as part of the Council's Household Support Grant offer.
  - Provided financial support to Gateshead's four local food co-ops in Felling, Bensham (x2) and Lobley Hill via Covid Support funding.
  - Directly issued over 1,300 prepaid cards to households experiencing extreme hardship
  - Delivered 59 essential oxygen monitors to residents suffering from covid

### **Community Vaccinations**

35. In addition to the community vaccination pop ups reported to this committee before Christmas in those communities where intelligence showed vaccine take up was low. The following pop ups have been held or are planned:
- Between January/February 2022 the Council assisted with the delivery of 5 vaccination pop-ups at Gateshead College sites (Team Valley, Baltic & Gateshead Stadium) as well as at Saltwell Park & Trinity Square. All pop-ups were delivered with the use of the council's mobile unit (the former Youth Bus).
  - The Council is working with NHS partners to arrange recurring monthly pop-ups in 5 areas spread across the borough in low take up areas – it is hoped the recurring fixed dates/venues will be agreed in early March & the pop-ups will commence as soon as possible thereafter.
  - In addition to the above, there are plans to revisit Gateshead College sites & potentially the Metrocentre too.
36. Since November 2020, cumulatively 3,100 individual volunteers have come forward with requests to help, made up of:
- 500 individual volunteers registered centrally
  - 200 requests for corporate volunteer days (average of 10 people per request), however, the volunteer activities have not been possible due to the Pandemic but the relationships have been maintained and will be utilized as we emerge.
  - 50 (average of 12 people per group) from environmental groups
37. After the initial overwhelming influx of volunteers to help in the early months of the Pandemic there has gradually been a reduction in demand for many of the routine daily tasks initially performed by volunteers. The majority of Mutual Aid groups within Gateshead have stopped offering such support and dispersed, however, many of the volunteers continue to offer support and fit into other volunteer roles still available.
38. Up to date information continues to be communicated on the Council's website about how to keep safe during the pandemic for both people wanting to volunteer and those who are vulnerable and needing support. Volunteering in Gateshead should

return closer to the pre-pandemic norm as restrictions have now eased although some degree of caution is still being advised.

39. As we emerge from the Pandemic the amount of people wanting to become a volunteer continues to increase – up 50% from the previous year.

40. Greater collaboration with Connected Voice will see further improvements in the support, guidance and opportunities offered to volunteers. This will benefit the networks of community organisations and volunteers engaged across Gateshead, building on the links and relationships further established throughout the Pandemic.

### **Gateshead Call Centre**

41. Having created a new IT system and established a Covid Call Centre team for contacting residents the Council took on additional responsibility for Test and Trace to help central Government get in touch with Gateshead residents

42. From July 2020 the Council has been contacting residents both registered with and referred through Test and Trace. In addition, the Call Centre has made frequent welfare calls to clinically vulnerable residents and those at greatest risk across the borough.

43. From 3rd July to 6 January 2020, the Covid Call Centre team contacted and advised 10,136 cases through Test and Trace and made 2,116 support/welfare calls to our most vulnerable residents. Where required ongoing support was secured through onward referral to hubs across Gateshead. From 7 January, a further 1,170 welfare cases have since been dealt with by the Council's regular Customer Support Team, who will continue to offer support and referral, enabling the Covid team to return to their substantive posts as we emerge from the Pandemic.

### **Recommendations**

44. The Housing, Environment and Healthier Communities OSC is recommended to:

- i) Note the update on the impact of the Covid-19 pandemic on the areas relevant for this committee

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Contact: Gary Carr, ext 2043 and Andrew Tate, ext 2084

## TITLE OF REPORT: Update on Council Allotments Programme

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### Purpose of the Report

1. To report on the work of the Council's Allotment Officer as requested at previous OSC.

### Background

2. The Council employed an Allotments Officer in November 2020. Since that time the Officer, Colette Davies, has been working to deal with a number of issues, including waiting lists, unlettable and overgrown plots, and invoicing among others. Progress on this is set out below.

### Waiting lists

3. Waiting list applicants on the pre 2019 list have been contacted to see whether applications are still current, and to see if they wanted to remain or be removed as personal situations can change. This work is ongoing.
4. In Dec 2020 there were 1123 waiting list applications. Today this number is 925, including 399 new applications received since Dec 2020.
5. Between Dec 2020 and Feb 2022, 182 waiting list applicants have been allocated their own plot
6. Where possible larger plots are being split into more manageable sizes, reducing waiting list and this also brings in extra revenue
7. A new allotment system is being set up that will clearly identify when plot offers have expired, speeding up process of making a plot offer.
8. Calling up waiting list applicants to see if they still want a plot before offering it out to them, this speeds up the plot offer process.

### Ongoing

9. Historical unlettable plots are being identified with a view to bringing them back into lettable condition.
10. Overgrown plots are being offered out with a rent-free period as incentive to accept.
11. Regular monitoring outstanding invoices, and 'notice to quit' letters have been issued where necessary, allowing waiting list applicants to be allocated newly vacant plots.

12. Regular site visits are taking place to ensure current tenants are complying with their tenancy agreement. Where this is not the case, the enforcement process will start, providing tenants adequate time to improve the plot (informal warning 28 days (revisit plot), formal warning 28-day (revisit plot), final formal 28 days (revisit plot) request Notice to quit from our legal team, if they don't comply they will be evicted.
13. Historically, site secretaries on Association managed sites have been responsible for allocating plots and there have been cases where people on the waiting list have been bypassed. The Allotments Officer now takes a more proactive role with the site management and allocations to prevent queue jumping. Regular updates are requested and if a plot is not allocated in accordance with the Council waiting list, this is questioned.
14. Allotments with horses – we currently have 2 sites, Leam Lane Stock and the Hurrocks. Historically both sites have been used for horses, all be it illegally for number of years.
  - **Hurrocks** - The allotment officer has already met with all tenants from the Hurrocks for an inspection, there are two plots with horses, they do not have a tenancy agreement and do not pay rent. This site is currently at risk as it may be needed for a flood bank due to the new development. When the allotment officer met with the tenants, she identified the central plots generally where fully cultivated, and it was just the perimeter allotments that were not getting used correctly, currently the plots are not getting relet as they may be reclaimed. The Derwent West Bank Flood Mitigation Study group were supposed to be having a meeting in January 2022 to decide what part of the site will be needed, but it was postponed, The Allotment officer has emailed her contact to see if it has been rescheduled. No further action has been taken until we find out what is happening with the site, one suggestion is to leave the central cultivated allotments and reclaim the perimeter plots this will also eliminate the plots currently being used to stable horses.
  - **Leam Lane Stock allotments** (previously known as Whyndyke Stock Site)- The allotment officer intends to meet with each tenant for full access to the allotments. A full survey of the site will be done, to correctly identify which part of the site they occupy and what animals they have. Currently there is no up to date site plan and very limited historic information. The allotment officer is proposing to start these inspections Sept / Oct 2022, when the busy time in the allotment season is ending.
  - The Legal team have also been contacted for advice, to confirm if the tenants with horses have any legal right, due to the length of time that they have been allowed to keep their horses on site. We have been advised by previous services who managed the allotments that the horses have been on site 10+ years.

## Proposals

15. Proposed changes to the billing period will be brought forward. This would change the allotment billing to 1st Oct to 30th September. The rationale for this is that generally people tend to decide to terminate just after annual billing, which is currently 1st April to 31st March, with invoices dated 8th April.



16. By the time they tell us, it's generally well into May / June after debt recovery. Currently with April billing we are well into the cultivation / prep season, so the new tenants technically miss on quite a bit of prep time, also the plots have started to get very overgrown as the plots have been left. By changing the billing date, the plot would then be vacant and ready for the new year for new tenants with minimal weeds as its wintertime, reducing the councils cost for works to bring the plots back up to lettable standard.
17. Intention to meet with our park and open space team, to identify areas what we can temporarily use for community gardens, to make areas easily accessible to local residents i.e., corner of park, sports fields etc.
18. Potential to contact local GPs, etc to see if they have any patients that would like to become involved in these community gardens, they could meet likeminded people and working on a community allotment is good for the wellbeing as well as help keeping you physically healthy.
19. The Allotments Officer will meet tenants on problem sites and explain what is expected moving forward, including proof of occupancy and photo ID as there is evidence of sub-letting going on.
20. Meetings have taken place with some tenants and local Councillors, as historically people have been using the allotments as garden extensions. Agreement has been sought with tenants (with the approval of local councillors) that we will allow the tenants to gradually improve on cultivation each year to bring the plots back in to the correct use.
21. Currently in the process of trying to purchase new allotment software which will assist in the management of the allotments across the borough, which will also allow members of the public to go online and apply for allotment, see how many are on the waiting list, what their position is, make a complaint, etc.
22. Contact has also been made with the Web team about getting an interactive allotment map on the webpage, where a member of the public could enter a post code and view allotment sites, including information on number of plots, annual charge and site management.

## **Recommendations**

23. The Housing, Environment and Healthier Communities OSC is asked to note progress and proposed next steps for the Allotments Programme.

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Contact: Andy Graham Ext:3066  
Colette Davies Ext:8480

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## **TITLE OF REPORT: The Council and Partners Approach to Locality Working**

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### **Purpose of the Report**

To seek the views of the Housing, Environment and Healthier Communities OSC on the development and progress to date of locality working.

### **Background**

1. The enabling everyone in Gateshead to '*Thrive*' lies at the core of the council's approach to tackling inequality and deprivation. This has been articulated into a series of pledges, but these haven't yet evolved corporately into radically different practices, cultures, or roles, including ways of working that are closer to communities in their localities and reflect different needs across the borough, locality working seeks to address this.

### **What is locality working?**

2. The most basic definition of locality working is simply a commitment of specific resources and expertise to specific places that might otherwise be centrally or universally deployed. This could include place, people, property, technology, and money.
3. Committing resources to places but within the same broad system and way of working will not be enough to satisfy the *Thrive* aspiration. To respond to the inequalities that we see, the possibility of different practices and configurations in different locations must open right across Gateshead. This requires structural and cultural change and is a key principle behind this work. We need to ensure that differences in locations and people be allowed for when working locally, rather than adhering to a standardised model where one size fits few.
4. Locality working is:
  - a. A way of working which recognises people, communities and places across Gateshead are different.
  - b. It is evidence led prioritisation, the resources will follow the evidence for support and intervention, recognising some people and places will need more. A great example of this is how we have organised the Citizens Advice workers in the community hubs, shoring up resource in the higher demand areas with additional adviser capacity.
  - c. It will challenge the councils current organisational structure and service delivery arrangements, leading us to adapt in 4 ways:

- i. Current job roles move toward more efficient generic and empowered ways of working at the locality level; a reduction in non-value activity less hierarchical team supervision, and management.
  - ii. More generic and locality focussed leadership at Director /operational management levels; a resultant reduction in service silos, management boundaries and narrow strategic and operational responsibilities.
  - iii. Improved and “joined up” digital and customer contact services; providing an effective more efficient universal and transactional service offer for those households and places not requiring focussed support and help.
  - iv. We also need to reflect on the changes required in terms of budget and policy matters that are currently determined centrally, moving away from organising ourselves around service themes, in favour of localities, outputs and outcomes.
- d. A strengthened multi-sector approach, allowing for cross sector planning at locality level, shared prioritisation and deployment of resources, and the integration of operational delivery. And we have already started this work, joining together with the MH Transformation Programme Leads to ensure their resource is supporting locality working, and already we have identified ways to achieve this both in terms of posts and budget and we have plans to join together with the Together in Beacon Lough East work led by Edberts House (see below).
- e. A catalyst for change, not just within the council, but across the system, driving system improvement, and shared responses to tackling cost pressures within and across sectors. A good example of this is the Gateshead Cares Alliance, and another is a collaboration between the Councils housing team and the Citizens Advice energy team to tackle the cost pressures anxiety and upset caused by excess condensation in council housing stock.

### What locality working is not

5. Locality working is not:
- A housing or neighbourhood management initiative
  - The creation of mini civic centres in community locations
  - The evolution of community hubs
6. Although the development of locality working is led by the Housing, Environment and Health Communities Directorate, **locality working is about creating a new operating model for all council services**. In developing this new way of working every council service will need to re-assess their operating model to see

if they can deliver better outcomes and efficiencies by moving their service closer to communities.

7. **Locality working is not the creation of multiple civic centres in community venues.** For some services, digital or centralised delivery is absolutely the right thing for the council to do, providing efficiencies at scale. For example digital bill paying is constantly evolving and improving. But where understanding the context within which someone lives is necessary, for example early help, or housing, these services should be closer to communities and part of this new operating model.
8. **Community hubs and locality working are different things.** The Community Hubs are a VCSE resource, within which council resource, capacity and infrastructure has been developed to provide emergency support and food during the pandemic, but we do not control the community hubs, they are independent organisations, and they will continue to exist alongside locality working. They are essential to our community development goals to reduce isolation, improve resilience and skills, by providing essential support, skills building, activities, resilience, and community capacity where it is needed.
9. For example, the Birtley Hub will exist alongside locality working, and we would expect employees and partners involved in locality working (eg housing, early help, Citizens Advice, Mental Health Peer Support Workers) to be referring residents to the Birtley Hub for things like support with social isolation, digital skills and emergency food, and for the Birtley Hub to be drawing from our locality employees for questions their users may have about our locality services. The flow between the two should be constant and it should be mutually beneficial.

### **Getting started**

10. It is important to start in a way that we know will iterate, rather than waiting to agree every facet of locality working before starting. It is likely, desirable even, for each locality to evolve differently according to the needs of the people and the fabric of the place and infrastructure.
11. There are five key and connected elements to locality working:
  - People/communities
  - Elected members
  - Local partner organisations
  - The locality team
  - The physical/built environment
11. Any design and configuration of roles and working principles should achieve the following objectives:
  - Help and support individual people and families with whatever matters to them
  - Develop strong and effective partnerships between local voluntary organisations, the council, and members of the community

- Understand recurring patterns of need and of what matters to people in communities such that relevant partnerships and new approaches can form or evolve over time
- To support the connection between elected members and communities/individuals

## **Phased roll out**

12. We propose to introduce a phased roll out across the Borough, starting with the South area, using the Birtley Council building in which the Library is located as our first anchor point, with a second location six months thereafter aiming to have a presence in all four locality geographies within 18 to 24 months.
13. Running parallel to this we propose to join up our emerging locality offer with similar work that is already happening in the Borough within the voluntary and health sectors, in particular we propose to join up our efforts with Edberts House who are driving similar initiatives in Together in Beacon Lough East and in the HOPE network (health of the population in the east). This work is fairly well progressed with a strong emphasis on collaboration between health and the voluntary sector, there will be much we can learn here.

## **How will we pay for it?**

14. The locality model is created with no expectation of additional finances for council delivery, it is anticipated resourcing will come from changes to existing services, and from an initial start-up budget already identified of £250,000 per annum for the next three years. Thereafter, as we begin the roll out and services begin to change their ways of working, we anticipate existing roles will be redesigned into these new roles at no additional cost to the Council.
15. Evidence from PSR points shows reductions in demand and increased capacity can be yielded. Case histories show that between 50%-80% of activities/steps add no value to the citizen and are internally focussed. Empowered case-working reduced this overhead to @25% and much of this became capturing learning, which arguably has a benefit on future citizens engaged by caseworkers. More empowered caseworkers can also act more quickly thus reducing the likelihood of events overtaking any initial assessment or delay. This increases efficacy and reduces demand into higher cost services.
16. Where possible and appropriate to do so there is an aspiration for this work to cross into the integration agenda and look for system level efficiencies and delivering quality together with the Health and Social Care Systems Change Board, the Primary Care Networks and with the Mental Health Transformation Agenda.
17. We may however need to realign resources to provide additional resource for the VCSE elements of the programme, most notably a review of the CVS

commission, the development of the Food Network and capacity building generally across the sector.

**Recommendations**

The view of Housing, Environment and Healthier Communities OSC are sought on the roll out and further development of locality working.

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Contact: Alison Dunn    Ext 2710

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**TITLE OF REPORT: Climate Emergency Response**

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**Purpose of the Report**

1. To inform HEHC OSC of the work progressing in response to the Climate Emergency declaration

**Background**

2. The Council [declared a Climate Emergency](#) in 2019. As a result, the Council committed to become carbon neutral by 2030 and to assist the borough in meeting the same targets. The [Climate Action Plan](#) setting out how the Council will work towards net zero was published in 2021 and a Council wide [Environmental Policy](#) was adopted in 2021.
3. The Council commissioned an independent environmental audit of the Council operations in 2020 using the Investors in the Environment methodology, where it received a silver accreditation. The audit helped inform the Climate action Plan and focused the Council's priority actions. The Council received the first annual review of the Environment Audit in 2021. The Council is continuing to achieve Silver level accreditation and has improved its rating from 70% to 75% since the first audit in 2020 despite resources being diverted during Covid-19 in many services. The second review will commence in the coming months.
4. The Council consulted on the Gateshead wide [Climate Strategy](#) from December 2021 to February 2022. The Strategy is set out in themes: transport; energy; economy and consumption; woodland and nature; food; and resilience and adaptation. It sets out some best practice examples and our vision for the future. It is anticipated that this Strategy will be adopted in the spring and that our partners will sign up to it.
5. Part of the consultation on the Climate Strategy was to start developing Ward Action Plans setting out priorities and seeking to overcome barriers in each ward. To keep members informed and enable them to champion actions within their wards, consultation with Councillors for each Ward commenced in March.

**CLIMATE ACTIONS**

6. In 2021 Sustainability Implications Assessments were agreed at SMG which will be required for Cabinet Reports where a negative implication for sustainability has been identified in the report, or when an Integrated Impact Assessment has been carried out and identified negative implications. This will ensure that climate and the environment are considered in all Cabinet decisions.
7. The Ways of Working group continue to progress towards a Council policy for new ways of working. Any new way of working proposed will be assessed for its

contribution to carbon reduction targets, building upon any savings already made through the increased level of home working during 2020/2021.

8. The Climate Emergency and how this is the responsibility of all staff and teams within the Council has been included within the induction pack for new starters at the Council. In addition, the A and D procedure is being reviewed and how staff are contributing towards out zero carbon targets will be included within A and Ds. In addition the Climate team and Occupational Development are developing a training package for all staff to ensure they are able to contribute towards the Council's carbon reduction commitments in all areas of the Council.
9. The Climate Emergency team are working closely with the procurement team, recognising that a large proportion of the Council's carbon emissions are from our supply chain. Climate is included in the new Social Value toolkit and we are developing ways to support our local suppliers as we transition to a lower carbon supply chain. In addition we are starting to monitor and report on our supply chain carbon emissions in 2022.
10. The Council has procured a new carbon monitoring tool, SmartCarbon. This tool will enable the Council to monitor carbon emissions more accurately, including those in the supply chain. Improved monitoring and reporting will be required going forward, and this tool ensures the Council can meet any legislative requirements for this going forward. SmartCarbon will also allow us to more accurately determine where the biggest carbon savings can be met. It is intended that the Council will begin publishing its carbon budget in the future.
11. The Council has an award winning track record in its energy projects including the [district energy network](#). More recently major capital funding has been secured for a number of energy efficiency, renewable energy and heat network schemes:
  - The Council issued £7.4m commercial loan to Gateshead Energy Company, to complete a £14m funding package for installation of a 6MW minewater heating scheme to Gateshead District Energy Scheme, and to fund future connections for housing developments and Gateshead Quays
  - A £7.5m grant was secured from Public Sector Decarbonisation Scheme (PSDS) to fund 3MW of urban solar parks, and energy network connections to 4 more Council buildings
  - A further £4.5m of PSDS grants were secured to fund energy efficiency measures in up to 13 schools
  - Grants of £6.3m were secured to fund up to 600 solid wall insulation measures to homes in Chopwell

The Council also set out its ambitions for Zero Carbon Heat by 2030, in a strategy approved at Cabinet in June 2021, with ambitions to

- Install a further £240m of heat networks, to connect up to 15,000 Council homes to zero carbon heat networks
- Support the development of Northern Gas Network's Integrel site, as an energy system demonstrator, and to create conditions for Gateshead to become a first UK pilot for hydrogen distribution in the public gas network

12. *The North East Joint Transport Committee of which Gateshead is a part has committed to enter into an Enhanced Partnership with the bus operators to improve services and grow patronage.*
13. The Council are now engaging proactively in encouraging green travel plans. The Council are developing resources to support businesses in addressing employee travel patterns in their response to climate change. The Council has made improvements the Council's Travel Plan and are adapting it to hybrid working in consultation with the Ways of Working Group.
14. The Council has developed a Local Cycling and Walking Infrastructure Plan (LCWIP) for Birtley and East Gateshead and plans to build on this to improve the facilities in these areas. The Council worked with Go North East to see the introduction of electric buses on the 53/54 route and with partners seen the completion of the Clean Bus Technology Funded bus retrofitting to improve emissions on 100 buses.
15. The transport team are continuing to work with children and schools including the development of the Be Cool toolkit to help schools encourage active travel. We are delivering Bikeability training across Gateshead and Child Pedestrian Training in six of the region's authorities. The Living Streets walk to school initiative is live in 17 schools.
16. The Council are planning how to add to the electric vehicle charging infrastructure across Gateshead and are working with colleagues across the region and NEPO to procure a supplier.
17. The Council have adopted an Economic Strategy. One of the themes within the Strategy is the Green Economy which seeks to maximise the opportunities arising from increased green technology industries as well as supporting a just transition.
18. The Council is pursuing a number of actions to reduce emissions from waste within the borough. Behavioural Change Officers and Recycling Officers are in post and will be retained; these officers roles include work to promote recycling, reduce the amount of waste sent to landfill, and discourage fly tipping. Where possible waste vehicles will be upgraded to electric or hydrogen power rather than diesel. Work to establish and monitor the carbon emissions of the sector is ongoing. A waste audit of internal waste produced by key Council sites will be developed once more normal working patterns resume. Removing food waste from green bins is being considered to reduce domestic waste in the borough, and the Council is working with Get Composting to provide composting bins. The Council have awarded new contracts for both the blue bin material and garden waste material in this period which have local drop off points and NE based processing. Tonnages are reducing from where they were at the height of the pandemic and monitoring is ongoing. A Communications Campaign has been ongoing to drive WEEE (Waste electronic and electrical equipment) and SDA (small domestic appliances) out of the waste stream to reduce the impact of fires and this is feeding in to national best practice. No funding to further this project has been identified, however options are being explored.
19. The Council, in connection with a number of food networks throughout Gateshead, are looking to link the goals of reducing food waste and food poverty/scarcity. In addition the Council's award winning school catering team introduced meat free Mondays into all primary schools in Gateshead, massively reducing its carbon

footprint along with other environmental policies such as locally sourcing food, where possible.

20. The Council is working hard to progress woodland creation and tree planting. The Council has established a working group comprising the Forestry Commission, Woodland Trust and Durham Wildlife Trust, and has commissioned RDI Associates to produce an Action Plan “More and Better Woodland”. The Action Plan will set out how the Council can improve the management and sustainability of the Council’s Woodland approx. 500ha and identify areas for woodland planting of over 0.25ha on Council owned land to deliver its targets – 100,000 trees by 2030 and 17% woodland coverage in Gateshead. The Council has worked is working with adjoining authorities to create a North East Community Forest. The first initiative for Gateshead at Whitehills has seen public engagement with woodland planting due to start in the near future. The Council has also recently submitted a joint expression of interest with our neighbouring authorities to the Local Authority Treescape Fund to fund amenity tree planting of some 90 heavy standard trees in Gateshead in parks, public open spaces, and cemeteries. If the bid is successful there will be opportunities to plant the trees in association with celebrations to commemorate the Queen’s Jubilee. The Council has been successful in working with its partners to create the North East Community Forest and the Treescape Fund application.
21. Wetlands are also recognised for their potential to sequester and store atmospheric CO<sub>2</sub> and support biodiversity. Since 2018, and with the support of Gateshead Council, Durham Wildlife Trust has been developing a new wetland nature reserve at Blaydon providing valuable habitat for declining wading birds and wildfowl. Again, with significant support from the Council, Durham Wildlife Trust has recently secured over £400,000 of funding through Defra’s Green Recovery Challenge Fund to support the restoration of priority habitats and species. The Healing Nature project will see the Trust working across five sites in Gateshead.
22. The Council has commissioned Newcastle University to carry out some evidence in relation to the 20 minute neighborhood concept. This concept is about ensuring our communities are able to meet their day to day needs within a 20 minute walking distance to reduce car use, promote active travel and improve wellbeing, whilst supporting local economies and jobs. This evidence will be further developed and feed into the Ward Action Plans as well as any future review of the Local Plan.

#### **COMMUNICATIONS and PARTNERSHIPS**

23. Extensive comms have been carried out to raise awareness about the Council’s work on climate issues, and particularly the Climate Strategy. In February 2020 we invited a diverse range of stakeholders from communities, businesses, voluntary groups and the public sector to a workshop on how Gateshead should respond to the Climate Emergency. [The workshop](#) established links between groups, and was an important initial step in determining what a zero-carbon Gateshead will look like. To raise awareness of climate issues among Gateshead’s young people, and to encourage responses to the Climate Emergency consultation, presentations were developed that were tailored to primary and secondary school age children. These were shared with schools along with letters to the schools and pupils’ parents explaining the Council’s aims to raise awareness of climate change, the consultation, and what the borough’s young people can do to help. E-leaflets were prepared to share with residents, again to highlight the issue of the climate

emergency, the consultation, and what people can do in their own lives to help. The e-leaflets were shared with members to distribute within their wards. Additionally, members were notified of the consultation and encouraged to discuss it with their ward's residents, particularly harder to reach groups such as young people (under 25) and people from minority ethnic backgrounds. There is a specific webpage on the Council's site on the climate emergency, and the Climate Strategy consultation was included within Council News and shared on the Council's social media.

24. The Council is working to hire additional staff to provide further support in meeting our climate goals. Two new roles will be created; one in project management to oversee our work on climate issues as we continue to add workstreams, and one in engagement to focus on dialogue with residents, businesses, and other organisations in the borough, to improve engagement on climate matters. There is also potential for the engagement role to develop a climate festival to take place during school holidays, which would highlight existing progress being made and provide opportunities to get involved.
25. The Council is working with partners including meeting the top 100 businesses in Gateshead to discuss the Climate Emergency amongst other things, SME training to help them meet their carbon reduction and environmental goals, NEECO, where the Council sits of 3 of the boards, health partners including QE Hospital, Woodland Trust, Metrocentre, and the National Trust. Gateshead Council has worked with leading experts GENEE (Greening the Economy of the North East of England) to ensure a fully funded package of support is available to Gateshead SME's and suppliers to the Council to assist them in meeting the challenges of climate change and manage their environmental impact by helping them identify, manage, and reduce their environmental impacts and carbon footprint.
26. A Guardian Article was published on the 27 Jan 22, titled 'One in five UK councils have no climate action plan, campaigners say'. This article sets out the scores and ranking of Local Authorities in the UK based on their Climate Action Plans, according to research carried out by Climate Emergency UK. The score given to Gateshead is 17% compared to the highest scoring local authority 91% and the lowest scoring 0%. The methodology used to score and rank local authorities in article assesses the contents Councils adopted Climate Action Plan and/or Climate Strategy. At the time the data was collected we had an adopted Action Plan for Council operations, but not an up to date Strategy for the borough, which is currently being developed following consultation. The adopted Action Plan does not contain the detailed actions that are required to meet net zero, however these actions are being implemented and monitored through the annual independent Investors in the Environment audit, which has demonstrated progress towards net zero. The methodology for ranking local authorities does not take into account the amount of carbon emissions saved or the climate initiatives implemented on the ground, both of which would see Gateshead scoring much higher. It is unfortunate that scoring highly is measured by words rather than action. Once we have an adopted and up to date Climate Strategy for Gateshead, hopefully in 2022, we would score more favourably using this methodology in addition to the great work and innovation being achieved in the Council and throughout Gateshead which is helping us achieve net zero.

## Proposal

27. It is proposed that the Health and Wellbeing Board endorse the Climate Strategy and provide a partnership of pledges to meet our climate commitments.
28. It is also proposed that Ward Action Plans are developed, which will set out more detailed actions to deliver the Climate Strategy at the local level. The Ward Action Plans link to 20 minute neighbourhoods, covid recovery, and neighbourhood plans. Once developed, the Plans will then be consulted on further with the community, including schools. The Plans will be living documents to be revised and updated as required, and actions will be implemented in the short, medium and long term.

**Recommendations**

29. The Housing, Environment and Healthier Communities OSC is asked to note the progress of the work being carried out in response to the Climate Emergency and the proposed approach to adopting the Climate Strategy and Ward Action Plans.

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Contact: Lucy Greenfield

## Housing Performance Report

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### 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 3.

### 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 1<sup>st</sup> 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 – December 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 & 3 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.

### **Regulator of Social Housing**

11. The Regulator for Social Housing (RSH) has signalled a move to a more proactive regulation regime of social landlords including local authorities.
12. 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 RSH. The proposed indicators have been published for consultation and it is expected that they will be introduced during 2023/24.
13. The proposed satisfaction measures cover:
  - Keeping Properties in Good Repair
  - Maintaining Building Safety
  - Effective Handling of Complaints
  - Respectful and Helpful Engagement
  - Responsible Neighbourhood Management
14. A focus group was held with tenants on 14<sup>th</sup> February 2022 to discuss and feedback comments on the proposed indicators. We have also promoted via social media the opportunity to comment directly by completing an online survey. Officers across HEHC have also met to provide feedback and this will be submitted as one response to the RSH.
15. An update on the new indicators and the implications for social landlords will be brought to a future meeting of this committee when further information is provided by the RSH.

### **Recommendations**

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

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Contact: Martin Poulter ext 5380.



**Housing, Environment and Healthier Communities - Quarter 3.**

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Quarter 3	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	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	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	N/A		As above.
4	% of new homes built that are affordable by developers.	6.9	N/A	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	53	N/A		53 council tenants have moved to properties with fewer bedrooms from April to December 2021. 51 were previously affected by the penalty for underoccupation ("bedroom tax"). 47 of those tenants are now free from the penalty, and 4 have 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 2 x 4 bedroom houses, 16 x 3 bedroom houses, 7 x 2 bedroom houses, 1 x 3 bedroom bungalow and 4 x 2 bedroom bungalows. 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.
6	No. of overcrowded households that have been assisted to relieve their overcrowding.	New 2021/22	Baseline	N/A	50	75	N/A		75 overcrowded households have been rehoused to council dwellings from April to December 2021. 14 of the households had been short of 3 or more bedspaces and qualified for an Urgent Need priority under the lettings policy. 61 of the households were short of 1 or 2 bedspaces, which qualified for a Substantial Need priority Rehoused households are a mix of existing Gateshead Council tenants as well as those previously living in with family, renting privately or renting from housing associations.
7	Percentage of council homes empty for 6 months or more.	New 2021/21	Baseline	N/A	0.55	0.67	↓		This includes 63 vacant properties at 3 multi storey blocks which are subject to a February 2022 cabinet report with recommendation not to let and to decommission the blocks. Without these there are 62 council properties vacant for 6 months+ (or 0.34% of the council stock). Of the 62 voids at end of quarter 3: • 9 held pending decisions on future use (due to property issues) • 28 still undergoing repair work • 25 were Ready to Let at the end of the quarter and in the process of being let. 11 of these had just been made ready in December.

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Quarter 3	Trend Against previous result	Traffic light against target & previous year	Comment
8	Percentage of homes (remaining tenures) empty for 6 months or more.	New 2021/22	Baseline	N/A	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 2020/21 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	N/A		This is a new performance indicator and changes are being implemented to our NEC housing system to ensure we can collect and report on this indicator. Before going live, internal testing will be done to ensure it works prior to being rolled out in time for reporting 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	Baseline	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	73.37	↑		The service has been severely affected by Covid-19 and this has been a housing sector wide trend. Several trades have a variety of issues around Covid from isolating to contracting, hospitalisation and feeling the effects of Long Covid that have been widely reported. Of the 27,485 repairs, 20,165 were completed at the first visit, with an overall performance of 73.37%. 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.
12	Appointments kept as a percentage of appointments made.	97.55	92	90.5	89.6	89.56	↓		As detailed above the service has been severely affected by Covid-19. Of the 23,576 appointments made, 21,116 were kept with an overall performance of 89.56%. The overall performance is made up of the following priorities. Urgent – 13,900 completed, 12,444 in target = 89.53%. Routine – 9,676 completed, 8,672 in target = 89.62%. Also mentioned above the review of the Repairs and Maintenance Service commenced in December 2021 which will facilitate service re-design and transformation.
13	% of emergency, urgent and routine repairs completed within timescale.	87.24	94	87.77	84.62	83.53	↓		Of the 40,119 repairs, 33,512 were completed within target with an overall performance of 83.53%. The overall performance is made up of the following priorities. Emergency – 12,522 completed, 10,206 in target = 81.50%. Urgent – 16,870 completed, 14,142 in target = 83.83%. Routine - 10,727 completed, 9,164 in target = 85.43%. As above the service has been severely affected by Covid-19 and this has been a housing sector wide trend.

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Quarter 3	Trend Against previous result	Traffic light against target & previous year	Comment
14	Average days to let a home.	159.82	Baseline	118.52	119	110.9	↑		<p>Average days to let a home = 110.9 days</p> <ul style="list-style-type: none"> <li>•Average days from Void to Ready to Let = 81.1 days</li> <li>•Average days from Ready to Let to Let = 29.9 days</li> </ul> <p>This is a very high figure due to the letting of longstanding vacant properties but is starting to reduce (average was 119 days at end of Quarter 2). 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 to let” result reduces too.</p> <p>The backlog of repair work has reduced, although progress has slowed and there are still staffing and supply issues for the repair teams which hinder progress to prepare a property for let.</p>
15	% of tenancies terminated in the first 12 months.	New 2021/22	Baseline	N/A	0.33	0.56	N/A		<p>This performance indicator provides statistical information regarding the reasons customers terminated their tenancies and is linked to the performance indicator ‘% exit interviews completed’ which is detailed below. Tenancies terminated in the first 12 months of tenancy in quarters 1,2 and 3 was 104 (0.56%), as a total number of 18,714 housing stock. This represents 10% of all tenancies terminated for this period.</p> <p>The termination reasons for tenancies terminated in the first 12 months of tenancy are:</p> <ul style="list-style-type: none"> <li>• Dislike estate/property/street – 29 (28%)</li> <li>• Move closer to family/friends/work/school - 18 (17%)</li> <li>• Deceased – 14 (13%)</li> <li>• Anti-social behaviour – 10 (10%)</li> <li>• Medical condition – 9 (9%)</li> <li>• Unable to afford/manage property/tenancy – 5 (5%)</li> </ul>
16	% tenancies audited within 12 months.	New 2022/23	N/A	N/A	N/A	N/A	N/A		<p>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.</p>
17	Total households initially assessed as owed a homelessness duty.	1706	1700 (provisional)	419	816	1169	N/A		<p>In the period April - December 2021, the service offered advice and assistance to 2045 households who either presented or were referred to us as being homeless or at risk of homelessness.</p> <p>In quarter 1 there were 423 assessments of which 419 households were owed a duty and quarter 2 401 households were assessed and 397 households were owed a duty . These were both comparable to quarter 3 where there were 354 households assessed and 353 were owed a duty. Therefore, at the end of quarter 3; 1178 households were assessed with 1169 households being owed a duty. In comparison to the same period last year we have seen a decrease in presentations and decrease in households assessed as owed a homelessness duty, (Apr 20 - Dec 20) 1938 presentations, 1281 were assessed and 1253 were initially assessed as owed a duty. The higher numbers last year are likely linked to COVID and the governments 'everyone in' policy.</p>

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Quarter 3	Trend Against previous result	Traffic light against target & previous year	Comment
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	284	N/A		<p>This indicator shows that a quarter of clients 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%.</p> <p>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.</p> <p>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.</p> <p>In quarter 1 of the 419 assessed as owed a duty 98 households (23%) had lost their settled accommodation due to domestic abuse. Quarter 2 105 of the 397 assessed as owed a duty (26%) and in quarter 3 81 of the 353 households (23%) assessed as owed a duty had lost their settled accommodation due to domestic abuse. This is consistent throughout the year.</p>
19	Total households assessed and owed a homelessness duty who were sleeping rough at time of application.	11	Baseline	15	21	29	N/A		<p>29 households were owed a homeless duty were sleeping rough.</p> <p>Of the 1169 households assessed as owed a duty, 29 were recorded as sleeping rough at the time of the assessment, (this does not mean that they were confirmed as rough sleeping). This does not include households who are believed to be at risk of rough sleeping or those we know frequently sleep rough. We pro-actively work to prevent households sleeping rough therefore will accommodate non-priority households if we believe they are at risk of rough sleeping.</p> <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.</p> <p>In quarter 1 there was 15 households who were rough sleeping, this is higher than quarter 2 where there was only 6 households. Over the same period last year there was 5 households who were owed a homeless duty who were sleeping rough. The increase this year is believed to be due to the promotion of the government's 'Everyone in' policy and the targeted work by our rough sleeping co-ordinator and outreach team.</p> <p>Quarter 3 there were 8 cases recorded as sleeping rough which is consistent with quarter 2.</p>

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Quarter 3	Trend Against previous result	Traffic light against target & previous year	Comment
20	Number of households in nightly-booked temporary accommodation.	New 2021/22	Baseline	90	166	243	N/A		243 households were placed into nightly booked accommodation. This accommodation is used to respond to emergency and crisis situations and to prevent rough sleeping. In Gateshead we have 4 bedspaces for single males available as 24/7 direct access emergency accommodation and this was not available during quarter 1 & 2 as it is a new scheme. 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. The number households assessed in quarter 3 was 1178 households. Of those households 1169 were owed a duty; 267 of which were owed a relief duty. For these cases it has been established that the household is already homeless so a prevention duty would not be appropriate. 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. In quarter 1 there was 90 households booked into nightly accommodation this is slightly higher than the 76 in quarter 2. Quarter 3 was comparable with 77 placements in B&B.
21	Number in nightly-booked accommodation who are households with children.	New 2021/22	Baseline	N/A	18	23	N/A		Of the 243 households placed into nightly booked accommodation 23 households had children. It is noted that this data includes 2 households with unborn children, 1 where the child remained in their existing accommodation and 1 where the children were currently not in parent's care 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	51			51% of households where prevention duty ended that maintained or secured accommodation for 6+months. (Of the 916 cases where prevention ended, 464 secured or maintained accommodation for 6M+) Of the 51% of cases who secured accommodation for 6m+ 14% remained in existing accommodation. (of the 464 cases where accommodation was secured for 6m+, 65 cases were able to remain in their existing accommodation). In quarter 3 was 1178 households. Of those households 1169 were owed a duty; 901 were owed a prevention duty and 268 were owed a relief duty. Of the households where prevention duty ended in the period the service prevented 464 households from becoming homeless. The service also managed to secure accommodation for 6 months or more for 216 households where their relief duty ended during the same period. Data for the financial where we have managed to secure either existing or alternative accommodation for 6m+ has decreased although there is defining reason for this. Over the 3 quarters we have seen a slight increase in clients moving onto relief duty, clients refusing suitable offers and clients withdrawing their homeless applications. We will continue to monitor this to identify trends in client engagement and service delivery.

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Quarter 3	Trend Against previous result	Traffic light against target & previous year	Comment
23	Households with dependent children owed a duty under the Homelessness Reduction Act Child and Maternal Health.	New 2022/23	N/A	N/A	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 team to ensure accurate and timely data collection. Further work is needed to develop this 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	23.7	N/A		Analysis of rent transactions shows that paying via the online portal is the most popular method. Second is paying at the post office (20.4%) with Direct Debit (14.6%) and Standing Order (11.7%), third and fourth respectively. This is a positive result which indicates that the planned move to paperless statements is in line with customer preference.
25	% of self-service transactions – responsive repairs.	New 2021/22	Baseline	N/A	6.58	7.5	↑		The % reported online has increased in quarter 3 compared to quarter 2 with 1290 out of 15788 repairs (8.17%) reported online. We promote the service regularly via a range of communication channels. We have recently used customer feedback to make improvements to both the online repairs service and the My Housing account.
26	% stock with a negative Net Property Value (NPV).	New 2021/22	Baseline	N/A	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	37:63	N/A		This performance measure is new for 2021/22. Officers across the Council in Construction Services, Property & Assets and Financial Management have joint responsibility for this performance indicator. The Asset Management Strategy has been jointly developed with the HRA Business Plan 2021-51. The key priorities and outcomes detailed in the strategy have been modelled in the business plan and are fully funded and sustainable, enabling the Council to meet its strategic goals and statutory requirements. The strategy will embed work to correct the balance of responsive repairs verses planned work. The split between responsive and planned repair needs to be addressed so that more work is delivered in a planned way, ensuring value for money and the efficiencies associated with programmed works. The current ratio split is 37% for responsive repairs and 63% for planned repairs.
28	Rent collected from tenants as a percentage of rent due to date in the financial year (excluding arrears brought forward)	98.78	98	98.76	99.23	99.74	↑		£61,579,910 rent has been collected from a total of £61,738,316 falling due up to the end of the third quarter. This is a very positive result and is higher than at the same point last year (99.03%). Coming just after the two weeks when rent is not charged (at Christmas and New Year) this tends to be the high point for collection rates. With increasing pressures and cost of living increases, the focus continues to be on supporting tenants to maximise income and reduce expenditure in order to be able to afford rent payments. 6,320 tenants were in receipt of Universal Credit at the end of the third quarter (compared to 5,733 at the start of the financial year, and 5,485 at the same point last year.)
29	Rent lost due to empty properties as a % of rent due.	3.74	3.5	3.22	3.17	3.2	↓		Vacant property rent loss has reduced by £371k so far this year (compared to the same period last year when the result was 3.79%). This year the rent loss has been £2,041,340 (£2,412,817 the at same point last year). The figure will be lower and performance much improved if the 22 Feb cabinet report on the future of three multi-story blocks is approved.

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Quarter 3	Trend Against previous result	Traffic light against target & previous year	Comment
30	Current tenant arrears as a % of rent due (excluding voids).	5.58	4.5	6.14	6.24	5.79	↑		Rent arrears at the end of Quarter 3 stood at £4,829,744. 6,320 tenants were in receipt of Universal Credit at the end of the third quarter (compared to 5,733 at the start of the financial year, and 5,485 at the same point last year.) The 6,320 tenants receiving Universal Credit owe almost 60% of the total for all tenants with £2,863,402 arrears. Rent arrears are expected to increase as more tenants move onto Universal Credit. All tenants at risk of arrears are offered advice and support and we always try to ensure that repayment plans are affordable. There have been no evictions for rent arrears this year. Legal action will be taken if tenants do not engage with the support offered, but county courts currently have backlogs and it is taking longer to get possession cases listed at court.
31	Rent arrears of former tenants as a % of rent due (excluding voids).	3.32	3.5	3.46	3.67	3.82	↓		Former tenant arrears stood at £3,184,439 at the end of the third quarter (compared to £2,841,554 at the same point last year). £587,302 of new debt has been created as a result of tenancy terminations (£519,935 at same point last year) £217,710 of former tenant arrears have been repaid this year up to the end of the third quarter (compared to £217,636 at the same point last year) There has been no write-off of former tenant arrears so far this year, but a write-off will be proposed in Quarter 4.
32	Total CPP of housing management.	339.3 (2019/20)	Baseline	N/A	N/A	346.56 (2020/21)			The performance result for 2020/21 is £346.56 and has increased when compared to £339.30 in 2019/20. Data is sourced from the HouseMark Annual Benchmarking collection for the previous financial year (2020/21). Total CPP performance indicators encompass all the financial elements to provide each particular service. All of the performance indicators show the overall cost to the organisation of the direct activity for each of the service being delivered. This includes non-pay costs (operating costs incurred by each service) and pay costs (time apportionment exercise for 'front-line' service employees). All of the performance indicators also include overheads. Allocated overheads include the proportion of the IT & communications costs, office premises costs, finance costs, HR costs and central overheads costs to enable each service to function. HouseMark is delivering a tailored benchmarking feedback session on 10 March 2022. This provides insight and information into our 2020/21 costs and performance and how it benchmarks against other organisations.
33	Total CPP of responsive repairs & void works.	1,263.09 (2019/20)	Baseline	N/A	N/A	1218.49 (2020/21)			The performance result for 2020/21 is £1,218.49 and has decreased when compared to £1,263.09 in 2019/20. Please refer to comments in 'Total CPP of housing management' regarding data collection period, cost inclusion and the HouseMark tailored feedback session on 10 March 2022.
34	Total CPP of void works (management).	66.22 (2019/20)	Baseline	N/A	N/A	64.87 (2020/21)			The performance result for 2020/21 is £64.87 and has decreased when compared to £66.22 in 2019/20. Please refer to comments in 'Total CPP of housing management' regarding data collection period, cost inclusion and the HouseMark tailored feedback session on 10 March 2022.

Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Quarter 3	Trend Against previous result	Traffic light against target & previous year	Comment
35	Total CPP of void works (service provision).	472.08 (2019/20)	Baseline	N/A	N/A	461.8 (2020/21)			The performance result for 2020/21 is £461.80 and has decreased when compared to £472.08 in 2019/20. Please refer to comments in 'Total CPP of housing management' regarding data collection period, cost inclusion and the HouseMark tailored feedback session on 10 March 2022.
36	% of tenants satisfied with their most recent transaction (repairs).	New 2021/22	Baseline	N/A	74	74.17	↑		There have been 9705 surveys issued, of which 3054 have been returned. Of the 3054 customers that have responded 2265 were satisfied with the service that they received, 74.17%
37	% tenants satisfied that their housing landlord, Gateshead Council, is easy to deal with.	New 2021/22	Baseline	N/A	52	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.
38	% of tenants satisfied with their new Council home.	New 2021/22	Baseline	N/A	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.
39	% of residents satisfied with planned/investment works.	New 2021/22	97	N/A	97	91.55			71 customers had returned satisfaction surveys following Housing Capital Improvements to their homes. The reasons for dissatisfaction were two missed appointments by subcontractors, a missing kitchen shelf, not being offered storage during a rewire and carpets being lifted. Discussions have been held with subcontractors regarding communication with customers (missed appointments), the missing kitchen shelf was not delivered and re-ordered, storage wasn't needed during rewire (electricians work around furniture/belongings) and rolling back of carpets is an essential part of electrical works, to give access to floorboards and this was explained to the customer before works started. In addition, an elderly customer did not understand how to operate the new boiler. The tenant was shown how to use it and received a follow up courtesy call to confirm they understood how to control the heating/hot water temperatures. Customer satisfaction will continue to be monitored and discussions will be held with the relevant Project Manager regarding any consistent trends in dissatisfaction.
40	% residents satisfied with adaptations to their home.	New 2021/22	Baseline	N/A	100				This indicator is new for 2020/21. Performance data and commentary was not available for quarter 3 and a full update will be provided in quarter 4.
41	% of tenants satisfied with the overall appearance of their neighbourhood.	New 2021/22	Baseline	N/A	42	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.



Ref	Performance Measure	2020/21 Year End	2021/22 Target	Quarter 1	Quarter 2	Quarter 3	Trend Against previous result	Traffic light against target & previous year	Comment
42	% 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	40	N/A		This is a new indicator. Cabinet will be asked to formally approve a new Resident Influence Strategy and Framework at its meeting in March 2022. The Resident Influence Panel is now meeting on a monthly basis and commissioning engagement activities with the wider customer base. An official launch event is planned for May 2022 and a Communications plan is being drafted to promote engagement opportunities and outcomes.
43	% of tenants satisfied with the service provided by your housing Landlord, Gateshead Council.	New 2021/22	Baseline	N/A	49	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.
44	% of tenants satisfied with the services provided by Gateshead Council (former tenants).	New 2022/23	N/A	N/A	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.
45	% exit interviews completed.	New 2022/23	N/A	N/A	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. As mentioned above this indicator is linked to '% of tenancies terminated in the first 12 months' which provide statistical information regarding tenancy termination whilst this indicator provide customer experience of ending a tenancy.
46	% of residents satisfied with how their anti-social behaviour case is handled.	82.48	85	85.71	91.73	81.5	↓		173 Customer satisfaction surveys were carried out, of these 141 (81.50%) customers were satisfied with the way their ASB case was handled. During this period 28 customers were dissatisfied and four customers were neither satisfied nor dissatisfied. Satisfaction levels dropped during quarter 3 21/22, with 20 customers saying they were dissatisfied, these cases have been reviewed by relevant Housing Managers and where appropriate customers have been contacted to discuss their concerns further. All cases were found to have been investigated correctly and in line with procedures. Development is under way with ICT to automate the way surveys are carried out using Northgate. Moving forward all Customers will be sent a survey via text message when their ASB case is closed. This will enable us to receive feedback from a larger number of Customers and use this feedback to help inform service developments. 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	Quarter 3	Trend Against previous result	Traffic light against target & previous year	Comment
47	Number of formal step 2 complaints received.	45	Baseline	30	52	78	N/A		Although the number of formal complaints recorded has increased since the same period in 2020/21 it remains very low. This would suggest that complaints are not being registered but dealt with informally. Actions are being undertaken to remind officers of how and why it is important to formally register complaints. A team brief was circulated at the end of January 2022 and a dedicated complaints page has been added to the intranet where officers can access a full library of support around complaints, including the policy, Northgate guides and best practice guide.
48	Number of stage 2 (Investigations) and stage 3 (Review) complaints responded to within the agreed timescale.	0	Baseline	20	30	48	N/A		44 out of 51 (86%) Stage 2 complaints were responded to within timescale. And a total of 4 out of 10 stage 3 complaints (40%). The average number of days to respond to Stage 3's during this period is 27 against a target of 20 working days. Whilst the average days to complete a stage 3 may exceed the target, it is rare that they escalate to the Ombudsman Service. This would suggest that the additional time taken to investigate the complaint ensures that a satisfactory resolution is achieved.
49	Number of investigations accepted by the Housing Ombudsman and following completion is upheld in the tenant's favour.	0	Baseline	0	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.

**TITLE OF REPORT:** Annual Work Programme

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

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### 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.

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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.

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**Contact:** Angela Frisby

**Extension:** 2138

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

	<p>Panel Update</p> <ul style="list-style-type: none"> <li>• <b>Work Programme</b></li> </ul>
<p><b>14 March 2022</b> <b>1.30pm</b></p>	<ul style="list-style-type: none"> <li>• <b>Covid -19 Update</b> - to include the impact on businesses, both large and small / lessons learned/ contributions and collaborative work with our community partners.</li> <li>• <b>Update on Management of Allotment Space</b></li> <li>• <b>The Council and partners approach to locality working</b></li> <li>• <b>Climate change - Update</b> – setting out Council policy and data, a review of our ambitions and how we are coordinating with other organisations</li> <li>• <b>Housing Performance update</b></li> <li>• <b>Work Programme</b></li> </ul>
<p><b>25 April 2022</b> <b>1.30pm</b></p>	<ul style="list-style-type: none"> <li>• <b>Impact of Brexit – on businesses large and small</b></li> <li>• <b>Update on Repairs and Maintenance Improvement Plan.</b></li> <li>• <b>Housing Performance and Compliance Monitoring</b></li> <li>• <i>Housemark report</i></li> <li>• <b>Work Programme</b></li> </ul>

**Issues to slot in**

- **Health Check of Community Centres**
- **Results of Covid-19 survey**