



## *CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE AGENDA*

**Monday, 13 June 2022 at 10.00 am in the Bridges Room - Civic Centre**

From the Chief Executive, Sheena Ramsey

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Item	Business
1	<b>Constitution</b> (Pages 3 - 4)  Report of the Chief Executive
2	<b>Apologies</b>
3	<b>Minutes</b> (Pages 5 - 12)  The Committee is asked to approve as a correct record the minutes of the meeting held on 4 April 2022.
4	<b>Role and Remit</b> (Pages 13 - 14)  Report of the Chief Executive and the Strategic Director, Corporate Services and Governance
5	<b>Performance Management and Improvement Framework - Year End Performance</b> (Pages 15 - 34)  Report of Strategic Director, Resources and Digital
6	<b>Resilience and Emergency Planning Annual Update</b> (Pages 35 - 44)  Report of Director of Public Health and Wellbeing
7	<b>Results of Covid 19 Survey</b>  Presentation
8	<b>Community Wealth Building - Scoping Report</b> (Pages 45 - 48)  Report of Service Director, Corporate Commissioning and Procurement
9	<b>Work Programme 2022-2023</b> (Pages 49 - 58)  Report of the Chief Executive and the Strategic Director Corporate Services and Governance

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**TITLE OF REPORT:** Constitution

**REPORT OF:** Sheena Ramsey, Chief Executive

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**Purpose**

To note that the constitution of the Overview and Scrutiny Committee and the appointment of the Chair and Vice Chair as approved by Council for the 2022/23 municipal year is as follows:-

<b>Chair</b>	Councillor J Eagle
<b>Vice Chairs</b>	Councillor S Green Councillor J Wallace
<b>Councillors</b>	R Beadle D Bradford C Buckley D Burnett L Caffrey B Clelland W Dick D Duggan T Graham J Green M Hall R Mullen I Patterson J Simpson J Turner K Wood

**Recommendation**

The Committee is asked to note the report.

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## GATESHEAD METROPOLITAN BOROUGH COUNCIL

### CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Monday, 4 April 2022

**PRESENT:** Councillor J Eagle (Chair)  
Councillor(s): D Burnett, R Beadle, D Bradford, T Graham, M Hall, I Patterson, S Ronchetti, J Simpson and J Turner

**APOLOGIES:** Councillor(s): J Wallace, L Caffrey, P Foy, S Green and K Wood

#### **CR64 MINUTES**

RESOLVED - That the minutes of the meeting held on 24 January 2022 be approved as a correct record.

#### **CR65 AGE PROFILE OF THE WORKFORCE**

The Committee received a report on the age profile of the Council's current workforce and to advise of action being implemented to support succession planning and issues relating to an ageing workforce.

29% of the Council's workforce are in the 55 – 64 age bracket. There are a number of services with a significant number of employees aged 55 and over, in particular Environment and Fleet, Property and Assets, and Integrated Adults and Social Care. This presents challenges for the Council in relation to succession planning to ensure that services have staff with the right skills and experience to deliver an effective service.

A number of apprenticeship programmes and roles are being implemented in order to support succession planning and ensure services are developing staff with the necessary skills for the future.

These are as follows:

- Children's Social Care and Adults Social Care have introduced a Social Work Apprenticeship Programme and have appointed 4 apprentices to date.
- Adult Social Care are also in the process of recruiting three Trainee Social Workers. Successful candidates will be offered a career pathway which includes undertaking a social work apprenticeship.
- Highways & Waste Services have introduced an Urban Driver Apprenticeship Programme which is being offered to 12 employees across the service. This is to support succession planning due to the number of staff close to retirement and also the current shortage of HGV drivers nationally.
- Fleet and Environment have introduced an Arborist apprenticeship which is currently being recruited to.

In addition to apprenticeships, other job roles and development opportunities are being offered, for example within Adult Social Care three Graduate Management Roles have been established and the service has also appointed two Kickstart placements which is a government scheme providing funding to create new jobs for young people aged 16-24 who are at risk of long term unemployment. Adult Social care also offers T-Level placements. T-Levels are a two year qualification equivalent to 3 A-Levels and incorporate classroom learning and 45-day work placements. This allows students to gain practical experience and an understanding of the job roles within their chosen sector.

Workforce Development are also currently leading on or supporting a number of initiatives to support succession planning as follows:

- In relation to Social Work, the council is part of the regional group developing and supporting the Aspiring Leaders and Manager Programme. Two cohorts have been delivered across 12 local authorities with 2 learners from each organisation. The third programme is due to start in May 2022. This programme is specifically for Social Workers.
- Work is also underway to develop a Leadership and Management Programme in line with the corporate programme currently being rolled out to Service Directors and Service Managers. This will aim to support employees already in a management role, and those interested in moving into a management role to gain the necessary skills and knowledge.

Further work to support succession planning is currently in development as follows:

- Social Care Career Pathways are being developed which will include apprenticeships at Level 2 through to Level 6
- Joint Health and Social Care Apprenticeships are being developed in conjunctions with the NHS QE Foundation Trust
- Adult Social Care are planning to establish a Trainee Occupational Therapist role
- Within Construction Services, Workforce Development are working with the service to develop five-year plans across the different trades to ensure the service is recruiting the necessary number of apprentices to address future skills gaps
- Waste Services are introducing new roles below the level of supervisor. This will support succession planning by enabling staff to be developed with a view to progressing to a supervisor role as staff retire. A similar approach is being developed within Highways in relation not the Team Leader roles.
- Career starter apprenticeship are being explored in service areas which previously have not had apprenticeship roles, for example Trading Standards
- Leisure and Libraries are currently undergoing a transformational review, and this includes exploring options for both entry level posts and management career pathways.

A comprehensive review of the Council's approach to recruitment and retention is currently underway. The review will incorporate a robust appraisal of marketing and communication methods, employee benefits, career pathways, including our approach to work experience and university placements in a bid to encourage early interaction with Gateshead as a local employer of choice.

In addition, the review will evaluate current community engagement methods ensuring there is a strong link between the Thrive Agenda, the Health and Wellbeing strategy and Gateshead as an employer. Increasing our presence within the local community and actively encouraging applications will also positively support our ambition to increase

workforce representation, which is reflective of the community we serve.

The actions which are being taken were welcomed, it was suggested that we could also look at inter-generational job sharing so younger people shadowing those already in the job. It was also requested that a further update be brought back to the Committee with a split around gender and other different types of equalities data.

It was queried whether it would be possible for children to experience areas of work in services such as Highways or would it be an issue with regards to Health and Safety.

It was suggested that the Council need to look at vacancies within each service area and need to dig deep to see why we are losing workforce in Gateshead if they are going to other Councils who are paying better salaries so we can look to address what's going on.

It seems that employees in leisure seem to do one job in leisure then go and do another job in leisure but it doesn't address the issues in leisure. If some of the issues are around bad planning we need to address this as well. We also need to identify pay and conditions. Overall we definitely need to look at it in a different way.

It was noted that it is fair to say we face challenges on recruitment across the Board.

It was queried whether job vacancies are advertised with an open ended end date. It was noted that some vacancies have been listed with an open ended closing date, however, some do have specific closing dates.

It was queried whether when people are leaving we are asking why they are leaving. It was noted that we do have a process for exit interviews, however, this process is being strengthened at the moment as whilst the process has been in place for a long time it hasn't necessarily been consistent across all areas.

It was noted that one thing local government is good at is having officers who have transferable skills, is there open days for the Council where we can get former local government officers to talk about their roles, something that isn't always projected through adverts. It was also suggested that we need to look at pay grades, it was noted that a recent advert for a petrol station operative was £27,000. It was noted that we are planning a recruitment event jointly with the QE and are also looking to take part in an event run by Gateshead College.

It was queried whether there was any data to see how we compare with our regional neighbours. It was noted that we don't have comparable data as some of our neighbours no longer deliver the same types of services. It was noted that we do minimise the number of agency staff, however we do have some issues as some social workers do not want to be directly employed and would rather work through an agency.

In terms of work experience we are looking to overhaul this and are looking to engage with parents we feel if the parents are engaged it helps the young person as well.

It was noted that during the pandemic a few people were redeployed and found new interests, it would be good to see if people feel that have a different vocation there was support there for them to carry this out.

It was noted that some of these roles were directly related to Covid response, now that we are in recovery there are some roles, such as the Covid support officers who were undertaking some lower level enforcement work have been retained and offered a longer term contract. It was also noted that some staff who were redeployed into the community

hubs and have stayed their long term, services have tried to facilitate this as far as possible.

It was queried whether the Council are using its full allocation for the apprenticeship levy, it was noted that we haven't been but we do have an arrangement in place where we can passport to voluntary organisations, to date there has only been a couple of levy transfers as the governance has only recently been finalised.

It was suggested that we have an annual update on this item as part of the work programme, including gender profile. It was noted it would also be interesting to see if there are any links to sickness numbers.

It was queried whether we go into schools maybe to do "A day in the life" kind of presentation.

RESOLVED - (i) That the comments of the Committee be noted.  
(ii) That an annual update on this area of work be brought to the Committee

## **CR66 IMPACTS OF RUSSIA AND UKRAINE CONFLICT**

The Committee received a report to advise on the impact of the situation in Russia and the Ukraine on areas relevant to its remit.

In February, Russia began military invasion to Ukraine, this is the largest military conflict in Europe since the second world war.

A number of Trade Sanctions were imposed which together with the war itself are impacting both regionally and locally and on the Council's commercial activities and resource implications. The committee were advised that in terms of the wider contextual issues including Covid-19, Brexit and other world-wide events are cumulating in material shortages, price instability and huge rises and further challenges to already strained supply chains and commissioned services.

Sanctions are penalties imposed by one country on another to stop it acting aggressively or breaking international laws. They are among the toughest actions nations can take, short of going to war. A wide range of sanctions have been imposed on Russia by the UK, the EU and the USA.

There are a number of companies who are pulling out of Russia. Work has been undertaken at a regional level by the North East Regional Enterprise Partnership to determine the impact of the war on Ukraine on the local economy. The local economy is not facing huge direct detrimental impact, however, individual sectors or organisations will be hit harder than others and knock on impact on the global supply markets will impact the local economy.

It is estimated that over the last 4 quarters:

- North East goods exports and imports to Russia account for 1% of the North East total, but 29% of North East petroleum and related products imported
- North East exports to Russia were valued at £154m, this was 1.3% of the North East's total exports

- North East imports from Russia were valued at £121m, this was 0.94% of the North East total imports
- 8% of England's exports to Russia were from the North East whilst 2% of England's imports from Russia were to the North East
- 33% of the North East's exports to Russia were classified as power generating machinery, 12% as road vehicles
- 52% of imports were classified as petroleum products and related materials, this was 29% of the North East's total petroleum imports.
- 16% of England's imports of petroleum were from Russia

#### Trading with Ukraine

- North East goods exports to Ukraine were minimal but Ukraine accounts for 1.4% of imports including 43% of North East iron and steel imports
- North East imports from Ukraine were valued at £176m, this was 1.4% of the North East's total imports
- 7% of England's exports to Ukraine were from the North East, whilst 27% of England's imports from Ukraine were to the North East
- 66% of the North East's exports to the Ukraine were classified as road vehicles.
- 97% of the North East's imports were classified as iron and steel, this was 43% of the North East's iron and steel imports
- 5% of England's imports of iron and steel were from the Ukraine

The Council have no direct links to Russian banks or financial institutions.

The UK, EU and USA has also imposed sanctions on hundreds of members of the Russian regime and wealthy business leaders (known as oligarchs) who are considered close to the Kremlin.

We have been provided by our bank (Barclays) with a list of companies and individuals who have been subject to UK Sanction and the Council does not make or received payment from any individuals or organisations on that list.

Western countries have frozen the assets of Russia's central bank to stop it using its foreign currency reserves. Other international sanctions have also been introduced as detailed in the report.

Prior to the 24 February 2022, the UK was already in the midst of a global energy crisis due to record market high gas prices set by international markets. The conflict situation caused prices to surge by 60% within a day. The UK is not as dependent on Russian gas supply as our single largest source of gas is from the UK Continental Shelf and the majority of gas imports come from other European countries such as Norway. There are no gas pipelines directly linking the UK with Russia and imports from Russia typically make up less than 4% of the UK gas supply. Countries who import gas from Russia are trying to seek alternative sources and this is adding to the market pressure.

The Council's energy suppliers Corona Energy, The Gateshead Energy Company

and EDF have confirmed they have no trading or any other relationships with Gazprom or any of the Russian oil and gas producers. The Gateshead Energy Company also procures energy that it requires from Corona Energy.

There is currently a huge price increase in the cost of petrol and diesel, hitting historic highs. Prices were already rising before the situation in Russia and Ukraine and they have continued to rise due to concerns around supply and increases to the global cost of oil. There is also the possibility of fuel shortages on garage forecourts if the public begins to panic buy (as we saw during Covid).

In terms of Council requirements we have been assured by our supplier that importers have guaranteed that they will be able to deliver contracted volumes to the authorities that participate in the NEPO contract, providing that the Councils all stick to their usual buying patterns. Any unusual ordering activity will be questioned and potentially refused to ensure continuity of supply to all authorities.

There will be a huge impact on food. Ukraine has some of the most fertile soil in Europe and is the third-largest exporter of corn. It is also a primary exporter of sunflower oil, barley, corn, rice and potatoes. It is therefore inevitable that there will be a disruption of supplies of specific food stuff together with rising prices due to the shortages.

The shortage of food and unprecedented price rises impact directly on Gateshead residents, and it is also greatly impacting on the Council's School Catering service. The School Catering service has previously been dealing with significant price increases linked to Covid-19, Brexit and rising costs in packaging, energy and distribution and the issues with the war in Ukraine are further exacerbating the situation.

The Committee were advised that even if the conflict ended now it is anticipated that the impact will continue for at least a further 18 months.

RESOLVED - (i) That the information contained within the report be noted;  
(ii) That the Committee did not require a members seminar on any further issues at this point

## **CR67 WORK PROGRAMME 2021-22 AND DEVELOPMENT OF WORK PROGRAMME FOR 2022-23**

The Committee received a report on the current work programme and proposals for the Development of the 2022/23 work programme. The Committee were advised that the intention is for 2022/23 to have a business as usual approach and a full programme of meetings for 2022/23.

The following items were requested to be included on the work programme:

- An update on Old Town Hall
- Implications of Hybrid Working / Locality Working
- An update report on the age profile of workforce to include gender profile

- Community Wealth Building and a link to the spend analysis

It was also queried about whether it would be possible to get benchmarking information and if so can it be included in reports. It was noted that this will be built into the performance management framework where the information is available.

- RESOLVED -
- (i) That the 2021/22 Work Programme be noted
  - (ii) That the comments of the Committee be incorporated into the 2022/23 Work Programme

**Chair.....**

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**TITLE OF REPORT:**        **Role and Remit**

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

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## **Summary**

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

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## **Background**

1. Article 6 of the Council's Constitution sets out the aims and objectives of the scrutiny function in Gateshead Council. In particular it should be an integral part of the Council's framework and a constructive process which works alongside other parts of the Council's structure, contributing towards policy development. Importantly it will enhance rather than duplicate activity and it will look to broader issues affecting local people rather than just internal Council issues.

## **Remit/ Terms of Reference**

2. Within the above principles, all Overview and Scrutiny Committees will
  - Review decisions, holding decision makers to account
  - Call - in executive decisions in accordance with the procedure set out in the Overview and Scrutiny Committee rules
  - Contribute to the policy making process through:-
    - Policy reviews agreed as part of the service planning cycle
    - Advice given to the Cabinet as part of the Council's performance management system
    - Scrutinising and developing the Council's Improvement Programme
    - Examining Issues in the Schedule of Decisions
  - Ensure other agencies, public and private, play their part in achieving a better quality of life for Gateshead residents.
3. This Committee has specific responsibility for performing the overview and scrutiny role in relation to:-

- Management of resources
- Supporting democracy and involving local people
- Social Inclusion
- Equalities and diversity
- Efficiency, VFM and procurement
- Community capacity building, volunteering and resilience

### **Recommendation**

4. The Committee is asked to note its remit and terms of reference.

**TITLE OF REPORT:** Performance Management and Improvement Framework –  
Year End Performance Report 2021/22

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

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## **SUMMARY**

This report provides the Committee with the Council's new Performance Management and Improvement Framework, reporting performance on the delivery of Council priorities for the period April 2021 to March 2022. It also provides an overview of performance relevant to the role and remit of this committee.

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### **Purpose of the Performance Management and Improvement Framework (PMIF)**

1. The Performance Management and Improvement Framework (PMIF) enables the Council to know how it is delivering on its Thrive policy. It has a clear focus on priorities, delivery, measurement and analysis of impact. It is based on Thrive and the Health and Wellbeing Strategy and incorporates an organisational 'health check' Balanced Scorecard.

### **Background**

2. The Council's performance framework was reviewed and a new approach was agreed by Council on 27 May 2021. The draft measures were considered and agreed by Cabinet in October 2021. The reporting of 6-month performance which was considered by Overview and Scrutiny Committees at the end of January and agreed by Cabinet in March 2022, was the first time performance was reported using the new approach.
3. The PMIF aims to:
  - Enable the Council to know whether it is achieving its priorities. (Thrive Policy)
  - Ensure that the Council's resources are being deployed effectively
  - Make both short and long term effective decisions
  - A whole systems approach – embedded in our partnership working to deliver the Health and Wellbeing Strategy

### **Year End Performance Reporting**

4. The analysis of performance for 1st April 2021 to 31st March 2022 against each of the 6 policy objectives of the Health and Wellbeing Strategy and the Balanced Scorecard is set out at Appendix 1. Areas of particular relevance to this Committee are highlighted in this report alone, however the full Performance Management and

Improvement Framework is provided to enable members to see the full picture of performance across all priority areas at Appendix 1.

5. The report outlines the challenges, achievements, actions and resources for each policy objective. It also contains performance data including strategic and operational measures and is informed by qualitative and quantitative assessment to inform policy and resource decisions.
6. Some data is not available at year end. This is due to a variety of reasons including some areas where data has not been published since the pandemic, or where there is a lag between year end and data being finalised. Where provisional data is available this has been provided and noted. The report set out the current performance for the strategic and operational measures where data is available at the year-end stage.
7. Key general emerging areas already being highlighted are:
  - The continuing impact of Covid 19 on performance
  - Widening inequalities, income and the longer term anticipated impact for the future on issues such as health
  - The demand pressures being faced by services such as in children's and adult social care
  - The impact of Brexit and the current conflict in Ukraine, rising costs facing local people as well as in the delivery of services
  - Staffing pressures including recruitment and retention across the Council
  - Progress in key areas such as climate change strategy and engagement
  - Increase in digital and online services
  - Levels of support being provided to local people and businesses such as through various grants e.g. Household Support Grant which was aimed to prevent people from going cold or hungry
  - Extremely effective response to vulnerable people throughout the pandemic including the support provided through local hubs, the public health response and work with businesses

### **Update Since the 6 Month Stage**

8. Each Overview and Scrutiny Committee considered the Six Month Performance Report in its entirety in January 2022. The discussions at each committee identified some key themes. These along with activities to address these were agreed by Cabinet in March 2022. Corporate Resources Overview and Scrutiny Committee identified two particular areas:
  - I. **Locality based working** – Ensuring that the right approach is taken with councillor and community involvement from the outset and recognising that different approaches may be needed in different areas of Gateshead
    - The approach to locality working is at an early stage, however this is developing with member and community involvement and is considering the different needs in local areas. A presentation on the approach will be given to members at the committee meeting.
  - II. **Employees and Workforce** – Improvements to employee morale and address recruitment and retention issues

- Further activities have been taking place, though the performance reports show that this continues to be a challenge, partly because of the Covid-19 pandemic impact as well as the buoyancy of the recruitment market
- Sickness absence has increased from 11.3 days per FTE to 12.3 days. Human Resources are working closely with managers to manage attendance in relation to short and long term absence with increased referrals to inhouse support such as Occupational Health and counselling
- Employee resignations increased from 3.04% to 5.69% (293 employees), potentially due to the current jobs market and increased choice that has resulted in some employees considering alternative options
- The Workforce Strategy is an important tool in supporting the employees including development, progression and succession planning. Employee morale is an area of focus and a framework for employees is being developed, including strengthening engagement mechanisms and health and wellbeing support. Proposals to address recruitment and retention are being developed for consideration.

9. An overview will be provided at the Committee meeting, however other key areas to highlight to members include:

#### *Challenges*

- The Pandemic continues to have an impact on the number of apprenticeships starts as services need to ensure that appropriate support can be given to apprentices which has been an issue for some due to service disruption and associated capacity issues during the pandemic. However, the upskilling of the current workforce has resulted in an increase in the Apprenticeship Levy spend.
- Employee morale, recruitment, and retention (2T93 resignations which is 5.69% of the workforce) and increase in sickness absence levels from 11.3 days to 12.3 days per FTE, as noted above
- Agency spend increased, though the increase is due to inclusion of The Gateshead Housing Company in the figures, a reduced need during the pandemic as services were scaled back, and difficulties in recruiting skilled staff resulting in more reliance on agencies this year
- Challenges of delivering the Medium Term Financial Strategy budget gap and delivering intervention to enable people in Gateshead to Thrive.

#### *Areas of excellence and improvement include*

- Average time to process Housing Benefit and Council Tax claims and changes has reduced over the year meaning local people are receiving support in a timelier manner
- Allocated £1,836,629 Household Support Grant including vouchers for children eligible for free school meals, food support through VCSE and energy payment support to help families with basic essentials.
- The number of complaints to the Council which were upheld has reduced while the number of compliments has increased.
- Business rates collected showing an improvement despite impacts of the pandemic
- The move to more digital customer experience continues to expand with more local people choosing to engage with the Council through these means

- The Regulatory Notice issued by the Regulator of Social Housing for Housing Compliance was withdrawn 8 December 2021.

*Actions include*

- Resources have been diverted to support the telephony contact centres under most pressure e.g. housing repairs. Work is ongoing to improve the uniformity of how call handling is managed across the Council
- Budget review work is underway across the Council to ensure Council resources are deployed in a prioritised way focusing on delivery of Thrive outcomes and impact
- GDPR training will be re-issued this month and wider Data Protection Project being progressed
- Refresh the LloN data at end of 2022 / early 2023 to understand Thrive changes post pandemic.

**Further development**

10. This is the first time Year End performance has been reported against the new framework. The 6 month stage outlined some limitations to the framework and some of these inevitably remain such as the availability of data following the pandemic disruption, however the position is improving with more data becoming available. While some data is still not yet available, these are areas that it is still felt to be important to measure as part of the framework, so they have continued to be included. A review of measures will be undertaken to understand where changes may be needed to ensure the PMIF remains robust.
11. Work is taking place to develop the framework further to ensure it is best placed to enable the Council to understand its performance against priorities. Following comments from members some changes were made following the 6 month reports. This included adding dates and tolerances, where possible, to the Balanced Scorecard to help understand the scale of change. In addition, the request from this Committee for environmental service measures is being taken forward as part of the overall budget approach for the relevant services. The inclusion of measures in the corporate level framework will follow as this will need to be informed by the outcome of the budget work to ensure they reflect this and will be useful in managing future performance.
12. The impact of the pandemic itself may influence and inform future priorities of the Council which would then inform the performance content of the framework. It is important the PMIF is flexible and able to evolve to ensure it remains relevant.
13. An online / digital format is also being considered and a pilot approach is being developed. This will aim to cluster measures around key priority areas and present a visual representation of the performance data to be used alongside the analysis. This is quite a complex task and will involve areas across the Council, link to existing data approaches such as LloN, but will provide performance data at different levels from strategic to operational in an accessible way.

**Recommendations**

14. Corporate Resources Overview and Scrutiny Committee is recommended to:

- Comment on the Year End performance report at Appendix 1 and identify any areas for further scrutiny
- Recommend the performance report to Cabinet for consideration in July 2022.

**Contact: Lindsay Murray**

**Ext: 2794**

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**WHAT DO WE WANT TO ACHIEVE? – Our Outcomes**

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

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

**CHALLENGES / AREAS FOR IMPROVEMENT**

**Strategic**

- In line with many other services across the Council there has been an increase in demand for social care support. At the end of March 2022, 485 children were looked after which is a 10.2% increase from the same point last year.
- This includes increases in:
  - Children becoming looked after for the first time.
  - Children being referred to social care.
  - Children who are the subject of a Child Protection Plan.
- Maintained the number of children who are excluded at schools, though the service is working with schools and families to support inclusion.
- There has been an increase in pupils in Gateshead eligible for free school meals.

**Operational**

- School meals service is facing increasing costs and supply issues which is resulting in unforeseen menu changes.
- Employee recruitment and retention issues remain across areas supporting achievement of this outcome.

**AREAS OF EXCELLENCE**

**Strategic**

- Reducing the number of Children in Care Strategy agreed by Cabinet and now being implemented to improve the outcomes for children in Gateshead
- reduction in the average time between a child entering care and placed for adoption indicates better outcomes for children who come into care.
- Six areas for improvement identified through the September 2021 Ofsted focused visit Short Inspection are being progressed with a plan in place.
- Hospital admissions caused by unintentional and deliberate injuries decreased according to the latest data (2021) released in 2022.

**Operational**

- Continuing to meet the outcomes target set by the Department for Levelling Up, Housing & Communities for whole-family support through the Supporting Families Programme – 337 in 2021/22. Gateshead has met 100% of the targets set since the programme's inception in 2012.
- Successful delivery of the national (DWP) Reducing Parental Conflict Programme on behalf of the North-East, providing a 'Referral Gateway' function as the lead Local Authority for 1,899 regional referrals into four evidence-based pathways for parents experiencing relationship distress.
- Increased take up of free school meals in primary schools is encouraging, particularly after the reduction when all children returned to school.
- Reduction in mothers smoking at time of birth, driven by investment in maternity staff & equipment
- The Domestic Abuse Team has expanded to increase direct work with children and provide support to young people who are /at risk of experiencing abuse or unhealthy relationships. All Domestic Abuse workers now hold qualified IDVA status (Independent Domestic Violence Adviser) and have supported 694 adults & children during 2021/22.
- A bespoke Behaviour Change Programme has been established to work directly with perpetrators and break the cycle of abuse. The team have worked with 135 clients during 2021/2022.
- The Youth Justice Service has delivered direct support for 192 children during 2021/22. Outcome 22 continues to be used as a deferred prosecution, meaning the young person will not come through the formal system unless they fail to comply with the programme. This has been extremely successful in reducing first-time entrants.
- New Mosaic system has been implemented replacing CareFirst with significant process improvements

**ACTIONS**

**Strategic**

- Take forward the objectives and interventions in the Reducing the Number of Children in Care Strategy and evaluate impact.
- Deliver work plan following review of the children's social care Quality Assurance Framework. An audit schedule has been agreed including direct observations of practice and feedback from families. 20 audits will be completed each quarter. This will identify strengths and improvement areas.
- Develop and implement measures to improve recruitment and retention in children's social care to ensure sustainability and succession planning.
- Take forward activities to support engagement of children and their families in SEND development, implement the recommendations from the recent Green paper, review Secondary ARMS provision during 2022/23.

**Operational**

- Implement the new electronic school meals system to offer a range of benefits, by streamlining the operation and offering time efficiencies and a quality service that better meets the needs of pupils.
- Continue to share school meals information and news on social media to increase engagement; Work with schools for school catering representatives to attend parents' evenings; Encourage uptake of free school meals for new school pupils – tasters for nursery children, information to parents.
- Open the newly purchased residential home for children in October.
- Roll out development of Life Story project work tools and processes and deliver practice shorts to help improve quality of social care plans.
- Gateshead will be one of 75 Local Authority areas to receive the first tranche of Family Hubs and Start for Life funding to develop seamless, joined-up support for families with children. This will include extra funding for perinatal mental health, breastfeeding and parenting support.
- Use the Reducing Parental Conflict Local Grant to appoint a Healthy Relationships Pathway Co-ordinator to plan and develop an enhanced offer of interventions and introduce new Parenting When Separated, Standard (Teen) Triple P and Talking Teens programmes, subject to grant approval.
- Extend Team Around the School model to provide an enhanced family intervention offer to a selected cohort of primary schools in communities of highest need and embed our new community-based family intervention role alongside Edbert's House colleagues in Beacon Lough East.

**SUMMARY**

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

Demand for services has increased which is particularly evident in the increase of children in care, though this is not unique to as demand has increased across a range of service areas since the pandemic and has also been seen nationally. Some areas do not yet have updated data due to disruption in collecting data during the pandemic, while a lot of activities have focused on responding to the pandemic and supporting families such as new and expectant mothers. Early help services are continuing to perform well including the numbers of families being offered and taking up Family Group Conferencing. There has been an increase in closing cases in early help where the needs of the family have been met. It is hoped the early years services will help to reduce longer term demand, though this will take time to show impact.

**What will we be doing in response?**

A focus on early help aims to reduce longer term demand. The Reducing Children in Care Strategy and specific programmes are also being implemented to target those most in need such as a focus on domestic violence, the Supporting Families Programme and tackling recruitment and retention.

**Future Direction of Travel and Expectations over the next six months**

The % of Early help cases closed with an outcome of 'needs met' has increased further to 61.9% in 2022/23, showing direction of travel is improving already in 2022/23. However, the shorter term and longer term impacts of the pandemic and economic pressures facing residents will be monitored as this may impact of performance against outcomes.

**RESOURCES**

- Impacts have been seen in Children's Social Care relating to high LAC numbers, increasing placement costs and placement sufficiency issues. The growth in demand for children's services is putting significant pressure on Council budgets. To reduce this a greater focus may be needed on prevention & early intervention services to improve longer term outcomes for children.
- Focus on Children as one of the Priority Based Transformational Areas in the budget approach.
- Other resource areas to highlight include human resource concerns and the recruitment of staff to support delivery of Children's Social Care and Early Help services.
- The pandemic has had a significant impact on children's and the increase in LAC numbers with budget pressures in 2022 remaining 2022 due to increased LAC numbers. Children's savings have been achieved in year with mitigation. There are £0.034m undelivered saving on business support going into 2022.

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

Outcome	Intervention	On track	DoT	Strategic performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
<p><b>The circumstances which result in adverse childhood experiences are prevented</b></p> <p><b>Parents can access support proportionate to meet their needs, to be the best parents they can be</b></p> <p><b>All children start school ready to learn</b></p> <p><b>All permanent school exclusions are prevented</b></p>	<p>Implementation of Gateshead's Economic Strategy</p> <p>Support our schools to deliver an effective curriculum that addresses the skills required for later life and supports emotional well-being</p> <p>C&amp;F Early Help Strategy - providing support to families when a need is identified or as soon as a problem emerges, at any point in a child</p> <p>Focus on supporting confident, positive and resilient parenting, to those who most need our support</p> <p>Reducing the Number of Children in Care Strategy Interventions:</p> <ul style="list-style-type: none"> <li>Keep families together safely</li> <li>A culture that works with safe uncertainty and supports social workers across services in their work with edge of care families</li> <li>Achieve permanency quickly</li> <li>Develop enough and affordable high quality placement options</li> </ul> <p>Increase the focus of existing expenditure on early years to reduce inequalities in early development</p> <p>Ensure maternity services, parenting programmes, childcare and early year's education are of high quality and meet needs of all groups</p> <p>Build resilience and well-being of all children and young people</p>	Economic Strategy being implemented	↑	% of pupils eligible for free school meals	26.44% (Oct 2021)	26.95% (Jan 2022)	Tracking	↑	% take up of free school meals in primary schools	72% (2021)	74% (2022)	Maintain then increase	↑
				Gap in Life expectancy at birth male/female Inequality in life expectancy at birth Males/Females	10.7 (M) 9.6 (F) 2017-19	10.7 (M) 9.6 (F) (2017-19)	Reduce	No new data available					
				Children in relative low income families (under 16s) compared to England Average	19.1% (2019/20 Eng Avg)	24.9 (2019/20)	Reduce	↑					
		<p>Early Help Strategy being implemented</p> <p>Reducing the Number of Children in Care Strategy agreed by Cabinet</p> <p>Budget review</p>	↑	% of state funded Gateshead schools graded good or outstanding	93% (21)	92.7% (22)	Tracking	↓	% of Gateshead local authority schools graded good or outstanding in relevant categories	Reporting to be developed during 2022/23 with defined categories			
				% of Early Help cases closed with 'all needs met' as an outcome	55.36%	60.79%	Maintain or increase	↑					
				Hospital admissions caused by unintentional and deliberate injuries in children (0-14 years)	113.3 (2019/20)	86.7 per 10,000 (2020/21)	Reduce	↓	% of cases closed to early help which remain out of statutory services at 6 months and 12 months	88.83% / 81.59%	89.84% / 86.42%	Increase	↑
				Reduction in number of children who need to be taken in to care	184 / 46.7 per 10,000 (at 31/03/21 for previous 12 months)	207 / 52.8 per 10,000 (at 31/03/22 for previous 12 months)	Reduce	↑	Increase in the number of families who are offered the opportunity to be part of a Family Group Conference	163 referrals submitted for FGC	313 referrals submitted for FGC	Increase	↑
				Reduction in number of children who need to become the subject of a Child Protection Plan	287 / 72.8 per 10,000 (at 31/03/21 for previous 12 months)	340 / 86.7 per 10,000 (at 31/09/21 for previous 12 months)	Reduce	↑	Increase in the number of families to take up the offer to be part of a family group conference	79 closures with outcome 'FGC Successful'	132 closures with outcome 'FGC Successful'	Increase	↑
				Reduction in the rate of children who need to be referred to Children Social Care services	1621 / 411.6 per 10,000 (at 31/03/21 for previous 12 months)	2200 / 561.21 per 10,000 (at 31/03/22 for previous 12 months)	Reduce	↑	Increase in the number of families supported through the FDAC (Family Drug and Alcohol Courts)	5 families supported (End Sept 21)	6 families being supported	Increase	↑
				School readiness: percentage of children achieving a good level of development at the end of Reception and maternal health	73.4% (2018/19)	73.4% (2018/19)	Increase	No new data published	The percentage of children assessed by Children Social Care, where 3 or more ACE (Adverse Childhood Experience) factors were identified	Measure to be developed from new Mosaic system for 6 month stage 2022/23			
				School readiness % of children with free school meals achieving a good standard of development at end of reception	52.7% (2018-19)	52.7% (2018-19)	Increase	No new data published	Reduction in the average time between a child entering care and being made subject of a Special Guardianship Order	427 Days (as at 31/03/2022)	427 Days (as at 31/03/2022)	Reduce	Baseline set
				No of permanent exclusions from Gateshead schools	38 (19/20)	38 (20/21)	Reduce	↔	Reduction in the average time between a child entering care and placed for adoption	416 days (at 31/03/21, previous 12 months)	373 days (as at 31/03/2022 for prev 12 months)	Reduce	↓
		% smoking at time of delivery	12.58 (2018/19)						11.6 (2020/21)	Reduce	↓		
		6-8 week breastfeeding rate	38.7 (2019/20)						41.8 (2020/21)	Increase	↑		
											Pupils who have missed 10% or more of school sessions during an academic year	18.14% 20/21 academic year	18.14% 20/21 academic year

**Investment Strategy & Resources**

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

Commissioned Spend: tbc  
Employees – 513.17 FTE  
Figures based on 2021/22 budget setting

**Risks to Achievement rated after mitigation**

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

**Qualitative Impact**

- Reducing Number of Children in Care Strategy identified that
- Most who come into care do so due to child abuse or neglect
  - Children with 3 +placement changes increased in the last year
  - Fewer children are repeat admissions into care
  - The vast majority of our looked after children are placed within 20 miles of their home, however use of independent providers has increased

**Geographic Impact - Explore the data - LIoN data shows...**

- Child poverty is highest around the urban centre of Gateshead, with smaller pockets further afield and in outlying areas such as Allerdene, Elisabethville and Highfield East.
- high numbers of vulnerable children spread across our more deprived neighbourhoods around the borough in every locality.
- high levels of excess weight at reception age in areas including High Spen, Crookhill, Ravensworth Road, Sheriff Hill, Leam Lane West, and Eighton Banks amongst others.

**CHALLENGES / AREAS FOR IMPROVEMENT**

**Strategic**

- The pressures of the Covid-19 pandemic and need to respond has impacted on performance during 2021/22 as the response has had to be prioritised to support local people in Gateshead. The longer-term impacts are yet to be fully understood and will be a challenge going forward.
- Increase in demand continues to be seen across the service due to pressures relating to Covid which is impacting on hospital discharge, waiting lists and availability of packages of care.
- Recruitment and retention issues continue to be a challenge across the Adult Social Care workforce both in house and commissioned services.
- Vast amount of change in the sector is on the horizon with the ASC White Paper, charging reforms, fair cost of care as well as CQC Assurance and changes around Liberty Protection Safeguards all culminating at once.
- The pandemic has had a disruptive impact on children and young people in education, the full long-term impact is as yet not fully understood.

**Operational**

- Budget pressures continue. Resource to deliver on all of the expectations and changes required in adult social care services as referenced above will be needed, both within the service but also across the Council who are instrumental in supporting delivery of outcomes.

**AREAS OF EXCELLENCE**

**Strategic**

- Watergate Court successfully opened in April with over 30 residents and particular success in the dementia friendly accommodation.
- New ASSET team was launched to provide assertive outreach and engagement to prevent and delay the need for statutory services.
- Review of the Adult Social Care service Business Plan has taken place (with external support/scrutiny from the LGA) with goals and priorities agreed for the coming years.
- Work has continued with the Strategic Housing service to progress the future housing requirements for the Borough in line with projected needs.

**Operational**

- Permanent Exclusions Action Plan developed and reported to Families OSC April 2022. This aims to better support young people fragile to permanent exclusion and additional good quality alternative provision
- Recruitment of two Trainee Social Worker posts for both Assessment Services and Mental Health is underway in time for a September start date, with an OT post also in development.
- Children's holiday programmes have been successful in engaging 758 young people aged 5-17 years in positive activities many attending multiple times (3,926 individual attendances) including those referred by social care services and schools.
- 887 children's centre sessions delivered over 15 Gateshead venues and attended by 1,609 families and nearly 2,000 children under 5 years
- Community outreach and activity clubs engaged 479 individual attendances including 36 children with Special Educational Needs and disabilities, offering respite, social opportunities physical activity and sensory play.

**ACTIONS**

**Strategic**

- Preparation for CQC Assurance, implications of the ASC White Paper, charging reforms and fair cost of care with a particular focus on data, practice and policies.
- Development and roll out of a practice QA framework and audit tool.
- Embed our strength based assessment framework across the service to allow us to continue to work in a strengths focused way in assessment and across the whole service.
- Implement the new Activity Based Care model to offer an innovative and diverse range of day service options for our service users.
- Plans in place to undertake a supported housing needs assessment

**Operational**

- Focus on the preparation and implementation of the new Mosaic care management system which is a big area of change for the service.
- Take forward Technology Enabled Care using digital solutions to promote independence and support health and wellbeing
- Working with partners to develop community and volunteering agreeing new performance measures.
- New CYP substance misuse contract commencing Nov22.
- CCG CYP strategy in development with Public Health involvement.

**SUMMARY**

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

The impact of the pandemic over the past year has continued to affect services and performance with the response to support local people having to be prioritised. As a consequence, a number of areas have no new data releases at a strategic level. There continues to be increased demand for social care services, however performance has improved in some areas or just narrowly declined. Resource issues in social care remain a challenge and the budget review work will be used to identify changes to support this outcome to enable people to have more choice and control over their own lives. Activities for young people have helped to successfully engage and provide a positive experience to many who are vulnerable.

**What will we be doing in response?**

Preparing for the CQC assurance in adult social care and understanding the implication of the new White Paper to ensure Gateshead is prepared and has a robust response. Further work to embed strength based practice to improve outcomes for adult social care users. Supporting schools to improve outcomes for vulnerable young people and help to promote greater independence to social care users in Gateshead. Health programmes will also continue to support greater wellbeing amongst residents with a focus on the most vulnerable and understanding their needs.

**Future Direction of Travel and Expectations over the next six months**

Resource issues will be a challenge in the future. Plan being progressed will help to ensure Gateshead is best places to respond to challenges including CQC assurance and White Paper requirements. The longer term impact of the pandemic along with staffing issues will continue to be monitored and responded to.

**RESOURCES**

Adult Social Care resource issues:

- A budget review focus on Adults Services and will directly inform this priority objective as one of the Priority Transformational Areas in the budget approach.
- Adults received significant levels of Covid support for workforce recruitment & retention, infection control and rapid testing funds and ASC omicron support funding in 2021, which has offset additional expenditure with most of the grants being transferred to providers.
- Covid impacts in ASC have also been offset by significant additional funding provided by CCG/DHSC.
- The hospital discharge scheme funded by DHSC directed via CCGs.
- Going into 2022 the ASC Package saving (£2.5m) & Hospital Discharge savings (£1m) without budget mitigation continue to be a budget pressure and a risk.

**ENABLE ALL YOUNG PEOPLE AND ADULTS TO MAXIMISE THEIR CAPABILITIES AND HAVE CONTROL OVER THEIR LIVES  
WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND PERFORMANCE**

Outcome	Intervention	On track	DoT	Strategic performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
<p>All young people are resilient, with good physical and mental health and wellbeing</p> <p>All young people are ready and appropriately skilled for the workplace</p> <p>Gateshead is a positive place in which everyone's mental health and wellbeing can flourish</p> <p>Everyone is able to be an active part of their community and feel connected to communities and networks</p> <p>All domestic abuse is prevented</p>	<ul style="list-style-type: none"> <li>Prioritise creating the conditions for people to enjoy positive emotional health &amp; well-being.</li> <li>Support our schools to deliver an effective curriculum that addresses skills required for later life and supports emotional well-being</li> <li>Implement Economic Strategy</li> <li>Research commissioned into wellbeing of children and young people</li> <li>Health and wellbeing intervention</li> <li>Delivery of Health &amp; Wellbeing review</li> <li>Support people through locality case working, even not eligible for statutory services but who require support</li> <li>Ensure views &amp; opinions of local people are represented in all aspects of our work</li> <li>Prioritise preventing &amp; reducing scale &amp; impact of violence &amp; domestic abuse</li> </ul>	<p>Economic Strategy being implemented</p> <p>Children and Young people Survey commissioned by public health with consultation</p> <p>Health and Wellbeing review being progressed</p> <p>Locality working approach being developed working with partners and communities</p>	<p>↑</p> <p>↑</p> <p>↑</p>	Year 6: Prevalence of obesity (including severe obesity) Child and Maternal Health	24.9 (2019/20)	No data	Reduce	No data	Households with dependent children owed a duty under the Homelessness Reduction Act Child and Maternal Health	23.0 (2019/20)	26.3 (19/20)	Reduce	↑ No new data
				Gap in life expectancy at birth male/female Inequality in life expectancy at birth males/female	10.7 (M) 9.6 (F) 2017-19	10.7 (M) 9.6 (F) 2017-19	Tracking	No new data ↑	Hospital admissions caused by unintentional & deliberate injuries in young people (aged 15-24 per 10,000)	167.5 (2019/20)	155.8 (2020/21)	Reduce	↓
				People reporting low life satisfaction % (compared to Eng Avg)	6.1 (20/21 Eng Avg)	8% (20/21)	Reduce	↑	Children 5-17 years attending holiday activities	126 (2020)	758 (2021)	Increase	↑
				16-18-Year olds not in education, employment or training (NEET)	5.2% (Dec – Feb 19/20)	5.0% (Dec - Feb 21/22)	Reduce	↓	Inequality in attainment between children looked after by the local authority & those not KS4 Attainment 8 Score	CLA 21.8 NCLA 47.2 (2018/19)	CLA 25 (2021) NCLA Not available	Reduce	↑
				GCSE achieved 5 9-including English & Maths (%) / with free school meals (%)	To be determined	No data published	Increase	No data	No of people supported by a caseworker who report improvement in their satisfaction with life	Locality teams, being developed for 2022/23			
				Inequality in attainment between children eligible/ not eligible for FSM KS1 Expected Level	2018/2019 - FSM 46% NFSM 70%	No data published	Reduce	No data	Successful completions from substance misuse treatment	New baseline to be determined			
				Inequality in attainment between children eligible for and not eligible for free schools KS2 (RWM Expected Standard)	2018/2019 - FSM 52% NFSM 73%	No data published	Reduce	No data	Education Health and Care Plans issued within 20 weeks (Including / Excluding exception)	-	97% Inc exception 93% Exc exception (2021)	Increase	-
				% of physically inactive adults compared to England Baseline	22.9% (England 2019/20)	24.7% (2020/21)	Reduce	↑	Smokers that have successfully quit at 4 weeks compared to England Avg	1808 (2019/20 Eng Avg)	1979 (2019/20)	Increase	↓
				Admission episodes for alcohol-specific conditions - Under 18s per 100,000 -	50.5 per 100,000 (17/18 - 19/20)	50.5 per 100,000 (17/18 - 19/20)	Reduce	Baseline is latest	% of eligible adults with a learning disability having a GP health check	66.2% (2018/19)	66.2% (2018/19)	TBC	Baseline is latest
				Substance misuse prevalence & unmet need Gateshead compared to (England figure)	Baseline: Alcohol: 79.6% (80.4%) Opiates: 37.6% (46.9%) Crack 68.2% (57.7%) Opiates &/or crack 43.2% (53.6%)		Reduce	Baseline is latest	Adult Social Care Self-reported user experience: ASCOF 3A Overall Satisfaction of people who use services with their care and support ASCOF 3B overall satisfaction of Carers with social services	3A 64.2% (19/20) 3B 43.6% (18/19)	3A 62.9% (21/22) 3B (42.8% (21/22) prov)	Increase	↓ ↓
				Smoking Prevalence in adults compared to England Average Baseline	13.9% (Eng Avg)	17.1%	Reduce	No new data ↑	Volunteering levels /Supporting and working with the VCS measures (new measure in development)	2116 (2018/19)	No data available	Increase	Annual
				Those with learning disabilities in suitable accommodation & supported into paid employment	8.88% (2020/21 provisional)	9.9% (21/22) (provisional)	Increase	↑	Social isolation % of adult social care users who have as much social contact as they would like	52.3%	No data available	Increase	Annual
				Proportion of adults with a learning disability who live in their own home or with their family	82.94% (2020/21 (provisional)	82.5% (Provisional)	Increase	↓	No of permanent adaptations carried out (to enable people to stay in their home)	600	1372	Increase	↑
				Total no. of accessible and adaptable homes built from 1st April 2021/22 baseline	Baseline to be set when 21/22 data is available				% of social care users aged 18+ with personal budgets / direct payments: ASCOF 1C part 1a (adults receiving self-directed support)	98.29% 20/21	97.6% (21/22) (prov)	Increase	↓
				Rate of domestic violence reports / convictions/ repeat victims of domestic violence and/or children affected by domestic abuse – Measure definition to be determined	Measure definition to be agreed				ASCOF 1C part 1b (carers receiving self-directed support)	98.61% 20/21	97.7% (21/22) (prov)	Increase	↓
					ASCOF 1C part 2a (adults receiving direct payments)	20.5% 20/21	18.9% (21/22) (prov)	Increase	↓				
					ASCOF 1C part 2b (carers receiving direct payments for support direct to carer)	63.89%	75.0% (21/22) (provi)	Increase	↑				

**Investment Strategy & Resources**

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

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

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

**Qualitative Impact**

- "Behind the masks, Gateshead's Covid stories, Director of Public Health Annual Report 2021/22" highlighted: pressures and demand on Adult Social Care services during the pandemic
- Health and Wellbeing Engagement with young people found that there were positive (e.g. spending time with family, not being school where experiences had not been great) and negative experiences (e.g. feeling trapped due to restrictions, missing social connections, isolated, worried about the future).

**Geographic Impact** [Explore the data](#)

L10n data shows...

- clusters of areas with poorer education attainment 8 scores, including in the South around Allerdene, Kibblesworth, Birtley and Barley Mow, and in the East around Central Felling, North Felling and Heworth Grange. Pupils in areas in the West and Inner West of Gateshead are generally performing better than their counterparts elsewhere.
- neighbourhoods with high densities of long term adult social care users are spread out across Gateshead.

## Create Fair Employment and Good Work for All - ANALYSIS – WHAT IS THIS TELLING US?

### What do we Want to Achieve? Our Outcomes

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

#### CHALLENGES AND AREAS FOR IMPROVEMENT

##### Strategic

- Excess demand for support from businesses impacted by combined effects of COVID, EU exit, supply chain disruption, increased cost and availability of materials, energy costs and labour market shortages.
- Focus on business resilience needed rather than growth for some Gateshead employers.
- Attendances were severely restricted at some events in early 2021 due to Covid, and some major events such as the Saltwell Park fireworks event and the Blaydon Race did not go ahead. These events, are however, returning in 2022.

##### Operational

- Challenges identified include:
  - Increasing business formation rates, including the number of generative businesses and social enterprises in the borough, in line with Community Wealth Building approach.
  - Developing capacity in the provider network, including through direct delivery, to ensure residents exploring self-employment and businesses can access the support they need.
  - Help for businesses to navigate the complex business support landscape, accessing information and networking opportunities.
  - Supporting readiness of local supply chains to ensure opportunities from Council investment are accessible to local firms.
  - Promotion of Gateshead as a sustainable business investment location and attract inward investment. Promoting SME resource efficiency and decarbonisation/carbon reduction.
- The number of individuals helped into work is strongly influenced by the number of residents receiving support and the nature of their barriers to employment or progression. The breadth and type of support provided in 2021/22 was impacted by COVID-19 due to limitations on face-to-face contact.

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#### AREAS OF EXCELLENCE

##### Strategic

- Taking forward the Economic Strategy agreed by Cabinet in the Autumn focus in on the key thematic strands to support local people to Thrive.
- Established the Gateshead Local Enterprise Group, a multi-agency working group which has helped shape local practice and coordinate activity to support local owned businesses.
- The Council has been the lead for The Growth Fund a £4.5m ERDF grant programme across Gateshead, Sunderland, and South Tyneside Awarding to support business investment projects that lead to job creation.
- Progress on Conference and Exhibition Centre enabling works and Sage secured as a naming partner for the NewcastleGateshead Quays development with £10m investment

##### Operational

- COVID Response for Business; operation of Business Support Hub and management and payment of COVID grants, including maximisation of the £7.15m discretionary Additional Restrictions Grant, to help businesses to keep trading, supporting livelihoods and protecting jobs.
- The Strategic Account Management Programme engages key employers to attract and retain investment and jobs and to promote responsible business and employment practices. Support to employers has resulted in creation of 763 new jobs and safeguarding a further 365 jobs in the Borough.
- Business Centres remained open throughout the pandemic supporting businesses and their employees that were unable to work from home.
- Established an 'Innovation Delivery Partnership' to steer the Council and its partnership efforts to drive growth in the immersive technologies sector.
- The ESF Make a Change project supporting workless tenants and those furthest away from the labour market to move into work significantly overperformed. This included the number of unemployed residents moving into employment on leaving the project. The project helped 71 people into work against a target of 35.
- In the last 12 months the events and hospitality sector has gained momentum in its recovery from the impact of the pandemic with 121 events delivered across Gateshead with approximately 68,000 people attending.

#### ACTIONS

##### Strategic

- Implementation of the Economic Strategy and its core themes.
- The Council will continue to engage with the local business community to ensure businesses can access the support they need

##### Operational

- Deliver an accelerator programme that will support social entrepreneurs to start and scale-up cooperatives and social enterprises that seek to address societal challenges, market failure and gaps in the Council's supply chain.
- Extend the scope of the Strategic Account Management Programme to support a wider cohort of businesses and provide a platform for engaging them in wider council objectives.
- Enhance support to make sure local businesses benefit from procurement by the Council, its contractors and partners and regeneration investment by supporting buyers to find local suppliers and helping SMEs to access to opportunities.
- Capitalise on Gateshead's strength in immersive technology, attracting addition investment in to PROTO and expand support to improve SME competitiveness and productivity through adoption of immersive technologies.

#### SUMMARY

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

Several factors have impacted on the economy nationally including Gateshead. These factors include the Covid-19 pandemic, EU Exit and the conflict in Ukraine. Brexit has impacted on Gateshead businesses that trade goods and services with EU nations, this is in line with elsewhere. The full impact of the latest Brexit changes made in January 2022 have yet to be felt. There are challenges to support local businesses to access opportunities to sustain and grow, with the Council playing a role in supporting as well as looking strategically at how it invests and takes forward community wealth building.

##### What will we be doing in response?

The key area of activity is to take forward activities as part of the delivery of the new Economic Strategy. Programmes and support will be delivered to enable local businesses to secure opportunities as well improve the environmental impact of the local economy. A greater focus on entrepreneurs that support social outcomes as well as immersive technology sector which can help to build the Gateshead economy of the future as well as support more people into jobs.

##### Future Direction of Travel and Expectations over the next six months

The economic future is uncertain at present with the impacts outlined above yet to be fully understood. Monitoring this will be important and identifying potential interventions to contribute to Thrive outcomes. Attendance at some major events were very restricted due to the need to comply with social distancing however as restrictions ease attendance levels will be able to increase which will provide a boost to the visitor economy.

#### RESOURCES

- Budget review area for the Economy and Business, considering the new Economic Strategy outcomes.
- Secured £2.1m funding from CRF for projects including "Future You" (£0.7m) considering unemployment, "Immex City" (£0.7m) considering immersive technology adoption, "Gateshead Riverside Partnership" (£0.6m) enhancing the visitor market, and "Future Markets Acceleration Programme" (£0.1m) considering business innovation.
- Administered £78m in Covid grants to around 5,000 businesses and awarded over £81m Retail Discount rate relief to 1,200 businesses impacted by Covid.
- The Council have been reimbursed by way of a S.31 grant for rate reliefs granted to businesses through the pandemic, however once these end, there is a risk that businesses will be unable to pay, which may impact the Council's financing.

## CREATE THE CONDITIONS FOR FAIR EMPLOYMENT AND GOOD WORK FOR ALL WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND OUR PERFORMANCE

Outcome	Intervention	On track	DoT	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
<p><b>All working age residents have access to good quality, sustainable work with decent pay and conditions</b></p> <p><b>All people in low paid, low skilled jobs have opportunities to improve their skills base so they can more easily achieve personal progression and attain an improved standard of living</b></p> <p style="text-align: right;">Page 26</p>	<p><b>Implementation of Gateshead's Economic Strategy</b></p> <ul style="list-style-type: none"> <li>•Visitor Economy</li> <li>•Green Economy</li> <li>•Digital Economy</li> <li>•Local Economy (Community Wealth Building)</li> </ul> <p>e.g. Delivery of Gateshead Quays development including Conference and Exhibition Centre Gateshead Town Centre Regeneration Masterplan</p> <p>Helping people into work from direct 1:1 support in their own localities.</p>	<p>Strategy agreed and being implemented across core themes</p> <p>Gateshead Quays Conference and Exhibition Centre progressing</p> <p>Locality approach being developed</p>	<p>↑</p> <p>↑</p> <p>↑</p>	Unemployment rate %	5.5% (Apr 19 - Mar 20)	6% (Jan – Dec 21)	Reduce	↑	Individuals helped into work	To be set at end of year 1 (132 at 6-month stage)	266	Increase	↑
				Apprenticeships starts	1,760 (2018/19)	1,240	Increase	↓					
				Apprenticeships completion	940 (2018/19)	690	Increase	↓					
				Business births in Gateshead	800 (2019)	730 (2020)	Increase	No new data ↓					
				Total no of enterprises in Gateshead	5270 (2019)	5500 (2021)	Increase	No new data ↑					
				Jobs density in Gateshead	0.81 (2019)	0.77 (2020)	Increase	↓					
				Sustain Gateshead's working age population at a minimum of 2018 baseline of 128,300	127300 (2019)	127100 (2020)	Tracking	No new data ↓					
				Employment Rate	73.3% (2019/20)	71.6% (2021)	Increase	↓					
				Economic Inactivity Rate	22.8% (2019/20)	22.8% (2021)	Reduce	↔					
				Staying visitors to Gateshead	665,080 (2019)	207100 (2020)	Increase	No new data					
Gap in life expectancy at birth male/female: Slope index of inequality	10.7 (M) 9.6 (F) 2017-19	10.7 (M) 9.6 (F) 2017-19	Reduce	No new data ↓									
									Jobs created	To be set at end of year 1 (641 at 6-month stage)	2353	To be set	↑
									jobs safeguarded	To be set at end of year 1 (373 at 6-month stage)	389	To be set	↑
									Start-ups commenced trading	To be set at end of year 1 (38 at 6-month stage)	67	To be set	↑
									Business improvement & expansion projects completed	To be set at end of year (11 at 6-month stage)	73	To be set	↑
									Inward investment success	14 (12 months) (2019/20)	12	To be set	↓

### Investment Strategy & Resources

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

**Commissioned Spend: tbc**  
**Assets: Asset Strategy Review**  
**Employees 137.38 FTE**  
Figures based on 2021/22 budget setting

### Risks to Achievement rated after mitigation

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

### Qualitative Impact

- Adverse impact on the economy following the Covid-19 pandemic with certain sectors including retail and hospitality impacted. Cost of living rise also impacting on disposable income levels
- Data gathered found that businesses are suffering from cost increases for materials, while some have found there are labour shortages in some sectors following EU Exit.
- Many businesses are adjusting to the changing economic conditions
- Progression of major projects including Gateshead Conference and Exhibition Centre

### Geographic Impact [Explore the data](#) LloN data shows...

- There are high proportions of out of work benefits claimants particularly around the centre and towards the east of Gateshead in areas such as Bensham, Deckham, Felling and High Fell. However, there are also high proportions in areas further afield including Harlow Green East, Elisabethville, Chopwell North and Winlaton/Park Head North.
- Transport access to 42 key employment sites in the NE within 30 minutes is worst in the more rural West, Inner West and South.

**What do we want to Achieve? Our Outcomes**

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

**CHALLENGES / AREAS FOR IMPROVEMENT**  
**Strategic**

- Levels of inequalities in Gateshead are a challenge. The Director of Public Health Annual Report found that inequality has worsened during the pandemic with people in low-income households being particularly affected.
- Addressing income inequality will be extremely important in supporting people to Thrive particularly given the cost-of-living challenges.
- Higher levels of fuel poverty are anticipated when new data becomes available, given the increase in wholesale prices.
- Tenants in receipt of Universal Credit tend to have much higher rent arrears than those on Housing Benefit or not in receipt of benefit. The number in receipt of Universal Credit increased from 5,733 to 6,440 during the year. The 6,440 tenants receiving Universal Credit owe £3,027,697 arrears. This is 60% of the total for all tenants.

**Operational**

- Rent arrears of current tenants increased by £412k during the year. This is much less of an increase than in the two previous years (£713k 2019/20 and £1million 2020/21), but current rent arrears are now over £5 million (6% of the rent roll).
- Challenges to delivery of energy efficiency improvements in Chopwell mean different models for this project are being investigated.

**AREAS OF EXCELLENCE**

**Strategic**

- The focus on providing advice and support to tenants led to £1.7 million of financial gains for tenants to help sustain tenancies.
- This support has resulted in no evictions for rent arrears and minimal legal action over the last two years during the pandemic. In line with Thrive, the focus is on trying to sustain tenancies and working with tenants. Relatively low levels of former tenant arrears are written off in Gateshead.
- Progressing the development of locality-based approaches to develop proposals with others around future locality working, building on the work of the Community Hubs which closed earlier this year.

**Operational**

- £82,832,629 rent has been collected from a total of £83,794,279 due in 21/22. This equates to 98.85% of rent due being collected, which is an improvement, despite the challenges of the pandemic, restrictions on use of legal action and increased take-up of Universal Credit.
- More homes connected to the District Energy Scheme.
- Average time to process Housing Benefit and Council Tax claims and changes has reduced meaning local people are receiving support in a timelier manner.
- Multi-agency working with Citizens Advice to support vulnerable residents with debt management / income maximisation and working with Green Doctors to support those in fuel poverty.
- Supporting residents through Household Support Grant in 2021/22:
  - Allocated £1,836,629 between September 2021 and March 2022.
  - The fund was intended to support those at risk of going cold or hungry.
  - Allocations included vouchers for children in receipt of free school meals, support for school uniforms, food support via VCSEs, support for energy payments, support for household essentials.
  - 50% of the funding was for households with children.

**ACTIONS**

**Strategic**

- Support local SMEs to respond to procurement and commissioning opportunities to contribute to Community Wealth Building.
- Locality working development to be taken forward through a phased approach building on developments already taking place in communities.
- Refresh the LIoN data at end of 2022 / early 2023 to understand Thrive changes post pandemic.

**Operational**

- All housing tenants at risk of arrears will continue to be offered advice and support with ensuring that repayment plans are affordable.
- Delivering the energy rebate to residents across Gateshead to help households with rising energy bills:
  - £150 non-repayable rebate for all households in Council Tax Bands A to D to be administered by Local Authorities.
  - Discretionary funding for Local Authorities to support those households most likely to be suffering hardship due to the rising cost of living.
  - Gateshead Council's allocation is £13,564,650 which includes £447,750 identified for the Discretionary Scheme. All funding must be allocated by 30 September 2022 and any unspent funding would need to be returned. There are 90,717 households in Gateshead with a council tax band of A to D and there are 3,919 in band E to H.
  - Household support grant for period 01/04/22 to 30/09/22. £1,837,000 – spirit of the fund remains the same. But this time one third of the funding for people of pensionable age, one third children and one third other households.

**SUMMARY**

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

There is evidence that the economic and income pressures being faced nationally are also impacting on Gateshead residents. Analysis highlights the effort being made to support local people to increase their income and manage cost of living. This includes the advice and support provided to tenants. There is a clear link between increasing rent arrears and increasing take-up of Universal Credit, and with more tenants still to move over to Universal Credit, arrears will continue to increase not least of all because Universal Credit is paid in arrears to residents. It also highlights the operational performance of the Council in processing claims which will help local people to access income sooner. The allocation of various grants aims to support local people and the Council has worked hard to administer this efficiently and quickly to get this to where it is needed.

**What will we be doing in response?**

Both short term and longer term activities are being undertaken. This includes support to local people in financial hardship through advice guidance and grant administration. Longer term activities include the locality based approach to address local needs working with others as well as the Economic Strategy to help people into good employment and improve business growth.

**Future Direction of Travel and Expectations over the next six months**

Income inequality is likely to increase with cost of living increasing higher than income levels. It is anticipated that there will be an increase in fuel poverty amongst Gateshead residents due to increasing costs of fuel combined with other cost of living pressures which will impact on poverty levels and ability to heat homes. Rent arrears are expected to increase as more tenants move onto Universal Credit. Despite many challenges the direction of travel has been positive in some areas with reducing vacant property rent loss and good performance against rent collection targets. Current rent arrears are high though, with clear impacts from the increased take-up of Universal Credit and the approach is to work with tenants to help them to sustain their tenancy.

**RESOURCES**

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

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

Outcome	Intervention	On track	DoT	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
<b>All working age residents receive a wage that considers the true cost of healthy living</b>  <b>Individuals and families are supported to have the best possible financial well-being to access debt and social welfare advice to maximise household income and improve financial management skills</b>  <b>Affordable childcare is accessible to those who need it</b>	Intervention from Economic Strategy •Visitor Economy •Green Economy •Digital Economy •Local Economy (Community Wealth Building) e.g. Delivery of Gateshead Quays development including Conference and Exhibition Centre Gateshead Town Centre Regeneration Masterplan  Locality working development  Administration of grant funding to support low income households	Economic Strategy agreed and  Quays and major projects progressing  Locality working approach developing building on hub work with pilot planned  Funding allocated with further funds to be distributed in 2022/23	↑  ↑  ↑  ↑  ↑	All residents have the opportunity to thrive: % residents who are vulnerable	39.5%	31.9% (2021)	Reduce	No new data ↑	Number of people/families helped through locality partnership support to maximise household income  Rent collected from tenants as a percentage of rent due in the financial year  Households in Council Tax arrears  % of homes with SAP score above 65  No of domestic properties supplied by District Energy Scheme  Average number of days taken to process Housing Benefits claims and changes  Average days taken to process Council Tax support claims and changes	To be set when locality working established	Annual	To be set 22/23	Baseline to be set
				% residents who are just coping	29.5%	41.7% (2021)	Tracking	No new data					
				% residents who are managing	13.3%	16.7% (2021)	Tracking	No new data					
				% residents who are thriving	17.7%	9.6% (2021)	Increase	No new data ↓					
				% of population income deprived (IMD)	16.7% (2019)	16.7% (2019)	Reduce	No new data					
				£ Gap in average household income between highest and lowest areas of need in Gateshead	£27,043 (2021)	£27,043 (2021)	Reduce	Baseline year					
				Households in Fuel Poverty (%)	15.1% (2019)	Annual	Reduce	Data awaited					
				Gap in life expectancy at birth male/female Inequality in life expectancy at birth for Males / Females	10.7 (M) 9.6 (F) (2017-19)	10.7 (M) 9.6 (F) (2017-19)	Tracking	No new data ↑					

**Investment Strategy & Resources**

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

**Commissioned spend: tbc**  
**Assets: Asset Strategy Review**  
**Employees: FTE (tbc 22/23)**

Figures based on 2021/22 budget setting

**Risks to Achievement rated after mitigation**

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

**Qualitative Impact**

- Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health highlighted that inequalities had worsened during the pandemic and that low income households were particularly impacted
- Build on hub working success which has provided lessons and learning on supporting vulnerable local people in accessing the support they need including services and financial support

**Geographic Impact**  
[Explore the data](#)

**LloN data shows...**

- many of the neighbourhoods that on average have high Council tax arrears are located in the urban centre of Gateshead. Areas slightly further afield include Beacon Lough East, Springwell Estate, Elisabethville, and Swalwell North.
- many households in fuel poverty are located in/around Felling and Deckham. Other areas with high density are Bensham West, Springwell Estate, Elisabethville, Winlaton East, and Bleach Green North.

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

## What do we want to Achieve? – Our Outcomes

- Local communities and social networks are strong
- All residents have access to a high quality, affordable, warm and energy efficient home
- All communities have access to good quality natural environment
- Gateshead has clean air with low levels of pollution
- Gateshead has low levels of crime and anti-social behaviour
- Gateshead is carbon neutral by 2030

### CHALLENGES / AREAS FOR IMPROVEMENT Strategic

- Public transport continues to face post-covid challenges, with patronage levels well below pre-pandemic levels.
- Waste recycling levels are not on target. Nationally contamination is up and recycling rates have stagnated nationally in many areas during Covid-19.
- The results of the latest Housing Delivery Test were published in January and show that the delivery of new housing is meeting 87% of new homes required. 1015 net additional dwellings were delivered against a requirement for 1162 over 2018/19 to 2020/21. Although the performance is better than 2020 (63%), housing delivery remains short of the requirement.
- The number of properties vacant for six months or more reduced from 102 to 59 during the year. However, the impact of letting long term voids is to inflate the “average days to let a property” indicator. This result is high but will reduce over time.
- Housing repairs remains an issue though plans are in place to improve performance.

#### Operational

- Ageing workforce in environmental service areas and managing expectations for front line service standards.
- Fly tipping – 25% increase during pandemic.
- Electrification of the fleet – installation of charging facilities, vehicle supply chain problems. Budget pressures from increased fuel and material costs and future budget uncertainty.
- Ageing depot facilities will be reviewed.
- Support to increase environmental volunteer offer.

### AREAS OF EXCELLENCE

#### Strategic

- APSE Most Improved Performer winner – Street Cleansing.
- Birtley Cell C was granted approval in Dec 21 for 73 units for Gateshead Regeneration Partnership (GRP) GRP has completed on sites at Rowlands Gill, Windy Nook and Kelvin Grove.
- Continued reduction in Carbon emissions. Commencing the use of new carbon monitoring tool which increases the scope of monitoring capabilities. Ward councillor meetings provided a valuable insight into required and existing actions in each ward.
- Consultation on the Climate Strategy had a fantastic response with broad support for the strategy and the ward level up approach
- Vacant property rent loss reduced by £785k compared to 20/21.

#### Operational

- Housing policy reviews are being undertaken and new policies and strategies will be developing for consideration. These include Homelessness and Allocations, review of the choice-based lettings (CBL) system and decision to create a new Gateshead CBL and review of Allocations and Lettings Policy. Following a customer engagement review, a Resident Influence Panel was established.
- Implemented additionally funded environmental improvement schemes – Environmental Investment Team, Cycleway Maintenance, Parks, Fixed Play Renewals.
- Tree planting schemes delivered with volunteer support.
- 25 Electric vehicles ordered to improve fleet environmental impact.
- 7 apprenticeships established in environment services.
- Planning permission for housing at Ryton (550 units) and High Spen East (132 units), with preliminary works commenced on both sites.
- Improvements to the vacant property repair process helped reduce numbers of “ready to let” vacant properties from 146 to 95 in 21/22.
- Clean up event with partners held on Beacon Lough East estate following an increase in concerns. Feedback was very positive with a total of 31 tonnes of waste removed.
- Retention of Green Flag Award for 2 parks.

### ACTIONS

#### Strategic

- The Government recently announced an indicative allocation of £163.5m in response to the North East’s Bus Service Improvement Plan submitted late 2021. This will potentially fund improvements to services, fares, experience, bus priority, Park & Ride and infrastructure. Though potential service provider reductions are also an issue.
- Further consultation on ward level climate action plans later in 2022.
- Embed climate change into all Council decisions.
- The Council published a Housing Delivery Test Action Plan setting out measures to increase delivery, an update will be published in 2022.
- A housing repairs and review is in place to address challenges in the delivery process that are impacting on customer service and performance. Customer focus driven proposals will be brought forward.
- First draft of Repairs and Maintenance Prototype redesign has been completed. Review of process from point of raising repair orders with additional pre-inspections, and at delivery to reduce unproductive or repeat visits. A dedicated team to address the backlog and one point of contact has been introduced.
- Community safety strategy is in development with partners

#### Operational

- Funding secured for a Community Engagement Officer in the climate team to further engage communities and organisations, implement action plans and support communities to be carbon neutral. Procurement of the new carbon monitoring tool, Smart Carbon will improve reporting on emissions.
- Formally consult on the review on the Allocations Policy, Tenancy policy and Tenancy Management. This will be promoted across a range of channels to ensure all views are fed into their development with new policies in 22/23.
- Reduced highways performance will be investigated to understand issues.
- Further plans being developed for community tree planting.
- Continue to work with partners to address fly tipping and ASB.
- Seek ways to mitigate increased fuel and materials costs.
- 44 affordable and M4(2) accessible and adaptable units to be completed at Whitley Court. Other eligible schemes currently progressing through the planning process.

### SUMMARY

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

Global impacts (pandemic, war in Ukraine etc.) have continued to have a significant impact on services and in particular spiralling costs. Work towards the council’s tree planting objectives has been positive along with future plans and direction of travel for climate change. Support by volunteers post pandemic has been encouraging. Work to expand the electric vehicle fleet has made some significant steps but there is still much to do. Additional funding for environmental schemes has had a positive benefit and the investment in the services has injected new vigour and provided a boost for the teams and improved the local area for residents. Housing Repair performance is significantly below expectations due to an inflexible process that has failed to deliver an effective, customer driven service. Measures to reduce the time Council homes are empty before being let enabled those waiting rehousing to access homes more quickly.

#### What will we be doing in response?

A range of activities to improve the repairs service to meet customer needs. Consult on housing policies. Adoption of Climate Strategy for Gateshead in 2022 with partner sign up. Develop Ward Level Climate Action Plans. Continued progress against audit carbon reduction and Action Plan implementation.

#### Future Direction of Travel and Expectations over the next six months

Further progress on climate change is anticipated to be evidenced through the forthcoming audit. Uncertainties about budgets may impact on environmental improvements. More effective housing repairs and housing policies are also anticipated and progress to be reported regularly.

### RESOURCES

- Budget reviews will address longer term challenges with a focus on delivering Council services differently and managing demand.
- 30-year costed, affordable and sustainable HRA Business Plan approved by Cabinet and has a £3.5m efficiencies target built in for 2022/2026. This includes capacity to deliver new affordable homes together with the objectives of the HRA Asset Strategy.
- Ensure effective implementation and delivery of the Housing Improvement Plan.
- Additional funding for Environmental Investment Team, Cycleway Maintenance, Parks Improvement Schemes, Fixed Play Renewals schemes has been welcomed through is short-term.
- Resources to maintain front line services to expected standards and tackle increase in fly-tipping.
- Climate change objectives – future costs of investing in meeting ambitions.

# CREATE AND DEVELOP HEALTHY AND SUSTAINABLE COMMUNITIES AND PLACES

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

Outcome	Intervention	On track	DoT	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT		
<b>Local communities and social networks are strong</b>  <b>All residents have access to a high quality, affordable, warm and energy efficient home</b>  <b>All communities have access to good quality natural environment</b>  <b>Gateshead has clean air with low levels of pollution</b>  <b>Gateshead has low levels of crime and anti-social behaviour</b>  <b>Gateshead is carbon neutral by 2030 definitely</b>	<ul style="list-style-type: none"> <li>Support development of community activities - remove barriers to community participation &amp; support people to be involved locally and develop Community Wealth Building. Completion of workstream on locality working.</li> <li>Ensure provision of homes to meet current and future needs</li> <li>Promote low carbon housing development and improve insulation to Council owned properties and install low carbon heat and energy where feasible</li> <li>Improve and invest in the local environment and increase woodland coverage by 250ha by 2050</li> <li>Make Gateshead accessible to all, achieving a shift to sustainable forms of travel and increase Council use of low carbon vehicles</li> <li>Support agile working by expanding use of digital technology, minimise paper and reduce the need for staff to travel</li> <li>Promote community cohesion and prevention of crime and anti-social behaviour.</li> <li>Take forward Climate Change Strategy</li> <li>Continue to deliver low carbon heat and power via district heating networks</li> <li>Identifying funding to assist with recycling and waste minimisation projects and implement behavioural change initiatives</li> <li>Ensure goods and services procured by the Council are compatible with our Climate Emergency commitments</li> </ul>	Community wealth building progressing  Closer to housing requirement but not yet at target  Environment investment schemes delivered  Electric feet vehicles on order but supply issues persist  Consultation progressing District Heating Scheme progressing  Commissioning Strategy implementation	↑  ↑  ↑  →  ↑  ↑  ↑  ↑	% satisfaction with neighbourhood as a place to live	64%	No survey this year	Increase	Annual	% of Council housing stock empty for 6 months	0.55%	0.32%	Reduce	↑		
				% of homes built against annual housing requirement	63% (2020)	87% (2021)	100%	↑	Activity to support community capacity building	<i>Measure to be defined 2022/23</i>					
				% of new homes built that are affordable	13.8% (2020/21)	15.8%	Increase	No new data	↑	No. of private dwellings identified as having a Category 1 hazard and No. that had this hazard removed	To be set at year end	137 and of these 87 removed.	0	Missed target	
				% of homes (remaining tenures) empty for 6 months or more	2.3% (2019)	Annual	Reduce	No new data	↑	% of Council commercial fleet operating on electricity	2%	2%	Increase	Annual	
				Gap in life expectancy at birth male/female: Slope index of inequality	10.7 (M) 9.6 (F) (2017-19)	10.7 (M) 9.6 (F) 2017-19	Reduce	No new data	↓	Progress towards Gateshead being carbon neutral by 2030 (% achieved as per annual audit external assessment)	70%	75%	100% Cumulative	↑	
				Number of homes with zero carbon heat source	To be set	Data not available	-	Annual	↑	No of trees planted on Council land per annum towards target	0	2,759	Increase	↑	
				% of Council homes that meet the Decent Homes Standard	94.46 (Based on 2020/21)	96.2%	Increase	↑	% Highways / streetlights repairs completed within timescales: highways (10 days) % streetlights completed within (5 days)	To be set	71%	Increase	↓		
				<i>% of functional green space amenable to healthy lifestyles in the 25% most deprived wards (Local measure, based on Marmot)</i>	<i>Measure to be defined 2022/23</i>						88% 19/20		91%	↑	
				Number of public transport passenger journeys in Gateshead (millions)	26.749 20/21	Annual	17.828	Annual	↑	Council emissions reduction from 2008 baseline	0%	55%	100%	↑	
				Gateshead areas compliance with Local Air Quality Management Framework	Compliant	Annual	Compliant	↔	% of the overall tonnage in recycled waste collected that is contaminated with non-recyclable materials	15.8% 20/21	21% April-March 21/22	13% improvement over three years	↑		
				% of household waste sent for reuse, recycling and composting	32.3% 30 June 21	32.2% 2021/22	Towards 50%	↓							
				Total recorded crime in Gateshead	9,294 2020/21	9,164 2021/22	Reduce	↓							
				Level of violent crime against the person	3,368 2020/21	3,508 2021/22	Reduce	↑							
Drug related crime	210 2020/21	196 2021/22	Reduce	↓											

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

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

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

### Risks to Achievement rated after mitigation

- Failure to address financial gap in the Council's budget & systems **Amber**
- Failure to provide a response during major incident impact on ability to deliver critical services or impact on a community. **Green**
- The implications of EU Exit potentially affecting availability of Council resources to deliver services which may impact on communities **Amber**
- Failure to manage demand and expectations could result in the Council not achieving its Thrive agenda **Amber**

### Qualitative Impact

- Director of Public Health Annual report Behind the Mask identified the importance of good public space and homes to health and wellbeing and mental health.
- The report also highlighted how communities had come together more during the pandemic strengthening local areas and people found new meaning in volunteering

### Geographic Impact [Explore the data](#)

- LloN data shows...
- the centre of Gateshead along with areas in/around High Fell and in Chopwell North have the highest total crime rates.
  - many of Gateshead's long term vacant properties are around the centre, particularly in Bensham and Saltwell. Other high density areas include those in Chopwell North, Crookhill, Birtley and Felling.
  - housing is generally less affordable in the more in need areas of Gateshead, although there are exceptions such as Glebe West

### Ill Health Prevention - ANALYSIS – WHAT IS THIS TELLING US?

#### What do we want to Achieve – Our Outcomes

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

#### CHALLENGES / AREAS FOR IMPROVEMENT

##### Strategic

- Significant decline in female Healthy Life Expectancy specifically in deprived areas. The gap between most deprived & least deprived is widening.
- Conditions in key social determinants of health have deteriorated and Covid-19 containment measures appear to have resulted in some changes to health behaviours such as smoking and diet choices, increasing inequalities and causing concern regarding deteriorations in mental health.
- % of Council dwellings with a valid gas safety certificate improved to 99.9%.
- Actions as set out for each of the 4 aims within New Homelessness and Rough Sleeping Strategy.
- The Director of Public Health Report published in January 22 highlighted that 64% of people felt that their health and wellbeing had got worse during the pandemic, 30% felt it was better and 6% felt it was the same.

##### Operational

- Lack of accommodation and support for those who are homeless or at risk of homelessness (including direct access 24/7) continues to be a challenge.
- Significantly increased waiting times for mental health services locally & regionally. Potentially linked to pandemic and unmet need coming forward via digital offer.
- Decrease in adult smoking quits-potentially linked to pandemic.
- Alcohol & Drug related deaths are increasing long-term challenge is to reverse this worrying trend.

#### AREAS OF EXCELLENCE

##### Strategic

- The past year has seen the Council and its partners working hard to respond to the pandemic and the resulting challenges. This has been the priority area of focus for 2021/22. Advice, campaigns, and champions all supporting a joined up response
- The Director of Public Health report identified important lessons to learn from Covid-19.
- Homelessness and Rough Sleeping Strategy agreed by Cabinet January 2022.
- Homelessness Charter formally launched March 2022.
- Implementation of Changing Futures Programme has begun.
- Bids placed for the next round of RSI and RSAP funding and funding allocated to Home Group to improve response for victims of domestic abuse.

##### Operational

- Delivery of private rented sector funded project supporting ex-offenders with accommodation.
- Delivery of existing RSI and NSAP funded accommodation programmes.
- % of Council dwellings with a valid gas safety certificate improved to 99.9%.
- Reduction in mothers smoking at time of birth, driven by investment in maternity staff & equipment, improvements to referral pathway and QE pharmacy offer, further investment expected via NHS.
- Covid pandemic response being scaled back proportionate to risk and national guidelines. Targeted Covid vaccination clinics, delivering offer to local communities with greatest need.

#### ACTIONS

##### Strategic

- Activity now being undertaken with partners to develop the delivery plan for the Health and Wellbeing Strategy.
- Develop a joint Homelessness and Allocations Project Plan to take forward improvement activity. This will include remodelling and recommissioning homelessness accommodation and support and developing a homelessness Gateway.
- Preparation for CQC Assurance, implications of the ASC White Paper, charging reforms and fair cost of care with a particular focus on data, practice and policies.
- Take forward partnership working to develop Gateshead system - Gateshead Cares to improve health and wellbeing outcomes and prevent ill health.

##### Operational

- Focus on the preparation and implementation of the new Mosaic care management system which is a big area of change for the service.
- Community safety strategy is in development with partners
- Work to deliver HWB strategy outcomes has commenced, previously on hold due to pandemic.
- New CYP substance misuse contract commencing Nov 22.
- CCG CYP strategy in development with PH involvement.
- Development of 3-year alcohol and substance misuse plan, to utilise significant Home Office investment in treatment service following Dame Carol Black Review.
- Delivery of further phases of the Homelessness and Allocations Review.
- New Housing Gateway Model being implemented

#### SUMMARY

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

The Covid-19 pandemic has had a significant impact on the ability to deliver services with some being disrupted, ceased or reduced in order to direct resources to dealing with the pandemic. There is significant demand on homelessness services; the new strategy will support the service and partner agencies to respond to all the needs of those facing homelessness and rough sleeping in addressing the underlying causes of homelessness and provide appropriate accommodation and support. Females & males living in the most deprived areas of England have seen a significant decrease in life expectancy between 2015-17 & 2018-20. Not only do males/females living in the most deprived areas have shorter life spans overall, they also live a larger number of years in poorer states of health.

##### What will we be doing in response?

Delivering on the 4 key aims and associated actions within the new Homelessness & Rough Sleeping Strategy, which include remodelling and recommissioning accommodation and support. This will be delivered in 22/23 through the Homelessness and Allocations Review. Take forward work to deliver Health & Wellbeing Strategy outcomes with partners.

##### Future Direction of Travel and Expectations over the next six months

In the next 6 months the Homelessness and Allocations Review will consider a new allocations Policy and Tenancy Strategy. We are also undertaking homelessness remodelling/recommissioning and developing a 'marketplace' and 'homelessness gateway' (by March 23). Delivery of the Health and Wellbeing Strategy will be clearer with a focus on priority areas informed by the impact of the pandemic and lessons learned

#### RESOURCES

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

## STRENGTHEN THE ROLE AND IMPACT OF ILL HEALTH PREVENTION

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

Outcome	Intervention	On track	DoT	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
<b>All preventable ill health is reduced, to end the gap in inequalities within the borough</b>  <b>No-one will be homeless or living in accommodation that does not provide a safe and healthy environment</b>  <b>All residents will be able to access flexible health and care support, when and where they need it</b>	Develop and implement Health and Wellbeing Review	Health and Wellbeing review progressing	↑	Gap in life expectancy at birth male/female: Slope index of inequality	10.7 (M) 9.6 (F) 2017-19	10.7 (M) 9.6 (F) 2017-19	Tracking	No new data ↑	Population vaccination coverage - Flu (aged 65+) Compared to England rate as baseline	80.9 (England 2019/20)	83.5 (2020/21)	Increase	↑
	Accelerate preventative programmes;	Locality working approach developing	↑	Estimated smoking prevalence Cardiovascular Disease Compared to England average as baseline	15.9% (England 2020/21)	16.9% (Gateshead & Newcastle CCG) (2020/21)	Reduce from 17.5% (19/20)	↓	Age standardised mortality rate for deaths related to drug misuse - persons by local authority	28 (2019)	30 (2020)	Reduce	↑
	Deliver Community Based approaches as a core principle;	Lessons being learned and impact being understood	↑	Suicide rate Public Health Profiles Compared to England rate as baseline	10.4 (England 2018-20)	9.0 (2018-20)	Reduce	↓	Chlamydia detection rate / 100,000 aged 15 to 24 Compared to England rate as baseline	1,408 (England 2020)	1,497 (2020)	Reduce	No new data ↑
	Learn lessons from the pandemic;	Lessons being learned and impact being understood	↑	Admission episodes for alcohol-specific conditions - Under 18s Compared to England rate as baseline	239.3 per 100,000 (England 2017/18 - 2019/20)	No data available	Reduce	No data	The proportion of older people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	77.97% 2020/21 (provisional)	81.65% (21/22) (provisional)	Increase	↑
				Under 75 mortality rate - Cancer considered preventable Compared to England rate as baseline	51.5 (England 2020)	76.7 (2020)	Reduce	No new data ↑	% of clients using technology assisted care	Reporting to be developed during 2021/22 when Mosaic system goes live			
	Embed health inequalities within, wider public services & recovery plans	Approach being developed including delivery of Health and Wellbeing Strategy with partners	↑	Total households assessed who are owed a duty, who were sleeping rough at the time of application	2020/21 baseline to be used	35	2020/21 data to be used to formulate	Baseline to be set	Total households initially assessed as owed a homeless duty	2020/21 baseline to be used	1629 households assessed and of those 1615 were initially assessed as owed a homeless duty	2020/21 data to be used to formulate	Baseline to be set
				% of households where homeless prevention duty ended that maintained / secured accommodation for 6+mths. And % of these identified maintained / secured accommodation that remained in existing accommodation	2020/21 baseline to be used	(3A) 51% of households where prevention duty ended that maintained or secured accommodation for 6+months. (3b) of the 51% of cases in secured accomm for 6m+ 15% remained in existing accomm.	2020/21 data to be used to formulate	Baseline to be set	% of council dwellings with a valid gas safety certificate	99.80%	99.99%	100%	↑
			Person shaped measures used in locality working	Baseline to be set at end of Year 1	TBC 2022/23 data to be used to formulate								

#### Investment Strategy & Resources

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

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

#### Risks to Achievement rated after mitigation

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

#### Qualitative Impact

Females & males living in the most deprived areas of England have seen a significant decrease in life expectancy (LE) between 2015-2017 & 2018-2020

- Areas with higher deprivation also have larger differences in LE between males & females than areas with lower deprivation (difference most deprived females to males 4.8yrs, compared to 3.1yrs least deprived)
- Females living in most deprived areas expected to live less than two-thirds (66.3%) of their lives in good general health (three-quarters for males), compared with 82.0% in least deprived areas.

Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health identified the impact of Covid on this outcome

#### Geographic Impact

##### Explore the data - LIoN data shows...

- neighbourhoods with high densities of obesity are spread out across Gateshead.
- smokers are more likely to be towards the east of Gateshead in areas like Deckham, Felling and High Fell. Other areas include Allerdene, Harlow Green, Elisabethville, and Winlaton East.
- there are larger proportions of higher risk drinkers in least in need areas such as Stella, Crawcrook South, Sunnyside, Whitehills, Low Fell East, & Wardley Central.

## ORGANISATIONAL HEALTHCHECK – BALANCED SCORECARD – SUMMARY OF PERFORMANCE

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

#### Employees

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

#### Finance, Governance & Risk

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

#### Customer Experience

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

#### External Assessment

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

### CHALLENGES / AREAS FOR IMPROVEMENT

#### Strategic

- Sickness absence has increased from 11.3 average sickness days per FTE to 12.3 days for the period from 1 April 2021 to 31 March 2022.
- Recruitment & retention remain an issue.
- Challenges of delivering the Medium-Term Financial Strategy budget gap.

#### Operational

- Agency spend increased due to inclusion of The Gateshead Housing Company in the figures, a reduced need during the pandemic as services were scaled back, and difficulties in recruiting skilled staff resulting in more reliance on agencies.
- There were 293 resignations over the past 12 months at 5.69% of the workforce which is a significant increase from the previous figure of 3.04%. This is in part due to increased job market activity following the pandemic and greater choice has led to some considering other employment options.

### AREAS OF EXCELLENCE

#### Strategic

- Online payments have increased due to general trend and due to impact of coronavirus.
- There is a steady increase in the proportion of transactions. The Council is supporting people who find it difficult to access online services.
- Of the 37 Chief Executive Reviews of Corporate Complaints undertaken in 2021/22, 2 (5.4%) were upheld and 35 (94.6%) were not upheld.
- New Workforce Strategy Agreed
- Delivery of the Audit Work Programme agreed with the Audit and Standards Committee all within Public Sector Internal Audit Standards.
- Adequate achievement of the audit plan to inform the Chief Internal Auditors annual opinion to support the Annual Governance Assurance Process.
- The Regulatory Notice issued by the Regulator of Social Housing for Housing Compliance was withdrawn 8 December 2021.

#### Operational

- A new Data Protection Council team has been created which will help to raise the profile of data protection across the Council and help support services to ensure data protection regulatory compliance.
- Employees are being encouraged to report health and safety near misses, so the increase is positive and means higher reporting can lead to identification of particular issues and improvements meaning a safer workplace.
- Average telephony contact response rate has remained stable at 86%.
- The volume of compliments has increased by around 30%.
- Business Impact Assessments reviewed at two key points in the year, and Business Continuity Plans developed for all critical activities to minimise the risk of interruptions in delivery.

### ACTIONS

#### Strategic

- A review of recruitment processes and procedures to enhance the applicant experience and position the Council as an employer of choice. Measures to address recruitment and retention issues are being developed for consideration.
- Progress and deliver fundamental budget reviews and Transformational Budget.
- HR are continuing to work closely with managers to manage attendance in relation to both short and long-term absence. This has included increased referrals to Occupational Health, the in-house counselling service and in-house physio service. Additional training is also being delivered to managers where this would be beneficial.

#### Operational

- The Council is working with Oxygen Finance to introduce a new early payment initiative to improve cash flow to suppliers. It is in line with the prompt payment code and aims to support local businesses and the scheme is expected to be launched in the summer.
- Support Gateshead businesses to respond to tendering opportunities to help increase the amount of local spend through Council contracts.
- The Council is currently assessing when and how to bring forward a 'borough-wide' survey. This would incorporate how we currently work in partnership with our key stakeholders.
- Resources have been diverted to support the telephony contact centres under most pressure e.g. housing repairs. Work is ongoing to improve the uniformity of how call handling is managed across the Council
- GDPR training will be re-issued this month and wider Data Protection Project being progressed.
- Agree and take forward approach to consultation with communities to understand view of their area and Council services

### SUMMARY

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

Service performance has continued to be impacted by the pandemic. Recruitment and retention issues have persisted and the recently agreed Workforce Strategy aims to address this. The move to more digital customer experience continues to expand with more local people choosing to engage with the Council through these means. Health and Safety awareness is improving the reporting of near misses which will help to identify future improvements.

#### What will we be doing in response?

Budget review work is well underway. Early payment initiative should help to ensure prompt payment to local businesses. The management of sickness absence is an area of focus including support to staff with health conditions as well as delivery of Workforce Strategy.

#### Future Direction of Travel and Expectations over the next six months

It is anticipated that improvements to recruitment and retention will help to address current workforce issues. Customer experience improvements will improve the uniformity of call handling across the Council while the move to more online services will continue with steps in place for those unable to access online / digital provision.

### RESOURCES

- A new approach to the Budget was agreed by Cabinet. This includes Transformation Areas which are cross cutting and will address longer term challenges with a focus on delivering Council services differently and manage demand. All of these will inform the areas within the Balanced Scorecard; however, the Asset Review will have particular relevance by focusing on the use of assets to deliver priorities and the rationalisation of buildings in line with post pandemic ways of working.
- Brought forward budget savings of £0.400m for 2020/21 and £8.117m for 2021/22.
- Going into 2022 and the removal of mitigations budget pressures remain on Adult care packages, hospital discharge, contract savings and children's business support savings.

**EMPLOYEES**

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

	Baseline	Latest	Target	DoT
Employee survey – The Council is a good place to work (new measure in future on employee morale and Covid-19 impact)	64% 2016	73% (2018)	90% ▲	↑
No. of apprentices as a % of total employee headcount (as at 31 March)	3.29% Mar 21	2.91%	6.5%	↓
% of Apprenticeship levy spent (incl transfers) – towards March 2023	50%	51%	70% by 2023	↑
No. of Employee resignations	3.04% Jul 21	5.69%	2.50%	↓
Average Sickness Absence days per FTE	10.58	12.32 days	9 days	↓
Agency worker costs	£1.412m	£2.491m	None set	↓
% employees with access to a device that can be used to facilitate agile working	N/A	Data not yet available	TBC	-
% of employees with a corporate IT network user account	N/A	Data not yet available	TBC	↑
% employees completed GDPR training	0%	59.82%	95% 23/24	↑

**CUSTOMER EXPERIENCE**

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

	Baseline	Latest	Target	DoT
% residents satisfied with Gateshead as a place to live	64% (2016)	64% (2018)	None set	↔
% satisfied with the Council	52% (2016)	42% (2018)	None set	↓
% residents who are vulnerable	39.5%	31.9%(2021)	Reduce	↓
% residents who are just coping	29.5%	41.7%(2021)	None set	-
% residents who are managing	13.3%	16.7%(2021)	None set	-
% residents who are thriving	17.7%	9.6%(2021)	Increase	↓
% of stage 3 corporate complaints upheld	15% (2021)	5%	10% 🟢	↓
% of complaints upheld by the LG Ombudsman	12% (2020)	5%	10% 🟢	↓
No of complaints upheld by the ICO	1	1	1 🟢	↔
No of compliments received about Council services	78 (2021)	284 (21/22)	None set	↑
Digital Customer Experience % of transactions completed online for Garden Waste; Birth/Deaths; Flytipping	76%	81% (2021)	Increase 🟢	↑
Number / £ of online payments	123,214 / £14.8m (2021)	243,858/ £29.2m (21/22)	Increase 🟢	↑
Telephony contact response answer rate (Average of Customer Contact Unit; Revs & Bens; Housing; Adult Social Care Direct)	86% (2021)	86%	Increase 🟢	↔

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

**FINANCE, GOVERNANCE & RISK**

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

	Baseline	Latest	Target	DoT
Revenue Budget position % over/ under	0.11% over (Q3)	Final figure not yet available	-	-
In-Year 2021/22 budget savings £8.1m delivered	97.5% 6 month	97.5% year end	90% ✓	↔
Capital Programme Position £ outturn	-	£97.140m est outturn	✓	-
% Council spend with Gateshead based organisations	TBC	14.5%	Increase	
% Invoices paid within 30 days	87.32% (2021)	81.54% (2022)	95% ▲	↓
% of Council Tax collected	94.1% (20/21)	94.52% (21/22)	🟢	↑
% Business Rates collected	88.4% (20/21)	91.9% (21/22)	🟢	↑
Financial Assessments and social care finance - % of debt in year collected	92.89% (20/21)	91.87% (21/22)	✓	↓
Value of Services provided by the Council to schools	£11.2m	£12.2m	🟢	↑
No of serious data breaches reported to ICO	0 (20/21)	3 (21/22)	▲	↑
Health and Safety near miss / hazard reports	116 / 45% of near misses	211 of 467 (45%)	Increase	↓
Audit High Priority Recommendations made and those outstanding	-	28 0	🟢	↔

**EXTERNAL ASSESSMENT**

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

	Baseline	Latest	Target	DoT
CQC Council Registered Schemes (11 total)	Good	Good (2022)	🟢	↑
Ofsted Learning Skills	Good	Good	🟢	↑
Ofsted Children's Social Care Services	Good	Good	🟢	↑
Ofsted SEND (Narrative assessment)	Significant strengths, No areas for priority action	Strong & effective support provided	🟢	↑
External Audit (Mazars)	Unqualified	Unqualified (2021)	🟢	↑
Regulator of Social Housing Consumer Standards	-	Compliant – 5 Progressing – 3 Noncompliant – 1 (2021)	✓	↓
HSE Enforcement Actions	0 (2021)	2 FFIs	▲	↑
Council working in partnership (Survey VCS; Private and Public sector partners)	Baseline to be set	TBC	-	-

Key Tolerance Key

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



**TITLE OF REPORT:** Resilience and Emergency Planning Annual Update

**REPORT OF:** Alice Wiseman, Director of Public Health and Wellbeing

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## **SUMMARY**

Corporate Resources Overview and Scrutiny Committee receive regular updates on the Council's Resilience and Emergency Planning activities. This report provides a summary for 2021 through to the current date in 2022, including a specific focus on recent storm events.

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### **Background**

1. The Council's Resilience and Emergency Planning functions continue to operate in adherence with the Civil Contingencies Act 2004, ensuring that we perform our statutory duties in collaboration with our partners and communities.
2. Gateshead Council along with other Local Authorities are defined as a Category 1 Responder - an organisation likely to be at the core of most emergencies. Other Category 1 Responders include Northumbria Police, Tyne and Wear Fire and Rescue Service, North East Ambulance Service and NHS England. Category 1 Responders are subject to the full set of civil protection duties which requires them to:
  - assess the risk of emergencies occurring and use this to inform contingency planning;
  - put in place emergency plans;
  - put in place business continuity management arrangements;
  - put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency;
  - share information with other local responders to enhance co-ordination;
  - co-operate with other local responders to enhance co-ordination and efficiency;
  - provide advice and assistance to businesses and voluntary organisations about business continuity management (local authorities only).

### **Emergency Response Team**

3. The Council's Emergency Response Team is led by the Service Director for Transformation, System Resilience and EPRR and the Resilience & Emergency Planning Coordinator during the In-Hours period.
4. During the Out of Hours period, a rota is in place which is covered by Executive Directors/Service Directors (who are contractually obliged to undertake this role) and a Duty Officer. Should an incident be declared, the Director would assume the role of Incident Director and provide strategic leadership and commit resources as appropriate whilst the Duty Officer would gather information about the incident,

advise the Incident Director on the appropriate strategy/response as well as coordinate Council assets to assist in the management of the incident. Dependent on the severity or impact of the incident, it may also be necessary to bring in other personnel to assist. All other roles within the Emergency Response Team are provided on a voluntary basis by Council employees below the grade of Service Director although a standby payment is made to anyone undertaking this role.

5. Care Call is the initial point of contact for incident reporting to ensure a 24/7 response. In many instances, operational services will respond as part of business-as-usual arrangements via well-established duty arrangements. If however, a critical or major incident is declared or a response is required beyond the capacity or capability of normal arrangements or a corporate response is required, the Emergency Response Team will be contacted to provide advice, guidance and where necessary a coordinated, proportionate response.
6. Duty Officer Team numbers had reduced over the last 2-3 years due to employee retirements and changes of employer, so it was necessary to undertake a team recruitment campaign in 2021. This very successful campaign resulted in a further 17 new members joining the team, taking the overall team membership number to 72. Some existing members of the team also stepped up to the role of Duty Officer to strengthen the Council's 24/7 cover arrangements.

### Training

7. Role based refresher training was offered to all existing members of the Emergency Response Team and provided to those who'd expressed an interest between July and November 2021. All of the new recruits also received training specific to their roles in October 2021. All sessions were facilitated by an external trainer in collaboration with the Council's Resilience and Emergency Planning Team.

### Exercises

8. Multi-agency exercising has been limited over the course of the last two years due to ongoing COVID restrictions. The Council's Emergency Response Team was however able to take part in the following 'table-top' exercises via Microsoft Teams:
  - **Exercise Mermaid, 18<sup>th</sup> March 2021:** This, the first of two statutory exercises for the Gateshead area, tested multi-agency responders using the scenario of an explosion at the Rust-Oleum Europe site at Follingsby under Control of Major Accident Hazards (COMAH) regulations.
  - **Exercise Eagle, 21<sup>st</sup> April 2021:** Designed to test local Outbreak Management Plans using COVID as the scenario.
  - **Exercise Panama, 12<sup>th</sup> May 2021:** The second statutory exercise, also under COMAH regulations, tested responders at the International Paints site in Felling using a chemical fire scenario.

### Incidents

9. The Emergency Response Team has responded to the following incidents during 2021 and up to the present date:
  - **February 2020 to present – COVID-19:** This long-term issue has required significant resources regarding planning, coordination, and response. This has included regular representation at Strategic and Tactical Multi-Agency Coordination Groups on behalf of the Council and at internal Coordination meetings. Significant planning time has also been spent on Surge/ Outbreak Planning, Excess Deaths, and planning for concurrent events, which has resulted

in all emergency plans and action cards being updated to incorporate pandemic considerations.

- **15<sup>th</sup> January 2021 – Care Call System Loss:** This system failure occurred out of normal working hours requiring the Emergency Response Team to liaise with the Council's IT Team to resolve the issue and restore services.
- **28<sup>th</sup> February 2021 – Campground Fire:** The response to the fire at the Campground waste site in Wrekenton was largely driven by the management of the Council's Highway's and Waste Service in partnership with Tyne and Wear Fire and Rescue Service. This did however require additional coordination from the Emergency Response Team regarding public communications and health assurances.
- **5<sup>th</sup> March 2021 – Police Operation Blencathra:** Northumbria Police proactively contacted the Emergency Response Team in planning a raid on some property in the Chopwell area, regarding intelligence received about chemicals potentially being stored that could pose a danger to the public with a risk of evacuations. Representation was provided to the Police Silver Command Room and the Council operated using a full Emergency Response Team from the Council's Incident Room until the situation was resolved.
- **31<sup>st</sup> March 2021 – Eslington Court Flooding:** Eslington Court, one of Gateshead's largest high-rise blocks, was flooded following a water main failure on the fifth floor leaving the entire block uninhabitable for up to 3 weeks due to water damage or electrical failure. The 120 properties within the block all needed to be evacuated with immediate effect, resulting in the Council providing transportation, temporary accommodation, catering and welfare arrangements for all displaced residents for the duration. At the time, this was one of the most complex and resource intensive response operations provided by the Council.
- **9<sup>th</sup> April 2021 – Operation Forth Bridge:** The passing of the Duke of Edinburgh led to national and regional plans being invoked for 'Operation Forth Bridge'. The multi-agency coordination that followed ensured that all local authorities within the Northumbria Police area provided a consistent approach to the provision of books of condolence, flag raising, public messaging and lighting of public buildings, including the Millennium Bridge.
- **5<sup>th</sup> June 2021 – Redheugh Court Fire:** A minor fire in one property led to the short-term evacuation of the residents of one floor of Redheugh Court, who required welfare arrangements for a short time before being allowed back into their properties.
- **26<sup>th</sup> November 2021 – Storm Arwen:** Please refer to paragraphs 7 to 31 for an overview of the Council's storm responses.
- **24<sup>th</sup> January 2022 – Ouseburn Farm Avian Influenza Outbreak:** Although this outbreak took place on the Newcastle side of the river, a 3km exclusion zone was established incorporating a large area of the Gateshead borough. A letter drop was carried out to around 25,000 Gateshead residents at the request of the Department for Environment, Food and Rural Affairs (DEFRA) to advise on safety and the requirements on those residents with their own live poultry.
- **29<sup>th</sup> January 2022 – Storm Malik:** Please refer to paragraphs 7 to 31 for an overview of the Council's storm responses.
- **7<sup>th</sup> February 2022 – Shee Recycling Centre Fire:** A fire at this privately owned site in Birtley required significant multi-agency coordination to protect public health in the vicinity of the fire due to the presence of asbestos, which became airborne during the fire. The response was further complicated by initial difficulties in identifying site ownership and liability and the requirement for specialist contractors and equipment to make the situation safe.

- **16<sup>th</sup> – 22<sup>nd</sup> February 2022 – Storms Dudley, Eunice and Franklin:** Please refer to paragraphs 7 to 31 for an overview of the Council's storm responses.
- **21<sup>st</sup> February 2022 - Rowlands Gill Avian Influenza Outbreak:** This incident was of a very similar size and scale to the Ouseburn Farm outbreak in January, only this time the outbreak zone affected only Gateshead residents. A letter drop was again requested by DEFRA, this time to around 27,000 residents.
- **23<sup>rd</sup> March 2022 – Present – Ukraine Situation:** The present situation in the Ukraine resulted in the establishment of multi-agency coordination groups to ensure all safeguarding issues were being considered for arriving evacuees. Presently any issues being identified by our Housing and Social Care teams are being fast tracked by the Emergency Response Team to other agencies including Northumbria Police and Border Force to protect evacuee welfare and to resolve issues without delay.
- **31<sup>st</sup> March 2022 – Civic Centre Lightning Strike:** The Emergency Response Team Duty Officer was contacted in the early hours of the morning to advise that Care Call systems were out of operation at the Civic Centre due to a lightning strike. The Duty Officer liaised with the Council's IT Team to restore the issue while the Care Call Team relocated to a secondary site to continue operations.
- **5<sup>th</sup> April 2022 – Angel Court Fire Safety:** Although no incident had occurred, the Council's Emergency Response Team was consulted on the potential evacuation of this premises due to fire safety concerns, housing predominantly older residents with complex needs. The situation was resolved without an evacuation due to improved safety on site.

## **2021/22 Storm Responses and Debriefs**

7. As alluded to in paragraph 6, the Northeast was subjected to some significant storms between late November 2021 and late February 2022. The following paragraphs provide an overview of the Council's response to each of these storms, the major learning points and the development work that has since been undertaken to strengthen future responses.

### **Storm Arwen: Overview of Response Arrangements**

#### 25<sup>th</sup> November

8. On Thursday 25<sup>th</sup> November the Met Office issued Yellow and Amber Warnings for Wind for the 26<sup>th</sup> November. These categories of warning are fairly commonplace and were circulated as per normal to key representatives in the Resilience and Emergency Planning Team, Care Call, Customer Services, Highways, Waste and Drainage and Environmental Services.

#### 26<sup>th</sup> – 27<sup>th</sup> November

9. The Met Office updated their warnings on the morning of the 26<sup>th</sup> to Red for the latter part of Friday 26<sup>th</sup>. Red warnings are very unusual, so the service recipients were allowed time to put contingency arrangements such as duty teams and escalation plans in place to deal with the potential impacts of the forecasted weather. Information was also provided to the public at this point via the Council's social media pages.
10. During the evening of the 26<sup>th</sup> and the day of the 27<sup>th</sup> the Care Call service was inundated with calls relating to damaged buildings and fallen trees, which were allocated to services and prioritised and managed based on the highest risks to the public. Multi-Agency Coordination meetings were also held during this period, with all areas in the Northumbria Police Constabulary area reporting significant damage. At

this stage it was not apparent that Gateshead or other local authority areas in the region had been badly affected by power cuts.

#### 28<sup>th</sup> November

11. Multi-agency coordination meetings continue throughout the day and the scale of issues caused by the loss of electrical power begins to emerge, which at this point indicates that Northumberland is the worst hit area. The Council escalates to emergency response arrangements and coordinates the response to known issues from the Major Incident Room. Clean-up work continues across the borough, but at this stage little is known about the scale of electrical power loss in the Gateshead borough.

#### 29<sup>th</sup> November – 8<sup>th</sup> December

12. Information was received from Northern Powergrid on the 29<sup>th</sup> November to confirm that there was in excess of 800 properties in Gateshead that had been without electricity since the storm. Internal Tactical Group meetings were stood up with immediate effect to quickly manage and respond to all known issues. This group remained active until the 8<sup>th</sup> December when all known issues had been dealt with.
13. Regular communications were issued to councillors to provide updates on known issues and teams of Council volunteers started to 'door-knock' known affected areas to undertake welfare checks and to provide information where possible. The Council also worked with health bodies and local GPs to coordinate efforts to reach the most vulnerable of those affected. The Council started to work with representatives from local community run facilities to provide places to shelter for those without electricity.
14. Throughout this period the Council provided information updates and response arrangements that were thought to be appropriate based on the information provided by Northern Powergrid, which turned out to be wholly inaccurate and unreliable for a significant part of this time.

#### **Storm Malik: Overview of Response Arrangements**

##### 29<sup>th</sup> January

15. Storm Malik had been forecasted using a Yellow Warning for Wind from the Met Office, which as alluded to in paragraph 8 was a fairly common occurrence and this warning was circulated to all relevant key services as usual. The gusts of wind encountered did however cause further damage, particularly to roofs, solar panels, fences and trees that had already been weakened during Storm Arwen.
16. Although far less destructive than Storm Arwen, Emergency Response Team personnel worked throughout the day with key service personnel to ensure that reported issues were being responded to appropriately.

#### **Storms Dudley, Eunice and Franklin: Overview of Response Arrangements**

17. Storms Dudley, Eunice and Franklin were officially three separate storms, but as they occurred concurrently over several days, they were responded to at single and multi-agency levels as if this was one storm.

##### 16<sup>th</sup> February – 22<sup>nd</sup> February

18. These storms were far less impactful than those previously encountered, despite Yellow and Amber Wind Warnings being issued by the Met Office. The Council's internal Tactical Group was proactively stood up to manage the incident, but all

issues were managed as part of business-as-usual arrangements without the requirement to escalate to emergency response arrangements.

### **Storm Debriefs: Key Issues Raised and Actions Undertaken**

19. An official debrief is undertaken following each incident or exercise that the Council's Emergency Response Team has been involved in. Issues are noted and recorded as they occur and also via debrief questionnaires that are issued to all Council officers that have undertaken a role in the response. As part of the Storm Arwen debrief questionnaires were also issued to councillors and community volunteers, due to their involvement in the incident.
20. The debrief questionnaire format invites responders to comment on what went well, what didn't go so well, and to provide any recommendations for future response arrangements. An overview of the key issues raised via the storm debriefs and the resulting actions undertaken are as follows:
21. Earlier activation of the Emergency Response Team (ERT): The activation of the ERT is generally reliant on contact from partners such as the emergency services to advise that a major or critical incident has occurred. A new Gateshead Council Escalation Process has been drafted to provide clarity of when Council services can request an escalation to emergency service arrangements and the triggers that should be used to guide the appropriate command and control arrangements to manage incidents (e.g., weather warnings from the Met Office).
22. Reliability and accuracy of information from Northern Powergrid: The information provided from Northern Powergrid during Storm Arwen in particular was hugely unreliable and inaccurate, which was a massive concern for all responding organisations within the Northumbria Police Constabulary area and directly informed the response activities undertaken.
23. Gateshead Council raised this issue, along with all other local authorities in the area, to a multi-agency debrief which was held in March 2022. These concerns were officially noted and acknowledged by Northern Powergrid who advised that they were awaiting the formal recommendations of the national review of utility providers responses to Storm Arwen being undertaken by the Office of Gas and Electricity Markets (OfGem).
24. More effective communications with the public and councillors via formalised protocols: Work has been undertaken with the Council's Care Call service and Customer Services Unit to identify when escalations are required (as alluded to in paragraph 21), how additional resources can be sought to manage demand and how the use of recorded messages and scripts for call handlers can reduce call times and answer frequently asked questions.
25. Councillors also provided feedback to confirm that information updates weren't always available and that reporting arrangements were difficult during Storm Arwen. A new email structure has been put in place to allow councillors to report emergency issues directly to the Emergency Response Team following Storm Arwen, which has since been piloted to great effect in subsequent incidents. A new Councillor Emergency Guidance document has also been drafted, which details how and when councillors would be notified of an incident and the communication routes available. This document is to be circulated to all councillors as part of a consultation exercise.

26. Activation of community volunteers and facilities: During Storm Arwen there was a significant reliance on volunteers, which worked very well under difficult circumstances but wasn't something that we'd previously documented or formalised all of the different aspects of.
27. Some local volunteer-run facilities opened their doors to their communities to provide some respite from the conditions they were subjected to during Storm Arwen, enabling people to stay warm, access hot drinks, charge their phones and see some friendly faces. A 'Community Engagement in Emergencies' guidance document has been drafted to ensure that there is a user-friendly process in place that enables contact with volunteer groups and facility managers who want to help their communities during an emergency. Consultation work is already ongoing with councillors, Neighbourhood Management and Connected Voice to build an up-to-date database of all groups and facilities to enable engagement and form working relationships.
28. Council employees also volunteered to be involved following a request for assistance that was circulated to all staff during Storm Arwen. Volunteers assisted the response by door knocking to carry out welfare checks and to provide up to date information. Many of these volunteers have expressed an interest in being involved in this type of operation in the future, which resulted in Corporate Management Team agreeing to the creation of an emergency staff volunteer database for which a corporate approach is currently being developed.
29. Protecting those most vulnerable: During an incident that effects the whole of the Gateshead borough such as Storm Arwen, identifying those most vulnerable to the impacts can prove difficult and time consuming. Information can be accessed during an emergency from a range of sources, such as Northern Powergrid's Priority Service User database and Care Call and Social Care records.
30. Not all of the information available was current and many of the lists related to different reasons for vulnerabilities so didn't necessarily match up. The debriefs from the storms identified that we need to proactively plan and document who or what the information sources are, how they are accessed and then have a team analysing the information and cross referencing with the known affected areas to ensure those likely to have been impacted are contacted and their welfare is safeguarded.
31. The new process and guidance that is being developed will also include the good practice identified during the Storm Arwen response and incorporate the joint working and information sharing with local GP Practices and other health bodies.

### **Future Priorities**

32. In addition to the ongoing work linked to the storm debriefs, the Resilience and Emergency Planning Team will also be heavily involved in the following projects:

### **Protect Duty and the Publicly Accessible Locations (PALs) Pilot Operation**

33. The Protect Duty is a planned legislation that will require organisations with publicly accessible spaces to formally assess the potential risks and mitigations required to protect the public against terrorist attacks. The proposals within the duty have been driven by terrorist attacks in recent years both at home and abroad, but with a particular focus on 'Martyn's Law' and the Manchester Arena bombing.

34. In 2021 the Government launched a public consultation on the proposed Protect Duty to gauge opinion on the potential physical locations and organisations to be included in the legislation, how this would be administered and what support would be required from Government.
35. The Resilience and Emergency Planning Team and other Council service representatives has since attended several workshops and briefing sessions, which have been hosted by the Regional Counter Terrorism Team for the North. This has been in preparation for the initial Pilot stage of the proposed Protect Duty, which is the Publicly Accessible Locations (PALs) Pilot, which began on 1<sup>st</sup> April 2022 and will continue to be developed throughout the remainder of the current financial year. PALs is being piloted in the North and is being undertaken by the 33 local authorities in the Counter Terrorism Team for the North's area.
36. The focus of the PALs Pilot will be to identify publicly accessible 'Zones' within the Gateshead borough, prioritise them based on perceived risks and local intelligence and then identify current security gaps and develop plans for mitigation based on a Government framework. The initial definition of a 'zone' is currently ambiguous and could range from large geographical areas to smaller areas such as parks or business and industrial areas. This definition will be updated nationally as the pilot develops and identifies areas of good practice over the course of the year.
37. This work will be overseen in Gateshead by a Protect and Prepare Group (PAPG), a mechanism that is being mirrored in the other 32 local authorities participating in the pilot. The Gateshead group is chaired by Marc Hopkinson and includes membership from the Counter Terrorism Team, Northumbria Police and from the Council's Resilience and Emergency Planning, Community Safety, Economic Development, Highways, Planning and Trading Standards Teams.
38. Following the initial work on 'Zones' this year, it is anticipated that the PAPG will then be tasked in the following financial years with reviewing Zones periodically. The group will also be addressing the other categories within PALs, which will incorporate the identification, prioritisation, assessment and development of security arrangements at 'Sites' (individual buildings or developments), 'Groups' (locations used by the military or religious groups for example) and 'Sectors' (locations receiving their own guidance from Government departments such as schools).

### **Emergency Response Team recruitment, training and exercising**

#### **Recruitment**

39. Following on from the success of recruitment for the Emergency Response Team in 2021, this will now be an annual campaign to ensure that we have sufficient resources to comfortably staff the Council's 24/7 Emergency Rota. As alluded to in paragraph 28 a recruitment campaign is also to be launched to add employees who'd be interested in assisting emergency arrangements by undertaking activities such as door knocking to check on vulnerable people. Both of these campaigns will be launched in September 2022, with training for new staff made available in October and November 2022.

#### **Training**

40. Many members of the Emergency Response Team may only be asked to perform their duties within the team from time to time, as and when required. It is therefore of

the utmost importance to ensure that regular training is provided to ensure team members remain familiar with their roles and any protocols and procedures they could be asked to use.

41. Role based training will be offered to all members of the team, which will take place throughout October and November using our regular external training provider. This training provides an opportunity for team members to work through a scenario focussing on an incident/emergency, using role-based documentation specific to them and any systems, procedures and protocols they'd be expected to use during a real incident.

#### Exercises

42. Opportunities to facilitate and participate in multi-agency exercises have been scarce over the last two and half years due to COVID restrictions and a lack of resources from all partner organisations. Exercises are now however being planned, with what should hopefully be a return to a full calendar in 2023.
43. The first large scale multi-agency exercise planned for 2022 is the 'Flood Ex' exercise, which is due to take place nationally from the 19<sup>th</sup> to 23<sup>rd</sup> September. The scenario for this exercise is a tidal surge affecting the whole of the east coast and will be played out using table-top and live elements involving deployment of equipment and personnel. Further large-scale exercises are in the early planning stages, but details around scenarios, dates and locations are still to be confirmed.

#### Incident Management System

44. In 2018 the Resilience and Emergency Planning Team procured an Incident Logging system, which has enabled the decisions and actions undertaken during incidents and exercises to be logged to a standard suitable for scrutiny in a court of law. The Team is currently working with the system providers on bespoke upgrades, which includes the provision of a 'command centre' screen, designed to provide an overview of a situation to Council Incident Directors and to assist in shift handovers.
45. Once completed, the newly upgraded system will also act as a communication tool, enabling real-time contact via text or email with Ward Councillors, Emergency Response Team members and volunteers, who's details we've recorded on a central database.
46. When the system developers have completed the system upgrades, they will be tested by the Resilience and Emergency Planning Team, who will provide training to the Emergency Response Team membership.

#### **Recommendations**

47. Overview and Scrutiny Committee is requested to:
  - Consider and comment on the report
  - Indicate whether it is satisfied with the work undertaken
  - Agree to receive a progress report in a further six months

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**Contact:** Marc Hopkinson and Michael Reynard

**Ext:** 3986

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**TITLE OF REPORT:**        **Review of Community Wealth Building**

**REPORT OF:**                **Service Director Corporate Commissioning &  
Procurement**

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## **SUMMARY**

The purpose of this report is to seek the views of Overview and Scrutiny Committee regarding the proposed plans for the review of Community Wealth Building.

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### **Background**

Gateshead Council have been working with CLES (Centre for Local Economic Strategies) to progress Community Wealth Building (CWB) across Gateshead for some time now with a major focus on further developing our approach to social value.

Community Wealth Building is a new people-centred approach to local economic development, which redirects wealth back into the local economy. It uses combined power of institutions, businesses, and communities to retain as much wealth as possible in the local economy, whilst creating local opportunities, new jobs, and new enterprises. There is a particular need to demonstrate that CWB should be understood as one of many tools to help implement and advance the Thrive agenda.

Within the Corporate Commissioning & Procurement Strategy 2022, there is a strong focus on CWB and Social Value outcomes. The aim is to achieve better outcomes for the people of Gateshead through our procurements and by working more closely with officers across the Council including Economic Development and HR.

### **Scope of the Review**

Work has commenced across the Council to undertake various work strands and as part of this review we will focus on:

- Make community wealth building central to Gateshead strategic direction through a CWB strategy
- E-learning modules to be developed on CWB which will be available via the intranet for all staff across the Council
- Review spend analysis of top 100 suppliers to identify where contracts could be delivered locally, addressing gaps in the local supply chain and those opportunities offered to local suppliers
- Explore the development social enterprises through the work of Economic Development

- Improve SME's access to contract opportunities through improving our internet pages and having a more social media presence
- Support the development of a more inclusive economy by working with other organisations to embed CWB through the Community Practice meetings and discussions at Anchor institute meetings.

### **The Process**

The intention is to work with colleagues, partners, and anchor institutions over the next 10 months in order to drive the CWB agenda forward. Corporate Commissioning & Procurement will hold an Evidence Gathering Session in October 2022 where CLES will talk about our CWB work to date and we will review the spend analysis.

In January 2023, we will hold another Evidence Gathering Session with colleagues from Economic Development, HR, and Procurement to discuss their work around employment and skills, the development of the local economy and the CWB outcomes achieved through procurements. Followed by an interim report to OSC in March and a final report in April 2023.

### **Who will be involved?**

Colleagues from across the Council including Economic Development, HR & Communications, as well as external officers from CLES, and officers from Anchor Institutions possibly including Queen Elizabeth Hospital and Gateshead College.

### **Recommendation**

Overview and Scrutiny Committee is recommended to agree:

- The scope, process and timescale as set out in this report

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**Contact: Janine Copeland 0191 433 5986**

### Progress of the Review

This appendix sets out the standard framework for Overview and Scrutiny Committees to agree and conduct policy reviews and includes proposals specific for this review.

#### Stage 1

The scope, purpose and intended outputs of the Review should firstly be agreed by the Cabinet and the relevant Overview and Scrutiny Committee. The recommendations of Advisory Groups may also be considered if appropriate.

##### Proposal

- 13<sup>th</sup> June 2022 - Scoping report to Scrutiny Committee

#### Stage 2

Evidence may be gathered by the Overview and Scrutiny Committee making visits as necessary or inviting persons and organisations to give evidence before it. Relevant Group or Strategic Directors and the Chief Executive will assist the Overview and Scrutiny Committee as necessary. The evidence gathered by the Overview and Scrutiny Committee will be written up by officers.

##### Proposal

- 24<sup>th</sup> October 2022 & 23<sup>rd</sup> January 2023 - To have evidence-gathering events that will involve research, presentations by relevant officers, outside organisations and site visits if appropriate (details to be confirmed).

#### Stage 3

Officers will then prepare a report on the issue based on the views of the Overview and Scrutiny Committee. Officers will submit this report to the next practicable meeting of the Overview and Scrutiny Committee to secure agreement that the report is a fair, accurate and complete reflection of the Overview and Scrutiny Committee's conclusions.

##### Proposal

- 6<sup>th</sup> March 2023 - Draft final report to be considered by the Committee.

#### Stage 5

The Chair of the Overview and Scrutiny Committee will then present this report to the Cabinet. The Cabinet may take note of the report, approve all or some of the report's recommendations or refer the report to full Council or to an Advisory Group for further consultation.

##### Proposal

- 17<sup>th</sup> April 2022

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**TITLE OF REPORT:** Annual Work Programme 2022-23

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

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## Summary

This report is set out in two parts. The first part highlights how the work of this Committee has helped influence / shape the development of decision making / performance improvement work during 2021-22 and the second part details the development of the work programme for Overview and Scrutiny Committees (OSCs) and sets out the provisional work programme for the Corporate Resources OSC for the municipal year 2022 -23.

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## Annual Review

1. As a result of the continued uncertainties arising in relation to the Covid -19 pandemic, along with the pressures on services that this brought and having regard to the Council's approach to the development of a new performance framework, a more flexible approach continued to be adopted for scrutiny during 2021-22.
2. This approach recognised the demands on services and the Council as a whole but, at the same time ensured that we have been meeting our statutory obligations to provide an effective scrutiny function and scrutiny has concentrated on delivering work that is of genuine value and relevance to the work of the wider Council.
3. During 2021-22 the work of this OSC was refocused on the current Covid-19 related priorities and the impacts of that alongside a small number of other priority issues for the Council / partners. This involved the OSC feeding into /shaping the development of the revised Corporate Commissioning and Procurement Strategy 2021/22 -2026/27 which was circulated to partners and stakeholders for approval and then approved by OSC for consideration and approval by Cabinet.
4. It also involved the OSC giving feedback to service areas in relation to the work carried out on Budget Savings Delivery for 2021/22; the position in relation to the Old Town Hall Quarter; the impacts of Brexit and the situation in Russia and Ukraine as well as the proposed new approach to Social Value and the Gateshead District Energy Scheme and 5 Year Business Plan. In the latter two cases, the OSC specifically supporting that all procurements exceeding 100k are incorporated into the Gateshead Social Value Toolkit with a default weighting of 20% unless otherwise approved by the Service Director Corporate Commissioning and Procurement and a wider consultation on the proposed approach to Social Value and that the green agenda and planning for the use of renewable energy be factored into the new Performance Framework.

5. It also involved the OSC scrutinising end of year performance for 2021-22 as it relates to those areas covered in the remit of this Committee and helping to shape the ongoing development of the Council's new Performance Framework.

### **Development of 2022-23 Work Programme**

6. Every year each Overview and Scrutiny Committee draws up a work programme based on the Council's policy framework which is then agreed by the Council as part of the policy planning process.
7. The Committee's work programme is a rolling programme which sets the agenda for its meetings. It is the means by which it can address the interests of the local community, focus on improving services and seek to reduce inequalities in service provision and access to services.
8. This year, given the Government's position in relation to the easing of restrictions nationally with regard to the Covid 19 pandemic and the ongoing move from a pandemic to an endemic situation it is proposed to move back to "business as usual" for the Council's Overview and Scrutiny Committees and a full programme of meetings for each OSC for 2022-23.
9. With this in mind, OSC members have been involved in shaping the focus of the work of specific OSCs via email and provided with an opportunity to comment on the emerging themes at the scheduled April 2021 OSC meetings. The emerging themes have taken account of the need to support the Council's Thrive agenda and add value, taking account of the five priority areas outlined in the budget consultation; the development of the Council's new Performance Framework; the Gateshead Strategic Needs Assessment and the Council's Health and Wellbeing Strategy.
10. Subsequently, in line with usual practice, partner organisations have been consulted on the themes and have indicated that they are supportive of the emerging themes overall. Partners have also put forward some suggested areas for scrutiny for specific OSCs as set out in Appendix 2 to the report
11. The attached provisional work programme (Appendix 1) has therefore taken account of the following:-
  - The New Performance Framework
  - The Thrive agenda and partnership work generally
  - The Gateshead Strategic Needs Assessment
  - The Council's Health and Wellbeing Strategy
  - The five priority areas outlined in the budget consultation
  - Current issues referred to Committees
12. The work programme remains provisional as
  - Cabinet has not had the opportunity to fully review its work programme and it may wish to refer further issues to Overview and Scrutiny Committees for further consideration.
  - It does not take account of new policy issues which may be identified during the year, which Cabinet may wish to refer to Overview and Scrutiny; and

- It does not include issues identified by members of committees on an ongoing basis during the year as a result of scrutiny decisions, call in and councillor call for action.

## **Recommendations**

13. The Committee is asked to:-

- a) Note the information contained in the annual review and provide any comments.
- b) Endorse the Overview and Scrutiny Committee's provisional work programme for 2022 -23 attached at Appendix 1, subject to any amendments arising from consideration of Appendix 2, and refer it to Council on 21 July 2022 for agreement.
- c) Note that further reports will be brought to the Committee to identify any additional issues which the Committee may be asked to consider.

**Contact:** Angela Frisby

**Ext:** 2138

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<b>Draft Corporate Resources OSC Work Programme 2022-23</b>	
<b>13 June 2022</b> <b>10.00am</b>	<ul style="list-style-type: none"> <li>• <b>Performance Management &amp; Improvement Framework – Year End Performance 2021-22</b></li> <li>• <b>Community Wealth Building</b> (incorporating spend analysis and focus on spend and impact on CVS and social value) – <b>scoping session</b></li> <li>• <b>Resilience and Emergency Planning annual update</b> (including focus on recent storms and forward planning around such events in the future)</li> <li>• <b>Results of Covid 19 Survey</b></li> <li>• <b>Work Programme</b></li> </ul>
<b>5 September 2022</b> <b>10am</b>	<ul style="list-style-type: none"> <li>• <b>Update on Old Town Hall</b></li> <li>• <b>Implications of hybrid/locality working</b> (focusing on hybrid working and impact on residents)</li> <li>• <b>Health and Safety Performance – Annual report</b></li> <li>• <b>Work Programme</b></li> </ul>
<b>24 October 2022</b> <b>10am</b>	<ul style="list-style-type: none"> <li>• <b>Community Wealth Building - Evidence Gathering</b></li> <li>• <b>Budget annual report including saving delivery</b></li> <li>• <b>Update on District Heating Scheme (and impact on energy price rises)</b></li> <li>• <b>Welfare Reform/Universal Credit and review of Energy Fund</b></li> <li>• <b>Work Programme</b></li> </ul>
<b>28 November 2022</b> <b>10am</b>	<ul style="list-style-type: none"> <li>• <b>Performance Management &amp; Improvement Framework –2022-23 - Six Month Update</b></li> <li>• <b>Community Wealth Building - Evidence Gathering</b></li> <li>• <b>Annual report on implementation of Workforce Strategy</b> (including age and gender profile, where vacancies are, age groups, and why people are leaving, sickness, health of workforce, and other equality issues reporting)</li> <li>• <b>Implications of hybrid/locality working</b> (focusing on locality working and impact on communities)</li> <li>• <b>Work Programme</b></li> </ul>
<b>23 January 2023</b> <b>10am</b>	<ul style="list-style-type: none"> <li>• <b>Community Wealth Building – Evidence Gathering</b></li> <li>• <b>Corporate Asset Management Plan annual update</b> (potential to focus on use of assets in terms of efficiency and/or safety)</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Corporate Complaints Procedure – annual update</b></li> <li>• <b>Progress on the digital programme</b></li> <li>• <b>Work Programme</b></li> </ul>
<b>6 March 2023</b> <b><u>5.30pm</u></b>	<ul style="list-style-type: none"> <li>• <b>Community Wealth Building – Interim Report</b></li> <li>• <b>Update report on the Capital Programme</b> with specific focus on the Arena and Conference Centre, Town Centre and geographical distribution of the Capital Programme spend</li> </ul>
<b>17 April 2023</b> <b>10.00am</b>	<ul style="list-style-type: none"> <li>• <b>Community Wealth Building - Final Report</b></li> <li>• <b>Information Governance annual update</b></li> </ul>

**Issues to Slot In –**

## Emerging Issues – Partner Feedback - OSC Work Programmes 2022-23

## Corporate Resources OSC

- **OSC Review - Community Wealth Building** (with a focus on how this is being progressed with regard to local contracts and the social value framework and how we achieve value for money) – **Joint scrutiny with Housing Environment and Healthier Communities OSC.**
- **Resilience and Emergency Planning annual update** (including focus on recent storms and forward planning around such events in the future)
- **Budget Saving Delivery – Annual Report**
- **A look at the spend analysis framework**
- **The digital programme**
- **Update report on the Capital Programme** (with specific focus on the Arena and Conference Centre, Town Centre and geographical distribution of the Capital Programme spend)
- **Update on Old Town Hall**
- **Update on District Heating Scheme** (and impact on energy price rises)
- **Welfare Reform/Universal Credit and review of Energy Fund**
- **Implications of hybrid/locality working** (focusing on hybrid working and impact on residents and locality working and impact on communities)

## Care Health and Wellbeing OSC

- **Update on the new LPS (Liberty Protection Safeguards)** (
- **Update on Primary Care Networks / Work to Attract and Retain GP's in Gateshead/ Access to GP appointments during transition out of Covid** (focusing on how different practices manage demand that they cannot fulfil; same-day appointments only; in person and phone appointments; access barriers to appointments via landline, mobiles and online booking and any particular groups experiencing difficulty securing appointments)
- **Results of Covid 19 Survey**
- **Substance / Alcohol Misuse and Support available to residents – Update/ Asset case studies – links to Poverty and Inequality** (to include wider support – eg help with housing and jobs whilst/ once addiction being addressed)
- **Home Care transformation**
- **ICS/Gateshead place focus**
- **Workforce and Digital inclusion place - based approaches (including health and care recruitment)**
- **Ongoing updates on White Paper**
- **ASC Assurance Framework**

**Partner Feedback****Gateshead Health NHS Foundation Trust**

OSC is asked to consider including within its work programme a focus on Delayed Discharges; an update on Health Inequalities work; the Better Care Fund; Mental Health/ Learning Disabilities and Standards amongst Care Home Providers.

**CBC Health Federation Limited**

Gateshead Primary Care Networks (PCNs) are supportive of the areas that the committee is focusing on and recognise them as challenges for primary care. The PCNs will be working together with the CCG over the coming months to address the areas the OSC will be focusing on.

As patient access for health and social care services is a key topic that the “system” need to support the focus should be wider than attracting GPs as it is about having a multi-professional workforce attracting the right skills in the right

place at the right time and looking at them living and working in Gateshead.

It is noted that there is nothing directly about mental wellbeing for residents not just post Covid but for staff also.

#### **Gateshead Carers Association**

Asks OSC to consider examining the issue of Unpaid Carers within its current work programme given that current projections from Carers UK, pending release of the 2021 Census is that there are now 28,000 Gateshead residents providing unpaid care which is an increase from 22,000 in 2011. Gateshead Carers have highlighted that their funding is insufficient to support all unpaid carers in Gateshead.

#### **Families OSC**

- **Poverty Proofing Schools / affordability of school uniforms**
- **Outreach Youth Work**
- **Mockingbird Programme – Progress Update**
- **Ofsted Improvement Plan –Update**
- **Regional Adoption Agency – Annual Report**
- **Adverse Childhood Experiences**
- **Permanent Exclusion Data – Annual Update**
- **Children and Young People's Access to Dental Health Services in Gateshead – Update**
- **Breastfeeding and Tongue Tie (to focus on targets and support available) –Joint scrutiny with Care, Health and Wellbeing OSC**
- **Inclusion in Mainstream**
- **SEND Tribunal data (to focus on the number of Tribunals that are taking place and highlighting any themes arising and the outcomes)**
- **Local Offer – SEND – Update**
- **Youth Justice - impact of SALT**
- **CAMHS and impact of Covid**
- **Implementation of Mosaic - the new Children's Services ICT system (to focus on how it is improving processes etc and provide a demonstration to Committee)**
- **Children's Social Care /Early Help–Demand pressures, children in care and child protection**
- **Trauma Informed team update – CCG and Children's Social Care**

#### **Housing, Environment and Healthier Communities OSC**

- **Health Check of Community Centres**
- **Results of Covid 19 survey**
- **Lifelong Learning (schools used to offer evening courses but ceased –how are we addressing this? What's available to the retired –both academically and physically and do we have a clear picture of provision across the borough)**
- **Housebuilding –Update (update on why not meeting our house build target / what we are doing to address the gap and the Council's plans for a wider range of provision)**
- **Flytipping – Update (setting out how we are addressing flytipping generally and also include a six - month assessment of the new system introduced in November 2021 is working)**
- **Protection of Green Assets - Update ( eg. Chopwell, Thornley Woods) –Update on what is happening in this area given reliance on volunteers**
- **Private Landlord Registration Scheme – Update (to cover how the scheme is working, whether it is going to be extended/ how many complaints are received in relation to private landlords/whether many of these related to repairs needed/ how the Council is responding to Complaints about private landlords and whether**

Council is in a position to accurately advise as to whether private housing stock is of good quality and value for money)

- **Tackling Homelessness** – (Progress Update on implementation of new strategy)
- **Housing Design and Energy Efficient Standards** – (to focus on the planning process and the standards currently accepted and what more can be achieved in terms of design and energy efficiency)

**Partner Feedback**

**CBC Health Federation Limited**

It is noted that there does not appear to be anything directly in terms of sustainability or in relation to refugees and working with the harder to reach communities in Gateshead.

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