

TITLE OF REPORT: **Making Gateshead a Place Where Everyone Thrives - six-month assessment of performance and delivery 2018/19**

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

Purpose of the Report

1. Cabinet is requested to approve the six-month assessment of performance and delivery report for 2018/19 in respect of the Council's Thrive agenda.

Background

2. The Council's performance is reported on a six-monthly basis and is an integral part of the Council's Performance Management Framework.
3. In March 2018, Cabinet agreed the Council's new strategic approach Making Gateshead a Place Where Everyone Thrives to ensure the organisation continued to strive to achieve the best outcomes for local people and remained a viable and sustainable organisation into the future.
4. Cabinet, at their meeting in July 2018, agreed that the suite of strategic outcome indicators that support the corporate performance management framework should be reviewed to ensure they were consistent with the Thrive agenda.

Performance Reporting

5. This composite report provides an overview of progress made in delivering the Council's Thrive agenda for the period 1 April 2018 to 30 September 2018. The six-month performance reports for this period were reported to Overview and Scrutiny Committees (OSCs) in December 2018.
6. Each OSC has considered the performance and the progress made in relation to their remit, and includes the following:
 - i. An overview of key achievements and areas for improvement;
 - ii. An outline of the six-month performance and/or direction of travel for the strategic indicators.
7. Appendices 2 and 3 provide Cabinet with a summary of performance reported to the OSCs and the extracts from the respective minutes. Full versions of the reports considered by the OSCs can be found [here](#).
8. An initial review of the strategic indicators has identified several changes which can be found at Appendix 4. Further work is required to ensure that council activity is aligned to the Thrive agenda, and that robust monitoring tools are in place and are effective in demonstrating impact and delivery in respect of the Council's Pledges.

Recommendations

9. It is recommended that Cabinet:

- (i) approves the recommendations of all the Council's Overview and Scrutiny Committees in relation to the 2018/19 six-month performance reports (Appendix 3).
- (ii) considers whether the Council has met its performance objectives and is addressing the outcomes in delivering the Council's Thrive agenda.
- (iii) approves the amendments to the corporate suite of Strategic Indicators identified in Appendix 4.
- (iv) notes that further work is required in ensuring the corporate performance management framework is appropriately aligned to support delivery of the Thrive agenda.

For the following reason:

- To ensure performance supports the delivery and achievements of Making Gateshead a Place Where Everyone Thrives.

Policy Context

1. The six-month assessment report for the delivery and performance during 2018/ 2019 illustrates how the Council is achieving against its strategic approach of Making Gateshead a Place Where Everyone Thrives, for the period 1 April 2018 to 30 September 2018.

Background

2. The Council's performance in relation to the delivery of the Thrive Agenda is reported on a six-monthly basis and is an integral part of the Council's Performance Management Framework.

Consultation

3. Each six-month report has been considered by the appropriate OSC during December 2018 and minute extracts and comments made by the committees are included at Appendix 3.
4. In line with Protocol 28, the relevant Cabinet Member was consulted in the preparation of the individual performance reports prior to OSC so that an update on their portfolio area could be given to the committee.
5. The Deputy Leader has been consulted in the preparation of this report.

Alternative Options

6. There are no alternative options regarding the report, as the recommendation supports the Council's general duty to secure continuous improvement in the way functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Implications of Recommended Option

7. Resources

- a) **Financial Implications** – The Strategic Director, Corporate Resources confirms there are no financial implications arising directly from this report.
 - b) **Human Resource Implications** – There are no human resource implications arising directly from this report.
 - c) **Property Implications** – There are no property implications arising directly from this report.
8. **Risk Management Implications** – There are no risk management implications arising directly from this report.
 9. **Equality and Diversity Implications** – There are no direct equality and diversity implications arising from this report.
 10. **Crime and Disorder Implications** – There are no crime and disorder implications arising directly from this report.
 11. **Health Implications** – There are no health implications arising directly from this report.

12. **Sustainability Implications** - There are no direct sustainability implications arising directly from this report.
13. **Human Rights Implications** - There are no direct human rights implications arising directly from this report.
14. **Area and Ward implications** - There are no direct area and ward implications arising directly from this report.

Background Information

15. There is no background information.

MAKING GATESHEAD A PLACE WHERE EVERYONE THRIVES SIX MONTH ASSESSMENT OF PERFORMANCE AND DELIVERY 2018/19

Composite Report

Introduction

1. The composite report reflects the key issues in relation to the six-month assessment of delivery and performance for the period 1 April 2018 to 30 September 2018, which has been considered by the Overview and Scrutiny Committees at their meetings in December 2018.

Summary of Achievements and Areas for Improvement

2. Each performance report from the OSCs provides an overview of performance for the six-month period and highlight achievements and areas for improvement. Some areas to note for each OSC include:

Corporate Resources OSC

3. Seven of the ten indicators could be measured at the six-month stage and most are showing improvement at this point.

Achievements to note include:

- the [Statement of Accounts](#) was finalised in accordance with the earlier statutory deadlines of draft accounts by 31 May 2018 and audited by 31 July 2018;
- generating income by working with over 260 schools, colleges and charities, as well as partners such as NEPO and The Gateshead Housing Company in relation to the General Data Protection Regulation (GDPR);
- since the Council website site was relaunched over 4 million-page views have been recorded via Smart Phone, tablet and computer, demonstrating the importance of delivering websites that function seamlessly on mobile devices; and
- a 22% rise in card payments via the Council's website, following improvements to online payments, with £17.5m in income now processed online.

Key areas of focus over the next six months include:

- completing the implementation of a digital platform to support the delivery of the digital strategy, including the following websites and digital services;
 - an appointment booking system for the Registrars Service by January 2019;
 - online forms for social care requests that aim to reduce call level volumes for Adult Social Care Direct;
 - online forms to support landlord licensing;
 - new website for Business Gateshead;
 - a *Customer Account* so residents can log in to view payment history, track progress of completed forms, appointment bookings etc.; and
 - a consolidated online system for both Corporate Complaints and Members enquiries by April 2019.
- supporting the review of individual services to transform how services can be delivered digitally to deliver savings and efficiencies, income generation and contribute to an improved customer experience;
- the speed of processing housing benefit claims which has been largely impacted by the preparations for the rollout of Universal Credit full service in Gateshead; and
- analysing the employee health needs assessment to understand and provide support to employees to reduce the rate of sickness absence.

Families OSC

4. Of the 29 indicators with updated performance for this report, 14 have positive performance trends whilst 12 are declining compared to the same point last year with 3 indicating no change.

Achievements to note include:

- improvements in education performance with the gap between Attainment 8 and Progress 8 scores for disadvantaged pupils/peers at KS4 reducing. The Progress 8 score for children with Special Educational Needs has also improved;
- excess weight in 10/11-year olds has declined with a reduction in the percentage of children in low income families at the same time as more families engaging in the Troubled Families Programme;
- the timeliness for the completion of Education, Health & Care Plans (EHCP), meaning families will benefit from receiving support earlier. For the period January 2018 to June 2018, performance was up to 99%;
- permanent exclusions have continued to decline with a 32% reduction in exclusions overall compared to the previous period;
- the number of First Time Entrants to the youth justice system aged 10-18 is decreasing, as is the custody rates for the same age group; and
- latest data shows a reduction in the number of hospital admissions for self-harm for 10 to 24-year olds.

Some of the key areas of focus in the next six months include:

- looking to embed the '*This is Me*' tool for identifying and recording the voice of the child in casework, including the use of the on-line version of this resource, across all areas of practice where appropriate;
- reviewing the quality of EHCPs to ensure outcomes are SMART and reflect the need to better prepare children and young people for adulthood;
- developing peer mentoring with a housing pathway accompanied by a range of options for young people such as improved employment, education and training opportunities from within the council and from partners; and
- working with the Northumbria Police and Crime Commissioner who has requested support from local authorities with the development of the original Operation Encompass and would like to implement '*Domestic Abuse: A Whole System Approach*'. This aims to give staff the tools to spot signs of domestic abuse and be better equipped to support and signpost children for better help. It will also provide schools with dedicated school safeguarding liaison staff, funded by the project and employed by Northumbria Police.

Care, Health and Wellbeing OSC

5. Of the 19 strategic indicators reported to this OSC, 16 have an updated position since the last report. Of these updated indicators, performance trends are positive with 9 indicators showing an improvement, including:

- a reduction in excess weight for 10-11year olds;
- decreased rates of hospital admissions for self-harm;
- an improved average number of days for delayed transfers of care from hospital;
- an increase in the number of older people rearing at home 91 days after a hospital discharge to a reablement service;
- reduction in the number of repeat safeguarding enquiries; and

- an increase in healthy life expectancy for both males and females, or a reduction in the rate of preventable mortality and in the inequalities in life expectancy for males in Gateshead.

Indicators not improving include increases in the:

- percentage of people who are dissatisfied with life;
- prevalence of 4-5-year olds who have excess weight;
- gap in life expectancy at birth for males and females;
- inequalities in life expectancy for females; and
- rate of delayed transfers of care from hospital has increased.

One indicator has remained the same - the proportion of BME carers supported through carer specific service or have had an assessment or review.

There have been many achievements and some to note include:

- completion of a Digital Ways of Working review of Adult Social Care Direct which identified failure within processes and produced a set of recommendations for future improvements, including that of the customer journey;
- Development of two locality teams within the social work assessment function, covering the five neighbourhood areas and assessing people aged 18 and over who require support from social care;
- receiving recognition for the Harvest & Help user led enterprise for people with learning disabilities and autism, by winning the 'Making a difference award' at the National Learning Disability Awards in June 2018;
- further development of the Trusted Assessor model at Eastwood Promoting Independence Centre which is delivering 50% fewer hospital admissions post implementation versus pre-trusted assessor operations. Similar success with Discharge Liaison Nurses admitting into PRIME has led to the expansion of Trusted Assessor operations to designated clinicians on four wards at the Queen Elizabeth Hospital; and
- achieving an 'outstanding' rating by the Care Quality Commission at Blaydon Lodge for the excellence of its provision to people with complex learning disabilities and autism.

Some of the key areas of focus in the next six months include:

- reviewing Adult Social Care (ASC) procedures, policies and processes to provide a specification to go to market to procure a new case management (IT) system that will ensure the effectiveness of ASC is improved and the customer journey and experience optimised;
- extending the trusted assessor model to include therapists within the Queen Elizabeth Hospital;
- all older person care homes will have received a Quality Excellence Framework visit by the end of March 2019. These visits will assess the quality of the service and place each home into a fee band linked to the quality delivered; and
- undertaking an independent external evaluation of the MECC (Make Every Contact Count) programme in partnership with FUSE, the Centre for Translational Research in Public Health. FUSE brings together five North East Universities (Durham, Newcastle, Northumbria, Sunderland and Teesside) in a collaboration to deliver research to improve health and wellbeing and to tackle inequalities.

Communities and Place OSC

6. Where data was not available to report at year end 2017/18, updates were included in the report, along with the six-month data for 8 of the 16 strategic indicators. Of the 8, there has

been an improvement in 4 indicators, 3 showed a decline in performance and one remained the same.

There have been many achievements and some to note include:

- an ERDF application submitted by Gateshead and five other local authorities in the NECA for a Business Energy Efficiency Support Programme was approved. The £1.4m scheme will support 250 small to medium enterprise (SMEs) across the region with advice and funding to achieve reductions in energy costs and greenhouse gas emissions enabling small businesses to increase resilience and adaptive capacity;
- the award of planning consent for 100,000 sqm of the Enterprise Zone at Follingsby Park which will lead to the creation of over 1,500 new jobs in Gateshead. Funding has been secured from the NELEP and groundworks have begun which will create sites ready for new buildings;
- planning approval was granted for new Grade A office accommodation on Baltic Business Quarter by the Council. The new office building will provide space for up to 500 employees when it opens in early 2020;
- PROTO: The Emerging Technology Centre was completed and opened by HRH The Duke of Cambridge. The Centre provides businesses in the emerging technology sector with business space and access to state of the art equipment that would not otherwise be available to them. The centre is host to one of Digital Catapults four Immersive Labs. There has been strong interest from occupiers with 60% of space now occupied including seven occupiers relocating from outside of Gateshead; and
- the granting of a 250-year lease to Dinosauria to develop the world's first Unnatural History Museum in the Gateshead Old Town Hall. The developers are now working on a planning application, which will be submitted in mid-2019.

Some of the key areas of focus over the next six months include:

- development of a 10-acre site at Gateshead Quays between Sage Gateshead and BALTIC is due to commence in Summer 2020 and completed by Summer 2023. Gateshead have secured £5m from the North East Local Enterprise Partnership (NELEP) and Local Growth Fund (LGF) to support the development of the project. The key action over the next 6 months are to secure Agreement to Lease with the key tenant SMG Europe who will operate the new arena and conference centre;
- completion of a new housing development through the Trading Company, with 22 apartments for sale being developed at the former Derwentside Sheltered Scheme in Swalwell. Completion is expected by early 2019. Construction activity has also commenced on the former Lyndhurst Site in Beacon Lough. The development will see 36 new family homes being built with completion expected in summer 2019. Both developments are being progressed under the trading name *Beacon Living*; and
- progression of more council housing with work to develop a core and cluster scheme of 14 supported living homes in Winlaton. The development will see a mix of bungalows and apartments, supported by an onsite concierge providing support for clients with Learning Disabilities. The development has attracted external grant funding of over £0.5m from Homes England and completion is forecast to be early summer 2019.

Community Safety Overview and Scrutiny Sub Committee

7. Performance of crime and disorder from April to August 2018 has continued to rise with a further 9% increase on last year including notable increases in violent crime, theft of vehicles and drugs offences. In addition, acquisitive crimes (such as burglary, shoplifting and other thefts) have also seen increases in the first five months. In contrast there were reductions in shoplifting and criminal damage offences.

8. Three indicators had data available at the six-month stage. Performance improved for the number of ASB incidents reported with a 3% reduction compare to the same period in 2017/18. However, performance has declined compared to the same period in 2016/17 for the number of referrals to ARCH and the number of crimes recorded. From October 2018, the ARCH hate crime reporting system ceased to be operational, therefore the number of hate crime reports made are now collected internally by the Community Safety Team, as opposed to being recorded on an external system. These changes should not affect the number of reports made.

There have been many achievements and some to note include:

- a bespoke hate crime tracking database has been developed to identify and respond to hate crime in Gateshead and ensure an enhanced service is provided to victims;
- Home Group has worked closely with partners in Gateshead to make some significant changes to national policies and procedures leading to an increase in reports of hate crime amongst their tenants;
- a specialist children's worker is now based in the Domestic Abuse Team, ensuring continuity of support between services for the parent and the child;
- to help address youth anti-social behaviour in hotspot locations, Operation Clasper is in effect across Gateshead. The process involves taking the details of a child or young person who is believed to be involved in anti-social behaviour. Any young person repeatedly stopped will receive a home visit from police and housing officers or, if this fails to address their behaviour, more formal action will be considered; and
- a series of world café events took place to improve partnership working in Gateshead. Each of the four events held have been well attended by members of the public and partners, giving residents an opportunity to celebrate the good things about their neighbourhood, whilst also allowing partners to understand the issues that matter to residents.

Some of the key areas of focus for the next six months include:

- working with Special Branch to embed the new Prevent reporting form within referral processes which will strengthen internal data collection and identification methods to ensure that we are capturing all referrals;
- launching the new Gateshead Hate Crime reporting system to make it easier and quicker for professionals to log hate crimes and encourage increases in self-reported or witnessed incidents;
- establishing a Strategic Hate Crime Supporting Victims task and finish group to review referrals to VictimsFirst Northumbria and look at initiatives designed to increase the uptake of support services;
- consulting with members of the public on four proposed Public Space Protection Orders:
 - Penser Street East;
 - Mill Road/Baltic Car Park area;
 - Dog Control Orders (Borough-wide);
 - School Parking; and
- continuing the development of the Integrated Offender Management to effectively and efficiently deal with complex offenders in Gateshead.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES

During December 2018, the Overview and Scrutiny Committees discussed their review of performance appropriate to the remit of their committees. The relevant extracts from the minutes of those discussions are provided below:

Corporate Resources Overview and Scrutiny Committee: 3 December 2018

The Committee were provided with an update on the six-month assessment of performance and delivery for the period 1 April 2018 to 30 September 2018, in relation to the Council's Thrive agenda.

The Council's new strategic approach Making Gateshead a Place Where Everyone Thrives, was approved by Cabinet in March 2018, to ensure the Council continues to get the best outcomes for local people and remains a viable and sustainable organisation into the future. As part of the Council's performance management framework, five-year targets were replaced with a single 2020 target with strategic indicators identified as either target or tracker indicators. These targets were approved by Cabinet on 12 July 2016.

The six-month assessment of performance for 2018-19 focuses on the achievements and actions undertaken during the period 1 April 2018 – 30 September 2018. Areas for future improvement are also identified.

Some of the key achievements over the six-month period were highlighted:

- Financial Management is on track
 - Council Tax and NNDR collections are a little bit down on last year but officers are confident that the target will be met.
 - There have been improvements in the time taken to process Housing Benefit Claims with the average time to process being 9 days.
- Staff Sickness
 - Staff sickness has been reduced to 5.93 days per FTE.
- Employee Engagement
 - A recent employee survey where of 39% of employees responded, 73% of those agreed that the Council is a good place to work.
 - A corporate action plan is currently being developed.

The Committee were informed of the results of the resident's survey "You and Your Local Area Survey 2018". The survey was undertaken between June and August 2018 and completed by 910 Viewpoint Online members and 1137 members of the public.

- 64% of respondents were satisfied with their local area as place to live. This is a decrease in satisfaction level in 2016 which was 75%.
- 91% of respondents felt that people in their local area usually got on well together
- 28% of respondents said they regularly volunteer (at least once a month), 27% of respondents said they volunteered less often and 45% said they never volunteered
- 13% of respondents said they have head of the Council's Thrive agenda, however, 88% indicated they were supportive of the 5 pledges.
- 41% of respondents state that their personal financial circumstances are either only just coping or really struggling. This is particularly an issue for those of working age, with fewer (30%) of those aged 65+ experiencing difficulties.
- 42% of respondents are satisfied with the way the Council runs thing, which is 9% lower than in 2016. However, this reduction in satisfaction has not resulted in a

corresponding increase in dissatisfaction. 29% of respondents are dissatisfied (up 1% from 2016) and a further 29% are neither satisfied or dissatisfied.

- 39% of respondents are confident that the Council will provide the best possible services it can within its available budget. A further 27% neither agree or disagree.
- The main areas of importance were clean-streets, parks, crime, schools and anti-social Behaviour. Potholes also came out strongly and was consistent across the Borough.

RESOLVED - That the report be referred to Cabinet on 22 January 2019, as part of the composite report relating to the Council's overall performance.

Families Overview and Scrutiny Committee: 6 December 2018

The Committee received a report and presentation on the six-month update of performance and delivery for the period 1 April 2018 to 30 September 2018 in relation to the Council's Thrive agenda for the indicators and activity linked to children and young people.

The report provided a performance overview linked to the 29 strategic indicators for children and families which currently fall under the three pledges of *"Put people and families at the heart of everything we do"*, *"Tackle inequality so people have a fair chance"* and *"Work together and fight for a better future for Gateshead"*.

Putting people and families at the heart of everything we do

The Committee were advised that in the latest period improvements in 6 indicators have been demonstrated, 2 have remained the same and 3 have declined.

Improvements noted in the number of eligible 2-year olds accessing free early learning places, levels of development at age 5, key stage 1 & 2 attainment in reading, writing and mathematics.

Declined performance in the proportion of children offered preferred primary school place (remained the same for secondary) and attainment and progress 8 scores at key stage 4.

Achievements, Challenges and Actions were outlined as follows:

- Permanent exclusions for the 17/18 academic year have continued to decline and work continues to work effectively and in partnership with schools to implement the Behaviour Action Plan.
- Enhanced pre-diagnosis support for parents of children showing challenging behaviour, by introducing a parent/carer support pathway for those with a child undergoing assessment for ADHD and/or autism
- Plans underway to embed the 'This is Me' tool for identifying and recording the voice of the child in casework

Tackle inequality so people have a fair chance

The Committee were advised that in the latest period performance has improved for 5 indicators, 1 has remained the same and 5 have declined.

Improvements noted in the attainment 8 and progress 8 scores for disadvantaged pupils, progress 8 scores for children with SEN support, number of families engaged with Troubled Families, excess weight for 10-11year olds and the % of children low income families (in poverty).

Declined performance in progress 8 scores at key stage 4 for LAC and those subject to a EHCP, overall NEET figure for those aged 16-18 % of mother smoking at time of delivery and excess weight in 4-5year olds.

Achievements, Challenges and Actions were outlined as follows:

- Early help have introduced new Practice Standards and guidance on what 'good' looks like for CAF assessments and support plans, to improve the quality of practice and impact with families.
- Improvements have been made with timelines for the completion of Education, Health and Care plans (EHCP), meaning families will benefit from receiving support earlier. The first 6 months performance stands at 99% - a considerable improvement.
- The LAC and YP service has been restructured to improve service delivery through improved management arrangements and increased capacity within the Personal Assistant (PA) team to work directly with young people.
- Work is underway to embed the Enhanced Case Management (ECM) model and Adverse Childhood Experience (ACEs) research into every day practice in the Youth Offending Team (and the wider group).
- Focus is on improving the quality of the pathway plans for care leavers, and making all plans outcome focused, smart by working with other local authorities to assess and develop practice in this area.

Work together and fight for a better future for Gateshead

The Committee were advised that in the latest period performance has improved for 4 indicators, and 3 have declined.

Improvements were noted in the number of first time entrants to the youth justice system and use of custodial sentences for 10-18year olds. A reduction in the number of 10-24year olds admitted to hospital for self-harm. And the numbers of Care Leavers in EET.

Decline in performance noted in an increase in the number of children who are the subject of a Child Protection Plan, a slight reduction in the proportion of care leavers in suitable accommodation and the number of young carers offered support.

Achievements, Challenges and Actions were outlined as follows:

- Working with Education colleagues the pilot phase of the Team Around the School (TAS) model in Wickham School has been completed. Evaluation of outcomes has been completed and recommendations are being considered for wider rollout.
- The Domestic Abuse Team was established from 1 August 2018 following a review of previous Domestic Abuse service within the Local Authority. The outcome of the review was to bring together Domestic Abuse workers from across the Council into a cohesive team working with medium to high risk victims of domestic abuse.
- Work is now being undertaken to consider how the Domestic Abuse team can work more effectively with partner agencies to deliver the best possible outcomes for those affected by Domestic Abuse in Gateshead. With an aim to align delivery with relevant organisations to avoid duplication and maximise the impact of available resources.
- Children and Families service audited 22 children on repeat CP Plans and as a result processes and procedures were reviewed and measures taken to mitigate against repeat CP Plans. These included changes to the procedure for discontinuing CP Plans at the 4-month review and ensuring consistency of IROs when a family comes back to ICPC to avoid 'starting again', which is better for partners and families.

Achievements were outlined as follows:

- Work to embed the Early Help model and development of evidence-based interventions continue.
- Business support workflow and electronic case recording developed for Rapid Response and Child with Complex Needs teams which is helping to evidence impact and savings to the local authority.
- The Regulation 44 visit recording system is now live, and information is being reported into the Children and Families Performance Clinic.
- IRAT – Integration and interface with identified service areas has taken place. The pilot phase of the Team Around the School (TAS) model has ended and evaluation exercise completed.
- Supported accommodation for young people and care leavers new service model has been developed, commissioned and is now in place.

Ongoing work were outlined as follows:

- SEND Service review complete which has enhanced the support available to meet statutory deadlines for EHCPs. Linked to this as part of our work across the group to reconfigure the CIN offer, a review of Children with Disabilities team is now underway, to ensure a seamless support offer and achieve the best possible outcomes for this vulnerable group.

On Hold

- Committee were also advised that Alternative Education Offer – SEND and Post 16 – agreed to be put on hold and review in January 2019.

- RESOLVED -
- i) That the information be noted.
 - ii) The Committee were satisfied that the activities undertaken during April 2018 to September 2018 were achieving the desired outcomes in making Gateshead a place where everyone thrives.
 - iii) The Committee felt that the format for future reports were satisfactory and easier to consider and looked forward to receiving future reports in due course.

Communities and Place Overview and Scrutiny Committee: 10 December 2018

The Committee received a report to provide an update on the six-month assessment of performance and delivery for the period 1 April 2018 to 30 September 2018.

Performance is measured using trend analysis against the data reported last year rather than annual targets. The report also highlights key actions delivered within the last six months against the Council's Thrive agenda.

There are 8 indicators within the Strategic Outcome Indicators which can be reported on at the six-monthly stage. 4 indicators performance has improved, 3 indicators, performance has not improved from last year and 1 indicator performance has been maintained.

The Committee are asked to agree some amendments to the following indicators.

- Reported incidents of ASB
 - It is proposed this indicator is amended to incorporate other sources of reported anti-social behaviour, as well as police reported incidents, data collected would also

include anti-social behaviour reported to the Private Sector Housing team and The Gateshead Housing Company.

- Referrals to ARCH
 - The ARCH Hate Crime recording system was decommissioned in November 2018. It is proposed that this indicator is changed to reflect changes in recording. Data collected will include reports made via the Council's online reporting system and reports made to the police.
 - 2019/20 will be the baseline year for this indicator as this is a different way of recording hate incidents.
- Total recorded crime
 - It is proposed that this indicator is changes to report only on violent and serious acquisitive crime
 - Violent and serious acquisitive crime includes all violence against the person, robbery, sexual offences, burglary, theft from motor vehicle.
 - In 2017/18 violent crime accounted for 40% of all recorded crime in Gateshead. In reporting on these crime types only, partners will begin to understand the effects these crimes have on victims.
 - There will be no target set against this indicator.
- Proportion of people who agree the police and council are dealing with ASB and crime issues that matter
 - This indicator has not changed but, rather than having a numerical target for this indicator, it would be preferable to set the target as being the best performing local authority in the Northumbria Police Force area. The reason for this is that this is more of a challenge for partners and the figures reported across Northumbria for this indicator fluctuate.
- Percentage of high risk victims engaged with the Independent Domestic Violence (IDVA) Service
 - Currently, this indicator measures the engagement rate of high-risk clients. The newly-established Domestic Abuse service now works with medium-risk victims as well as high-risk victims, meaning that data collected post-October 2018 cannot be compared to previous years' data
 - Due to changes in this service, it was felt that there was a better way of capturing the effectiveness of the service and so it is proposed that this indicator will now report on the proportion of cases closed where the risk level has reduced.
- A new indicator is proposed that would seek to reducing the gap between those wards with the highest crime rates and those wards with the lowest crime rates. This would assist in measuring partners' effectiveness in supporting people to thrive.
- It is proposed that one indicator is deleted altogether. The figures for LW34, which measures the proportion of people who feel very or fairly safe in their neighbourhood, do not change significantly and have not been below 95% in the eight years the Safer Communities Survey has been surveying residents.

Some key achievements in terms of the Community Safety Portfolio are as follows:

- To help address youth anti-social behaviour in hotspot locations, Operation Clasper is in effect across the borough. The process involves taking the details of a child or young person who is believed to be involved in anti-social behaviour. Any young person repeatedly stopped will receive a home visit from police and housing officers or, if this fails to address their behaviour, more formal action will be considered.
- The use of the tools and powers that form part of the ASB, Crime and Policing Act 2014 has increased in the first six months of 2018/19. Many residents may not understand the difference the use of these powers has made but, for partners, this increased knowledge has enabled officers to address issues and problematic individuals at an early stage,

preventing escalation and therefore reducing the impact these behaviours have on the wider community.

- The first successful injunction for a person under 18 years of age was granted earlier this year, with positive requirements attached to the injunction to ensure that the young person is encouraged to change their behaviour through positive experiences.

Some areas of focus for Community Safety over the next six months include:

- Engagement and diversion of young people has been identified by partners as a gap. Partners are trying to secure funding to improve services for young people in the community.
- A review of all partnership meetings that are held to discuss complex individuals is due to take place. This will streamline the approach partners take and reduce duplication for services.
- Undertake a systems-thinking review of how we tackle ASB to ensure we have the right approach to supporting victims.

Some key achievements and areas for improvements have been identified within the Thrive agenda covering the Economy, Environment and Transport, Housing, Communities and Volunteering and Culture Sport and Leisure Portfolios.

- The Heworth maintenance work began late January 018 and was completed eight weeks ahead of schedule.
- PROTO: The emerging technology centre was completed and opened by HRH The Duke of Cambridge in September 2018. There has been strong interest from occupiers with 60% of space now occupied, this includes 7 occupiers relocating from outside of Gateshead. The Council, working in partnership with Invest North East England, has secured Dept of International Trade's resources to develop an inward investment proposition for the emerging technologies sector on behalf of the region.
- An ERDF application submitted by Gateshead and five other local authorities (excluding Durham) in the NECA for a Business Energy Efficiency Support Programme was approved.
- Planning approval was granted for new Grade A office accommodation on Baltic Business Quarter by the Council. This was in response to development market failure but also demand from potential occupiers for space.
- Gateshead has launched an enhanced, ethical recruitment service for employers obliged or willing to recruit new job entrants locally. Working with partners the service would support single to large-scale recruitment campaigns and would be for both temporary and permanent positions.
- A sector-based work inspiration programme for young people including NEETs and Looked After Children will be launched in early 2019. Working with industry, training providers and schools, the programme will deliver sector insights and inspiration into future career choices.
- A local Careers Education Information, Advice and Guidance Network for Careers Leaders from Gateshead secondary, SEND schools and Gateshead College has been established. The network which will promote sharing best practice when linking education with business and developing the Gatsby benchmarks.
- The Council successfully delivered the first concert to be held at Gateshead International Stadium since 2000, with over 23,000 people attending the 'Little Mix' concert in July.
- The Go Gateshead Sport and Leisure Website (www.gogateshead.com) was launched in March 2018 to make it easier for residents to access the service.

- Working in partnership, the Council, Keepmoat Homes the local Glenpark Medical Practice secured funding from the NHS for a new medical practice on Ravensworth Road. Construction started in 2018 and will complete in December 2018.

Some areas for improvement / actions to take forward over the next 6 months have been identified as follows:

- The Gateshead Regeneration Partnership (GRP) will provide local employment and supply chain opportunities for Gateshead businesses. In early 2019 GRP construction begins on three housing sites at Kelvin Grove, Rowlands Gill and Whitehills Drive.
- Delivery of new facilities and improved public spaces at Baltic Quarter for businesses and visitors will help to create a vibrant business destination and facilities will include a new café.
- The Council will explore opportunities to secure wider social and economic benefits for growth in the tech sector including a fairer share and distribution of wealth, and greater stability for freelance and contract employees by supporting the development of a Tech co-operative.
- An ERDF grant application was made for £8m of funding, to support a £16m scheme to deliver sustainable energy and transport improvements to Chopwell.
- Civic bus lane enforcement was expected in late 2018 with three cameras at Gateshead High Street, the A184 (West Central Route, behind the bus station) and the A184 Felling Bypass (westbound). It is anticipated that lane enforcement will lead to a reduction in road traffic and pedestrian accidents. The outcome of improved road enforcement will be known at the end of 2018/19 and continue into 2019/20.
- Council housing is progressing with work to develop a core and cluster scheme of 14 supported living homes in Winlaton. The development will see a mix of bungalows and apartments, supported by an onsite concierge providing support for clients with Learning Disabilities.
- The Housing Growth site at Clasper Village has been cleared and is ready for development of 191 homes plus a supermarket store to improve access to services for residents.
- A planning application for the housing growth site at Bleach Green in Blaydon will be submitted in January 2019 by Keepmoat Homes, for 183 homes. Funding from homes England will help provide 15% affordable homes for the area with work starting on site in March 2019 and support local first-time buyers into home ownership.
- In October 2018 the Council supported a month-long Adult Social Care recruitment campaign pilot working with the Department of Health & Social Care to promote careers in social care.

- RESOLVED - (i) That the report be referred to Cabinet on 22 January 2019 as part of the composite report relating to the Council's overall performance.
- (ii) That the Committee noted that the delivery of activities undertaken are supporting the Thrive Agenda.

Care, Health and Wellbeing Overview and Scrutiny Committee: 11 December 2018

The Committee received the six-month update of performance and delivery for the period 1 April 2018 to 30 September 2018 in relation to the Council's Thrive agenda for the indicators and activity linked to Care, Health and Wellbeing delivered and overseen by Adult Social Care and Public Health services within the Care, Wellbeing and Learning Group.

Reference was given to LW22 and LW23 – Gap in Life Expectancy at birth between each local authority and England as a whole - Male and Female. The Committee were advised that the direction of travel - performance has declined, and Gateshead is back at its joint highest gap in life expectancy.

LW24(b) - Health Inequalities - Reduce the Inequalities in Life Expectancy across Gateshead- Female. The Committee were advised that the direction of travel - performance has declined. Target is 7.3 years and most recent performance is 8.8 years.

This is the highest level of inequalities in life expectancy for females since this data became available and is part of a continuing year on year trend of increasing inequalities in life expectancy between the least and the most deprived areas of Gateshead. Gateshead is the highest deprived quintile in England for this indicator.

Strategic Outcome Indicators - Delayed Transfer of Care from Hospital – average days per day per 100,000 population. The Committee were advised that the direction of travel for performance has declined. Gateshead performance is at 8.31 is currently better than the provisional England rate for this period of 10.80 but worse than the provisional NE rate of 5.72.

Gateshead has 7th highest rate out of 16 nearest neighbour local authorities. Gateshead's target is considered particularly challenging, as it is based on best performance quarter in previous year.

LW4A - Reduce Excess Weight 4-5year olds. The Committee were advised that the direction of travel - performance has declined at 22.5%- first increase in excess weight in last 3 years of data - despite increase Gateshead is still significantly better than NE fig of 25% although worse but not significantly worse than England fig at 22.4%.

Committee were also advised of improvement in several areas in the report as well as key achievements. For example, the Harvest & Help Use led enterprise for people with learning disabilities and autism won the 'Making a difference award' at the National Learning Disability Awards in June 2018 and Blaydon Lodge has achieved an Outstanding Rating by the Care Quality Commission.

- RESOLVED -
- i) That the information be noted
 - ii) The Committee were satisfied that the activities undertaken during April 2018 to September 2018 were achieving the desired outcomes.
 - iii) The Committee agreed to review the indicators and revising the format of the report in line with the Thrive agenda.

Changes to Strategic Indicators

The following changes are being proposed to be implemented from the 2019/20 performance reporting cycle:

Corporate Resources OSC

Implementation of new strategic indicators to measure performance relating to Trading and Digital transformation.

- *Digital*

Delete current indicators due to difficulty in providing baseline data for all Council transactions by phone call, face to face and online and replace with specific measurable transactions. Replace with indicators relating to **increasing the number of online transactions for:**

- **Card payments;**
- **Fly-tipping reports;**
- **Garden waste bin subscriptions;**
- **Registrars appointment bookings;**
- **Adult social care contact forms.**

Full year data for 2018/19 is not available for all five of these indicators. Analysis of the current data available will allow for informed target setting over the coming months.

- *Trading*

Introduce two new indicators that measure the:

- **amount of traded income achieved** to spend on Council priorities
- **£ increase in new Services to Schools business**

Families OSC

The following indicator has been proposed to be monitored through Families OSC that would measure the **percentage uptake of free school meals at primary level.**

Care Health & Wellbeing OSC

The following indicator has been proposed to be monitored through this OSC that would measure the **increase in the number of people accessing the Supporting Independence Service, helping people to stay in their own homes for longer.**

Communities and Place OSC

It is proposed that a new indicator is introduced to **measure the percentage of homes free from Category 1 Hazards under the Housing Health & Safety Rating System**, which will be monitored through dwelling level stock condition modelling and physical inspections of properties.

New strategic indicators are also proposed to measure impact relating to culture and leisure including the

- **Number of visits to leisure facilities** operated by the Council.
- **Number of individuals identified as physically 'inactive'.**
- **Number of individuals attending cultural activity and events**, delivered or supported by the Council

Community Safety OSC Sub-Committee

Several amendments are proposed to the strategic indicators reported to this sub-committee, as follows:

- The ARCH hate crime recording system has now been decommissioned and this will be reflected in recording and presenting data. Data collected will include reports made via the Council's online reporting system and reports made to Northumbria Police. The 2019/20 reporting year will be the baseline year for this indicator as this is a different way of recording hate incidents. This new definition will be **Number of reports to our hate crime recording system**.
- The percentage of high-risk victims engaged with Independent Domestic Violence Advisor (IDVA) is being amended to reflect the new DV Service dealing with medium-risk clients and so will measure the proportion of cases closed, where the risk level has reduced. This indicator will be described as **The proportion of domestic abuse cases closed where risk has reduced**.
- Total recorded crime will now only report violent and serious acquisitive crime including all violence against the person, robbery, sexual offences, burglary, and thefts of and from motor vehicles. In reporting on these crime types only, partners will begin to understand the effects these crimes have on victims. This indicator will be described as **Violent and Serious Acquisitive Crime in Gateshead**.
- **Reported incidents of ASB** will be amended to incorporate other sources of reported anti-social behaviour and will include data reported to The Gateshead Housing Company and Private Sector Housing Team in addition to those reported to the police.
- Rather than having a numerical target for the indicator **The proportion of people who agree the police and council are dealing with the ASB and crime issues that matter**, it is considered preferable to set the target as being the best performing local authority in the Northumbria Police Force area. The reason being that this is more of a challenge for partners and the figures reported across Northumbria for this indicator tend to fluctuate.
- The indicator which measures the proportion of people who feel very/fairly safe in their neighbourhood, does not change significantly and has not been below 95% in the 8-years the Safer Communities Survey has been surveying residents. This is proposed to be deleted as a strategic indicator with a new indicator proposed to **measure the gap between those wards with the highest and the lowest crime rates**.