

# **DRAFT**

**Please note this document is regularly being updated**

The circumstances which result in adverse childhood experiences are prevented  
All permanent school exclusions are prevented

All children start school ready to learn  
Parents can access support proportionate to meet their needs, to be the best parents they can be

### CHALLENGES / AREAS FOR IMPROVEMENT

#### Strategic

- Number of pupils in Gateshead eligible for free school meals has increased.
- Demand for social care support continues to increase. At the end of September 2022, 504 children were looked after, a 4% increase since March 2022, and a 19% increase compared to the same time last year. This includes increases in Children becoming looked after for the first time and Children being referred to social care. The number of children becoming subject to a child protection plan has decreased.
- There has been an increase in the amount of time from a child entering care to being adopted or made subject to a special guardianship order.

#### Operational

- Free school meals uptake has seen a slight decrease since the year-end stage.
- Challenges remain in terms of recruiting qualified children's social workers, which is a local, regional and national issue. A regional HR working group has been established to address these issues by sharing ideas, experiences, and best practice.
- The average waiting time for children entering care and being placed for adoption has increased compared to the previous reporting period. The main reason for this increase can be attributed to the Somerset Judgement, which has resulted in delays in placement orders.
- Mosaic: some emerging challenges due to the significant change in process due to new case management system, recording and reporting.

### AREAS OF EXCELLENCE

#### Strategic

- More families being offered and accepting the opportunity to be supported as part of an Early Help Family Group Conference, indicating stronger working relationships with families who need early help. The proportion of cases being closed showing 'all needs' met has also improved.
- Number of families supported through the Family Drug and Alcohol Courts (FDAC) has increased, demonstrating the work being achieved through the FDAC Team.
- 6 areas for improvement identified through the September 2021 Ofsted focused visit Short Inspection are being progressed with a plan in place. An update on the plan was presented to OSC Families in September 2022, with good progress being made against the 6 areas of improvement identified. An inspection preparation group is in place, to manage the implementation plan and provide governance around inspection preparedness.

#### Operational

- Continue to meet the outcomes target set by the Department for Levelling Up, Housing & Communities for whole-family support through the Supporting Families Programme. So far, we have achieved 49% of the target of 275 for the full year. Gateshead has met 100% of the targets set since the programme's inception in 2012.
- Triaged 1,899 referrals during 21/22 for the Reducing Parental Conflict Programme, exceeding the referral target set by DWP by 13% and posting a programme start rate (parents/carers) of 73%. We have secured a new DWP grant of £30K x 2 years to train facilitators in some of the programmes offered so that interventions can continue to be delivered as part of a local RPC offer.
- Pre-birth service was launched in October 2022 with a focus on supporting babies to remain at home with Families. It is anticipated that the introduction of prebirth model will reduce the number of new-born babies coming into care, by placing more value upon the birth parents and wider family by working with them at earlier stages.
- Behaviour Change Programme is well established, working directly with perpetrators to break the cycle of abuse. Funding secured from the PCC Violence Reduction Unit to increase capacity within the team by 1 FTE for 12 months until September 2023. The team have worked with a further 71 clients during April to September 2022.
- Outcome 22 continues to be used as an Out of Court disposal. This intervention is a deferred prosecution, meaning the young person will not come through the formal criminal justice system unless they fail to comply with the programme. This intervention has been extremely successful in reducing the number of first-time entrants. In the past 12 months there have been 128 Out of Court Disposals. Only 1 young person declined intervention. In the current open case load 88% of Out of Court Disposals are Outcome 22's.
- Mosaic: Children's services implemented in January 2022 and we have seen some significant process improvements, there have been some emerging challenges due to the significant change in process, recording and reporting. We continue to work to address these issues with governance in place via the Mosaic Programme Board and the Children's sub-board.

### ACTIONS

#### Strategic

- In collaboration with the ICB, Gateshead are in the process of creating a multi-disciplinary trauma informed service for children who are on the edge of care, cared for, in receipt of youth justice services or at risk of admission or due to be discharged from tier four provisions. The service will be in-house and aligned to our contextual safeguarding service.
- Q3 and Q4 learning audits will be completed over the next 6 months and results analysed and presented in line with the framework as described.
- To improve recruitment and retention in children's social care to ensure sustainability and succession planning we have implemented a grow your own initiative, with the intake of 2 cohorts of 10 student social workers per year. Through targeted recruitment campaigns with universities, we can attract a high calibre of candidates. This also helps with our succession planning where experienced Social Workers act as mentors to students, allowing them to gain managerial experience helping to grow opportunities for progression within the service.
- 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

- Working to target low uptake schools in a bid to increase school meal uptake i.e., attending open evenings, leaflet drops, social media campaigns. Ongoing Implementation of 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
- We have now embedded an Early Help and Social Worker as part of our new community-based family intervention alongside Edbert's House colleagues in Beacon Lough East. It is too early to judge the impact of this intervention and an evaluation will be conducted in the coming months.
- Mosaic: we continue to work to address the emerging issues with governance in place via the Mosaic Programme Board and the Children's sub-board.

### SUMMARY

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

Demand for services continues to increase, a trend noted at the last full year report, and is particularly evidenced through the increase in children in our care and the rate of referrals into Social Care. There are still some areas not able to be updated due to ongoing national disruption in collecting data during the pandemic. Early Help Services continue to perform well, and it is hoped that these improvements will support a longer-term reduction in demand, although this will take some time to show impact. Despite increases in demand we continue to meet our statutory duties and the impact on children and families.

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

Continue to work on innovative approaches to recruitment and retention with particular emphasis on our grow-your-own initiative which will help to mitigate the demand pressures whilst supporting our work towards reducing overspends. Several initiatives and partnerships are working to improve services for children and their families. More targeted work is being done around free school meals uptake to ensure families are accessing the support available to them during the cost-of-living crisis.

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

The shorter- and longer-term impacts of the pandemic and current economic pressures facing families will be monitored as these issues may well impact performance against our desired outcomes.

### RESOURCES

Gateshead are working hard to address recruitment and retention concerns through the 'grow your own' initiatives. In contrast, other LAs are using 'parachute teams' of agency workers to address staffing recruitment issues, which come at a high cost. We aim only to use Agency staff for the purpose of back-fill where all other options have been exhausted.

The pandemic and cost of living crisis have had a significant impact on children's social care and the increase in LAC numbers with significant budget pressures continuing in 2022/23 and for the foreseeable future as things stand. Previous year savings have now been fully achieved but the focus is now on reducing in-year overspends and managing future demand growth pressures.

**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
<b>The circumstances which result in adverse childhood experiences are prevented</b>	Implementation of Gateshead's Economic Strategy  Support our schools to deliver an effective curriculum that addresses the skills required for later life and supports emotional well-being	Economic Strategy being implemented	↑	% of pupils eligible for free school meals	26.44% Oct 2021	27.06%	Tracking	↑	% take up of free school meals in primary schools	72% (2021)	73%	Maintain then increase	↑
				Gap in Life expectancy at birth male/female Inequality in life expectancy at birth Males/Females Annual indicator	10.7 (M) 9.6 (F) 2017-19	10.8 (M) 8.8 (F) 2018-20	Reduce	↑ ↓					
<b>Parents can access support proportionate to meet their needs, to be the best parents they can be</b>	C&F Early Help Strategy - providing support to families when a need is identified or as soon as a problem emerges, at any point in a child  Focus on supporting confident, positive and resilient parenting, to those who most need our support	Early Help Strategy being implemented	↑	Children in relative low-income families (under 16s) compared to England Average	19.1% 2019/20	28.9% 2020/21	Reduce	↑	% of Gateshead local authority schools graded good or outstanding in relevant categories	Reporting to be developed during 2022/23 with defined categories			
				% of state funded Gateshead schools graded good or outstanding	93% (21)	90.40%	Tracking	↓		% of Early Help cases closed with 'all needs met' as an outcome	55.36%	64.49%	Maintain or increase
<b>All children start school ready to learn</b>	Reducing the Number of Children in Care Strategy Interventions: · Keep families together safely · A culture that works with safe uncertainty and supports social workers across services in their work with edge of care families	Reducing the Number of Children in Care Strategy agreed by Cabinet	↑	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	↓ Annual	% of cases closed to early help which remain out of statutory services at 6 months and 12 months	88.83% / 81.59%	89.24% / 86.73%	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 12m)	227 / 57.9 per 10,000 (at 30/09/22 for previous 12m)	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	352 referrals submitted for FGC	Increase	↑
<b>All permanent school exclusions are prevented</b>	· Achieve permanency quickly · Develop enough and affordable high quality placement options  Increase the focus of existing expenditure on early years to reduce inequalities in early development.  Ensure maternity services, parenting programmes, childcare and early year's education are of high quality and meet needs of all groups  Build resilience and well-being of all children and young people	Budget review	↑	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 12m)	322 / 82.1 per 10,000 (at 30/09/22 for previous 12m)	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'	170 closures with outcome 'FGC Successful'	Increase	↑
				Reduction in the rate of children who need to be referred to Children Social Care services	1,621 / 411.6 per 10,000 (at 31/03/21 for previous 12m)	2,244 / 572.4 per 10,000 (at 30/09/22 for previous 12m)	Reduce	↑	Increase in the number of families supported through the FDAC (Family Drug and Alcohol Courts)	5 families supported (End Sept 21)	13 Families being supported (Sep 22)	Increase	↑
				School readiness: percentage of children achieving a good level of development at the end of Reception and maternal health	73.4% (2018/19)	Not published since covid	Increase		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)	Not published since covid	Increase		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)	454 Days (as at 30/09/2022)	Reduce	↑
				No of permanent exclusions from Gateshead schools	38 (19/20)	38 (20/21)	Reduce	↔ Annual	Reduction in the average time between a child entering care and placed for adoption	416 days (at 31/03/21, previous 12 months)	418 days (at 30/09/2022) for previous 12 months	Reduce	↑
									% smoking at time of delivery	12.58 (2018/19)	11.6 (2020/21)	Reduce	↓ Annual
				No. of children looked after by the local authority	435 (Q4 2021/22)	504 (Q2 2022/23)	Reduce	↑	6-8-week breastfeeding rate	38.7 (2019/20)	41.8 (2020/21)	Increase	↑ Annual
									Pupils who have missed 10% or more of school sessions during an academic year	18.14% 20/21 academic year	24.54% (21/22 academic Year, Aut/spring terms only, as at May 22)	Reduce	↑

**Investment Strategy & Resources**

Revenue 22/23 (21% of total gross budget)		5yr Capital
Gross	Net	£000
£133	£000	£000
133,056	47,614	19,276

**Commissioned Spend: tbc**  
**Employees – 513.17 FTE**  
**Figures based on 2022/23 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**

- Demand for services continues to increase, a trend noted at the last full year report, and is particularly evidenced through the increase in children in our care and the rate of referrals into social care.
- Early Help Services continue to perform well, and it is hoped that these improvements will support a longer-term reduction in demand, although this will take some time show impact.
- Despite increases in demand we continue to meet our statutory duties and the impact on children and families.

**Geographic Impact - [Explore the data](#) - LIoN data shows...**

- child poverty remains highest in and around the urban centre of Gateshead, with smaller pockets further afield in areas such as Allerdene, Harlow Green East, Elisabethville and Barley Mow.
- high levels of persistent school absence particularly evident in a number of areas within Bensham and Felling.
- high numbers of vulnerable children in multiple areas of Deckham, Felling and High Fell. Other areas with large numbers include Staneway East, Elisabethville, Winlaton East and Chopwell North.

### CHALLENGES / AREAS FOR IMPROVEMENT

#### Strategic

- Impact following the pandemic continues to be seen with increased frailty and complexity of need amongst those needing services, more people waiting for services and increased strain on the mental wellbeing of the community and the workforce.
- Level of need of those being admitted to hospital (particularly older frail people) and the requirement to discharge people earlier in their recovery journey means people with more complex needs are being discharged from hospital, putting pressure on health and care community services.
- Recruitment and retention issues continue to be a challenge across the Adult Social Care workforce both in house and commissioned services, despite several innovative approaches.
- Implemented a trainee Social Worker model and focused on apprenticeships to try and help in our approach to recruitment issues, but recruitment of experienced social workers remains challenging.
- Currently in a period of significant change within the ASC Sector, which is further being impacted by the increased level of uncertainty due to the national political landscape.
- Seeing a disruptive impact on supporting people with Learning Disabilities into paid employment given the emerging longer-term implications of the pandemic and the national economic crisis, with a decrease in those supported compared to the same time last year.

#### Operational

- Budget pressures continue to provide a significant challenge. There is an increased level of uncertainty around the government financial settlement however, it is not anticipated the settlement will address the gap in Council budgets and future demand pressures.

### AREAS OF EXCELLENCE

#### Strategic

- A research project is being conducted on the impact of the dementia friendly flats in Watergate Court, with the results so far yielding positive results for residents.
- The ASSET Team launch was successfully completed, and the evaluation so far has identified that excellent outcomes are being achieved. There has been recognition that the model could become overwhelmed with the volume of referrals, so a multi-agency triage process has been developed and is being trialled
- The Adult Social Care Services Business Plan is now linking into Health & Wellbeing Strategy review and further work is planned in collaboration with the Local Government Association to develop an integrated adults and social care service strategy.
- Housing LIN have awarded a contract to undertake and complete the strategy for the supported housing needs assessment.

#### Operational

- Recruited six Trainee Social Workers into two 'pods' in Assessment Services: one in generic Adult social care and one in Mental Health giving us additional assessment capacity now, and qualified social workers in the future. The Occupational Therapy 'pod' model is also now being scoped out.
- Recruited the Strategic Locality Lead, the Co-ordinator, and the Connector for Locality Working
- Increase in the number of permanent adaptations carried out, which enables Gateshead residents to remain in their own homes.

### ACTIONS

#### Strategic

- Ongoing development of locality working, and work to identify the assets within the areas.
- Further work in preparation for CQC assurance has seen the completion of the self-assessment report and we have undertaken a mock annual conversation with a regional consultant, following which we will be developing an action and implementation plan over the coming months.
- The roll out of the adult social care practice quality assurance framework has been completed and we are now undertaking a learning review which will feed into our service development plan.
- First thematic audit within the quality assurance framework is due to be undertaken in January 2023, focusing on Strength based practice. We have also developed a new conversational record within the new IT system (Mosaic) which will support and enhance our approach to strength-based practice.
- Implementation of the new Activity Based Care model to offer an innovative and diverse range of day service options for our service users has now been completed.

#### Operational

- implementation of the new adult social care case management system, Mosaic, continues, bringing significant amounts of change across the area.
- We have taken the lead in developing a regional procurement framework for Technology Enabled Care and have a range of pilots ready to launch over the 6 months focussing in this area.
- Whitley Court development at Wrekenton ongoing; 4 bungalows and 12 apartments will be directly commissioned by ASC for the purposes of supported accommodation. The bungalows will be designed to house tenants with complex needs and will be built to fully accessible and adaptable standards. The scheme includes a sensory garden and landscaped area designed specifically to support individuals with autism.

### SUMMARY

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

The ongoing impact of the pandemic, the increasing and complex needs being presented by people who require support and the significant budget pressures faced in Adult Social Care continues to affect services. Waiting lists for assessments and packages of care are monitored and robust risk management arrangements are in place.

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

The learning from internal quality assurance activity, targeted thematic audits around strength-based practice and the feedback and learning from the Adult Social Care services CQC preparedness work will lead to an implementation plan in order to improve outcomes for adult social care users. The zero-based budget review of services will allow us to determine any areas of savings linked to current budgetary pressures.

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

This is a very challenge time for Adult Social Care with a lot of competing demands and priorities. The response to these challenges will be managed through the work we are doing and the longer-term impacts and emerging pressures around budget, staffing and complexity of need continue to be monitored and responded to.

### RESOURCES

A zero-based budget review is ongoing with specific focus on Older People Residential Care, Hospital Discharge to Assess, Mental Health and Section 117 funding, Complex Learning Disability community packages, Transforming Care, transitions and Provider Services. The work will be completed by January 2023.

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 were offset by significant additional funding provided by CCG/DHSC, which is no longer being provided. There is budget pressure in maintaining Hospital Discharge to Assessment due to the cessation of covid support funding and the increased need levels and quantities. The promise of £500m nationally to the Adult Social Care sector for winter pressures has not progressed due to the current national political landscape, and currently there is no further indication of what is happening (as at 08/11/22).

A further agreement was reached for a pooled budget for the hospital discharge scheme via CCG's for a further year, however, significant pressure is showing as costs continue to rise.

Going into 2022 the ASC Package saving (£2.5m) & Hospital Discharge savings (£1m) without budget mitigation both continue to be a budget pressure. The current reported in year overspend on Adult Social Care budget is £2.125m.



## 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

- Rising cost of doing business – Business investment delays, small business concerned they do not have the resource to continue trading.
- Demand for certain key sectors for business workspace out-stripping supply.
- Disruption in provision of business support programmes due to transition from EU funding.
- Economic inactivity is at its highest level since 2013 meaning tens of thousands of residents aged 16-64 are not participating in the labour market. Nearly a third of economic inactivity is reported as due to long-term sickness.
- Decrease in apprentice figures due to several factors, mostly due to COVID or financial reasons - closing businesses, staff redundancies, recruiting less new staff, staff too busy to spend time on an apprenticeship, young people staying on at school rather than entering an apprenticeship

##### Operational

- Helping people understand how changes to Universal Credit will impact upon their work and the requirements for them to look for work as 'managed migration' from legacy benefits is rolled out and the administrative earning threshold is raised.
- Encouraging employers to access apprenticeship levy funding to help them create jobs with progression opportunities and develop their existing workforce.

#### AREAS OF EXCELLENCE

##### Strategic

- Strategic Account Management Programme engaging key employers to attract and retain investment and jobs and to promote responsible business practices.
- Council led Growth Fund, a £4.5m grant programme operating across Gateshead, Sunderland, and South Tyneside to support business investment projects that lead to job creation.
- Support for North East Screen Industries Partnership

##### Operational

- Launched a social enterprise accelerator working with a cohort of 12 social enterprises to help scale them up to deliver services to meet local need and address gaps in local supply chains
- Supporting readiness of local supply chains and promotion of business opportunities
- 251 residents started work with help from Working Gateshead, double the number for the same period in 2021/22. This has been boosted through targeted activity in communities, partnership working, flexible personalised support and a multi-agency approach.
- 28 businesses received support to create Kickstart job placements, resulting in 56 young people at risk of long-term unemployment starting work in high quality roles at the beginning of their careers.
- Established a 'skills hub' in partnership with the Department for Work & Pensions at the Metrocentre Jobcentre Plus unit, circa 15 residents per week have been engaged and have benefited from one-to-one information, advice and guidance upon becoming unemployed. This has included an event focused on Ukrainians welcomed into Gateshead who were otherwise not accessing mainstream employment and skills support.

#### ACTIONS

##### Strategic

- Commissioning of activity to accelerate business formation rates and improve business reliance and growth through UK Shared Prosperity Fund.
- Capitalise in strengths in immersive technologies
- Implementation of the Economic Development Strategy
- A note is being prepared to provide further qualitative analysis and context around the decrease in employment / unemployment rates

##### Operational

- Establish Business Support Hub to help business impacted by cost of doing business
- Deliver specialised employment support for care-experienced young people to help them navigate the world of work and achieve sustainable economic security.
- Work with national, regional, and local employment related services providers, training providers and specialist support organisations to connect and align employment and skills support.

#### SUMMARY

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

Ongoing impacts of Brexit, Covid-19 and the conflict in Ukraine continue to affect Gateshead's economy, as is the case nationally, although the full extent of those impacts are yet to be fully understood. Rising costs and the impact that Brexit is having on business continues to be felt, with some small business expressing their concerns around their ability to viably trade. The Council has a role in continuing to support businesses operationally, particularly with accessing opportunities for funding and growth, as well as strategically by considering how it invests.

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

Implementation of Gateshead's Economic Development Strategy will be key to helping to address some of the challenges being faced. Ongoing monitoring to fully understand the impacts of the factors outlined above so that potential interventions are identified, to contribute towards Thrive outcomes. Continuing support to enable businesses to access opportunities and funds, with a focus on the environmental impact of the local economy in Gateshead.

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

The economic future remains uncertain at present with the impacts outlined above yet to be fully understood. Monitoring this will be important as well as identifying potential interventions to contribute to Thrive outcomes. It is anticipated that attendance levels at events will continue to increase as a result of the ongoing recovery from restrictions during covid-19, which will provide a boost to the visitor economy.

#### RESOURCES

- Budget review area for the Economy and Business, considering the new Economic Strategy outcomes.
- Administered the £4.1m COVID-19 Additional Relived fund to support those businesses affected by the pandemic but that were ineligible for existing support linked to business rates.
- Secured £2.145m funding from CRF for projects including "Future You" (£0.733m) considering unemployment, "Immex City" (£0.732m) considering immersive technology adoption, "Gateshead Riverside Partnership" (£0.55m) enhancing the visitor market, and "Future Markets Acceleration Programme" (£0.128m) considering business innovation.

## 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><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>	Strategy agreed and being implemented across core themes	↑	Unemployment rate %	5.5% (2019/20)	5.2% (Jul21–Jun22)	Reduce	↓	Individuals helped into work	266 (YE 2021/22)	251 (6mth)	Increase	↑
				Apprenticeship starts	1,760 (2018/19)	1,220 (Aug 21-Apr 22)	Increase	↓					
				Apprenticeship completion	940 (2018/19)	390 (Aug 21-Apr 22)	Increase	↓					
				Business births in Gateshead	800 (2019)	730 (2020)	Increase	↓ Annual					
				Jobs created	To be set (641 at 6-month stage)	250	Increase	↓					
		Gateshead Quays Conference and Exhibition Centre progressing	↑	Total no of enterprises in Gateshead	5,270 (2019)	5,610	Increase	↑	Jobs safeguarded	To be set (373 at 6-month stage)	76	Increase	↓
				Jobs density in Gateshead	0.81 (2019)	0.71 (2020)	Increase	↓ Annual					
				Sustain Gateshead's working age population at a minimum of 2018 baseline of 128,300	128,300 (2018)	127,300 (2019)	Tracking	↓					
				Start-ups commenced trading	To be set (38 at 6-month stage)	68	Increase	↑					
				Employment Rate	73.3% (2019/20)	71.3% (Jul21–Jun22)	Increase	↓					
Locality approach being developed	↑	Economic Inactivity Rate	22.9 (2019/20)	24.9 (Jul21–Jun22)	Reduce	↑	Business improvement & expansion projects completed	To be set (11 at 6-month stage)	37	Increase	↑		
		Staying visitors to Gateshead (Annual)	665,080 (2019)	406,000 (2021 – impacted by Covid)	Increase	↓							
		Gap in life expectancy at birth male/female: Slope index of inequality	2017-19 10.7 (M)	2018-20 10.8 (M)	Reduce	↑							
			9.6 (F)	8.8 (F)								↓	
Inward investment success	14 (12 months) (2019/20)	7	Increase	↑									

### Investment Strategy & Resources

21/22 Revenue (1% of Council gross budget)		5 Year Capital
Gross £000	Net £000	£000
6,450	646	154,912

**Commissioned Spend: tbc**  
**Assets: Asset Strategy Review**  
**Employees 137.38 FTE**  
 Figures based on 2022/23 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](#) LIoN 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, Allerdene, Elisabethville and Chopwell 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, but is also an issue for those living along the B1288 Leam Lane corridor.

## Ensure a Healthy Standard of Living for All, in Accordance with International Law on Economic and Social Rights ANALYSIS – WHAT IS THIS TELLING US?

### 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

- Thrive: over 2 percentage point increase in those vulnerable. Fewer people managing or just coping.
- Cost of living crisis is having significant impact on some residents ability to thrive and sustain tenancies.
- Gap in annual household income between highest and lowest areas of Gateshead is widening, now £28,302. Using LloN 2022 data and CACI Household Income data for 2022 - average household income:
  - 10% most in need areas = £26,031
  - 10% least in need areas = £54,333

##### Operational

- Rent collected from tenants as a % of rent due to date is reducing, from 99.23% at the previous 6-month stage, to 97.42%. 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.
- Direct debits have previously been a more stable source of rent income, but we have seen a large increase in direct debit failures
- Since April, Citizens Advice Gateshead and Council Housing Services have seen a dramatic rise in queries around food banks and charitable support, debt assessment and fuel supply issues from this group.
- The guidance and allocation of funding from DWP has not been timely which has meant that each local scheme has had to be set up very quickly.

#### AREAS OF EXCELLENCE

##### Strategic

- Energy roadshows delivered in partnership between the council, CAG and others have supported circa 200 residents over several weeks.
- Teams have worked well across the Council, Citizens Advice Gateshead and the voluntary and community sector

##### Operational

- 75 Warm Spaces registered in Gateshead
- Recruited the Strategic Locality Lead, the Co-ordinator, and the Connector for Locality Working
- Number of people/families helped through locality partnership support to maximise their household income has increased substantially, from 650 for 2021-22 to 1143 during the first 6-months of 2022-23
- There was quick allocation of funds through existing systems e.g., Free School Meals and Local Council Tax Support Scheme
- Payments that could be cashed at the post office was used for the first time following the positive experience of implementing the £150 Energy Rebate Scheme.
- The grants to the Food Network helped to target those households who would not necessarily access Council support.
- Administration of the £1.832m fund on 24 May 2022 for the period up to 30 September 2022:
  - £811,390 was allocated to support children eligible for free school meals. Over 7,800 vouchers to cover the May half term and the summer holidays (7 weeks)
  - £582,940 of payments were made to over 8,500 pensioner households identified through data from Revenues and Benefits (Local Council Tax Support data). There were also direct referrals for those older people who are “just coping”. An additional 1,406 payments made, amounting to £70,300.
  - 1,421 Vouchers were issued to a mixture of households and this amounted to £150,275 from referrals from Citizens Advice Gateshead, Schools, Councillors and Council Services e.g., Neighbourhood Management, Council Tax, Benefits, Social Care etc.

#### ACTIONS

##### Strategic

- Developing a fuel poverty action plan for Gateshead, work in progress
- Ongoing development of locality working, and work to identify the assets within the areas.
- The new round of the Household Support Scheme will run from 1 October to 31 March 2023

##### Operational

- The DWP Household Support Fund has been extended until 31 March 2023, providing £1,836,629.95 of funding. Local Authorities have discretion on exactly how this funding is used within the scope set out in the DWP guidance.
- The Council is currently considering options to provide additional support to our most vulnerable families over the festive period, possibly in the form of hampers or additional food vouchers.

#### SUMMARY

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

The cost-of-living crisis is already having a huge impact on residents household income and financial wellbeing, which is beginning to affect people's standard of living and their ability to sustain tenancies. These issues are being experienced locally, regionally, and nationally due to several factors. The Council has been working well with residents and partners to support residents as much as possible as inequalities widen, the analysis highlights the efforts to support local people to increase their household income and manage the cost-of-living crisis.

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

The Council agreed a Motion on 21st July 2022 recognising that the increase in the cost of living constitutes an emergency for many. The DWP Household Support Fund has been extended until 31 March 2023 and we will deliver the scheme through a variety of routes including providing vouchers to households, making direct provision of food or goods, or issuing grants to third parties. We are also considering ways to support the 227 properties within Council housing stock that we know are disconnected, particularly in circumstances that support maintaining connection and providing household support and addressing fuel poverty.

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

It is anticipated that the cost-of-living crisis will continue to negatively impact on the standard of living for many residents, particularly those who are more vulnerable. We will continue to support residents through locality working and the distribution of the £1,836,629.95 funding. Rent collection is expected to remain a significant challenge and rent arrears / income will also be impacted upon because of the cost-of-living crisis.

#### 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. 3-year plan with savings identified for each year.
- The DWP Household Support Fund has been extended until 31 March 2023, providing £1,836,629.95 of funding.



**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>6991 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%	34.1%	Reduce		Number of people/families helped through locality partnership support to maximise household income  Rent collected from tenants as a % of rent due in the financial year  Households in Council Tax arrears  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	1,143	To be set (22/23)	Baseline to be set
				% residents who are just coping	29.5%	40%	Tracking						
				% residents who are managing	13.3%	15.9%	Tracking						
				% residents who are thriving	17.7%	10%	Increase						
				% of population income deprived (IMD)	16.7% (2019)	No new data	Reduce	No new data					
				£ Gap in average household income between highest and lowest areas of need in Gateshead	£27,043 (2021)	£28,302	Reduce						
				Households in Fuel Poverty (%)	15.1% (2019)	14.2% (2020)	Reduce						
				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)	10.8 (M) 8.8 (F) (2018-20)	Tracking						

**Investment Strategy & Resources**

21/22 Revenue 8% of Council Budget		5-Year Capital
Gross £000	Net £000	£000
49,775	596	TBC

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

Figures based on 2022/23 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...

- there are clusters of areas with low income households (<£15k annually) in Teams, Felling and High Fell with other individual areas elsewhere.
- 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, Birtley, Barley Mow and Chopwell North.
- many households in fuel poverty are in/around Felling and Deckham. Other areas are Bensham West, Springwell Estate, Elisabethville, Winlaton East, Bleach Green North and Chopwell South.

## 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

#### CHALLENGES / AREAS FOR IMPROVEMENT

##### Strategic

- Cost of living crisis is having significant impact on council tenants' ability to thrive and sustain tenancies.
- There has been an increase in the number of people in urgent housing need since April 2022. The current number of vacant properties has increased. There are plans in place to increase the numbers of properties available to let each week and reduce the numbers of voids in repairs.
- The Tyne and Wear lettings scheme will be disbanded in the coming months and a new Gateshead system established. There are plans in place to manage the transition. The nature of the partnership with local Registered Providers of social housing under the new arrangements is in development.

##### Operational

- Recent events, including the Covid-19 pandemic, and the series of severe storms last winter, had increased demand for home repairs in Gateshead to an unprecedented level.
- Construction Service (CS) are making sweeping changes to improve the level of customer service we offer.
- Demand for debt advice is increasing & energy bill referrals is also increasing.
- There are an increased number of urgent rehousing cases.
- Management of the transition for the new lettings system
- Public transport passenger journeys for 21/22 impacted by Covid
- The latest summary contamination figure for FY2022/23 is a 15.22% contamination rate, which shows a marginal improvement and positive direction for travel.
- The first quarter FY2022/23 recycling rate figure is 37.5% which shows a promising although no guarantee of a sustained improvement at this stage.
- Anecdotal information suggests many crimes/incidents are going under-reported as some feel reporting is a waste of time as nothing will be done.
- Target of 100,000 trees on Council land by 2030 and is achievable subject to unlocking the identified Council owned strategic woodland planting sites. Issues currently with some of the identified sites being occupied by third parties (e.g., farmers) and there being no lease/licence agreement in place. The person(s) occupying the land can claim adverse possession owing to the length of time they have occupied the site. The other main challenge is around capacity however the Woodland Creation Accelerator Fund funded posts should go some way to addressing this. Must be mindful of the number of trees lost/removed by the Council – the 100,000 target should constitute a net increase against the number of standing trees on Council land at the time of the target being set. Last planting season we planted 15,500 trees at Whitehills, have since lost approx. half to drought and vandalism. All losses will be replaced this planting season and the next two planting seasons in line with the requirements of the funding agreement.

#### AREAS OF EXCELLENCE

##### Strategic

- Assistance to tenants in response to rising energy bills, working in partnership with agencies such as 2 Way Tenancy Solutions.

##### Operational

- Construction Services have listened carefully to what our tenants had to say about their experiences in engaging with our repairs and maintenance service, and we are investing heavily in improving the service to meet their expectations
- Emergency top ups for prepayment meters
- Increased grant applications to have energy arrears reduced
- Support for residents with prepayment meters with unexpected standing charges
- Support for gas-capped residents
- Focus on lettings to relieve pressure on B&B and temporary accommodation
- Completion and occupation of 82 extra care apartments at Watergate Court Lobley Hill, enabling older people to live in good quality accommodation with some support where necessary to meet their needs.
- Building new affordable homes for Gateshead residents at Whitley Court including new family homes and supported apartments and bungalows to enable individuals to live independently.

#### ACTIONS

##### Strategic

- Ongoing contribution to council response to cost of living and energy bills
- Move towards Gateshead Home Choice to replace Tyne & Wear Homes, end March 2023
- Investigating the potential to convert council garages which are in poor repair and attracting anti-social behaviour into energy efficient bungalows. An ongoing review of the land and assets the Council holds, to maximise potential and where possible to develop new homes.

##### Operational

- CS aim to complete a repair, or multiple repairs, on the first visit to a home, particularly if they relate to the same trade. If CS can't complete first time, we keep you the tenant updated until complete.
- Out of hours, CS aim to complete a repair, rather than just make a home safe & have to return at a later date.
- CS are piloting evening appointments 1 day per week. If successful, CS will add additional days.
- CS have introduced a Customer Promise that sets out the standard of service customers can expect from CS & sub-contractors.
- CS are increasing recruitment to make sure CS have sufficient staff with the right skills to deliver a customer focused service.
- CS are investing in comprehensive ongoing staff training, with a focus on performance management.
- Advice and support and referrals for tenants struggling to pay bills
- Extraction of a Gateshead Housing Register from the Tyne and Wear register Nov/Dec 22.
- The Community Safety Board is proposing a suite of measures to monitor to help understand the impact this is having on communities in Gateshead. Also, launching a domestic abuse campaign later this month, which aims to encourage more victims to come forward; we're testing a new way of tackling anti-social behaviour and supporting both victims of ASB and those causing ASB so, where possible, we are resolving the issue at the first time of asking.

#### SUMMARY

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

Requests and referrals for advice and support with bills have increased. Targets for reduction in vacant property rent loss will not be achieved. The challenge for community safety is the cost-of-living crisis. Increasing crime and ASB, more domestic-related incidents, potential for more drug-related deaths as more and more individuals and families struggle to make ends meet. Then there's also the exploitation side. There is the possibility that more organised groups could exploit individuals and communities (e.g., increased loan shark activity, vulnerable individuals being financially exploited, that sort of thing).

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

Over the next 18 months, our capacity, skill base, and responsiveness will increase so that we offer a much-improved repairs service for our tenants. Range of support measures for residents in relation to energy charges (see areas of excellence above). Actions are in place to recruit to vacant posts in Construction Services and to increase the number of vacant properties being repaired. Lettings teams are ready to advertise more properties. Feedback from members, residents and repairs is being used to support a bid submission to the Social Housing Decarbonisation Fund (SHDF); The triangulated data along with energy performance metrics have been used to identify properties where a SHDF bid could supplement HRA funding – interventions to improve the thermal efficiency of these properties would reduce the number of repairs, increase the affordability of the properties and ensure the long-term sustainability of both tenancies and the homes (bid will be submitted in November 2022, if successful works will be delivered 2023-25). More vacant properties to be made ready to reduce vacant property rent loss and support applicants into new homes. The impact of the changes taking place right now will take some time before tenants see the full benefits.

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

Community safety data suggests violence against the person and serious acquisitive crime have reduced. Overall crime is still lower than pre-pandemic and ASB is approximately where expected, however, this is expected to change.

#### 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.
- Demand for debt advice is increasing. Partnership activity underway with CAG. Demand for assistance with energy bills is also increasing.
- Transition from Tyne and Wear Homes to Gateshead Home Choice requires a transfer of customer data (10,000+ application records) from the Tyne and Wear IT system to Gateshead's system.
- Ensure effective implementation and delivery of the Housing Improvement Plan.

# 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
<p><b>Local communities and social networks are strong</b></p> <p><b>All residents have access to a high quality, affordable, warm and energy efficient home</b></p> <p><b>All communities have access to good quality natural environment</b></p> <p><b>Gateshead has clean air with low levels of pollution</b></p> <p><b>Gateshead has low levels of crime and anti-social behaviour</b></p> <p><b>Gateshead is carbon neutral by 2030 definitely</b></p>	<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 tech, minimise paper &amp; reduce the need for staff to travel</li> <li>Promote community cohesion + prevention of crime &amp; 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 &amp; waste minimisation projects &amp; implement behavioural change initiatives</li> <li>Ensure goods &amp; services procured by the Council are compatible with our Climate Emergency commitments</li> </ul>	<p>Community wealth building progressing</p> <p>Closer to housing requirement but not yet at target</p> <p>Environment investment schemes delivered</p> <p>Electric feet vehicles on order but supply issues persist</p> <p>Consultation progressing</p> <p>District Heating Scheme progressing</p> <p>Commissioning Strategy implementation</p>	<p>↑</p> <p>↑</p> <p>↑</p> <p>↔</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p>	% satisfaction with neighbourhood as a place to live	64%	No new data	Increase	No data	% of Council housing stock empty for 6 months	0.55%	0.54%	Reduce	↓
				No. of homes built against annual housing requirement	301 (2019/20)	373	Increase	↑ Annual	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)	18%	Increase	↑ Annual	No. of private dwellings identified as having a Category 1 hazard and No. had this hazard removed	To be set at year end	137 / 87	0	No new Data - Annual
				% of homes (remaining tenures) empty for 6 months or more	2.3% (2019)	No new data	Reduce	No data Annual	% of Council commercial fleet operating on electricity	2%	5%	Increase	↑
				Gap in life expectancy at birth male/female: Slope index of inequality	10.7 (M) 9.6 (F) (2017-19)	10.8 (M) 8.8 (F) (2018-20)	Reduce	↑ Annual	Progress towards GMBC being carbon neutral by 2030 (% achieved as per annual audit external assessment)	70%	75%	100% Cumulative	↑ Annual
				Number of homes with zero carbon heat source	To be set	No data	To be set	No data	No of trees planted on Council land per annum towards target	0	2,759 Cumulative	100,000 by 2030	↑ Annual
				% of Council homes that meet the Decent Homes Standard	94.46% (2020/21)	96.2% (2021/22)	Increase	↑ Annual	% repairs completed within timescales: Highways (within 10 days)	71% (21/22)	76%	> 90%	↑
				% of functional green space amenable to healthy lifestyles in the 25% most deprived wards	<i>Measure to be defined 2022/23 – based on Marmot</i>				% repairs completed within timescales: Streetlights (within 5 days)	91% (21/22)	96%	> 90%	↑
				Number of public transport passenger journeys in Gateshead (millions)	26.749 (2020/21)	17.828 (2021/22)	Increase	↓ Annual	Council emissions reduction from 2008 baseline	0% (2008)	63.6%	100%	↑ Annual
				Gateshead areas compliance with Local Air Quality Management Framework	Compliant	Compliant	Compliant	Annual	% of the overall tonnage in recycled waste collected that is contaminated with non-recyclable materials	15.8% (20/21)	15.22% (April-Sept 22)	13% Increase over 3 years	↑
				% of household waste sent for reuse, recycling and composting	32.3% (Jun 21)	37.5% (April-Sept 22)	Towards 50%	↑	% of homes with SAP energy rating score above 65	64%	62.75% (Local Auth 90% Housing assoc. 72%. Owner-occupied 41%. Private rented 48%)	Increase	↓
				Total recorded crime in Gateshead	227.4 per 1,000 pop (2021/22)	No data released	Reduce						
				Recorded instances to the police of violence against the person	43.7 per 1,000 pop (2021/22)	No data released	Reduce						
				Serious acquisitive crime incidents (excluding shoplifting)	4.8 per 1,000 pop (2021/22)	No data released	Reduce						
				Anti-social Behaviour (All incidents)	38.4 per 1,000 pop (2021/22)	14.1 per 1,000 pop (April-Sept 22)	Reduce						
Anti-social Behaviour (All incidents NOT youth related)	40.1 per 1,000 pop (2021/22)	13.5 per 1,000 pop (April-Sept 22)	Reduce										

**Investment Strategy & Resources (25% of Council gross budget)**

22/23 Revenue		5 Year Capital
Gross	Net	
£000	£000	£000
158,815	28,236	113,672

**Commissioned Spend: tbc**  
**Assets: Asset Strategy Review**  
**Employees 1206.46 FTE** Figures based on 2022/23 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 resources to deliver services which may impact on communities **Amber**
  - Failure to manage demand/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 highlighted how communities came together more during the pandemic strengthening local areas and people found new meaning in volunteering.

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

LloN data shows...

- there is high housing turnover in and around the centre of Gateshead. Outside of that Blydun also shows significantly high turnover rates.
- many of the areas with high victims of crime rates are central, within Bensham, Deckham and Felling, and also within High Fell and the Chowdene area.
- housing is generally less affordable in the most in need areas of Gateshead, although there are some exceptions such as Glebe West and Barley Mow.
- Although access to usable open space may be seen as an issue for built up areas, it can affect rural areas such as Crawcrook South.

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

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

- All preventable ill health is reduced, to end the gap in inequalities within the borough
- To prevent and end homelessness, in all forms in Gateshead

- All residents will be able to access flexible health and care support, when and where they need it

#### CHALLENGES / AREAS FOR IMPROVEMENT

##### Strategic

- Significant service disruption / distraction remains post-pandemic. Several measures were not collected during the pandemic while some activities were stopped due to the need to social distance as well as prioritise public health resource to tackle the pandemic while the impact is showing an increase in inequalities – DoPH Annual report “*Behind the masks, Gateshead’s Covid stories, Gateshead Director of Public Health Annual Report 2021/22*”.
- Actions as set out for each of the 4 aims within New Homelessness and Rough Sleeping Strategy.
- Delivery of the Homelessness and Allocations Review (March 2023).  
Social care focus on supporting the most vulnerable during the pandemic.

##### Operational

- Lack of suitable or appropriate accommodation and support for those who are homeless or at risk of homelessness
- Lack of direct access into appropriate emergency and crisis accommodation.
- No existing ‘Gateway’ model to access accommodation and support We have a manual spreadsheet to manage currently.

#### AREAS OF EXCELLENCE

##### Strategic

- Homelessness and Rough Sleeping Strategy agreed by Cabinet January 2022.
- Homelessness Charter formally launched March 2022.
- Implementation of Changing Futures Programme has begun Campbell Tickell contracted for Homelessness and Allocations Review. Joint cross department Project Team Meetings established.
- Bids successful for RSI and RSAP funding and funding allocated to Home Group to improve response for victims of domestic abuse.
- Supported Housing Improvement Programme (SHIP) funding bid submitted.

##### Operational

- Implementation of homelessness prototype via the Changing Futures Programme.
- Proactive approach to homelessness prevention beyond statutory requirement.
- Partnership working established linked to homeless pathway for offenders and ex-offenders.
- Strong partnership arrangements with Oasis Community Housing in supporting those at risk of homelessness and rough sleeping with multiple or complex needs; including health offer improving access to health care for rough sleepers/those at risk of rough sleeping (nurse practitioner post in Basis and part funded Mental Health worker with Mental Health Matters).
- Implementation of fortnightly rough sleeper action group, which is multi-agency coordination/case management including health partners.
- Delivery of private rented sector funded project supporting ex-offenders with accommodation.
- Delivery of existing RSI and NSAP funded accommodation programmes.
- Winter Flu Vaccination Programme & successful approaches to deliver Covid-19 vaccines with our partners.

#### ACTIONS

##### Strategic

- Implementation of actions outlined in new Strategy, which sets out our four key strategic aims to tackle homelessness.
- Completing actions within our Homelessness and Allocations Project Plan, including remodelling and recommissioning homelessness accommodation plus supporting and developing a Homelessness Gateway.
- Implementation of the Changing Futures Programme.
- Respond to the COVID-19 pandemic and continue to identify short and long-term impacts – DoPH Annual Report.
- Ongoing development of Locality Working.

##### Operational

- Work together to remodel and recommission provision and develop a Gateway model.
- Continue to embed and develop partnership working.
- Further develop homeless prototype approach linked to implementation of Changing Futures programme.
- New Mosaic Social Care System being developed for Adult Social Care and now due to be live in Q4 2022/23. This will help to streamline processes and payments improving the service to social care users and carers.

#### SUMMARY

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

The pandemic 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. Post 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. Ill health prevention by its nature considers the longer-term impacts of health and tackling issues that can result in poorer outcomes over the course of a lifetime. This means it can take a while for changes at population level to be seen. The pandemic response has had to be prioritised with resources being diverted to support this.

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

Delivering on the 4 key aims and associated actions within the new Homelessness and Rough Sleeping Strategy, which include remodelling and recommissioning accommodation and support as well as developing a gateway to support any new model. This will be delivered in 22/23 through the Homelessness & Allocations Review.

We are still responding meaning the full impact in the longer terms still needs to be determined. A key area will be focusing on the response and recovery from the pandemic, focusing on ill health prevention. Ongoing development of locality working; recruited the Strategic Locality Lead, the Co-ordinator, and the Connector - working to identify the assets within the areas.

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

A new Allocations Policy and a new Tenancy Strategy have been created as part of the Homelessness and Allocations Review and will go to Cabinet for approval in October 2023. We are also developing a Gateshead Allocations Model, undertaking homelessness remodelling/recommissioning and developing a ‘marketplace’ and ‘homelessness gateway’ (by March 23).

Responding to the pandemic will be a focus in the short term over the next 6 months along with understanding the longer-term impacts.

#### RESOURCES

- 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. Gateshead Council is one of ten local authorities to receive £5m over 5 years to increase capability and capacity for research into health inequalities
- Two of the Priority Based Transformation Areas as part of the budget approach are Adults Social Care and Housing Improvement which will directly inform this priority objective.
- Locality Working to be piloted, short term will support early intervention with longer term goal of improving life chances and reducing dependence on council services.
- Homelessness funding subject to annual grant allocations makes long term investment decisions difficult £0.5m 2021/22 and confirmed as same for 2022/23. Consultation ongoing regarding Homeless Prevention Grant (HPG), further details to be provided. During the pandemic specific additional funding has been provided to ensure we can meet our obligations £0.080m 2020/21, 2021/22 £0.239m.
- Successful funding bid for accommodation for ex-offenders totalled £66,707.
- Rough Sleeping Initiative Funding (RSI) funding secured to 2025 (joint bid with South Tyneside). Gateshead allocation is £1.85m over three years.
- RSAP funding secured to 2024, to deliver 4 units (in partnership with Tyne Housing) with support for rough sleepers with complex needs. This is additional to the 15 properties already provided through previous successful funding bids.

## 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 (Annual)	10.7 (M) 9.6 (F) 2017-19	10.8 (M) 8.8 (F) 2018-20	Tracking	↑	Population vaccination coverage - Flu (aged 65+) <i>Compared to England rate as baseline</i>	80.9 (England 2019/20)	83.5 (2020/21)	Increase	↑ Annual
	Accelerate preventative programmes;	Locality working approach		Estimated smoking prevalence Cardiovascular Disease <i>Compared to England average as baseline</i>	15.9% (England 2020/21)	16.9% (Newcastle/Gateshead ICG 2020/21)	Reduce from 17.5% (19/20)	↓ Annual	Age standardised mortality rate for deaths related to drug misuse - persons by local authority	28 (2019)	26 (2021)	Reduce	↓ Annual
	Deliver Community Based approaches as a core principle;	building on hubs		Suicide rate Public Health Profiles <i>Compared to England rate as baseline</i>	10.4 (England 2018-20)	9.6 (England 2019-21)	Reduce	↓ Annual	Chlamydia detection rate / 100,000 aged 15 to 24 <i>Compared to England rate as baseline</i>	1,408 (England 2020)	1,334 (2021)	Reduce	↓ Annual
	Learn lessons from the pandemic;	Lessons being learned and impact being understood	↑	Admission episodes for alcohol-specific conditions - Under 18s <i>Compared to England rate as baseline</i>	239.3 per 100,000 (England 2017/18-2019/20)	50.8 per 100,000 (2018/19 - 2020/21)	Reduce	↓ Annual	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)	77.4% (22/23) (Sep Q2)	Increase	↓ Annual
	Embed health inequalities within, wider public services & recovery plans	Approach being developed including delivery of Health and Wellbeing Strategy with partners	↑	Under 75 mortality rate - Cancer considered preventable <i>Compared to England rate as baseline</i>	51.5 (England 2020)	76.7 (latest data 2020)	Reduce	↓ Annual	% of clients using technology assisted care	Reporting to be developed during 2022/23 when Mosaic system goes live			
				Total households assessed who are owed a duty, who were sleeping rough at the time of application	35	8	Reduce	↓	Total households initially assessed as owed a homeless duty	824 (2020/21 baseline used)	729 households assessed - 721	To be set	↓
	ASC interventions And ASC Budget implementation			(A) % of households where homeless prevention duty ended that maintained / secured accommodation for 6+mths. (B) % of these identified maintained/secured accommodation that remained in existing accommodation.	(A) 54% (B) 15% remained in existing accommodation	(A) 52% (B) 21% remained in existing accommodation	2020/21 data used to formulate baseline	↓ ↑	% of council dwellings with a valid gas safety certificate	99.80%	99.9%	100%	↑ Annual
Person shaped measures used in locality working TBC					Baseline to be set at end of Year 1			TBC 2022/23 data to be used to formulate					

#### Investment Strategy & Resources

22/23 Revenue (4% of the Council's gross budget)		5 Year Capital
Gross £000	Net £000	£000
23,425	15,282	835

**Commissioned Spend: tbc**  
**Assets: Asset Strategy Review**  
**Employees: 263.23 FTE (tbc)**  
 Figures based on 2022/23 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

- People living in the most deprived areas of England have seen a significant recent decrease in life expectancy (LE). The upcoming new data release will include the period of COVID and indicate the impact of this period on LE.
- 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.

#### Geographic Impact

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

- High levels of alcohol related hospital admissions are evident in many of the most in need areas of Gateshead. However, there are also large proportions of higher risk drinkers in least in need areas such as Stella, Crawcrook South, Sunnyside, Whitehills, Low Fell East, and Wardley Central.
- 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.

## 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

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

#### Finance, Governance & Risk

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

#### Customer Experience

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

#### External Assessment

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

### CHALLENGES / AREAS FOR IMPROVEMENT

#### Strategic

- The Council's percentage staff turnover 2021/22 was 12.74%. This is lower than the national average and lower than the average for public sector organisations, which had a labour turnover rate of 15.6%. While the highest number of leavers is due to resignation, the Council currently do not and have not, to date, the ability to capture the reason for the resignation.
- Challenges of delivering the Medium-Term Financial Strategy budget gap and delivering intervention to enable people in Gateshead to Thrive.
- Continue to ensure adequate assurance coverage of key risks as Council processes change to reflect different ways of working, objectives and reducing funding envelopes.
- Embed and fully exploit the capabilities provided by the Fraud Data Sharing Hub in conjunction with Durham and Newcastle Councils, which is due to go live in the coming months.
- Sickness absence days per FTE has increased from 10.58 baseline in July 2021, to 11.3 at 21/22 6-month stage, to 12.32 days for the period from 1 April 2021 to 31 March 2022.
- Regulator of Social Housing Consumer Standards compliance is continually progressing. The result will show Progressing until we fully complete all outstanding actions & total compliance with the Regulatory Standards is met. Work is ongoing with regular reporting and monitoring taking place.
- There has been an increase in the number of corporate complaints upheld after Chief Executive review. Of the 25 Reviews of Corporate Complaints undertaken to date, 6 (24%) were upheld and 19 (76%) were not upheld.
- There were 5 final decisions made by the Ombudsman following the investigation of complaints against the Council. 3 were not upheld and 2 were upheld with the Council required to pay compensation.

#### Operational

- A dip in performance in Adult Social Care and Housing telephony contact response has been due to a combination of lack of available resource and high demand - which is being addressed.

### AREAS OF EXCELLENCE

#### Strategic

- There have been two senior manager conferences held in the past six months. These sessions provide an opportunity for senior leaders within the organisation to gather to discuss organisational challenges, share future ways of working and cascade corporate updates. A series of sessions have now been established over the next 12 months
- Online payments continue to increase due to general trend and 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.
- Delivery of the Audit Work Programme agreed with the Audit & 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 volume of compliments received about the council has increased by around 30%.

#### Operational

- Employees are being encouraged to report health & 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 continues to increase, from 78 at the previous 6-month stage, to 131.

### ACTIONS

#### Strategic

- Employee survey to be undertaken, hopefully during 2023 subject to budget approval for this. Also looking at a framework of engagement activity which will cover all employees; this is likely to include a combination of frontline visits, virtual focus groups and 15- to-1 sessions with leaders within the organisation. Recently recruited a Senior Communications & Engagement Officer to oversee internal communications, propose new ways of working, consult and develop engagement activity and repurpose the current offer based upon this. This role will work closely with Human Resources and Workforce development. Several actions identified to address root causes that are driving recruitment and retention problems across the Council are subject to the budget review, as resourcing of this activity will impact upon delivery. The actions identified are those within the Workforce Strategy.
- Leavers and stayers interviews have been designed. Roll out of a new format and collation of data is the next step of the process.
- Progress and delivery of fundamental budget reviews and Transformational Budget.
- HR are continuing to work closely with managers to manage attendance in relation to both short & long-term absence, including increased referrals to Occupational Health. Additional training is also being delivered to managers where this would be beneficial.
- Looking at number of corporate workstreams, including the budget consultation framework, with a view to making this accessible to all.
- Actions to build understanding of the impact of the cost of living, including debt, crisis are included in a separate report on Welfare Support.

#### Operational

- Support Gateshead businesses to respond to tendering opportunities to help increase the amount of local spend through Council contracts.
- The Council is working on a 'borough-wide' survey for residents, which it is hoped will be issued in 2023.
- Work is ongoing to improve the uniformity of how call handling is managed across the Council. The new telephony system will provide an opportunity to re-baseline this measure.
- 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?

Performance has continued to be impacted by the lasting effects of the pandemic. While the expansion of the digital customer experience continues to progress, recruitment and retention issues continue to pose a challenge for the Council. Self-serve digital interaction with the Council is growing but customer contact via telephone remains high. This is despite the introduction of avenues to work more seamlessly with other support providers, such as direct access to Citizens Advice Gateshead, in order to provide better support to residents.

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

Our approach to continual improvement in the employee experience (i.e. 'What it feels like to work for Gateshead Council')", resulting in Gateshead being a great place to work, are subject to the culture at the Council and improving all factors of the employee life cycle, which includes, but is not limited to: how we attract and recruit; how we onboard, induct and help people settle in; what we pay; how we recognise and reward people; what benefits we provide for employees; the systems we operate to enable our employees and managers; what opportunity there is for personal growth etc. The Workforce Strategy and Plan outlines the areas of work needed to deliver against the outcomes in the performance management framework aimed at making Gateshead a great place to work. However, it should be noted that the resourcing of the delivery of the Strategy and Plan to achieve the outcomes sought is subject to the budget review.

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

Workforce Strategy and improvements to recruitment and retention should help to address current workforce issues. It is anticipated that widening inequalities and the cost-of-living crisis will impact further on resident's wellbeing; a borough-wide survey is in development.

### RESOURCES

The Council's Medium Term Financial Strategy was reported to Cabinet on 25 October. The MTFs estimates a £55m financial gap over the medium term, a worsening position due to significant pressures manifesting over the last six to twelve months in inflation, pay, utilities and cost of living. Although the financial context continues to be challenging and uncertain the Council has a strong track record of meeting its financial obligations and maintaining financial sustainability through delivery within budget. A Council wide approach to the budget, which is priority driven and over a medium-term planning horizon will ensure that this continues to be the case.

**ORGANISATIONAL HEALTHCHECK – BALANCED SCORECARD – SUMMARY OF PERFORMANCE**

**EMPLOYEES**

- Ø Employee satisfaction – Gateshead Council a great place to work
- Ø Diverse & inclusive workforce
- Ø 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 @ 31 March)	3.29% (Mar 21)	2.91% (Mar 22)	6.5%	
% Apprenticeship levy spent (incl transfers) – towards March 2023	50%	51% (Mar 22)	70% by 2023	
No. of Employee resignations as % of headcount	3.04% Jul 21	12.74% (Apr 21-Mar 22)	2.50%	
Average Sickness Absence days per FTE	10.58	12.32 days (Mar 22)	9 days	
Agency worker costs	£1.412m	£2.491m (Mar 22)	None set	
% employees completed GDPR training	0%	62.64% (Oct 22)	95% (2023/24)	
% employees reporting their protected characteristics	35% Mar 2021	55% (Mar 22)	70% by 2023	

**CUSTOMER EXPERIENCE**

- Ø Thrive – reduce the number of residents vulnerable
- Ø Resident's satisfaction with Gateshead and Gateshead Council
- Ø 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%	34.1%	Reduce	
% residents who are just coping	29.5%	40.0%	None set	-
% residents who are managing	13.3%	15.9%	None set	-
% residents who are thriving	17.7%	10%	Increase	
% of stage 3 corporate complaints upheld	15% (2021)	24% (6/25) (Apr-Sep 22)	10%	
% of complaints upheld by the LG Ombudsman	12% (2020)	40% (2/5) (Apr-Sept 22)	10%	
No of complaints upheld by the ICO	1	0	1	
No of compliments received about Council services	78 (2021)	131 (Apr-Sept 22)	None set	
Digital Customer Experience % of transactions completed online for Garden Waste; Birth/Deaths; Fly-tipping	76%	84%	Increase	
Number / £ of online payments	98,961 / £12.5m	104,583 / £14.17m (Apr-Sep 22)	Increase	
Telephony contact response answer rate (Average of Customer Contact Unit; Revs & Bens; Housing; Adult Social Care Direct)	86% (2021)	82%	Increase	

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

**FINANCE, GOVERNANCE & RISK**

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

	Baseline	Latest	Target	DoT
Revenue Budget position % over/ under	0.11% over (Q3)	2.11% over (Q2)	-	
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	To be set (14.5% for 2021/22)	15.82%	Increase	
% Invoices paid within 30 days	87.32% (2021)	74.99%	95%	
% Council Tax collected	94.1% (20/21)	52.4% (cumulative)	Increase	
% Business Rates collected	88.4% (20/21)	53.9% (cumulative)	Increase	
Financial Assessments and social care finance - % of debt in year collected	92.89% (20/21)	91.04%	Increase	
Value of Services provided by the Council to schools	£11.2m	£12.2m		
No of serious data breaches reported to ICO	0 (20/21)	2		
Health and Safety near miss / hazard reports	116 / 45% of near misses	116 of 362 (32%)	Increase	
Audit High Priority Recommendations made and those outstanding	28 0	3 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 – 2		
HSE Enforcement Actions	0 (2021)	1 FFI		
Council working in partnership (Survey VCS; Private and Public sector partners)	Baseline to be set	No update	-	-

**Key Tolerance Key**

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

