

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Monday, 2 December 2019 at 10.00 am in the Whickham Room - Civic Centre

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies
2	Minutes (Pages 3 - 14) The Committee is asked to approve as a correct record the minutes of the meeting held on 14 October 2019.
3	Corporate Asset Management - Delivery and Performance Report (Pages 15 - 50) Report of Acting Strategic Director, Economy, Innovation and Growth
4	PSP Monitoring Report (Pages 51 - 54) Report of the Acting Strategic Director, Economy, Innovation & Growth
5	Health and Wellbeing Strategy Development (Pages 55 - 56) Report of the Director of Public Health
6	Corporate Resources 6 Month Performance Monitoring (Pages 57 - 82) Report of Chief Executive, Strategic Director, Corporate Resources and Strategic Director, Corporate Services & Governance
7	Annual Work Programme (Pages 83 - 86) Report of the Chief Executive and Strategic Director, Corporate Services and Governance

This page is intentionally left blank

GATESHEAD METROPOLITAN BOROUGH COUNCIL

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Monday, 14 October 2019

PRESENT: Councillor John Eagle (Chair)
Councillor(s): S Ronchetti, J Wallace, D Bradford, L Caffrey, S Green, M Hall, J Raine and J Simpson

IN ATTENDANCE: Councillor(s):

APOLOGIES: Councillor(s): D Duggan, P Foy, T Graham, R Mullen, B Oliphant, N Weatherley and K Wood

CR14 MINUTES

RESOLVED - That the minutes of the meeting held on 9 September 2019 be approved as a correct record.

CR15 GATESHEAD COUNCIL APPRENTICESHIPS

The Committee received a report on the Council's strategy for the delivery of apprenticeships within the Council.

In 2017 the Government introduced a number of changes to the apprenticeship system as part of their strategy to delivery three million apprenticeships by 2020.

The three key changes introduced by the Government were:

- The introduction of the apprenticeship levy;
- The proposed introductions of a public sector apprenticeship target; and
- The transfer from Apprenticeship Framework to new Apprenticeship Standards

The introduction of the levy means that organisations with a payroll bill of over £250,000 per month, (£3m per year) are subject to a levy of 0.5% of their gross monthly pay bill. The Council's levy is estimated at around £668,000 per year, including that due for maintained schools. A payment is made each month into the Council's levy account. The Council can draw down from that fund to pay for apprenticeship training. There are strict criteria around the use of the fund, for example it cannot be used to pay wages or non-apprenticeship training costs. There is a maximum of 24 months in which to use each annual levy payment, which operates on a rolling basis, thereafter unspent funds are inaccessible and returned to the Treasury.

The public sector apprenticeship target applies to all public bodies that have 250 or

more employees. The annual target requires 2.3% of the workforce to be started on an apprenticeship, Gateshead Council employs approximately 7000 staff including those in maintained schools, therefore this would require approximately 160 apprentices to be enrolled annually to meet the target. The Government have acknowledged that they have set a stretched target and also stated that they expect that all organisations will strive to meet the target and will take steps to improve apprenticeship take up year on year.

Apprenticeship Frameworks are being phased out, with new Apprenticeship Standards introduced which have been developed in collaboration with employers in order to be more specific to individual business need rather than applying broadly to business sectors.

There are over 250 Apprenticeship Standards being phased in over time, covering a wide range of occupations and providing the opportunity to achieve qualifications up to level 7 (Post Graduate level).

Following the introduction of the changes in 2017 two scoping exercises have been undertaken with services to identify demand for apprenticeships across the Council. Discussions took place with Service Directors, and in some cases the management teams, to explore where apprenticeships could be utilised to support transformational change and deliver corporate objectives and service delivery. The scoping activity included looking at areas where the Council provides funding for staff to study for professional qualifications, which could, in future, potentially be covered by an apprenticeship. This would result in a direct saving to the Council as funds would be accessed from the levy rather than from the Council's revenue budget.

Briefing sessions were also held with senior managers and numerous communications have been sent to employees to promote awareness. The Council's Learning Skills service delivers apprenticeship training in a range of subjects including business administration, customer service, leadership and management and Teaching Assistant apprenticeships. To access all other types of apprenticeship training, the Council has been required to establish a procurement process which is compliant with Education Skills Funding Agency (ESFA) regulations. Providers who meet the criteria in relation to quality of provision, health and safety and safeguarding are included on the Council's approved list of providers and can bid to deliver apprenticeship training as demand arises.

Despite efforts to publicise apprenticeships across the workforce and put arrangements in place for delivery, the take up of apprenticeships has remained low, with consequential impact on levy spend. This is the general picture across many areas in the public sector.

Low take-up of apprenticeships has been due to a number of issues:

- Concerns from managers over the requirement to spend 20% of time 'off the job' in training, and the impact that has on service delivery.
- A lack of available Apprenticeship Standards resulting in the continuation of traditional academic qualifications rather than apprenticeships. This is due to

new Apprenticeship Standards being rolled out by the Institute for Apprenticeships as and when they are approved for delivery.

- The essential requirement for all apprentices to evidence English and Maths at GCSE level or Functional Skills level 2, when they may already have degrees and other professional qualifications.
- Insufficient providers being able to successfully join the Council's 'Approved List' due to failures (or their inability to provide sufficient information) on health and safety and/or safeguarding matters.
- Insufficient providers in the region to deliver the types of apprenticeship programmes the Council requires.
- Providers in the region cancelling, or deciding (sometimes at a very late stage), not to run apprenticeship training due to insufficient numbers of learners to form viable cohorts.
- Providers failing to submit bids leading to re-runs of procurement competitions which can delay the procurement process, with a knock-on effect of delaying the recruitment of apprentices.
- The disparate way requests for apprenticeship training have been managed with various elements being managed by different services and an overall lack of corporate resource to provide a co-ordinated approach.

The Council has taken action to address these issues:

- Due to the number of providers failing both the health and safety and safeguarding elements of the procurement process on their first submission, the requirements have been reviewed in conjunction with the Council's Health and Safety team. It has been agreed that only apprenticeship training which falls within construction/engineering will be subject to high-risk assessment. All other type of the apprenticeship training will be deemed to be low risk and will demonstrate compliance through self-assessment. This should result in few providers failing the procurement process and having to reapply, thus allowing more providers to be listed on the procurement framework.
- With regards to safeguarding the majority of failures were in relation to statutory guidance which is a legal requirement which providers should already have in their policy to comply with the law. Therefore, it has been determined that standards in relation to safeguarding should not be lowered, and that the Council will continue to check that the policy submitted by the provider is legally compliant.
- To maximise levy spend and address some of the issues, an Apprenticeship Co-ordinator has been recruited for a fixed term period of two years. The remit of the Apprenticeship Co-ordinator is to:
 - Be responsible for the development and implementation of an apprenticeship strategy and delivery plan.
 - Manage the HR aspects of apprenticeships to maximise take up.
 - Be responsible for the contract management of providers to ensure apprenticeship training can be delivered to a high standard.
 - Manage the technical aspects of the procurement process in terms of the dynamic purchasing system and associated procedures.
 - Engage with training providers to encourage participation and drive up

- apprenticeship delivery.
- Work in partnership with other organisations to share resources and promote joint procurement of training providers.

An apprenticeship strategy has been developed, the aims of the strategy are to:

- Embed a positive apprenticeship culture
- Maximise workforce capability
- Support the continuous professional development of employees
- Develop workforce diversity and inclusivity
- Engage with schools to maximise benefits from the levy
- Engage with training providers and other local authorities and employers to maximise apprenticeship provision with the region

It is also the intention to explore the passporting levy funds to other organisations to fund their apprenticeship training. The intention is to work with organisations in the Council's supply chain, partners and community and voluntary organisations within the borough to identify opportunities to passport levy funds to support apprenticeships. Priority will be given to allocating the fund to those organisations who are working closely with the Council to deliver the Thrive Agenda.

The LGA will also assist with mapping apprenticeship standards to Council job roles and look at the development of career pathways within a specific service area. The Council will use this framework to replicate the approach in other services.

The next steps are to seek endorsement of the draft strategy from the LGA and within the Council. This will include consulting with LearningSkills, Economic Development and Trade Unions. A delivery plan will be developed which sets out the actions required to deliver the strategy. This will align to the Council's workforce plan, and once approved, the strategy and delivery plan can be implemented in accordance with agreed timescales.

- RESOLVED -
- (i) That the Committee were satisfied with the draft Apprenticeship Strategy.
 - (ii) That the Committee were satisfied with the future direction of apprenticeships within the Council.

CR16 NEW GUIDANCE ON OVERVIEW AND SCRUTINY

The Committee received a report setting out proposed areas for improvement from the new guidance on Overview and Scrutiny.

New statutory guidance on overview and scrutiny in local government and combined authorities has been published by the Ministry of Housing Communities and Local Government. The guidance has been produced following a commitment made by the Government in early 2018 following on from the Communities and Local Government Select Committee's inquiry into overview and scrutiny.

The revised guidance is light touch and aims to raise the profile of scrutiny committees and increase the effectiveness and relevance of their work.

A central theme of the statutory guidance is the importance of a strong organisational culture which supports scrutiny to provide effective challenge and a commitment to scrutiny across an authority, not just amongst those members and officers with a scrutiny role.

Compared to previous guidance, which concentrated on explaining the legislation, the new guidance is practically focused and grounded in the experience of scrutiny in local authorities since the 2000 Act. It leaves scope for local practice and does not intend to be prescriptive.

Following review of the areas highlighted in the new guidance it is considered that Gateshead already has in place much of what is set out in the guidance, however, it is proposed that the following represent potential areas for improvement.

- Executive – Scrutiny Protocol
 - The guidance suggests the development of an Executive – Scrutiny Protocol as a positive means of defining the relationship between Cabinet and Scrutiny and providing a framework for managing /mitigating any differences of opinion.
In Gateshead we already have a protocol in place relating to Cabinet attendance at OSC meeting and it is considered that this could be widened further to cover several matters raised by the guidance eg managing disagreements between scrutiny and the executive, reflect the good practice already in place around early engagement with the executive regarding scrutiny’s future work programmes and set out the position in relation to scrutiny’s powers to access information.

- Whistleblowing
 - As part of establishing a strong organisational challenge culture the guidance, for the first time, references whistleblowing. It suggests that whilst scrutiny has no role in the investigation or oversight of whistleblowing arrangements the findings of independent whistleblowing investigations might be of interest to scrutiny committees as they consider their wider implications.

At this point in time, the Council’s Monitoring Officer has advised that there have been insufficient whistleblowing cases in Gateshead to identify any emerging themes / issues to enable scrutiny to have a worthwhile role. Therefore, at this stage, councillors are asked to note their potential future scrutiny role in this area.

- Communicating Work of Scrutiny to Wider Council
 - The guidance also indicates that Councils should take steps to ensure that all members and officers are made aware of the role scrutiny

committees play in the organisation. The guidance indicates that a means of achieve this could be by some reports and recommendations being submitted from scrutiny to full Council rather than solely the executive, taking account of the relevance of the reports to the Council's business and its capacity to consider and respond in a timely manner.

However, having regard to Council's capacity to consider additional reports from scrutiny it is considered that it would be sufficient to submit an annual report to full Council on scrutiny's activities in order to raise awareness of ongoing work.

- Following the Council Pound
 - The guidance suggests that the Council may wish to consider, when agreeing contracts with organisations using public funds to deliver goods and services, whether it would be appropriate to include a requirement for them to supply information to or appear before scrutiny committees.

It is considered that there is significant potential in the role scrutiny could play here, in the context of a number of areas of council policy, existing and emerging in terms of achieving value for money and outcomes with regards to local employment and training; climate change; and other areas of corporate social responsibility and social value generally.

As this is a large area for consideration, it is proposed that a workshop is organised for Corporate Resources OSC during November 2019 (which has as part of its remit, efficiency, value for money and procurement) so that they can better understand, explore and prioritise the role that scrutiny could play here.

The workshop will be led by Andrea Tickner, Service Director Corporate Commissioning and will explore scrutiny of the following options:

- Overall Review of Council third party expenditure (eg key value high spend areas, which suppliers, contracted and off contract/local and national suppliers
- Process – taking councillors through a particular tender process and what has been achieved on a previous contract
- Social value and what is being achieved

It was suggested that all councillors maybe should be invited to the workshop.

- RESOLVED -
- (i) That the information provided in the report be noted
 - (ii) That the proposals for improvements be endorsed.
 - (iii) That all members of the Council be invited to the workshop –

following the council pound.

CR17 THE IMPACT OF THE GATESHEAD THRIVE FUND 2018-2019

The Committee received a report and presentation from The Community Foundation on the Gateshead Thrive Fund and to seek the Committee's view on the impact of the Gateshead Thrive Fund during 2018/19, looking at how it has helped to support, develop and build capacity in the voluntary and community sector.

The Gateshead Fund was established in 2011 to support, develop and build capacity in the Borough's voluntary and community sector and to help strengthen communities. The outcomes of the Gateshead Fund are:

- Increased capacity building and sustainability within the voluntary and community sector
- Increased provision of services by the voluntary and community sector
- Improved clarity and equity in commissioning processes
- Simplified and proportionate application and assessment processes
- Developing and mobilising volunteers
- Supporting and building relationships within communities
- Supporting residents to build their communities and improve what is already there
- Retention and expansion of councillor community champion role

Council agreed a £300,000 budget allocation for the Fund for 2018/19 which, together with the agreed carryover of underspend and returned funds, equated to an overall available fund of £443,460 which was assigned as per the following:

Thrive Fund Main Grant	£255,360
Thrive Community Grant	£60,000
Tyneside Crowd	£30,000
Local Community Fund	£66,000
Talented Athlete / Sporting Individuals grants	£10,000
Gateshead Volunteers Month Grant	£20,000

The Community Foundation for Tyne & Wear and Northumberland continued to administer the fund in accordance with its agreement with the Council, which runs until July 2020.

A copy of the annual impact review of the fund has been circulated. This includes a breakdown of how the fund has been allocated and examples of some of the applications, and a breakdown of the Volunteers Month small grants and Sporting Grants to individuals.

Newcastle City Futures, the multi-sector partnership of which Gateshead Council is a member, contracted with SpaceHive to set up a new crowdfunding platform which has been called Tyneside Crowd. It provides an opportunity for people and organisations in the Tyneside area to collaborate on creative and innovative projects to improve and celebrate the places where they live, work and study. Tyneside

Crowd also provides an opportunity for grant makers to place funding programmes on the platform; The Thrive Fund ring fenced up to £30,000 to support eligible projects from Gateshead with up to £2000 of project matched funding. No projects were supported during the financial year.

The Local Community Fund allocation of £3000 per ward was agreed as part of the Gateshead Fund budget proposal. The £66,000 budget is part of the overall Thrive Fund but is administered by the Council's Neighbourhood Management and Volunteering Team separate to the main fund arrangements. The amount available was augmented with £40,600 underspend carried forward from 2017/18. As in previous years, the majority of activities supported were varied, small in scale and impactful, delivered by local groups within communities. Over the year £98,500 helped support 164 projects and activities, ranging from events across the Christmas festive season, school holiday activities for children and families and equipment for community lounges and community festivals.

The Gateshead Thrive Fund continues to provide a significant financial resource supporting the viability and sustainability of a number of Gateshead's key community groups and organisations, helping them to maintain their positive impact in the community and contribution to the delivery of the Council's Thrive Agenda.

RESOLVED - That the information contained within the report be noted.

CR18 HELPING OUT - VOLUNTEER PLAN - ANNUAL UPDATE

The Committee received an Annual Update report on the implementation of Gateshead's Volunteer Plan, now known as Helping Out.

Gateshead Council has adopted the Making Gateshead a Place Where Everyone Thrives and this will now supersede the current Council Plan. The pledge "Support our communities to support themselves and each other" is at the heart of the Council's approach to volunteering.

The Council's Medium Term Financial Strategy 2019/2020 to 2023/24 states that the Council will continue to seek to mitigate demand pressures within services by capacity building within communities, including where appropriate work with partners and volunteers.

In April 2018 Overview and Scrutiny Committee agreed the content of the Volunteers Plan Refresh. The plan offered a new set of commitments to support residents and community organisations in Gateshead to help each other out.

There are now 2825 volunteers registered in Gateshead Council (originally 50 in 2013 and 1978 in 2018). As a very conservative estimate there could be as many as 8,000 – 10,000 volunteers actively helping across our communities.

Volunteers in Gateshead provide help to a range of council services and voluntary groups, most notably in the environmental area, social care, health and sport and community centres.

Corporate volunteer days continue to grow in demand, with a total of over 125 individual organisations requesting tailored bespoke volunteer days supporting an estimated 2,500 individual employee volunteers (as at 2019). The economic value to the Gateshead community is estimated at £219,995.

Gateshead's seventh Volunteers Month took place in June 2019. Throughout June 128,199 hours were recorded on the volunteer totaliser which equates to £1,666,587 economic value for 2019. That's an increase of 15,048 hours over the month and an increase of economic value of £195,624 from the figures in 2018.

In 2019 the funding available for Volunteers Month was incorporated into the main Thrive Fund. Grants of between £250-£3000 are available to support groups in different areas including volunteering. Projects can be delivered at any time and unlike previous years are not confined to June. This provides groups with more flexibility for their projects and activities.

For the first time The Gateshead Awards were held in June this year to link into Volunteers Month and increase the recognition of volunteers. The awards were held on the evening of Wednesday 12 June. The Gateshead Awards highlight the huge investment into the community from volunteers and voluntary groups. There are several categories including, volunteer and voluntary organisation of the year. A winner in each category was announced on the night.

One of the key areas this year has been Corporate Social Responsibility (CSR) highlighting how private sector organisations assign their employees to volunteer projects in Gateshead through Helping Out Volunteer Days.

The Helping Out Volunteer Days involve any activities that a voluntary group would benefit from including gardening, painting and even website development.

From October 2018 (following the previous OSC report) until the end of April 2019, Neighbourhood Management and Volunteering coordinated the recruitment of 600+ volunteers to support the World Transplant Games 2019. Without these volunteer roles including; accommodation and hospitality, sports events and venues, social and cultural programme, marketing and PR, transport, logistics and Health and Safety the games could not be delivered.

The Volunteer Plan and systems for the management of volunteer projects had remained largely unchanged since 2013 until the refresh. Therefore some of the systems and processes that support the recruitment and retention of volunteers are now difficult to manage efficiently due to the increasing volume of volunteering requests and the capacity available to process the requests.

Following some research in 2018 and earlier, it was determined that an online system for volunteer recruitment would be the most effective for volunteers, organisations, voluntary groups and Council Officers in Gateshead.

A specification is currently being developed following Gateshead Council's procurement process to identify the most suitable provider to create a bespoke online database. External funding has been sourced by Neighbourhood Volunteering and Management to fund this.

The following priority areas for future action have been identified in order to continue the delivery of the Volunteers Plan:

- Work with a suitable provider to tailor a new online management system to recruit volunteers, record volunteers, promote volunteer roles and match available volunteers to opportunities within Gateshead. The system will also generate specific reports to monitor volunteering which can be reported back to OSC at a later date.
- Continue promotion of the Employee Volunteering Scheme specifically group volunteer opportunities for teams of Council employees
- Look to refresh the application forms for the Employee Volunteering Scheme to remove any barriers to applying
- Development work with the Private Business Sector of Gateshead to determine Corporate Social Responsibility (CSR) policies aims and align them to project development.
- Continue development work and promotion of individual & group volunteering with corporate organisations and provide links to the voluntary sector
- Creation of new group projects using one central form. These will include proposed projects for volunteers and those for community service.
- Continued development of volunteering opportunities on Gateshead Council website and OurGateshead and using the online resource as a space to share experiences and good news stories to illustrate examples of good practice
- Continued development work with local colleges and universities
- Development of young people and volunteering including sixth forms and secondary schools as well as youth groups
- Continue to provide lead support for volunteering within the Voluntary & Community sector as well as for Council Service projects and roles.
- Continue development work with Environmental Friends of Groups including training needs, insurance issues, continued networking with services including insurance, Street Scene & Unions and the bi-annual Friends of Group Conferences.
- Re-establishment of the Volunteer Action Group. A new group will include Gateshead Council Volunteer Coordinators, as well as those from the Voluntary Sector to enable better communication and contacts to develop naturally.
- Continue working relationships with Trade Unions regarding the creation of further volunteering opportunities and FOG's.
- Development work around training in general for volunteers from a central resource point.
- Detailed Annual timetable to be provided highlighting volunteer events and significant dates for projects etc. which will be available on Gateshead Council's website and OurGateshead.
- Development of certificate and presentation to enable recognition of long serving council volunteers and The Gateshead Awards 2020 onwards.

- RESOLVED -
- (i) That the progress of implementation of the Volunteers Plan be noted.
 - (ii) That the future actions be agreed.

CR19 ANNUAL WORK PROGRAMME

The Committee received it's Annual Work Programme Report. It was noted that there had been a couple of changes made to the programme the Health and Wellbeing Board Strategy Refresh has been added to the December meeting and the Implementation of the Workforce Strategy has moved to the January 2020 meeting.

- RESOLVED -
- (i) that the provisional programme be noted.
 - (ii) that further reports on the work programme may be brought to the Committee to identify any issues which the Committee may be asked to consider.

Chair.....

This page is intentionally left blank

TITLE OF REPORT:	Corporate Asset Management – Annual Delivery and Performance Report
REPORT OF:	Peter Udall, Acting Strategic Director, Economy Innovation & Growth

SUMMARY

This report provides an update on the progress made against the Council's Corporate Asset Strategy and Management Plan and the year on year performance of the property portfolio.

The Committee is requested to consider whether sufficient progress has been made in relation to property performance.

Background

1. In June 2009, as part of the review of how the Council manages its property portfolio, it was recognised that councillor engagement was essential in both the monitoring and scrutiny of the way in which the Council uses its property portfolio, to deliver its services and priorities.
2. It was agreed this would be in respect of two specific elements:
 - approval of a Corporate Asset Strategy and Management Plan (CASMP); and
 - monitoring the performance of the property portfolio.

The CASMP sets the strategic direction for the use of the Council's land and buildings in support of its policy priorities. It provides the focus for the efficient use of property assets to support service delivery and the strategic management of, and investment in, the Council's property portfolio.

The Council's vision therefore is for an effective and appropriate land and property asset portfolio supporting the Thrive agenda: Making Gateshead a place where everybody thrives. At a time of continuing budgetary constraint, and increasing pressures on resources due to rising demand, it is essential that the Council can demonstrate that it has a property portfolio that is: fit for purpose; appropriate for service delivery; sustainable and performing well; and supports the overall aims and ambitions of the Council.

3. The performance of the assets is assessed against the provisions of the Thrive Agenda, the CASMP and the Medium Term Financial Strategy.

4. The CASMP, together with the Medium Term Financial Strategy and the Workforce Strategy, is one of the three main corporate strategies that support the Thrive agenda.
5. The establishment of the role of Corporate Property Officer (a role held by the Strategic Director, Corporate Services and Governance since 2010 but transferring to the Strategic Director Economy Innovation & Growth), along with the subsequent creation of the Corporate Asset Strategy Team, continues to work well; and the ability to take a more strategic approach to the way the portfolio is managed overall, has enabled the Council to deliver budgetary savings through the reduction of its operational portfolio by way of rationalisation and consolidation.

Performance Update

6. The Property Performance Report sets out an update of asset management performance and property performance. Annex 1 to the report details the definition for the accessibility indicators. The report includes trends in how the Council property is performing over the periods:
 - 2015/2016
 - 2016/2017
 - 2017/2018
 - 2018/2019
7. As advised in previous reports, the National Property Performance Indicators (NaPPMI) are no longer collated by the Chartered Institute of Public Finance and Accountancy (CIPFA) and as such the Council is now having to use its own data to consider its own year on year performance in areas such as energy consumption, water use and CO₂ emissions.

Recommendations

9. The Overview and Scrutiny Committee is requested to:
 - (i) Note the progress achieved over the period
 - (ii) Comment on the level of progress to date.



**Property Performance Report
2018 -2019**

Introduction

Property Performance

Executive Summary

Context

Part 1: Key Achievements

- 1.1. Property Projects Completed between April 2018 to March 2019
- 1.2 Assets of Community Value
- 1.3 Community Asset Transfer

Part 2: An Efficient Property Portfolio

- 2.1 Objectives
- 2.2. Condition and Required Maintenance: PMI 1
- 2.3. Environmental Property Issues: PMI 2
- 2.4. Suitability
- 2.5. Accessibility: PMI 3

Part 3: Generation of Income and Capital

- 3.1. Non-Operational Property Portfolio
- 3.2. Surplus Land and Property Assets

Part 4: Support of Service Delivery

- 4.1 Office Accommodation
- 4.2 Service Strategies
- 4.3 Area Reviews

Part 5: Future Action

Annex 1: Accessibility Indicators' definitions

Introduction

Gateshead's sustainable community strategy, Vision 2030, aimed to improve the wellbeing and equality of opportunity for the people of Gateshead, enabling them to realise their full potential and enjoy the best quality of life.

The Council declared a Climate Emergency in 2019 and, although outside the date of this report, the issue will influence and drive the on-going asset management function.

Whilst the Council Plan, adopted in 2015, had proved to be a valuable document in driving forward the delivery of Vision 2030, it was acknowledged that in a time of even greater austerity, and where more was demanded from the Council in terms of service need, the Council needed to develop a new strategy.

After major reflection and consultation, a new approach was developed and launched in 2018 which is underpinned by the principle that Gateshead should be '**a place where everyone thrives**'.

The Council has developed five pledges to help and guide it in making future decisions:

- Put people and families at the heart of everything we do
- Tackle inequality so people have a fair chance
- Support our communities to support themselves and each other
- Invest in our economy to provide sustainable opportunities for employment, innovation and growth across the borough
- Work together and fight for a better future for Gateshead

The new Thrive agenda is supported by a number of corporate and service strategies developed to ensure resources are aligned to meet the Council's priorities. These include:

- The Medium Term Financial Strategy 2018/19 – 2022/23
- Gateshead Economic Growth Acceleration Plan 2014 – 2018
- Core Strategy and Urban Core Plan for Gateshead and Newcastle upon Tyne 2010 - 2030
- Housing Strategy 2019– 2030
- Housing Revenue Account Business Plan 2013 - 2043
- Creative Gateshead Culture Strategy 2014 – 2017 (to be refreshed)
- Workforce Strategy 2015 – 2020
- Corporate Asset Strategy and Management Plan 2015 - 2020

It is imperative that, with the current budgetary constraints on local government, the Council is confident all the resources at its disposal are deployed as efficiently and effectively as possible.

The Corporate Asset Strategy and Management Plan provides the framework within which the Council can ensure that its property assets are fully utilised in terms of:

- Operating as efficiently as possible in terms of outgoings
- Generation of sustainable income
- Support of service delivery

This report provides an overview of how the Council's portfolio is performing against these three criteria.

Property Performance

Benchmarking is a way of demonstrating how the property portfolio is performing in relation to other, preferably similarly constituted, authorities; it provides a snapshot of performance and compares information to identify areas of improvement and best practice.

Benchmarking has, in the past, been undertaken on a national basis using key, nationally recognised indicators. However, over the last few years, due to budgetary pressures, the opportunity to benchmark with other directly comparable authorities has effectively ceased, as they have withdrawn from the various benchmarking groups, including those administered by national bodies (e.g. CIPFA).

As a result of the lack of national data, the Council will continue to rely on its own data and consider its year-on-year performance in areas such as energy consumption, water use and CO₂ emissions.

The Council is a member of the regional One Public Estate initiative. The Partnership was established to identify the potential for shared services and/or shared use of properties and the subsequent release of properties and land for residential and economic development. OPE comprises the NE Local Authorities, Nexus, Blue Light Services, Universities & Colleges, as well as Health organisations.

As well as the potential for capital receipts, any reduction in the number of operational buildings will also give rise to revenue savings, due to the reduction in running costs and release of sites/buildings, for economic and housing development. The Council continues to seek to take all opportunities to apply for OPE Funding for agreed projects.

The Partnership is currently trying to determine what impact, if any, the North of Tyne devolution proposals are likely to have on the operation of the Partnership.

During 2018-2019, the overall economic position continued to be impacted by Brexit and events internationally, meaning the economy was not as buoyant as it might otherwise have been. As such, councils continue to function in an environment of decreasing budgets and increasing pressure on resources and rising demand, particularly in the areas of children and adult services. Local authorities, therefore, have had to continue to deliver more with less.

In this context, it is important that asset management makes a significant contribution to future strategies. Along with all of the other corporate resources, good management of property assets is even more important in this critical period for public services.

Executive Summary

The Council continues to take a proactive approach to the management of its property portfolio:

- investing in its fabric to ensure its properties are fit for purpose;
- identifying and implementing energy efficiency initiatives;
- ensuring that it is used efficiently and effectively; and
- driving value out of its tenanted non-residential portfolio.

The benefits of which can be seen as follows:

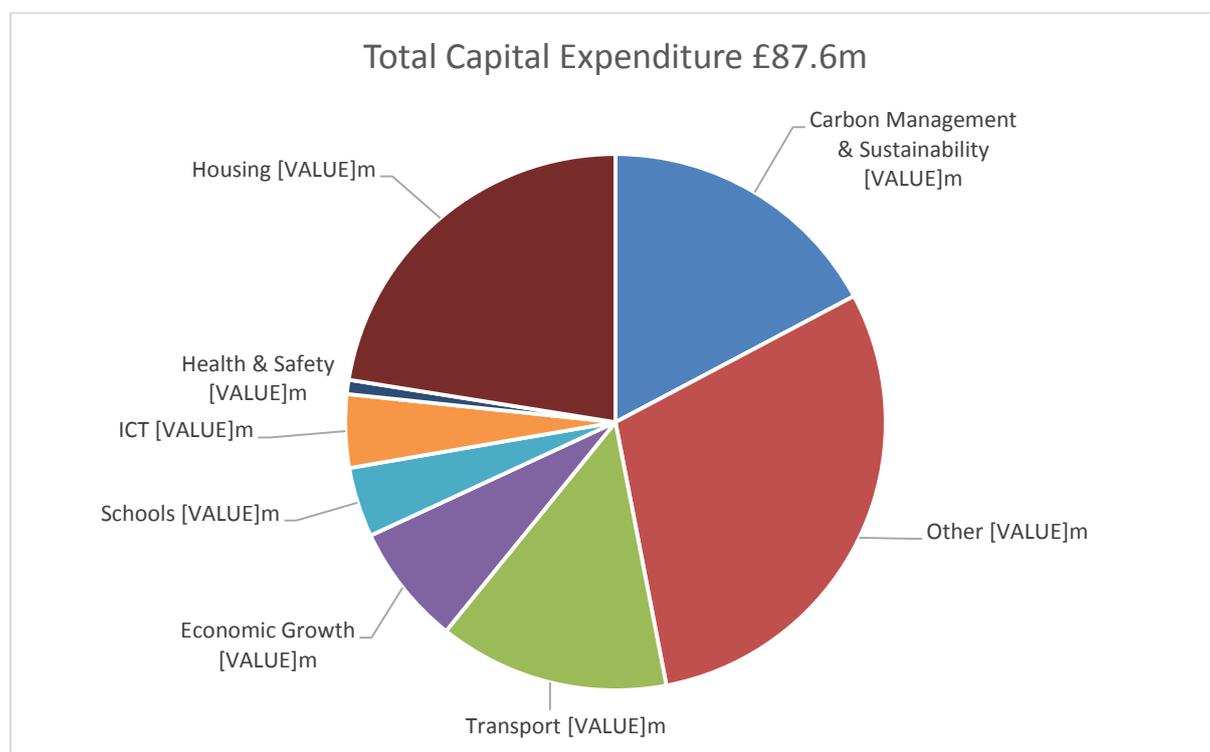
- investing in its fabric to ensure its properties are fit for purpose:
 - the majority of its operational portfolio falling within condition category A and B with a slight increase in 2018/19 in those properties within category A (definitions in paragraph 2.2.1); and
 - the 2017 suitability survey indicates that 60% of the Council's operational portfolio is considered to be performing well and operating efficiently and supports the delivery of the service and is considered suitable for use now and in the future, whilst 31% of buildings are considered to be performing well but with minor issues. These figures represent a reduction since the previous suitability survey undertaken in 2013 when 83% of the portfolio was considered to be performing well and operating efficiently and supporting the delivery of services. This reduction in suitability satisfaction is considered to be a result of the number of properties that were let by way of Community Asset Transfer between the dates of the surveys.
- identifying and implementing energy efficiency initiatives:
 - year on year improvement in terms of electricity usage;
 - in 2018/19 gross gas usage decreased significantly, this can be linked directly to the migration of the Leisure Centre cluster onto the District Heating Network, though even without that, consumption dropped across the council's portfolio.
 - a further reduction in carbon emissions resulted from the introduction of further initiatives
- ensuring that it is used efficiently and effectively:
 - co-location of services within buildings. Officers from Northumbria Police are now co-located with a number of Council services in the civic centre e.g. Children and Families and Trading Standards; further lettings to Healthwatch, Harrogate Health Trust & NECA/Transport for the North have been concluded in the civic centre.
 - reduction in the overall portfolio and therefore building related costs e.g. the release of the bottom depot at Saltwell Park to facilitate the development of Regent Funeral Services and the transfer of the properties used by the Behavioural Support Service to River Tees Multi-academy Trust; and
 - 80% of council buildings now meet the Disability Equality strand of the Equality Act standards (local Indicator 7a)

- driving value out of the tenanted non-residential portfolio:
 - a slight increase in the number of void properties from 12 to 13 within the industrial portfolio and from 8 to 11 in the retail portfolio, (due in part to keeping vacant to allow for future demolition);
 - sustained rental income with an increase in the net income by £59,352; and
 - reduction in the number of properties on the surplus property register to 5, thus reducing holding costs

Context

1. Gateshead Council takes a strategic approach to investment in its land, buildings and infrastructure to ensure that it secures the best value from the resources available. The total value of its property assets at March 2019 was approximately £385m (excluding housing stock). The 2018/19 Capital Programme invested a total of £87.6m in capital schemes, £66m being invested directly in the Council's assets of which £14.9m related to property assets, primarily funded by prudential borrowing.

The chart below illustrates how the total Capital Programme was spent across the Council's Services:



2. The Council's vision is for an effective, appropriate land and property asset portfolio supporting the Thrive agenda: Making Gateshead a Place where Everyone Thrives. It seeks to ensure a property portfolio that is appropriate for service delivery, fit for purpose, sustainable, provided through a regular systematic challenge of the assets, and delivered through high-quality, flexible asset management.
3. Our Six Key Property Objectives that support this were set out in the CASMP 2012 – 2015 and were reconfirmed in the CASMP 2015 - 2020. They are:
 - **A strategic approach to management of our assets and involving our partners;**
 - **Justification of holding assets based on business need;**
 - **Continuous improvement of the sustainability of our assets;**
 - **Using our property assets to encourage community development;**

- **Using our property assets for economic development and regeneration purposes; and**
 - **To provide properties that are fit for purpose.**
4. Whilst this provides the framework for assessing our assets, it is also important to understand property performance and develop improvement strategies. The efficiency of the property portfolio is reported in Part 2 of this report. Unfortunately, as previously indicated, the Council has been unable to include returns against national performance indicators and comparison with other local authorities. As such the focus of the report must be on the Council's own year on year performance.

Gp2

6. Significant progress has been made in developing the corporate property data base: Gp2, which is now being used extensively across the Council and relied on for significant programmes of work. The database holds information on the Council's property portfolios and is bringing together the existing, disparate asset management data sources into a single co-ordinated system, which is able to synchronise with other corporate data systems. The Corporate Asset Strategy Team (CAST) methodically tailors Gp2 for the specific needs of various users, developing new modules updating and improving systems and creating reports to help Services make more effective use of resources and make savings.
7. The Council's operational buildings, surplus properties and development sites are aligned with the compulsory key attributes specified within the government's transparency agenda regulations, and relevant property data has been added to ePims, the government's property database, to help local authorities involved in the One Public Estate identify potential opportunities for shared services/shared use of buildings. The system is also used in conjunction with the Land Development Group sharepoint database to monitor performance in relation to housing growth, and co-ordinate a release programme for the Council's land.
8. Gp2 is the main source of data relating to the non-operational property management records and the system has been tailored to accommodate the new partnership arrangements with Public Sector PLC (PSP). There is a link to Gp2 on the Schools Portal, so that individual head teachers can directly access information relating to their schools and use the Helpdesk module for reporting repairs etc. The system has also been set up for other external users such as community centres, etc to access their information.
9. It is also the main source of data for the Council's Buildings Insurance records and is used to calculate the premiums and set up for a rolling programme of revaluations. The insurance revaluation programme is aligned with the Asset Revaluation programme and the Council's Fixed Asset Register. The system is also used to run the inspection programmes for Display Energy Certificates (DEC), and has also been set up to run programmes for Asbestos Risk Assessments, Water Hygiene Risk Assessments and Condition Surveys. Up

to date condition surveys are now available for 80% of the operational portfolio. As a result, more accurate figures are available for budget setting and the Strategic Maintenance work programme.

10. Following major development work, Gp2 has been developed to operate the Council's inhouse Statutory Maintenance programme of work and to replace its ordering and reactive maintenance system (TOTAL) reducing REVENUE expenditure by £51,000 a year.
11. The system is now used to schedule which, where and when inhouse statutory maintenance and compliance testing inspections are needed, registering when the works are complete and then automatically rescheduling the next inspection. The creation of orders for these planned maintenance activities and reactive maintenance requests is also now semi-automated and operatives can update the system directly on site, using iPads, making the overall process far more efficient. All internal users of the former TOTAL system are now using Gp2 and work is underway to set up the system for the planned maintenance work undertaken by external contractors. A request has also been received to link the system to Northgate, the database used to manage the TGHC residential portfolio, so that their statutory maintenance routines can also be run through Gp2.
12. Gp2 has also been set up to streamline the process of transferring maintenance costs into Agresso, the Council's financial system. Obsolete cost codes have been replaced, and descriptions have also been added to improve reporting, and an interface between the two systems now enables what used to be a time- consuming manual process to be semi- automated. The savings that are being made from the improvements made to processes are being monitored.
13. The latest development work places the Council in a better position to be able to offer its Statutory Maintenance services in the market, but has led to concerns about resources and highlighted the need to future proof the system to ensure that core data, which all the programmes set up in the system rely on, remains up to date and the existing high standard of client support for the systems users is maintained. Consideration is now being given to how best to achieve this.

PART 1: Key Achievements.

1.1 Property Projects Completed between April 2018 and March 2019

- 1.1.1. With completion of the major works to the Civic Centre, as part of the Workspace Strategy in 2015/2016, attention is now focussed on the public spaces and reception areas. A Customer Experience project is underway to improve signage, waiting times and control the movement of people in the building.
- 1.1.2. The Registrars area, including the facilities available for wedding ceremonies, was upgraded in 2017/2018. The next phase of refurbishment works has been completed in Cemeteries and Crematories, IT Business Support and Occupational Health and Health & Safety. Officers are also looking at how the public spaces might be improved to provide enhanced facilities for both visitors and staff, in terms of reception and meeting facilities. Options will be developed for consultation.
- 1.1.3. As a result of changes in service delivery, improved communications technology and reduction in the workforce, the utilisation of desk space is continually under review.
- 1.1.4. This ongoing review has highlighted the opportunity for the Council to develop the Civic Centre as public sector hub, whereby vacant office accommodation can be offered to other public sector/partner organisations. This proposal will enable the Council to secure an income, reduce its running costs for the building, and provide the opportunity for enhanced service delivery through partnership/cross-organisation working.
- 1.1.5. The Council has been supported with the Civic Centre project through the One Public Estate, which has provided revenue funding, which has enabled the Council to secure additional resource to bring pace to the project.
- 1.1.6. During 2018/2019, the school estate across Gateshead saw further capital investment with a range of works implemented across a number of school sites.
- 1.1.7. The Council has continued to promote energy saving measures across its portfolio when an opportunity arises both through its own resources and SALIX and SEELS finance, increasing our SERS investment to £500k for 2018/19.
- 1.1.8. Gateshead Energy Centre is now complete, and providing a private wire network to 10 sites including the Leisure Centre Cluster, and a heat supply to 4 commercial customers, with the final touches being added to the Leisure Centre Cluster and around 400 residential properties

- 1.1.9. The Council's £2.5m/3MW battery storage unit installation at Park Road Depot is now operational, with a number of options open to support the private electricity network and generate additional income by providing flexibility services to the National Grid.
- 1.1.10 The 'HEIGHTS' tower block programme is now complete across Regent Court, Barford and Stretford Courts, Ripley and Willoughby Courts and Bedale and Acomb Courts. In addition, the CHP engines installed at Barford and Stretford Courts will support a private wire network, which will see Gateshead Council becoming the electricity supplier for up to 144 residents. Work on the private wire network is due to commence very soon.
- 1.1.11 All of the above schemes contribute towards improving the opportunity to access good quality and efficient service provision, a key element of Making Gateshead a Place where Everyone Thrives.

1.2 Assets of Community Value

1.2.1 The Localism Act 2011 provides that the community has the opportunity to have listed and to bid for properties of 'community value'. A report was approved by Cabinet on the 18th December 2012, which set out a protocol for dealing with applications received from groups and associations arising from the legislation.

1.2.2 The following new applications were approved in 2018/ 2019:

- Pack Horse PH, Crawcrook
- Chopwell Hotel, Chopwell
- Ye Olde Cross PH, Ryton.

1.3 Community Asset Transfer

1.3.1 The Council has adopted a very pro-active approach to working with local communities and associations supporting the idea of community asset transfer. In September 2012, Cabinet approved a revised Community Asset Transfer Policy, which addressed a number of issues that had been highlighted through the implementation of the earlier policy, which had been agreed in 2009.

1.3.2 To date, 26 properties have been transferred to Charitable Incorporated Organisations or Sports Clubs with Barley Mow Village Hall, Gladstone Terrace, Coatsworth Road and Springwell Village Hall being completed in 2018/19. Discussions are also progressing with groups in relation to the transfer of three bowls pavilions and greens (Bill Quay, Felling and Marley Hill), the outcome of which will be reported in next year's performance report.

PART 2: An Efficient Property Portfolio

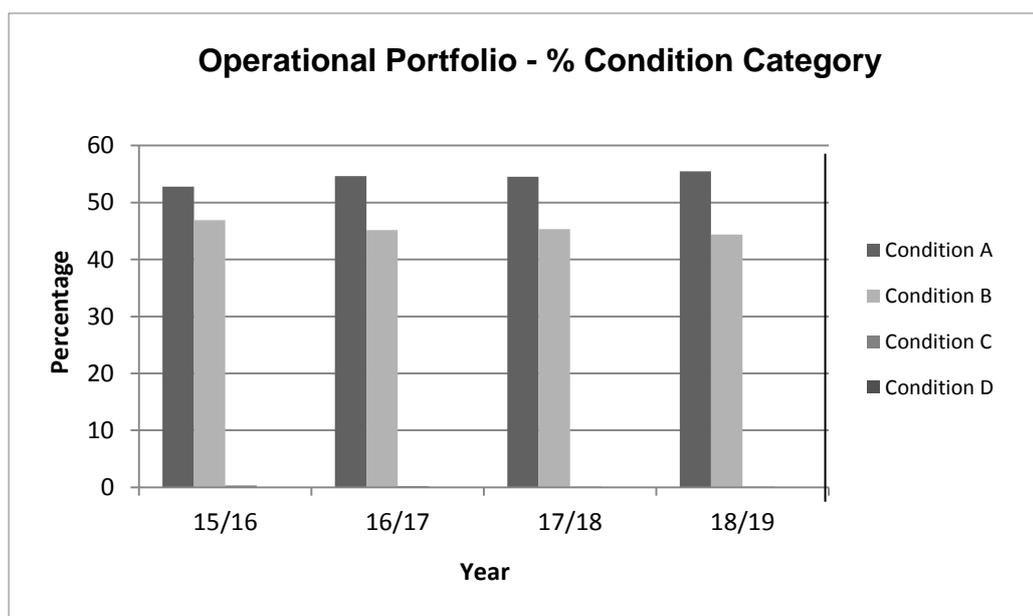
2.1 Objectives

2.1.1 The Council is committed to developing a more effective and efficient property portfolio that is 'fit for purpose'. This will not only reduce the cost of running the property portfolio but will help to contribute to the delivery of the Thrive agenda. In particular, it is:

- Creating and sustaining quality places to work, by addressing issues around condition and maintenance of buildings, by disposing of buildings that are no longer suitable for use and investing in sustainable, well designed, multi-use buildings.
- Promoting wellbeing, health and independence, by making physical improvements to buildings, providing facilities that are easier to access and offering alternative ways of accessing services.
- Managing the environment by implementing measures to improve the energy efficiency of our existing property and, where possible, ensuring new buildings use technologies that reduce environmental impact.
- Assisting our communities to support themselves and each other
- Investing in our economy to provide sustainable opportunities for employment, innovation and growth across the borough
- Reducing energy consumption and carbon emissions of homes and public buildings in the borough.
- Supporting the Thrive Agenda by increasing resources available to invest in public services, where they are most needed.

2.2. Condition and Required Maintenance

2.2.1 Percentage of Gross Internal Floor-Space in Condition Categories A – D (excluding housing):



Definition of condition categories:

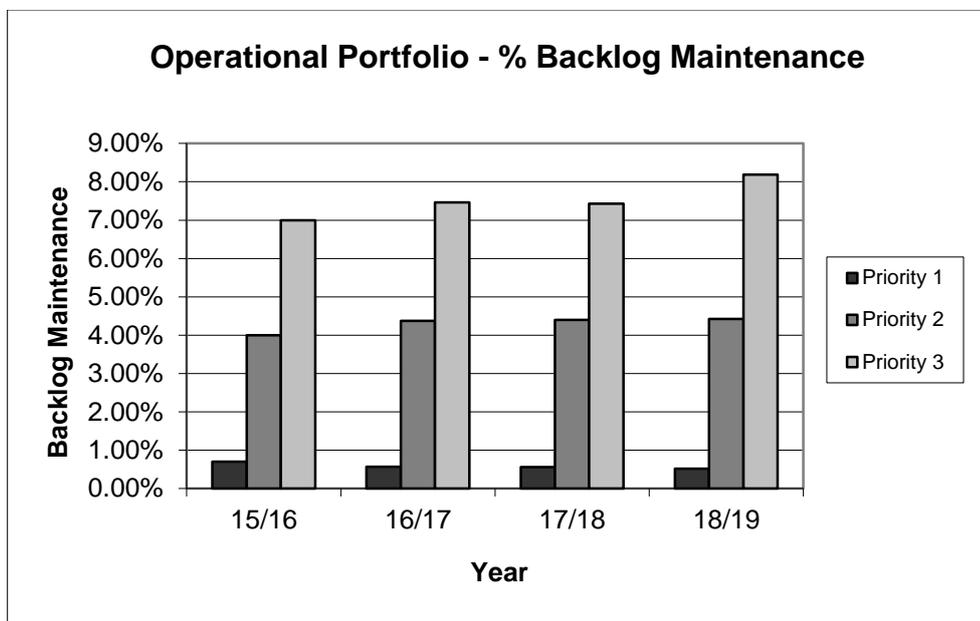
- A: Good – Performing as intended and operating efficiently.
- B: Satisfactory – Performing as intended but showing minor deterioration.
- C: Poor – Showing major defects and/or not operating as intended.
- D: Bad – Life expired and/or serious risk of imminent failure.

Performance

Despite the pressure on budgets, the Council has continued to allocate funds, albeit on a reduced basis, to maintain its operational portfolio to ensure it continues to be fit for purpose. This is reflected in the above figures. There is only one property in Condition D: Saltwell Cemetery Garage, and this is due to be partly demolished next year. The Chapels mentioned in previous reports are being used for storage and their condition has been reassessed as Condition C.

The Council continues to update building condition surveys and the 234 properties included in these calculations include approximately 50 parks, cemeteries and closed cemeteries, historically not taken into account. The floor area of Condition A properties remains greater than those in Condition B however the number of properties in Condition A represents only 23.5% of the total number of properties included in the calculation.

2.2.2. Percentage of Backlog- Maintenance in Priority Levels 1 – 3 (excluding housing)



Definition of priority levels:

- 1. Urgent -** works that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of the occupants and/or remedy a serious breach of legislation.

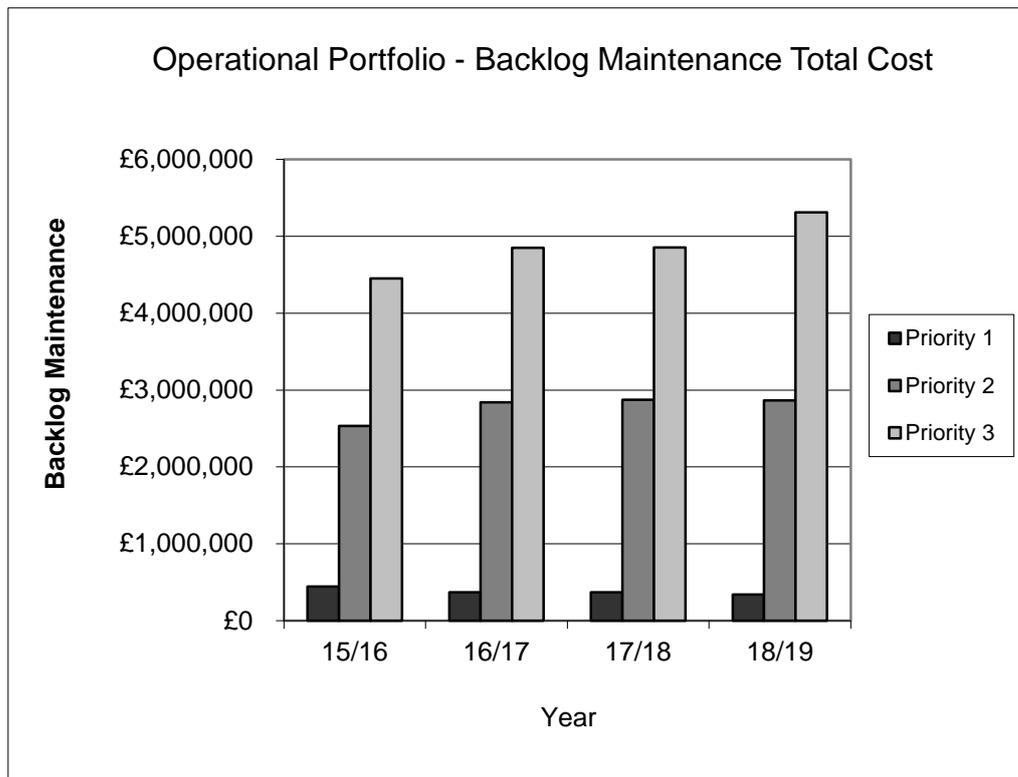
- 2. Essential** - work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health and safety of the occupants and/or remedy a minor breach of legislation.
- 3. Desirable** - work required within 3 to 5 years that will prevent deterioration of the fabric or services and /or address a low risk to the health and safety of the occupants and/or a minor breach of legislation.

Performance

The Council continues to target Priority 1 work resulting in fewer properties that require urgent works.

There are now up to date condition surveys available for 80% of the Council’s properties, with only approximately 50 properties still to be surveyed. These include some of the Council’s largest properties including the Civic Centre, the Dryden Centre, the Business Centres portfolio and Shearlegs Road Depot. These surveys will be completed by the end of the financial year, and a thorough update of all information will be carried out, so that accurate data is being used in the future to forecast expenditure.

2.2.3 Total Cost of Required Maintenance



Performance

The total cost of backlog maintenance in priorities 1-3 has increased again during 2018/2019, rising from £8,096,605 in 2017/2018 to £8,513,272 in 2018/19.

This increase reflects the availability of more accurate data and as mentioned above, from additional properties being the subject of condition surveys.

Once all the condition surveys are available on Gp2, additional reporting will be possible and consideration will be given to how best to include this in next year's report.

The Council will, in the meantime, continue the process of targeting spend and rationalising the operational portfolio.

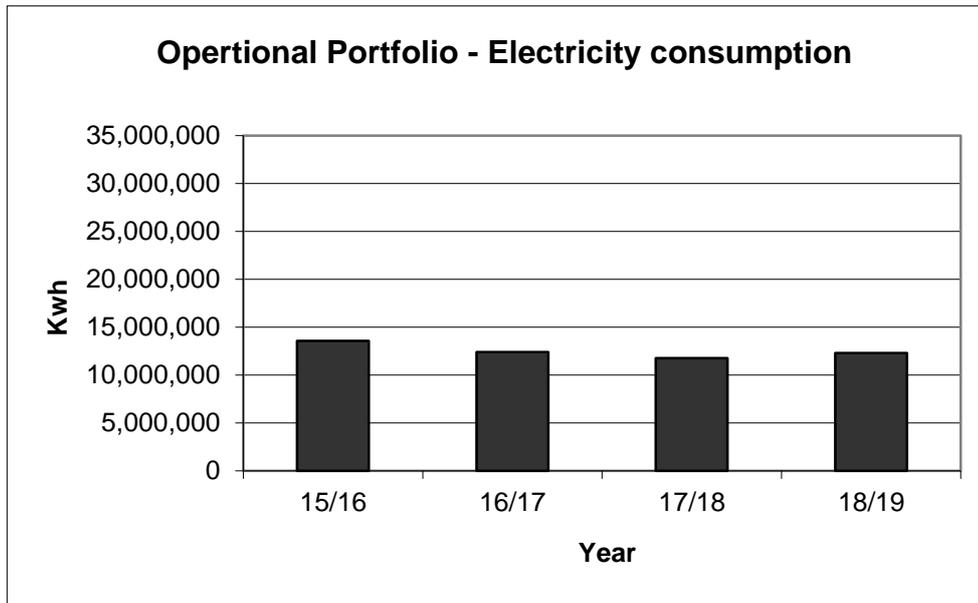
Overall performance

By adopting a proactive approach to strategic maintenance, the Council is ensuring that its properties continue to be fit for purpose. In addition, by undertaking repairs and maintenance works in a timely manner, costs can be minimised.

2.3. Environmental Property Issues

- 2.3.1 The figures used to produce the annual comparison are taken straight from the Council's Energy Management data base. They are imported into the data base straight from supplier EDI (electronic billing) files or uploaded from the BMS used to monitor and control the Gateshead Energy Company private wire and heat networks. The bills are almost completely supported by smart meter readings to ensure accuracy, with only a handful of hard to reach or out of signal supplies supported by manual readings.

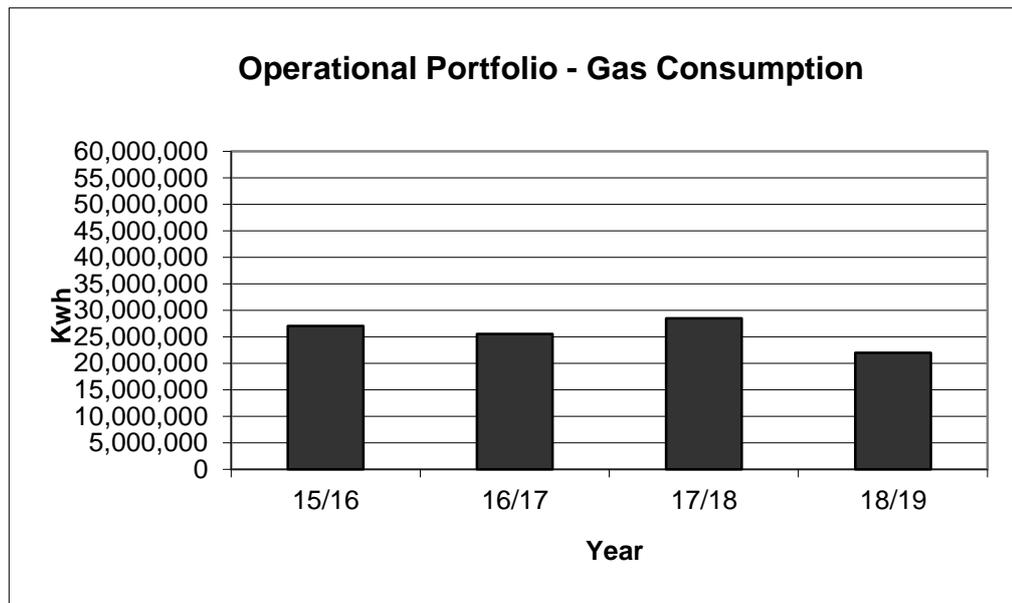
Electricity Consumption



2.3.2 Electricity consumption did rise by 4.2% mainly due to some formerly leased sites coming back onto the portfolio and an extended PV breakdown at Gateshead Leisure Centre, and the mothballing of the CHP unit. However, 2018/19 figures are still 24% below those of 2010/11. The solar programme has again generated 1.6m kWh of electricity this year. The Leisure Centre cluster is now also supplied by the private wire network of Gateshead Energy Company, so whilst this will not affect consumption, there will be a further cost saving.

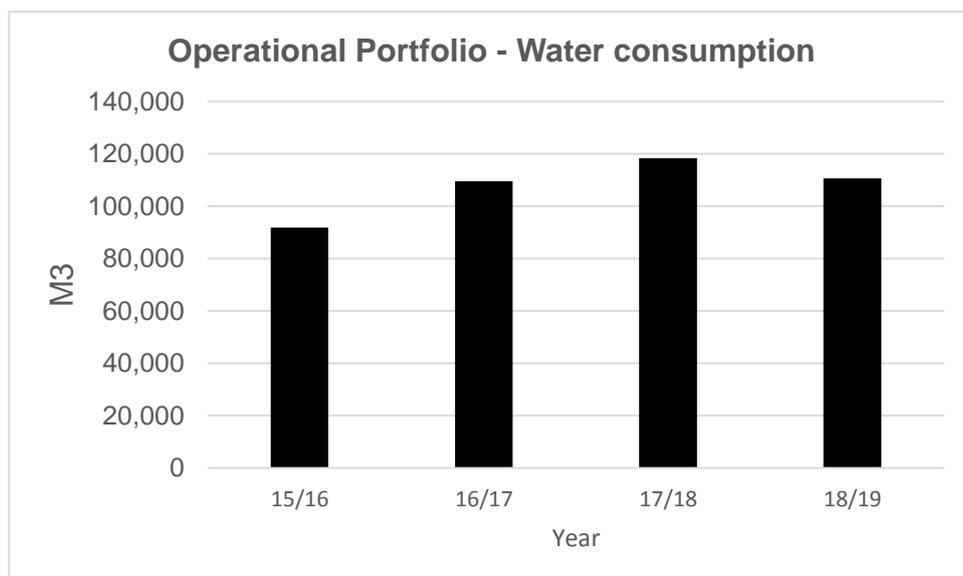
Ongoing investment in other energy saving measures to lighting, pumps and motors, is also reflected in this figure.

Gas Consumption



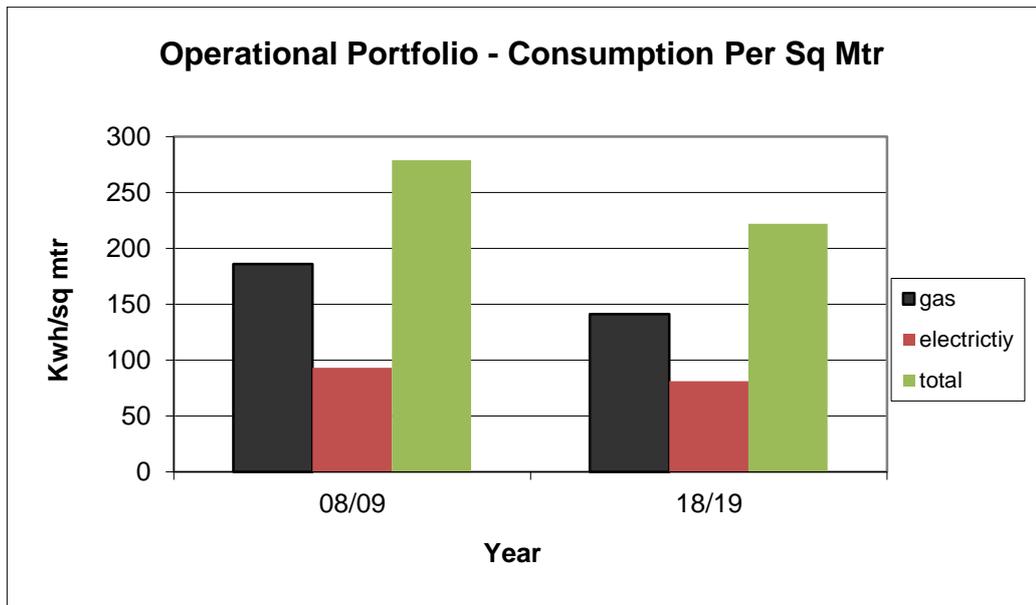
2.3.3 2018/19 saw gas consumption drop quite significantly mainly due to the inclusion of the Leisure Centre Cluster onto the District Heating Network and the making redundant of the CHP at Gateshead Leisure Centre, but also due to a less severe winter. The consumption drop overall was around 23%. This will level out again in 2019/20.

Water Consumption



2.3.4 Water consumption has decreased by around 6.52%. Water charges are now finally coming through regularly with the exception of one or two sites, which we know will be remedied very soon. We now expect to see less fluctuation in the annual water consumption going forward.

2.3.5 As an additional indicator, it has been suggested that the reduction in kWh per sq m is also reported, to evidence that the reported reductions are not as a result of disposed sites.



The chart shows reductions in electricity of 12 kWh per m² and a reduction of 45 kWh per m² in gas consumption. As this indicator is a new requirement, we have plotted the consumption from 2008/09 and 2018/19 as a first inclusion. This indicator will however be included in all future reports

Carbon Emissions

2.3.5 In 2009, the Council committed to reducing its carbon emissions by 50%, with a revised deadline of 2020.

2.3.6 As at March 2018, that target had been achieved. The total actual and weather corrected carbon emissions for property and street lighting have decreased by a further 12% and now stand at 58% since 2007. This is due in part to the completion of the 5 year programme to retrofit all street lighting with efficient lanterns (either LED, or high efficiency dimmable lanterns). Street light energy consumption alone has reduced by over 72% since 2010/11 and further savings are still expected.

Gateshead Energy Company Private wire network now includes the Gateshead Leisure Centre cluster, in addition to the Civic Centre and the two depots at Shearlegs Road and Park Road.

Tonnes of carbon dioxide emissions per year, from Council buildings and streetlights.

Carbon emissions Tonnes/yr.	2007/8	2017/18	2018/19	%change since 07/08 the baseline date
Actual	21,692	12176	9429	-56%
Weather corrected	22,184	12061	9173	-58%

2.3.7 The Energy Service Team provides a full utilities management service, which includes carbon management and reporting and energy conservation work.

2.3.8 Council has used Salix funding during 2018/19 to carry out £662k of energy efficiency projects, in relation to the Council's property portfolio. Additional loan funding was used in the completion of the SEELS works at Gateshead Stadium, which was included in the 2017/18 report. External, zebra crossing and Parks lighting replacement with LED was progressed. Modest expenditure of £2.7k was used by way of a School SEELS loan to replace the external lighting at Fellside Primary School. The SEELS scheme to upgrade external park lighting to LED was continued.

2.3.9 Key projects delivered in 2018/19 include:

- Completion of the major works at Gateshead International Stadium, replacing all lighting with LED, improved efficient sports hall heating, BMS optimisation, other minor energy efficiency measures.
- Second phase and completion of the replacement LED lighting and BMS/ventilation efficiency works at Leam Lane Multi-Purpose Building.
- Replacement of external park lighting with LED equivalent:
 - Saltwell Park
 - Bensham Grove
 - Hyde Park
- Replacement LED lighting in the director's car park together with occupancy controls i.e. previously on full-time.
- Completion of the LED lighting replacement at Shadon House together with pipework insulation.
- Completion of the variable speed pump works to the main civic centre heating system.
- Commencement of works to the civic centre 'specific use areas' LED lighting replacement and replacement of the main kitchen extract fan with high efficiency fan & motor.
- Commencement of works at Park Road Depot to replace all lighting with LED.

2.4. Suitability

2.4.1 Suitability surveys are undertaken on a three-yearly cycle, the most recent being in 2017. The results are set out in the table below, providing a comparison to the results of the 2013 survey.

2.4.2 The users of the buildings completed an electronic survey and their responses used to assess the property's suitability. The 2017 survey included some additional questions, regarding external and internal signage, and the occupants' opinion in relation to the property's condition and its suitability for service delivery.

Survey Year	Response level	No. of Buildings	Category A*	Category B*	Category C*	Category D*
2013	71%	134	83.08%	13.24%	3.68%	0%
2017	88%	127	59.8%	31.5%	6.3%	2.4%

2.4.3 There were an additional 39 returns in 2017, whilst no returns were submitted for 47 properties which had been reported on in the 2013 survey. Of these, 38 have either been the subject of community asset transfers e.g. community centres, (no longer used for direct service delivery or closed e.g. Tynedale PIC) or where the service is being delivered by the voluntary sector e.g. volunteer run libraries.

2.4.4 Eight properties were considered to be Poor in 2017 (including five moving from category A to C since 2013). Of these 8 properties, 3 have been closed, with a view to demolition and 1 is no longer used for service delivery. Two properties (Felling Park Pavilion and Chase Park Store) are being considered in relation to Community Asset Transfers and the current use of the remaining two properties (Highfield Children's Centre and the Travellers Site) have been reviewed and alternative accommodation for the Children's Centre is being identified.

2.4.5 There are 3 properties which fall into category D in the 2017 survey, namely: Ryton Cemetery Chapel, Garden House Cemetery Chapel and the wooden pavilion in Derwent Park. The Chapels are now used for storage, and the wooden pavilion in Derwent Park is unused.

A: Good – performing well and operating efficiently. The building supports the delivery of the service and is considered suitable for use now and in the future.

B: Satisfactory - performing well but with minor issues. The building generally supports the delivery of the service and would be considered suitable. There is room for improvement in certain areas but the property is fundamentally suitable.

C: Poor – showing major problems and/ or not operating optimally. The building impedes the delivery of services and would not be considered suitable.

D: Bad – does not support the delivery of services at all. The building seriously impedes the delivery of services and would definitely not be considered suitable.

2.5. Accessibility

- 2.5.1 The Council is committed to making its services accessible for all residents and visitors. As such, it is taking the necessary steps to identify and remove barriers that may prevent people from using our services. It will ensure that where practicable and reasonable, its operational buildings are accessible and compliant with equality obligations.
- 2.5.2 As previously stated, as a result of budgetary pressures, the capital funding to progress the Equality Act Upgrade programme was removed in 2017/2018. Despite this removal of funding, the Council is still in a better position than many other local authorities, due to the large amount of accessibility upgrade works provided to date.
- 2.5.3 The Council completed its programme of priority schemes during 2016/2017. In the light of the removal of the designated Equality Act Upgrade funding, future focus continues to ensure that any new projects will consider the Council's Equality Act obligations and a best practice approach to inclusive design and accessibility provision will need to be adopted.
- 2.5.4 80% of the Council's buildings meet the Disability Equality strand of the Equality Act standards (Local Indicator 7a).

PART 3: Generation of Income and Capital

3.1. Non-operational Property Portfolio

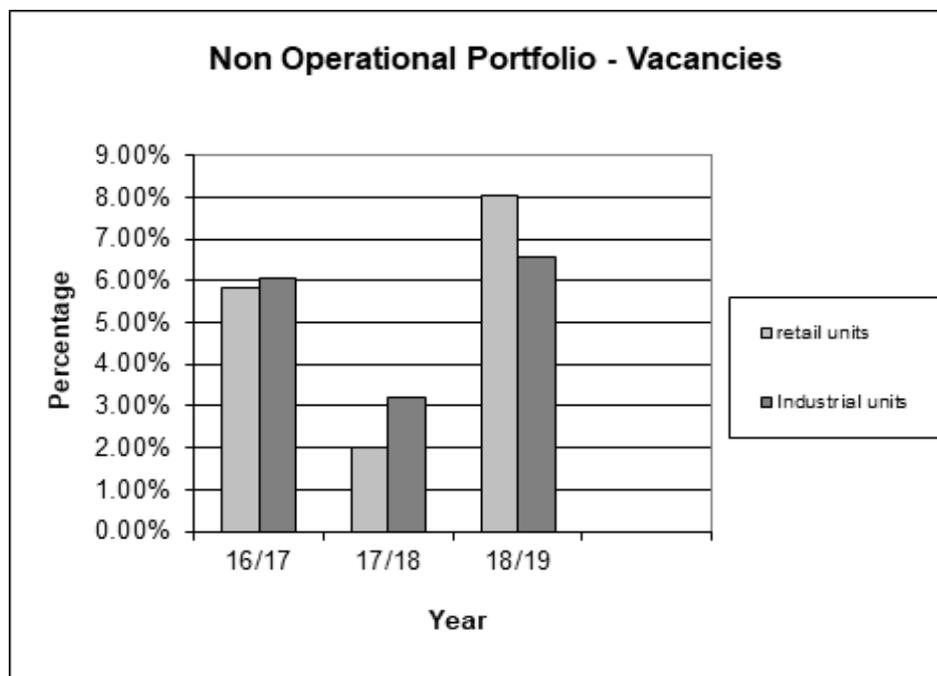
3.1.1 The Non-operational Property Portfolio includes 198 industrial units and 156 shops supplemented with allotments, grazing sites, garages and ground leases. The rent roll over the last 3 years was as follows:

- £3,844,385 in 2016/17
- £3,998,490 in 2017/18
- £4,015,045 in 2018/19

3.1.2 The cost of managing the portfolio at £1,655,141 (which covered maintenance and void costs such as rates and service charges and a sum of £211,296 on the maintenance and security of the surplus property) was similar to 2017/2018 (£1,697,938) and as such the net income from the non-operational portfolio of £2,359,904 was slightly higher than in 2017/2018 (£2,300,552). This revenue income contributed to the Council's General Fund.

3.1.3 Between 2017/18 and 2018/19 the level of voids for industrial units has risen from 12 to 13, whilst the level of retail units standing empty has risen from 8 to 11.

3.1.4 The trend over the three year period is shown on the table below:



3.1.7 There are no national indicators to benchmark across as this information does not necessarily demonstrate performance. It is more an indication of

the market conditions and what action the Council is taking to try and mitigate the situation.

3.1.8 Following a strategic review of the Council's non-operational portfolio, a suite of local property performance indicators has been agreed. The highlight for performance in 2018/19 is:

- Nett income from the TNRP was £2,359,904.
- A total of 15 new lettings and 5 lease renewals were completed over the year.

3.1.9 During the course of 2018/19, discussions continued with Public Sector Plc (PSP), following the establishment of a Limited Liability Partnership between the Council and PSP: 'PSP Gateshead LLP' in January 2017. The Partnership and Operational Boards have been established and are meeting on a regular basis to identify projects that can be taken forward by the Partnership. The Partners are progressing a transfer of the Council's Tenanted Non- Residential Property Portfolio, to drive property and asset management opportunities (which took effect 1 April 2019). Other projects being considered include; housing developments, development of new commercial spaces and Care facilities.

3.1.10 By way of background, PSP was developed in 1997, to develop relationships between the public and private sector founded on cultural exchange, trust and equality of relationship, rather than the traditional (sometimes adversarial) relationships based strictly on contract. PSP affords the additional opportunity for public sector staff from council workforces to supply resources to unlock this value.

3.1.11 The Company is a funding joint venture underwritten and supported by Cabot Square Capital. However, it is not a Local Asset Backed Vehicle and therefore not an outsourcing model where services are simply bought from and provided by, the private sector. PSP prefer to label the approach as "insourcing" in that it works with a local authority, bringing finance, skills and resources, but also utilising, and enhancing if necessary, in-house resources, in order to facilitate a project.

3.2. Surplus Land & Property Assets

3.2.1 The Council continues to strive to secure the disposal of surplus assets as quickly and efficiently as possible, as this helps to avoid vandalism or antisocial behaviour associated with vacant property, both of which can pose a risk and cause problems for local residents. It also reduces the holding costs and the amount of maintenance required to the property portfolio. Often early demolition is the most appropriate course of action.

3.2.2 As at March 2019, there were 5 properties, (Gateshead Old Town Hall, former Hookergate School, The Courtyard, Low Fell (former WING building) former Wrekenton multi-purpose building and former Dunston Hill School, valued at £3,580,000 on the Council's surplus property

register. Although the economic outlook over the year, and subsequently property values, continued to improve, the ability for the Council to take advantage of this improvement was limited with fewer opportunities to identify properties which were surplus to the Council's requirements, as a result of the rationalisation programme undertaken in previous years. Details of the capital receipts received over the last three years are as follows:

- 2016/17 - £1,020,452
- 2017/18 - £1,704,708
- 2018/19 - £2,363,309

The capital receipts are used to support the Council's Capital Programme.

- 3.2.3 However, off-setting this reduced opportunity to generate capital receipts from surplus buildings, there have been opportunities in relation to the Council's land holdings.
- 3.2.4 The Council sells land through a variety of channels: e.g. open market, through the Council's Joint Venture Vehicle, to its trading company vehicle (The Gateshead Trading Company). The options are considered at the Land Development Group which is a cross-Council group, with membership comprising officers from, amongst others, Economic Growth, Legal Services, Corporate Finance, Property & Corporate Asset Management, Development Transport and Public Protection.
- 3.2.5 A number of development sites have been included in the Council's Joint Venture Vehicle (JVV), whilst other sites will be brought to market as part of a planned approach to deliver the Housing Strategy and Economic Growth Acceleration Plan.
- 3.2.6 The Council's partner in the JV is Evolution Gateshead (a consortium of Galliford Try and Home Group), who was selected after a full OJEU Procurement process, with financial close in April 2012. The JV is now known as The Gateshead Regeneration Partnership (GRP).
- 3.2.7 The Partnership is looking to regenerate 16 sites across the Borough, delivering 2000 homes on land totalling 65 hectares. Redevelopment began with a bundle of three sites at Saltwell, Deckham and Birtley Northside.
- 3.2.8 The first three sites were transferred in January 2014 and this first bundle currently has planning approval for 309 homes (including 60 affordable homes). Progress is as follows:
- 16 affordable homes have been built and occupied in Deckham
 - Birtley Phase 1 (The Sycamores) comprising 47 units (of which 8 are shared ownership) is complete with all units now sold

- Birtley Phase 2 (The Aspens) which comprises 147 units (of which a further 8 are shared ownership) is underway, with the upper plateau now completed, and the lower plateau under construction. 58 homes remain to be sold. The site will be completed in late summer 2020.
- The first phase in Saltwell (Trilogy I) is complete and sold, and comprises of 99 new homes, of which 18 are affordable rented properties and ten are shared ownership.
- The second phase in Saltwell on the Kelvin Grove site (Trilogy II) is made up of 52 homes, of which 6 are for affordable rent. Construction is underway and the first homes will be completed in Spring 2020.
- The Council will provide a Capital Injection to overcome viability issues on two further sites – for 39 homes at Whitehills Drive in Windy Nook; and 23 homes on the former Rowlands Gill Primary School. Construction on these sites will begin in winter 2019/20.

3.2.9 Planning applications for the Freight Depot, Hyde Park and Whitley Court sites are due to be submitted before the end of 2019/20.

Significant Land Disposals in 2018/19

- Gateshead Old Town Hall
- Former Springs Gym, Joicey Rd, Low Fell
- Land at Ravenswood
- Former Lyndhurst Centre

Surplus Asset Declarations

The following properties were declared surplus to the Council's needs during 2018/19:

Future Leases

Former bottom depot, Saltwell Park – leased to Regent Funeral Service
 Marley Hill Community Centre
 Barley Mow Village Hall
 Land at Derwenthaugh -Sea Cadets extension
 Bill Quay Farm
 Marley Hill Bowls Pavilion
 Bill Quay Bowls Pavilion

For Disposal

Felling Depot
 Tynedale PIC

Surplus Asset Demolitions

The following was demolished during 2018/19:

- Wrekenton Multi- Purpose building

PART 4: Supporting Service Delivery

4.1. Office Accommodation

- 4.1.1 The Civic Centre is now the main office location for Council employees. In addition to which there are offices associated with the main depots at Park Road and Shearlegs Road and the training centre at the Dryden Centre.
- 4.1.2 The Corporate Asset Strategy Team continues to review the use of the Council's office accommodation, as it is recognised that as a result of changes in service delivery, improved communications, technology, and reduction in the workforce, office needs change.
- 4.1.3 As a result of the changes, the space required for Council purposes in the Civic Centre has substantially reduced. It was identified by the Corporate Asset Strategy Team that there was the potential for this vacant space to be used for the co-location of partner organisations, to enhance service delivery and generate an income and reduce costs for the Council. It was, therefore, agreed that the Civic Centre be developed as a public sector hub. Work was undertaken to enable staff to be relocated to create vacant accommodation to be offered to potential occupiers from across the public and voluntary sectors. To date, the Council has been successful in securing the occupation of Citizens Advice Bureau's new Trading Standards Advice Service. As at March 2019, further lettings were concluded with Harrogate and District Foundation Trust (to deliver the 0-19 Service on behalf of Public Health), Walking with the Wounded, NECA Transforming Cities Fund project team & Healthwatch. Officers continue to search for further Tenants through the One Public Estate meetings and other meeting forums.

4.2 Service Strategies

- 4.2.1 As the size of the operational portfolio has been reduced over the last few years, the opportunities to secure further rationalisation will reduce. However, officers in the Corporate Asset Strategy Team will continue to work with Services during the year to identify service specific buildings that are no longer needed as a result of consolidation.
- 4.2.2 Service Directors have produced a business plan for the delivery of their Services, which should include a section on accommodation needs, both current and anticipated, as budget proposals are implemented and alternative delivery models progressed. By working with Service Directors in connection with their accommodation needs, the Corporate Asset Strategy Team can ensure that best use is made of assets, to enable running costs to be mitigated whilst ensuring that services are delivered effectively for clients and residents. During 2017/18, the following outcomes were achieved:
- Use of the Council's land to secure additional private and social housing. The Council's Trading Company, Beacon Living, developed

the former Derwent House APU as Woodhouse Mews, to provide 21 apartments and the former Lyndhurst Centre, to provide 36 houses for sale and 6 affordable rent. Sites have been sold to the private sector including the former Springs Gym site in Low Fell & Gateshead Old Town Hall;

- Working with registered social providers to secure further social housing across the borough;
- Millway and the former Ravensworth Terrace Primary School building were transferred to the River Tees Multi-Academy Trust, to support the conversion of the Behavioural Support Service to Academy Status

4.2.3 With regard to the school estate, local authorities continue to retain ownership and asset management of school buildings. Local authorities will also continue to manage capital allocations for maintained schools. As schools convert to academies, responsibility for managing their individual condition budgets move from local authorities to academy trusts.

4.2.4 For 2018/19, Gateshead received £1.4 m of School Condition Allocation. This amount is indicative of the next year's allocation which will be updated annually to reflect schools converting to academy status. The School Condition Allocations take into account the information collected by the Government through the Property Data Survey programme, about the condition of schools and includes a core condition funding component based on pupil numbers.

4.2.5 The funding was allocated to improve and maintain the condition of the school estate maintained by Gateshead, including rewires, boiler replacements, window replacements, roofing schemes etc.

4.2.6 Local authorities have responsibility for ensuring that every child has a school place, including the duty to ensure that there are sufficient school, special school and alternative provision places to meet demand. The requirement to provide additional school places is called Basic Need. The Council will determine that there is Basic Need at a school if the forecast number on roll exceeds the top of the net capacity range and there are no suitable alternative places at schools within a reasonable distance.

4.2.7 The Department for Education allocates Basic Need funding each year to local authorities to ensure there are sufficient school places in areas of need. Local authorities are able to use this funding to expand existing schools, including maintained and non-maintained, academies and Free Schools in areas of need. In 2018/19 Gateshead has been allocated £10.9m of basic need funding.

4.2.8 In 2018, a scheme and estimate was approved to create a new expanded school on a new site at Shipcote Lane to replace the existing Gibside School at Burnthouse Lane, Whickham. Work has now commenced on the new 170 place Gibside school which will meet the needs of pupils aged 3 – 11 with profound and multiple learning

difficulties. It also meets the needs of pupils with autistic spectrum disorders (ASD) and children with complex communication and medical needs.

4.2.9 In the second phase of the Priority School Building Programme, Gateshead was successful in a bid to replace three demountable classrooms at Winlaton West Lane Primary with a new build extension. Work has now been completed on the modular extension.

4.2.10 Across the borough, the Council has considered the potential pupil impact associated with planned housing growth and proposed site allocation in the Core Strategy and Urban Core Plan for Newcastle and Gateshead. The Local Plan provides a strategy for delivering 11,000 new homes in Gateshead. Whilst there wasn't an increase in pupil numbers relating to housing growth in 2018/29, financial contributions from developers will cover the cost of additional school places, where proposed development is likely to result in the generation of additional pupil numbers in excess of that which local schools can accommodate in future years.

4.3 Area Reviews & Partnership Working

4.3.1 Opportunities to work with other public sector organisations such as the Northumbria Police, NHS Property Services, the Clinical Commissioning Group (CCG) and individual doctors' practices are considered on an area/locality basis, the outcome of which will be a more efficient use of the public estate.

PART 5: Future Actions

To ensure that the assets are used to support the Thrive agenda, officers will, throughout the coming year:

- Ensure that the asset management function is undertaken with due regard to the Climate Emergency and Public Sector Reform ('PSR') priorities.
- PSR work will continue to enhance the co-ordination of activities and use of public sector assets eg Thrive in Beacon Lough, Community workers in GP surgeries, police officers in the civic centre.
- The Community Wealth Building work with CLES will be developed to ensure social value is embedded in the asset management function.
- Play an active role within the OPE Partnership to bring forward opportunities for shared services and property utilisation which supports the Council in rationalisation of its portfolio to support service delivery, generate revenue savings and potential capital receipts;
- Progress development of the Civic Centre as a public sector hub;
- Progress the development of the corporate web-based asset management database (Gp2) which will ensure delivery of accurate up to date benchmarking data;
- Monitor the new suite of indicators for the performance of the tenanted non-operational portfolio;
- The Corporate Asset Strategy Team will continue to co-ordinate the Strategic Maintenance budget to ensure that spend is focussed on properties to be retained by the Council as set out in the Corporate Asset Strategy and Management Plan 2015-2020;
- Work with Services to enable the continued delivery of services within the areas and neighbourhoods within a reduced level of funding and a smaller portfolio through alternative models of service delivery and the more efficient use of the retained property;
- Identify future funding and implement schemes in relation to the energy saving measures and opportunities for income generation from PV;
- Identify development opportunities for both housing and commercial schemes to assist in driving forward the Council's housing and economic growth strategies, most notably at Gateshead Quays & Baltic Quarter; and

- Continue to work with PSP to develop a range of projects for consideration by the Council.

Annex 1

Accessibility Indicators definitions:

National & Local Indicators

Local Indicator 007 has been reported since June 2009; soon after its introduction to replace National Indicator BV156 (Many Councils consider that the latter is not a robust indicator of performance)

Gateshead Council has developed a suite of Indicators around LI 007 which will enable performance monitoring across a number of asset types. This data has been passed to the Octopus Group and CIPFA for their consideration as a Benchmarking standard

The suite is as follows

Local Indicator 7 - Accessibility to Buildings and Open Spaces:

7a - The percentage of the authority's buildings open to the public in which all areas (open to the public) are suitable for and accessible for disabled people.

For this indicator the standard for accessible and suitable will be as defined in Approved Document M of the Building Regulations 2004.

7b - The percentage of the authority's schools which are suitable for and accessible for disabled people.

For this indicator the standard for accessible and suitable will be the "one star" standard as defined in the Accessibility Strategy (Education and Schools) 2006 - 2010

7c - The percentage of the authority's residential buildings with communal areas in which all public access areas are suitable for and accessible for disabled people

For this indicator the standard for accessible and suitable will be as defined in Approved Document M of the Building Regulations 2004.

7d - The percentage of the authority's open spaces that have had a disability access audit carried out.

For this indicator the standard for accessible and suitable will be as defined in British Telecom (BT) Countryside for All Standards and Guidelines (1997)

This page is intentionally left blank

TITLE OF REPORT: PSP – PERFORMANCE OVERVIEW REPORT – 2019

**REPORT OF: PETER UDALL, ACTING STRATEGIC DIRECTOR
ECONOMY INNOVATION & GROWTH**

SUMMARY

This report provides OSC with an overview of the current arrangements in place with Public Sector PLC ('PSP'), details the workstreams underway and gives an update on performance.

Background

PSP is a private sector company, backed by Cabot Square Capital, which was developed in the 1990's to assist public sector organisations to meet their aims and objectives, through the delivery of property-based projects and solutions.

The concept is based on an 'in sourcing' model, as it seeks to use existing Council resources, together with private sector funding/expertise/resources, to develop projects. It is the opposite of the traditional out-sourcing model, which is contractually based and often seen as adversarial, (particularly when things go wrong).

To date, PSP has established Limited Liability Partnerships with 20 Local Authorities in England. In January 2017, Gateshead Council & PSP established PSP Gateshead LLP ('the LLP'). On 1 April 2019, the Council transferred the majority of its Tenanted Non- Residential Portfolio ('TNRP'), by way of a 7 year' lease, to the LLP. The LLP now undertakes the day-to-day management of the TNRP including, lettings, rent reviews, lease renewals, surrenders and debt management. The Council seconded a number of staff from the Property Services team, to the LLP, to ensure continuity of the property management function.

The activities of the LLP are overseen by an Operations Board (comprising Council Officers and PSP management) and a Partnership Board (comprising Council Members and PSP management), both of which meet on a quarterly basis. Council Board Members chair both groups, where performance of the LLP is considered in more detail.

The LLP is tasked with driving value in the TNRP, including reducing costs, to create a portfolio that generates more income and has greater capital value. It will do this through:

- i) organic growth – lettings, rent reviews, etc,
- ii) trading opportunities – selling poorly performing assets and acquisition of new investments, and
- iii) creation of new assets on Council land.

The TNRP comprises Industrial Estates, Commercial & Residential Ground Leases, Shopping Centres, Offices, Garages, Garden Land and other miscellaneous assets. The Council receives a Minimum Guaranteed Net Rent from the LLP, currently set at £2.3M per annum. This equates to the rent the Council would have received had it continued to manage the portfolio in-house. Any additional income generated by the LLP is split through an agreed Profit Share, in the ratio 75% Council:25% PSP.

Workstreams & Performance Update

Since the LLP took on the management of the TNRP, PSP has undertaken the following:

- i) commissioned an External Agent to prepare a Strategic Review of the assets, to identify those that are poorly performing;
- ii) prepared a Portfolio of Sale Opportunities, (which was approved by Cabinet, October 2019);
- iii) assumed management of the TNRP and at 30 September 2019 has:
 - a) generated income of £2,391,322 (Gross figure with deductions to be made for NNDR & management costs)
 - b) actioned 29 rent reviews/4 completed, 30 lease renewals actioned, 4 lettings completed, and
 - c) paid to the Council the Minimum Guaranteed Net Rent of £1.15M.
- iv) progressed plans for the development of new Industrial floorspace at Team Valley Business Centre.

Outside of the TNRP, the LLP has also progressed the following projects:

- i) Nest Road, Felling – a vacant 5 acre site in Council ownership. Proposals are being developed for the creation of a new investment asset. Ideas include a new Energy based facility (Solar Farm, Fuel from Waste Plant, Hydrogen Production Plant) or traditional Industrial floorspace.
- ii) Clasper Village – a vacant 1 acre site adjacent to the proposed residential development, which now has planning approval. The LLP is progressing feasibility for a new small supermarket development and has engaged Agents to attract an Operator on new leasehold terms.
- iii) Modular Housing – the LLP is undertaking a Viability Assessment for the development of a new 15 unit residential scheme on the former Front Street school site in Whickham. The scheme is predicated on off-site modular construction, in partnership with PSP's sister company, Net Zero Buildings. The house types are carbon neutral and highly energy efficient. The proposed tenure is Affordable Rent.
- iv) Social Care – the LLP is currently in discussions with the Council to develop a property solution for the Independent Living service.

Conclusion

The Council continues to monitor the activities and performance of the LLP through the Board arrangements.

The Council's Internal Audit Service is currently auditing the transfer of the TNRP to the LLP.

Recommendations

1. The Overview and Scrutiny Committee is asked to note the current workstreams underway and performance of the LLP, as noted above.

Contact: Steve Hayles

Ext 3466

This page is intentionally left blank



TITLE OF REPORT: Health and Wellbeing Strategy development

REPORT OF: Alice Wiseman, Director of Public Health

Summary

This report gives an update on progress in developing a new Health and Wellbeing Strategy for Gateshead and asks the view of the OSC on the proposed strategy.

Background

1. The previous strategy, "Active, Healthy and Well Gateshead", was written in 2013 and covered the period up till 2016.
2. During 2017-18 the council and partners signed up to the strategic approach and pledges to "make Gateshead a place where everyone thrives".
3. Health and Wellbeing Board agreed a refresh of the Gateshead Health and Wellbeing Strategy in September 2018. The approach followed has been to establish an inclusive steering group to strengthen focus on the wider determinants of health; including economic development, housing, environment and policy and supported by Cabinet Member for Health and Wellbeing and Chair of the Health and Wellbeing Board.
4. We held a conference on the Marmot 10-year review of "Fair Society, Healthy Lives" in January 2019 with over 80 attendees contributing to and helping to shape the strategy, and a follow up session for council officers, partners and councillors in July 2019 on initial thinking in developing a new strategy.

Proposals

5. The focus of the new strategy is based upon the aims from the Marmot work "Fair Society, Healthy Lives" focusing on health inequalities. This builds on the issues identified from the 2017 DPH annual report – "Inequalities: it never rains but it pours".
6. A PowerPoint presentation will be provided for OSC members which will update outline the draft Health and Wellbeing Strategy – "A job, a home, good health and friends".

Recommendations

7. The views of the OSC are sought on the proposed strategy.

Contact: Alice Wiseman

Extension: 2777

TITLE OF REPORT: Making Gateshead a Place Where Everyone Thrives – six-month assessment of performance and delivery 2019/2020

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

SUMMARY

This report provides the six-month assessment of performance and delivery for the period 1 April 2019 to 30 September 2019 in relation to the Council's Thrive agenda.

Background

1. The report forms part of the Council's performance management framework and gives an overview of progress for the priorities appropriate to the remit of Corporate Resources Overview and Scrutiny Committee (OSC).
2. 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.
3. 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.

Delivery and Performance

4. The six-month assessment of performance for 2019-20 focuses on the achievements and actions undertaken during the period 1 April 2019 – 30 September 2019. Areas for future improvement are also identified.
5. The strategic indicators aligned to this committee have been reviewed and are consistent with the Council's Thrive agenda.

Recommendation

6. It is recommended that Corporate Resources OSC:
 - (i) whether the activities undertaken during April 2019 to September 2019 are supporting delivery of the Thrive agenda;
 - (ii) any areas they feel they require more detail or require further scrutiny;
 - (iii) the recommendations of service directors on future monitoring of budget proposals for equality impact and whether there has been a disproportionate impact following implementation (as identified in Appendix 1); and

- (iv) note that Cabinet will consider a composite performance report at their meeting on 21 January 2020.

Contact: Lindsay Murray

Ext: 2794

Corporate Resources: Overview & Scrutiny Committee

Making Gateshead a Place Where Everyone Thrives – Six-Month Assessment of Performance and Delivery 2019/20

2 December 2019

Portfolio:	Leader
Portfolio Member:	Councillor Martin Gannon
OSC Chair:	Councillor John Eagle
Lead Officers:	Lindsay Murray, Service Director, Commercialisation & Improvement Andrea Tickner, Service Director, Corporate Commissioning Procurement

1.0 Introduction

- 1.1 This report relates to how well the Council is achieving against the strategic approach of Making Gateshead a Place Where Everyone Thrives and the Council pledges:
- Put People and families at the heart of everything we do.
 - Tackle inequality so people have a fair chance.
 - Support our communities to support themselves and each other.
 - Invest in our economy to provide sustainable opportunities for employment, innovation and growth across the Borough.
 - Work together and fight for a better future for Gateshead.
- 1.2 Progress and achievements of strategic indicators, in line with the committee's remit, are provided along with areas of future focus.
- 1.3 Tables highlighting an update to the six-month performance and the performance of the strategic indicators are provided in sections B and C.
- 1.4 Appendix 1 provides a summary of the current position relating to the implementation of budget proposals that have previously been highlighted as potentially having a disproportionate impact in relation to equalities.

2.0 Recommendation

- 2.1 The committee is asked to consider:
- (i) whether the activities undertaken during April 2019 to September 2019 are supporting delivery of the Thrive agenda;
 - (ii) any areas they feel they require more detail or require further scrutiny;
 - (iii) the recommendations of service directors on future monitoring of budget proposals for equality impact and whether there has been a disproportionate impact following implementation (identified in Appendix 1); and
 - (iv) note that Cabinet will consider a composite performance report at their meeting on 21 January 2020.

Section A

3.0 Performance Overview

- 3.1 The committee receives performance data relating to 15 strategic indicators. Of these, 7 are relatively new indicators to capture performance due to transactional digital improvements, and trading and commercialisation activities. Of the 15 indicators, 12 are reportable at 6-months with 10 indicators showing improved performance and 1 where performance is down and one unchanged. There is an indicator on the employee survey which is not reporting in 2019, as a survey has not been undertaken.
- 3.2 It is proposed that an indicator on the increasing in traded services be withdrawn. This is because the indicator is broad and duplicates data, particularly the information already reported in the Services to Schools indicator.

4.0 Putting people and families at the heart of everything we do

Performance

- 4.1 There are two strategic indicators linked to the Council pledge of putting people and families at the heart of everything we do:
- Performance relating to the speed of processing housing benefit claims has shown further improvement at 8.3 days, compared to 9 days for the same period last year.
 - To support the Council's role as corporate parents to children and young people who are looked after, the Council has a strategic indicator to achieve a year on year increase in the number of young people leaving care who are supported to have an opportunity in the Council for an apprenticeship. The 6-month figure for 2019/20 remains at 2 including an apprentice in The Gateshead Housing Company.

Further information is provided in section C of this report.

Achievements, Challenges and Actions

- 4.2 For the first six months of the year the speed of housing benefit claims processed have improved by 0.7 days measured against the equivalent period last year. This performance has been achieved despite the challenges faced administering an increasing volume of Universal Credit (UC) claims from those in supported and temporary accommodation. There have also been an increased number of changes of circumstance and reviews as part of initiatives required by the Department for Work and Pensions (DWP). The team continue to support Gateshead residents and in addition to working with the Citizen's Advice Bureau to support UC claimants, a welfare benefit advice service is available to all Gateshead residents. This service aims to provide a more holistic approach to alleviating financial hardship.
- 4.3 The focus for the remainder of the year will be to improve performance by looking at further software changes and working with the DWP to identify more efficient ways of sharing data and building capacity in terms of welfare advice and provision.

- 4.4 On 15 October 2019, Committee received a report setting out the Council's strategy for the delivery of apprenticeships within the Council and the response to the Government's introduction of a number of changes to the apprenticeship system as part of their strategy to deliver three million apprenticeships by 2020. Included in the report was a draft apprenticeship strategy and an update that an Apprenticeship Co-ordinator has now been appointed for a two-year term. Part of their role will be to explore apprenticeships for Looked After Children (LAC) and Care Leavers. An update will be presented to the Corporate Parenting Sub OSC in January 2020, where the Education Annual Report will include an update on apprenticeships - including LAC apprenticeships.

5.0 Tackle inequality so people have a fair chance

Performance

- 5.1 This committee does not monitor strategic indicators relating to this Council pledge.

Achievements, Challenges and Actions

- 5.2 Between April and September 2019, a variety of courses were available on equality and diversity, including sessions directly aimed at foster carers and open access courses for staff and workers from partner organisations. The themes of the courses ranged from autism acceptance to Mate/Hate crime to raising awareness. In the first two quarters of 2019/20, 118 people have attended training with further courses planned.

- 5.3 Gateshead Council employees joined many other organisations from both public and private sectors to celebrate diversity by taking part in a Pride parade through Newcastle in July 2019. The feedback has been positive. It is proposed to continue to promote and celebrate diversity and equality within the Council and in our communities.

- 5.4 Appendix 1 summarises the assessments provided by services of the equality impact of budget proposals following implementation. Two existing budget proposals are monitored by this committee:

- Review of commissioned arrangements/supporting people voluntary organisations; and
- Review of Carers Services.

A further 9 agreed proposals from the 2019-20 budget setting process are included for equality monitoring by this Committee.

6.0 Support our communities to support themselves and each other

Performance

- 6.1 New strategic indicators relating to the Council's Digital Programme and the Council pledge to help our communities to support themselves and each other, has seen percentage increases in online transactions improved over the previous year. Online payments saw an increase of 14.33% in income. There was growth in all online indicators with fly-tipping reported online growing by 6%, while garden waste subscriptions increased by a further 1.15% to 66.38%.

Further information is provided in Section C of this report.

Achievements, Challenges and Actions

6.2 There are three workstreams which define the Gateshead Digital Programme. A summary of key projects achieved is identified below along with future actions intended over the next six-month period. Further information on achievements is provided in Section B of this report.

1) **Digital Customer** - making it easy for customers to report, book, pay, be paid, attend and to receive a decision online.

- A focus of digital services is delivering an excellent customer experience to those choosing to self-serve on the internet. This is demonstrated by the introduction of online birth and death appointment bookings for the Registrars service from March 2019. Previously all appointments had to be made over the phone or face-to-face. Since the introduction of the new facility 64% of birth registration appointments and 36% of death registration appointments have been made online. In the first 6 months of 2019/20 this has meant the Council has received 1,172 fewer calls to book appointments.
- The number of residents choosing to pay their bills online has increased with 10.12% more transactions in 2019. For the first time income received via the website is forecast to exceed £20m this year with residents rating the service 4.6 out of 5. The facility to register a My Gateshead account, so that you don't have to remember account numbers, was also introduced in April 2019. Currently 955 people have signed up.
- The number of garden waste subscriptions paid for online has remained stable in the six months to the end of September 2019, at 66.38%.

Future focus over the next six-month period:

- Garden waste subscriptions and payments will be moved to the GOSS digital platform for 2020 collections. This will introduce new improvements such as the ability to sign up for notifications about when the service starts and when payment is due.
- Gateshead residents will be able to book the majority of registrar's appointments online including notice of marriage, notice of civil partnership, conversions from partnership to marriage and corrections to certificates. In addition, SMS notifications will be introduced to remind people about their appointment bookings. As the services continue to be promoted, we expect online access to increase to over 60% in 2020.
- As demand grows for online services, we will continue to provide a joined-up experience across all channels by making greater use of the GOSS digital platform for handling customer contact in a consistent way for all our customers.

2) **Digital Ways of Working** - making it easy for employees and Councillors to work remotely, collaboratively. To simplify our policies and processes, merge and optimise frontline mobile processes, improve key systems and make them easy to use. To support employees to use digital solutions and work together to solve problems creatively.

- Introduced a self-service booking system for Civic Centre meeting rooms. This started in July 2019 and by the end of September 2019, 66% of all room

bookings were made via self-service, reducing the time spent on each booking by almost 80%. There are now 52 rooms available to book or request via the self-service booking system. This figure is anticipated to reach 77 rooms in the next reporting period.

- New digitised processes have been introduced for Sundry Debtor requests; Nexus Travel Pass applications; travel request applications and Print Point requisitions.
- Introduction of telephony one number dial technology, to enhance communication for employees to effectively work from anywhere e.g. to receive calls to their 433 number to an app on their works mobile device, and to show the 433 number when dialling out from the app rather than the mobile number.
- Introduced home working telephony for contact centre employees, to enable the employees to receive routed contact centre calls on their preferred device - effectively working from anywhere.
- Implementation of Microsoft 365 across the Council which has enhanced both agile and collaborative working with the introduction of the following new technologies:
 - OneDrive – Cloud based storage space. For personal files, enables collaboration and sharing with internal colleagues.
 - OneNote – your own digital note pad, which can be accessed on your desktop, mobile device or online. Updating in real-time.
 - Skype – allowing you to make and receive video and audio calls. Providing employees, the benefit to dial into meetings as an alternative to attending a meeting where required.
 - Bring Your Own Device – allowing access to your work Outlook account on a personal device through Microsoft Outlook application.

Key areas of focus over the next six-month period to improve ways of working will be on:

- Onboarding / Exit Processes - ensuring new entrants are fully equipped to fulfil their role from day one and leave the organisation in a managed way.
- Review and automation of employee expenses e.g. overtime, car mileage and personal expenses.
- Automating employee correspondence (where appropriate) to achieve efficiencies via electronic means.
- Upgrade to the Council's HR and Payroll System - i-Trent.
- Undertake a review of the Council's Agresso financial processes.
- Introduction of Microsoft Teams and SharePoint Online – secure platforms for both internal and external collaboration. Microsoft Teams brings together into one platform, voice and video meetings along with file storage and collaboration.
- Microsoft Portal Any Device – Allowing access to your Microsoft online portal (providing MS applications such as Word, Excel, Outlook) via your own device outside of the Citrix remote access platform.
- Implement agreed changes and new ways of working for the telephony contact for customers contacting The Gateshead Housing Company housing offices.

3) **Digital Skills** – We aim to engage, enthuse, empower and enable residents, employees and councillors to make better use of and benefit from technology and digitally supported services. This workstream is aligned to overcoming barriers of access, confidence and motivation.

- 140 public internet PCs are accessible in the Civic Centre and libraries across the Borough.
- 324 local people have accessed life skills courses, including a City & Guilds qualification for absolute technology beginners, including jobseekers. 306 informal digital skills workshops have been delivered, reaching 3,988 children, young people and adults.
- Corporate meeting rooms have been equipped with standardised, easy to use technology to ensure all employees are able to use the equipment without specialist intervention.
- There has been targeted outreach work with residents to increase skills and confidence, for example a men's group at the Blaydon Shed and work with a group of resettled families with The Gateshead Housing Company.
- 8 tailored sessions for domiciliary care staff using apps and tools they can use in their personal life to build confidence in using mobile devices.
 - Initiated a comprehensive face to face IT training programme, online user guides and videos to support employee confidence in using products such as Microsoft 365 and presentation equipment.
 - Online guidance documents have been accessed 4,188 times in the last 6 months and face to face education has been delivered to 63 attendees since the launch of the IT training room in September 2019.

Key areas of focus over the next six-month period include:

- Introduction of a tablet-lending service for residents and community groups to encourage improvement in their digital skills and promote digital inclusion.
- A new library activity van will enable digital activities to be taken to targeted communities and events such as community festivals.
- A new creative digital space will be opened at Gateshead Central Library that will provide access to 3D printers, a laser cutter and provide a base for coding activities and workshops.
- Local people considering starting a business will have access to technologies used for prototyping.
- Evaluation of employee access to technology to help address any areas where there is an unfulfilled requirement.

7.0 Invest in our economy to provide sustainable opportunities for employment, innovation and growth across the borough

Performance

7.1 There are 6 strategic indicators identified for this Committee to monitor in support of the Council pledge of investing in our economy:

- Performance relating to council tax collection has improved compared to the same period last year with collection at 53.7% delivered alongside an increased amount of £5.5m to be collected in 2019/20.

- The sixth-month period for the indicator relating to business rates collection achieved an increase of 0.6% compared to the same period last year, with 56.2% collected.
- There has been significant improvement in the Council's performance regarding the percentage of undisputed invoices paid on time, up from 78.9% in 2017/18 to 87.7% for the sixth-month period 2019/20.
- The direction of travel continues to be positive in improving Superfast Broadband connectivity. Coverage now stands at 97.64% (up from 9.5% at the previous year end). The access in Gateshead continues to remain ahead of the UK average figure of 96.32%.
- The new Services for Schools North East website launched in December 2018 and has been well received by schools who are now using this to purchase services. In 2019/20 the Council offered 53 services to schools and academies for the annual buy back under the following themes:
 - Pupil Focused Services such as Education Psychology
 - Facilities Management Services such as school cleaning
 - Professional & Technical Services such as payroll provision
- Two new strategic indicators relating to trading activities were previously agreed in respect of:
 - The amount of traded income achieved; and
 - £ increase in new Services to Schools business generated.

It is proposed that the indicator on the amount of traded income services be withdrawn. This is because the indicator is broad and duplicates data already reported in the Services to Schools indicator which would contradict the objective of having a clear and strategic performance indicator. Baseline data is currently being established in relation to the Services to Schools indicator.

Further information is provided in section C of this report.

Achievements, Challenges and Actions

- 7.2 The amount of Council Tax to be collected in 2019-20 increased by £5.5 million compared to 2018/19. Collection performance, however, has improved as a result of changes made to how we collect Council Tax. These changes include helping customers to pay their current charge first, so avoiding additional costs; ensuring arrangements are affordable and sustainable; being empathetic; acknowledging individual circumstances; giving extra time and flexibility when a customer requires this; providing financial advice and signposting customers to this when it is needed. In addition, the ongoing review and improvement our processes have contributed to this improvement.
- 7.3 Although challenges remain, customer satisfaction is high with continued receipt of positive feedback from residents who have received and appreciated how we have been able to support them. In the future, the use of new technology will help improve our performance and service to our residents with the introduction of online forms and SMS texting will improve how we communicate with residents.
- 7.4 The progress made with superfast broadband connectivity is welcome and it is now intended to amend the reporting of the measure with an intention to increase annually rather than set a specific target beyond 2020.

- 7.5 In the first six-months of 2019/20, approximately £170k of capital receipts were secured from the disposal of surplus assets with £1.15m of net revenue income received from the TNRP (unaudited figure). The Gateshead LLP (Limited Liability Partnership) is currently considering a disposal of selected industrial estates and ground leases, which are poorly performing, with a view to reinvesting the proceeds in new investments (either acquired or constructed).
- 7.6 Marketing is underway for Baltic Quarter with terms agreed with SMG for the construction of the Arena Conference & Exhibition Centre in the Quays. Properties are being acquired in the High Street South area to support the Intergenerational Village proposal. Land for housing growth continues to be marketed to support our growth targets.

8.0 Work together and fight for a better future for Gateshead -

Performance

- 8.1 There are two strategic indicators identified that support the Council pledge to work together, as follows:
- The 2018 staff survey saw an increase in council employees feeling that the Council is a good place to work. Responses showed a rise from 64% in 2016 to 73% in 2018. Service Directors have devised action plans for their services and are in the process of implementing identified actions to reflect feedback.
 - The 2019/20 six-month performance for the strategic indicator reporting on the number of days staff sickness absence per FTE (excluding school staff) has been recorded as 11.67. This shows a small increase from the last six-month figure of 11.4 days reported at 2018/19 year-end.

Further information is provided in section C of this report.

Achievements, Challenges and Actions

- 8.2 The Tackling Poverty in Gateshead Board meets bi-monthly and has strategic oversight of approaches to tackling poverty in Gateshead, which include:
- Launch of LEAP (Local Energy Assistance Partnership) in Gateshead - the only local authority area in the region to offer this to its residents.
 - Ongoing development of a year-long fuel switching campaign.
 - The national closure of the 'Red Box Project' has resulted in the handover of the project to Gateshead Youth Council - relaunched as 'Project ToM' (Time of Month).
 - Work continues with NEFirst Credit Union to grow its membership in Gateshead.
 - The Gateshead Poverty Truth Commission has now started. A launch event will be held in the Council Chamber on 5th March 2020.
 - The second poverty conference took place on 15 July 2019, focused on food and fuel poverty. High profile speakers from National Energy Action, Joseph Rowntree Foundation and Northumbrian Water attended.
 - Facilitated an initial response that offers financial support to 14 support organisations that offer emergency food to vulnerable residents and who are part of the Gateshead Community Food Network to allow them to prepare for Brexit.

- Almost 500 children received financial education in school via a 12-week Financial Education programme delivered by Newcastle Building Society's charity Boardroom Challenge.

Statement of Accounts

- 8.3 This year, the Statement of Accounts was finalised in accordance with the statutory deadlines of draft accounts by 31 May 2019 and audited accounts by 31 July 2019.
- 8.4 On Friday 26 July 2019, Mazars issued an unqualified opinion on the Council's 2018/19 Statement of Accounts. The key messages from Mazars Independent Auditor's Report are:
- [the accounts] give a true and fair view of the financial position of Gateshead Council as at 31 March 2019 and of its expenditure and income for the year;
 - have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice; and
 - the Council has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year.

Budget

- 8.5 The Medium-Term Financial Strategy (MTFS) for 2020/21 to 2024/25 was agreed by Cabinet on 15 October 2019. This presents a very challenging financial position over the medium term as a result of assumptions concerning future Government funding. The indicative budget forecasts show an estimated funding gap of £49.9m for the next five years (to 2025) with an estimated gap of £8m in the first year.
- 8.6 Following national political events, a one-year settlement is now expected after the General Election, with the multi-year spending review and finance reforms being pushed back to 2021. All assumptions around UK European Community membership will need to be revisited regularly and the financial impact to the Council's MTFS will be reconsidered because of the revised funding position and/or external context.

Consultations

- 8.7 During this six-month period (Apr – Sep 2019), 23 consultations have been undertaken using the Council's consultation portal in relation to local transport schemes, Public Space Protection Order (PSPO) for School Parking, Gibside School Relocation, Learning Pathways & Educational Provision for Young People with SEND Aged 16+, Capital Allocation Fund for Pupils with SEND, Bewick's vending machines, Air Quality and the Safer Gateshead Survey. A total of 3,587 responses were received from Gateshead residents and staff over this period.
- 8.8 This Committee receives regular updates on the Council's resilience and emergency planning. Following on from the year-end performance report the Council Emergency Planning Team has:
- revised its Strategic Resilience Management Framework which was presented to Committee on 9 September 2019. The purpose of this revised framework is to outline the focus for Gateshead Council to continue to work in collaboration with our partners and communities over the next two years for emergency planning, resilience, response and recovery. This will ensure that the council continues to comply with statutory legislation and has the necessary capacity and capability to

mitigate, prepare for, respond to and recover from emergency or major incident situations and use the learning to inform contingency planning. The emphasis of this framework is to support the sustained development of a network of competent officers who are able to respond to emergencies and carry on embedding resilience into all aspects of service delivery.

- developed a Community Emergency Guidance document, which aims to:
 - Provide emergency contact details for a range of situations and the type of assistance that can be provided.
 - Enable residents and business proprietors to be better prepared to protect themselves and their properties.
 - Provide opportunities to volunteer as Community Resilience Wardens.
- commenced a recruitment campaign for additional staff volunteers to join the council's emergency response team, ensuring continued resilience and maintaining capacity and capability;
- implemented a new online digital logging system for use during incidents and emergency situations. Training and awareness sessions are continuing for members of the emergency response team.

8.9 Over the immediate short term there will be a focus on mitigating the local impacts of EU Exit and ensuring the Council is prepared for all eventualities strengthening resilience and develop any necessary contingency plans.

Section B: Update on actions from previous report

Action	Thrive Pledge	Service Area	Update
Employee Engagement	Work Together	Policy, Performance & Comms	<p>2018 Employee Survey:</p> <p>There has been no employee survey during 2019. As Cabinet agreed on 15 October to implement a revised senior management staffing structure effective from 1 November 2019, consideration will need to be given as to the appropriate timing for the next employee survey.</p>
Workforce Plan	Work Together	Human Resources & Workforce Development	<p>Workforce Plan:</p> <p>The Sickness Absence Management Policy will be presented to trade unions for consultation during the winter. It is hoped that updates to the policy can be agreed so it can be implemented quickly.</p> <p>Cabinet agreement to a revised senior management staffing structure was secured to reflect a more effective way of working across Council services. The proposals set out a staffing structure for the Council critical to the culture of how we work and to reinforce the commitment for functions to work together to facilitate outcomes, rather than the structure of the Council influencing how services are delivered.</p> <p>Between April and September 2019, a variety of courses ran around the subject of Equality and Diversity, including sessions directly aimed at foster carers and open access courses for staff and workers from partner organisations. The themes of the courses ranged from autism acceptance to mate and hate crime as well as general awareness raising, we have trained 118 people with further courses planned for the remainder of the financial year.</p> <p>The Ways of Working Board continues to support agile working across the Council. There is an emphasis on business cases which support agile working principles and provide benefits to the Council. Leadership Team will be working together over the coming months to develop this concept.</p>

Action	Thrive Pledge	Service Area	Update
Equality Impact Monitoring	Tackle Inequality	All	<p>Equality Impact Budget Proposals:</p> <p>Two pre-2019/20 budget proposals are continuing to be monitored along with 9 from the 2019/20 budget setting process. Assessment of the impact of the proposals on equalities is set out in Appendix 1.</p> <p>Officers are now using a revised approach to identifying impact through the introduction of Integrated Impact Assessments (IIA) of council strategies, policies, services or budget proposals on people and their surroundings. These assessments support the Council in meeting its equality obligations but also ensure the decision-making process is transparent and provides evidence of how a proposal will contribute to the delivery of Making Gateshead a Place Where Everyone Thrives.</p> <p>The IIA has 5 main areas for consideration:</p> <ul style="list-style-type: none"> • Equalities • Health • Socio-economic • Environmental • Cumulative
Trading	Work Together	Trading	<p>Services to Schools</p> <p>The Council has continued to develop its co-ordinated approach to services for schools. The Commercial Manager (Schools) has been continuing to have positive discussions with schools, academies and services for the ongoing development of Services for Schools along with the new packages and longer-term SLAs.</p> <p>Within the defined service areas there are numerous packages available to the schools and academies, this year there were just under 200 available, demonstrating the range, options and choice for schools. Currently there are schools and academies from 13 different local authorities purchasing services from Gateshead Council for 2019/20. In 2018/19, schools received services to the value of £12.965m. This will form the baseline for reporting 2019/20 performance, which will be available at year end.</p> <p>Schools are facing significant budget pressures, while the costs of providing services are also increasing e.g. the price of food needed to meet nutritional standards for school meals. Meetings with schools are ongoing to discuss the services on offer for next year and a new pricing strategy with packages to help schools is being developed. In addition, following consultation with schools, more packages and bespoke approaches will be available to help meet the different needs of pupils and families.</p>

Action	Thrive Pledge	Service Area	Update
Tackling Poverty	Tackle Inequality	Poverty & Inequality	<p>The Tackling Poverty in Gateshead Board meets bi-monthly and has strategic oversight of approaches to tackling poverty in Gateshead. Recent activity includes:</p> <ul style="list-style-type: none"> • Launch of LEAP (Local Energy Assistance Partnership) in Gateshead - the only local authority area in the region to offer this to its residents. LEAP is a free energy support service that supports residents with energy costs, efficiency and income maximisation via a 1-2-1 home visit with a qualified energy advisor. • Ongoing development of a year-long fuel switching campaign. This is initially a pilot aimed at maximising household incomes. • The national closure of the 'Red Box Project' has resulted in the handover of the project to Gateshead Youth Council - relaunched as 'Project ToM' (Time of Month). This continues to provide free sanitary provision to schools in Gateshead with additional focus on primary schools and colleges. • Work continues with NEFirst Credit Union to grow its membership in Gateshead. This includes support to develop a growth plan and marketing strategy in partnership with Durham County Council. • The Gateshead Poverty Truth Commission has now started. Seventeen testifiers meet regularly to share their real lived experiences of living in and with poverty in Gateshead. A launch event will be held in the Council Chamber on 5th March 2020. • The second poverty conference took place on 15 July 2019, focused on food and fuel poverty. High profile speakers from National Energy Action, Joseph Rowntree Foundation and Northumbrian Water attended. Also included was a 'prioritising' workshop to identify future delivery priorities for the end of 2019 and into 2020. • Facilitated an initial response that offers financial support to 14 support organisations that offer emergency food to vulnerable residents and who are part of the Gateshead Community Food Network to allow them to prepare for Brexit. • A 12-week Financial Education programme was delivered into eight Gateshead primary schools via Newcastle Building Society's Charity Boardroom Challenge. This resulted in almost 500 children receiving financial education in school courtesy of an external teacher and building society branch managers acting as school mentors. • Delivered in partnership with Newcastle Building Society a series of Retirement Talks for Council employees to allow to better plan for their life after employment.

Action	Thrive Pledge	Service Area	Update
Digital Programme	Work Together	<p>Policy, Performance & Comm</p> <p>IT Services</p> <p>Exchequer Services</p> <p>Libraries</p>	<p>Digital Customer</p> <ul style="list-style-type: none"> Gateshead resident's uptake of digital services has continued to rise this year. In terms of demographics the fastest growing age group who are accessing www.gateshead.gov.uk are over 65s. They currently account for 12.73% of the total visits to the website which is a 27.35% rise compared to 2018. A focus of digital services is delivering an excellent customer experience to those choosing to self-serve on the internet. This is demonstrated by the introduction of online birth and death appointment bookings for the Registrars service from March 2019. Previously all appointments had to be made over the phone or face-to-face. Since the introduction of the new facility 64% of birth registration appointments and 36% of death registration appointments have been made online. In the first 6 months of 2019/20 this has meant the Council has received 1,172 fewer calls to book appointments. In the next 6 months Gateshead residents will be able to book the majority of registrar's appointments online including notice of marriage, notice of civil partnership, conversions from partnership to marriage and corrections to certificates. In addition, SMS notifications will be introduced to remind people about their appointment bookings. As the services continues to be promoted, we expect online access to increase to over 60% in 2020. The number of residents choosing to pay their bills online has increased with 10.12% more transactions in 2019. For the first time income received via the website is forecast to exceed £20m this year with residents rating the service 4.6 out of 5. The facility to register a My Gateshead account, so that you don't have to remember account numbers, was also introduced in April 2019. Currently 955 people have signed up. The number of fly-tips reported online has reached 63.4% of reports being submitted via www.gateshead.gov.uk. The same reporting tool will now be implemented for other services requiring requests that need to be identified by location such as dog fouling, graffiti, street lighting defects and potholes. The www.gateshead.gov.uk website received 4,002,130 views over the past 6 months. Of these 59% were viewed on a smartphone; 11% on a tablet and 30% on a computer. An issue on double counting page views was identified and corrected meaning the total views figure is marginally down on the previous year-end figure. <p>Digital Ways of Working:</p> <ul style="list-style-type: none"> A self-service booking system for meeting rooms commenced in July 2019 which reached 66% of meeting rooms by the end of September 2019. There are now 52 rooms available to book or request via the self-service booking system. This figure will rise to 77 rooms in the next reporting period; Organisation-wide Corporate Warning Alerts System (including TGHC); and New digitised processes: <ul style="list-style-type: none"> Sundry Debtor requests. Nexus Travel Pass applications. Travel request applications. Submit a Print Point requisition. Initiated a project / pilot group to fully implement agile working with hot desking, reduce space within the

Section C: Performance Overview

Indicator	Thrive Pledge	Service Director Lead	Year-end Target 2020	Performance @6-Month 2019/20	Direction of Travel	Comments and Actions
Page 73 IE01 % of Council Tax collected that was due to be paid	Invest in our economy	John Jopling	96.6%	53.7%		<p>For the 6-month period 2019/20 collection rate was 53.7%. This is up on the same period last year when the rate was 53.3%.</p> <p>Despite the amount of council tax to be collected in 2019-20 increasing by £5.5 million compared to 2018-19, collection performance has improved as a result of changes we have made to how we collect Council Tax. These include but are not limited to helping customers to pay their current charge first - which avoids additional costs; ensuring arrangements are affordable and sustainable; being empathetic; acknowledging individual circumstances; giving extra time and flexibility when a customer needs this; providing financial advice and signposting customers when it is needed. The ongoing review and improvement our processes have contributed to this improvement.</p>
IE02 % of Business Rates collected	Invest in our economy	John Jopling	97%	56.2%		<p>For the 6-month period 2019/20 the collection rate is 56.2%. This is up from the same period last year when the figure was 55.6%.</p> <p>Business rates collection performance has improved due to a combination of:</p> <ul style="list-style-type: none"> • a reduction of business rates to be collected, due to changes to some of the business rates relief schemes - currently £453k less is due to collect in 2019-20); and • the ongoing improvements of our billing and recovery processes.

Indicator	Thrive Pledge	Service Director Lead	Year-end Target 2020	Performance @6-Month 2019/20	Direction of Travel	Comments and Actions
IE03 % of undisputed invoices paid on time	Invest in our economy	John Jopling	95%	87.2%		The year-end figure for 2018/19 was 87.7%. This is an improvement on the previous year's figure of 78.9%. The first half of 2019/20 has seen continued improvement from the previous year's performance of 85%. This has largely been achieved by the increased use of purchase cards and the ongoing review of business processes to allow speedier payment of invoices.
IE04 Improve Superfast Broadband connectivity-coverage in Gateshead	Invest in Our Economy	Roy Sheehan	To increase	97.64%		The direction of travel continues to remain positive with a further increase in coverage made during the year. Superfast broadband is now available to 97.64% of premises in Gateshead which compares favourably against the UK average figure of 96.32%.
IE05 £ increase in new Services to Schools business generated	Invest in Our Economy	Lindsay Murray	To increase	Baseline year	Not available	The 2018/19 Services to Schools figure will be used to establish a baseline for reporting at the year-end 2019/20.
IE05B Amount of traded income achieved	Invest in Our Economy	Lindsay Murray	To increase	Proposal to withdraw	Not available	It is proposed that this indicator be withdrawn. This is because the indicator is very broad and would duplicate data already reported in the Services to Schools indicator.
PF01 Speed of housing benefits claims (processing) – average time to process new claims & changes in circumstances	People and Families	John Jopling	7.5 days	8.3 days		Performance for 2019/20 at the 6-month stage shows an improvement to 8.3 from 9 days achieved in the same period last year. Following the full service roll out of Universal Credit, the volume of new claims has reduced, allowing for quicker processing times. IT improvements have been introduced to allow further automation of changes of circumstances and customer self-service.
PF02 Ensure young people leaving care are supported to have an opportunity in the Council for an apprenticeship	People and Families	Janice Barclay/ Dep. Strategic Director Children's Social Care	Year on year increase	2		The Education Annual Report in January 2020 will include a focus on employment, training and apprenticeships where the issue of care leavers apprenticeships will be picked up. Corporate Resources OSC reviewed a report on 14th October 2019 on Apprenticeships. Apprenticeship Co-ordinator has been appointed on a 2-year contract. Part of their role will be to explore apprenticeships for LAC and care leavers.
WT01 Employee engagement e.g. a good place to work	Work Together	Marisa Jobling/ Janice Barclay	70%	73% (2018/19)	No survey in 2019	The 2018 staff survey saw an increase in council employees feeling Gateshead is a good place to work from 64% in 2016's survey to 73% this year and surpassing the target for 2020. There has not been a staff survey for 2019, so there is no further update to this figure. Service managers, however, have all devised service action plans to try and address the concerns raised within their service areas.

Indicator	Thrive Pledge	Service Director Lead	Year-end Target 2020	Performance @6-Month 2019/20	Direction of Travel	Comments and Actions
WT02 Staff sickness (excluding school staff) per FTE	Work Together	Janice Barclay	8.0 days	11.67 days		<p>The recent 6-month performance for April-September 2019, shows a marginal increase for sickness to 11.67 days from 11.4 days at 2018/19 year-end. However, the 6-month figure for 2018/19 was 9 days, so the current figure is an increase.</p> <p>The Sickness Absence Management Policy will be presented to trade unions for consultation. It is hoped that they will react positively to the policy updates, so it can be implemented quickly.</p> <p>The Health & Wellbeing groups continue to promote health and wellbeing initiatives; Leadership Team has been updated on progress with wellbeing initiatives and appraised of the help and support available for managers and staff.</p> <p>Service Directors and Service Managers continue to use the HR Dashboard information to ensure sickness is tackled in a timely manner.</p>
SC01 Percentage increase in online transactions: <ul style="list-style-type: none"> Online payments Page 75	Supporting Our Communities	Marisa Jobling	To increase	10.12%		<p>Between April 2018-September 2018, there were £9,175,317.25 paid online from 84,003 transactions. The satisfaction rating was 4.1 out of 5.</p> <p>Between April 2019-September 2019 transactions online increased significantly to £10,489,810 paid online from 92,057 transactions. This is a 14.33% increase in income and 10.12% increase in transactions. The satisfaction rating has also increased to 4.6 out of 5. This amounted to a 14.1% increase in income paid online.</p>
SC02 Percentage increase in online transactions: <ul style="list-style-type: none"> Fly-tipping reports 	Supporting Our Communities	Marisa Jobling	To increase	+6% (to 63.4%)		<p>Between April and September 2018 there were 2,886 incidents of fly-tipping reported. Of these, 57.4% were made online and 42.7% by other means. The satisfaction figure was 3.54 out of 5.</p> <p>Between April and September 2019, 2,858 incidents were reported. The number made online rose to 63.4% and increase of 6%. The satisfaction rating also increased to 3.79 out of 5.</p>
SC03 Percentage increase in online transactions <ul style="list-style-type: none"> Garden Waste subscriptions 	Supporting Our Communities	Marisa Jobling	To increase	+1.15%		<p>In total 66.38% (16,303) of garden waste subscriptions were paid for online in 2019. This is compared to 65.23% (16,275) in 2018.</p> <p>The garden waste payment system will be delivered via the digital platform for customers paying online or over the phone for 2020 subscriptions. Customers will, in future, be able to subscribe to receive notifications regarding the service.</p>

Indicator	Thrive Pledge	Service Director Lead	Year-end Target 2020	Performance @6-Month 2019/20	Direction of Travel	Comments and Actions
SC04 Percentage increase in online transactions <ul style="list-style-type: none"> Registrars appointments 	Supporting Our Communities	Marisa Jobling	To increase	55% (of appointments made online)		Online Registrars birth and death appointments were launched on 13 March 2019. In the first six-months of 2019-20, 2,132 birth and death appointments were made with 55% made online. The remaining 45% of bookings were made over the phone or face-to-face via Customer Services and Registrars. This means a reduction of 1,172 phone calls to the Council.
SC05 Percentage increase in online transactions <ul style="list-style-type: none"> Adult social care forms 	Supporting Our Communities	Marisa Jobling	To increase	2,007		<p>Since the Adult Social Care online forms were launched in November 2018. In the period April to September 2019, 2,007 forms were submitted. The breakdown of the forms received were:</p> <ul style="list-style-type: none"> 892 social care assessments; 634 social care enquiries; and 475 social care reviews.

1.0 Equality Impact Assessment

1.1 The Council's strategic approach of Making Gateshead a Place Where Everyone Thrives identifies a commitment to reduce the levels of inequality that are apparent within the Borough.

1.2 During the 2019/20 budget process all areas of spend were reviewed. This identified budget proposals that reduced service provision directly supporting the protected characteristics as defined under the Equality Act 2010. To mitigate any levels of impact identified in the equality impact assessments, wherever possible, following implementation of proposals bi-annual reporting of monitoring is carried out to this Committee.

2.0 Monitoring the impact of budget proposals

2.1 Budget proposals considered as having an impact are set out below along with mitigation identified.

2.2 The proposal to stop maintenance of bowling green's and football pitches has not proceeded. It is recommended this be removed from the monitoring schedule.

2.3 A number of proposals have been assessed by service directors as having had no impact on equalities with continued monitoring no longer required. These are:

- Deletion of posts in the Early Help Service;
- Deletion of posts in the Children and Families Service;
- New or increased charges for adult social care services:
 - Day services; and
 - Meals in day centres and promoting independence centres;
- Guidepost drop-in service;
- Reduction in the standard allowance of Disability Related Expenditure; and
- Removal of CAMHS contribution.

2017/18 & 2018/19 - Review of commissioned arrangements/supporting people voluntary organisations

2.4 Since the new SAILS - supported and independent living services for young people Housing pathway for people aged 16 to 25 years commenced in July 2018, the following outputs up to the end of June 2019 include:

- The total number of referrals was 282, of which 254 were accepted and accessed services;
- 22 young people were successfully referred to the High Needs, Clinical intervention, Shared Living Service;
- 35 young people were successfully referred to the Taster Flats Service;
- a young person was referred to the Supported Lodgings Service;
- 46 young people have moved outside the pathway, i.e. not homeless or in custody; and out of 254 accessing support:
 - 14 returned home to family; and referrals, a total of 8 young people returned home; and

- 16 young people have been evicted for a variety of reasons, including arson and threats to staff.
- 2.5 The Council is working with Durham University to prepare an outline proposal for further funding via a Public Health Practice Evaluation Scheme to enable a comprehensive practice evaluation of the services. This work is proceeding, and initial meetings have taken place with two of the SAILS providers to scope the brief of the proposed research.

2018/19 - Review of Carers Services

- 2.6 The Carers Service was awarded in 1st May 2019 and will continue to the 30th April 2024 and is joint funded by the Newcastle Gateshead Clinical Commissioning Group and Gateshead Council. The Commissioning Team from Gateshead Council's Care Wellbeing & Learning service continue to monitor the mobilisation of the services and work with the two service providers to ensure that there is a smooth transition of staff and service users.
- 2.7 The providers awarded the contact, were:
- Carers Trust Tyne and Wear for support to Young carers up to 18 years; and
 - Gateshead Carers Association are responsible for delivering services to support Adult Carers who are aged 18 years and over.
- 2.8 The Carers Partnership has reconvened and is being well attended meeting bi-monthly, with the primary goal in 2019 to refresh the current Carers Strategy, a working group is being created to take this forward. The Commissioning Team will continue to monitor performance and quality on a quarterly basis. A full review is scheduled to be completed after 12 months of the award.

2019/20 Budget Proposals

2019/20 - Deletion of posts in the Early Help Service

- 2.9 The reduction in posts in the Early Help service has been assessed as seeing no impact on the services provided. The reduction in posts and reorganisation has seen an actual caseload capacity reduction of 39.7% (460 cases), cessation of self-referral with the introduction of small and occasional waiting lists.
- 2.10 To mitigate this impact a number of measures have been introduced. The management structure has been reconfigured, including backfilling two posts to stabilise capacity. The service offer has been differentiated to meet specific areas of demand while referral pathways remain open to a wide range of practitioners. The possible re-introduction of self-referral in 2020/21 is also being considered. As such the impact on service delivery is being managed and considers further monitoring is not required.

2019/20 - Deletion of posts in the Children and Families Service.

- 2.11 The way we support foster carers has had to change, as the team are carrying 40 more cases. There has been a RAG rating established to try and give all the foster carers the support they need. Early indications are this is working. Foster carers continue to be provided with the necessary support. The recruitment

process has also changed to ensure everyone that enquires are managed in a uniform way. This is undertaken by one assistant team manager. No reduction in service standards has been identified and the service director recommends no further monitoring is required

2019/20 - No longer provide maintenance for bowling greens and football pitches

2.12 The original proposal was not taken forward. Council agreed a revised proposal for work, including the strategic investment in 3G Football pitches, potential asset transfer, increase in fees and charges over a 3-year period and a rationalisation of the number of pitches and bowling greens provided. As such, the original proposal has not occurred and does not require further monitoring at his stage.

2019/20 - New or increased charges for adult social care services:

2.13 - Day services

Adult Social Care have monitored the impact of the changes, and whilst some people were unhappy at having to pay higher charges, there have been no formal complaints about the changes to the charge. There is also no evidence to indicate that large numbers of people reduced or cancelled their services specifically as a result of the increase. The service director has recommended no further monitoring is required.

2.14 - Meals in day centres and promoting independence centres.

Most people consulted indicated that they were happy to pay the extra charge, commenting that they found the meals to be excellent value. In monitoring the impact of the budget proposal, there has been no evidence to suggest that significant numbers people are cancelling their meals. Additionally, bringing a packed lunch has always been an option for people attending the Council's day services. The service director recommends no further monitoring is required.

2019/20 - New accommodation charge for aftercare post discharge from hospital

2.15 We are still in the process of developing the policy and procedure related to this proposal. Consultation with individuals who are impacted will be undertaken. It is noted that other local authorities have joined Gateshead in exploring this proposal, removing one of the concerns from consultees that Gateshead was the only council considering this charge. A further update will be included in the 2019/20 year-end performance report.

2019/20 - New charge for Guidepost drop-in service

2.16 Since this budget proposal was announced, concerns were raised by Guidepost attendees. There was a view that attendees would be exposed to a social care assessment to establish if they should pay for their attendance at Guidepost drop-in groups. There has never been a desire or need to undertake this process. Consequently, the Guidepost committee, supported by Involvement Now (Gateshead People) met during April 2019 to discuss the Guidepost budget proposal. Following consultation with attendees and the committee, an agreement was reached to introduce a sessional charge of £3 for all attendees. This approach led to Guidepost retaining all its existing

attendees, as well as securing more people with disabilities to the drop-in sessions. The £3 sessional charge to all attendees has led to the Council attaining the service's income level. Guidepost's committee has also been successful in securing £7k of funding from the People's Health Trust in September 2019. This has led to the continued delivery of more Guidepost projects and activities. The service director recommends no further monitoring is necessary.

2019/20 - Reduction in the standard allowance of Disability Related Expenditure.

2.17 Monitoring of the charge impact has been undertaken by Adult Social Care and whilst some people were unhappy at having to pay higher charges, there have been no formal complaints about changes to the charge with no evidence to indicate that large numbers of people reduced or cancelled their services specifically as a result of the increase. The service director recommends no further monitoring is required

2019/20 - Removal of contribution to Child & Adolescent Mental Health Service.

2.18 On the 1st April 2019 a change in the commissioning of children's mental health services from the CCG started. NTW became the lead provider, directly commissioning 5 voluntary sector organisations (VSOs):

- Streetwise
- NE Counselling
- Counselling Northeast
- Kalmer Counselling &
- EWT.

2.19 The new contract brought children's mental health providers services under one umbrella. The aim was to capture capacity and the footprint of children's mental health demand and outcomes across the area. Going forward it is intended to review the existing service model leading to transformation plans for Year 2.

2.20 The VSO's have come together with NTW to provide the "getting help" and "getting more help"¹ service in Newcastle and the "getting more help" service - only in Gateshead. All the providers consider the holistic needs of the child/young person and where appropriate delivers a wide range of support which may include access to therapies and therapeutic activities. The lead provider model supports this need.

2.21 The lead provider model is working with no significant issues to report of impact on equalities. Contract meetings, pathway review meetings and weekly Single Point of Access (SPA) meetings have been established and taken place throughout quarter one. The performance data captures all providers' data in order to provide a full picture of the children's and young person's pathway.

2.22 Significant work has also taken place in quarter one regarding clients waiting over 18 weeks for both assessment and treatment. This targeted work has

¹ (previously Tier 2 and Tier 3 services)

resulted in a significant reduction for this group. The service director recommends no further monitoring is required.

This page is intentionally left blank

TITLE OF REPORT: Annual Work Programme

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

Summary

The report sets out the provisional work programme for Corporate Resources Overview and Scrutiny Committee for the municipal year 2019/20.

1. The Committee's provisional work programme was endorsed at the meeting held on 1 April 2019 and Councillors have agreed that further reports will be brought to future meetings to highlight current issues / identify any changes/additions to this programme.
2. Appendix 1 sets out the work programme as it currently stands. Any changes proposed to the programme will be set out in bold and italics for ease of identification.

Recommendations

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

Contact: Angela Frisby

Extension: 2138

This page is intentionally left blank

Corporate Resources OSC 2019/2020	
17 June 19	<ul style="list-style-type: none"> • Constitution/role/remit (to note) • Making Gateshead a place where everyone thrives – Year End Assessment and Performance Delivery 2018-19 • Sickiness Absence / Health of the Workforce - Annual Update • Brexit – Progress Update – agreed to be slotted in to work programme as appropriate • Review on Helping to Increase Support / Capacity of the Voluntary Sector – Interim Report (Findings) • Freedom of Information - Annual Report 2018 • OSC Work Programme
9 Sept 19	<ul style="list-style-type: none"> • Review on Helping to Increase Support / Capacity of the Voluntary Sector – Final Report (Recommendations) • Gateshead Fund - Annual Update • Resilience and Emergency Planning Performance Framework – six monthly progress update • OSC Work Programme
14 Oct 19	<ul style="list-style-type: none"> • Implementation of Gateshead Volunteers Plan – Annual Report • Support to Voluntary and Community Sector – six monthly progress update • Gateshead Fund – Annual Update • <i>Apprenticeships Update</i> • OSC Work Programme
2 Dec 19	<ul style="list-style-type: none"> • Making Gateshead a place where everyone thrives – Six Monthly Assessment of Performance and Delivery 2019-20 (Including Thrive) • Corporate Asset Management – Delivery and Performance Report • <i>Health & Wellbeing Board Strategy Refresh</i> • PSP Performance Monitoring • Brexit Update / Lessons Learned • OSC Work Programme
20 Jan 20	<ul style="list-style-type: none"> • Annual Health and Safety Performance Report • <i>Implementation of Workforce Strategy – Annual Update – moved from September meeting with permission of the Chair</i> • Corporate Complaints Procedure - Annual Report 2018-19 • Work of Poverty Board – Annual Update • OSC Work Programme
2 March 20	<ul style="list-style-type: none"> • Information Governance Report – Annual Update • Resilience and Emergency Planning Performance Framework – six monthly progress update • <i>Brexit Update</i> • Welfare Reform / Universal Credit • OSC Work Programme
30 March 20	<ul style="list-style-type: none"> • Freedom of Information - Annual Report 2019 • Impact on place shaping partnership work as a result of establishment of two Combined Authorities in NE • Support to Voluntary and Community Sector – six monthly progress update • OSC Work Programme Review

Issues to Slot in

This page is intentionally left blank