

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

**Monday, 30 November 2020 at 10.00 am in the This meeting will be held virtually.
Link to view the meeting to follow.**

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies
2	Minutes (Pages 3 - 6) The Committee is asked to approve as a correct record the minutes of the meeting held on 7 September 2020.
3	Delivering Thrive - Approach to a New Performance Management (Pages 7 - 8) Report of the Strategic Director, Resources and Digital
4	Impact of Covid 19 (Pages 9 - 12) Report of the Strategic Director, Resources and Digital
5	Development of OSC Work Programmes (Pages 13 - 16) Report of the Chief Executive and the Strategic Director, Corporate Resources and Governance

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GATESHEAD METROPOLITAN BOROUGH COUNCIL

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Monday, 7 September 2020

PRESENT: Councillor John Eagle (Chair)
Councillor(s): S Ronchetti, J Wallace, D Bradford, L Caffrey, D Duggan, T Graham, S Green, M Hall, I Patterson, R Mullen and J Simpson

APOLOGIES: Councillor(s): P Foy, J Raine, J McClurey and K Wood

CR32 MINUTES

RESOLVED - That the minutes of the meeting held on 20 January 2020 be approved as a correct record.

CR33 MAKING GATESHEAD A PLACE WHERE EVERYONE THRIVES - END OF YEAR ASSESSMENT OF PERFORMANCE AND DELIVERY 2019/20 AND IMPACT OF COVID-19

The Committee were presented with a report to provide the end of year update of performance and delivery for the period ending 31 March 2020 in relation to the Council's Thrive agenda for the indicators and activity linked to Corporate Resources. It also provides a high-level overview of the impact of the COVID-19 pandemic on performance.

The Corporate Resources Overview and Scrutiny Committee receives performance data relating to 14 strategic indicators. Of the 14 indicators, 9 indicators show improved performance, 2 show a slight reduction in performance, and there is 1 with no change.

There is no new data in relation to the staff survey further staff consultation will take place once the new working arrangements have been fully established.

With regards to Services to Schools, 2019 – 2020 is the baseline year.

The business rates indicator is slightly down. It was in line to meet its target however, due to Covid some payments were unable to be paid.

Sickness figures have seen a slight increase to 11.9 from 11.4 and sickness levels continue to be monitored.

All 5 digital indicators have shown improvement and are expected to continue to improve.

There have been some challenges, Cabinet has received 2 reports on the key impacts of COVID. To support the Gateshead community during the pandemic, community hubs were established in March 2020, the digital platform was used to develop a case management solution which supported customer contact. In addition a hotline telephone number was provided for those residents who required emergency support.

As at 1 July 2020 over 4,200 Gateshead residents were supported via these contact channels. There has been a huge increase in demand for services and the Council has been working hard to support residents, taking over 10,000 benefits calls and 14,000 council tax calls. From April 2020 the Council had responsibility for issuing Government payments from the Small Business Grant Fund (£10,000) and Retail Hospitality and Leisure Grant Fund (£25,000). As at 30 June 2020, 3156 grants were issued to businesses for a total value of £36,975 million. The Council is also using this contact with Business Rate payers to signpost them to additional support.

From June 2020, the Council is supporting businesses that were not eligible for the Small Business Grant via the COVID 19 Business Support Grants: Local Authority Grant Fund. Up to 1 July 2020, 110 payments have been issued for a value of £570,000.

The Council's approach to debt recovery was paused as a result of the pandemic, however, from the beginning of July this was to be restarted providing a supportive approach that encourages contact, offers advice and guidance and signposts to any specific support people and businesses may need.

It was queried how the Council is dealing with employees who are working from home and maybe stressed and feeling isolated. It was noted that managers have been asked to be mindful of the needs of employees.

It was noted that we have to be mindful of a longer term impact as a result of the lockdown, such as more people claiming universal credit and using foodbanks. It is possible that it might take a couple of years for the impact to be known.

It was noted that the economic impact for the Council would need to be understood with people losing jobs and the impact on businesses.

It was noted that it needs to be clear that home working isn't appropriate for everyone, however, when things become more normal there should be an opportunity if possible for people to work from home.

It was noted that as Councillors it is important that some meetings should continue via teams and looking at longer term arrangements given the much higher numbers in attendance.

- RESOLVED -
- (i) that the Committee considered that the activities delivered during October to March 2020 are supporting delivery of the Thrive agenda.
 - (ii) that no areas were identified that it was felt required further scrutiny.

(iii) that it be noted that Cabinet will consider a composite performance report at its meeting on 20 October 2020.

Chair.....

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TITLE OF REPORT: Delivering Thrive - Approach to a New Performance Management Framework

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

SUMMARY

This report sets out the proposed approach towards developing a new performance management and improvement framework for the Council and seeks the views of members of the Committee to inform its development.

Background

1. Performance Management is used by local authorities to identify how well they are delivering for local people and where to improve this delivery so that services and outcomes offer value for money and achieve better results. It aims to help services get from where they are to where they need to be, making a positive difference to the lives of people in Gateshead in an efficient and effective way.

A New Framework

2. The Council's current performance framework has been in place for several years and has evolved over time. There is a need to develop a new framework that better reflects the priorities of the Council and which enables it to manage performance and demonstrate delivery against Thrive priorities.
3. Any new framework also needs to be able to respond to the impacts of Covid-19 and the future shape and role of the Council. While it is clear a new approach is needed, some elements of the existing approach that work and are valued could evolve within the new framework.

Approach to development

4. The Council has identified Thrive as the overarching policy outcome. Therefore, the starting point for any new framework should be how we are Making Gateshead a place where everyone can thrive. It will be an important tool in identifying how the Council is delivering against Thrive and making a difference to local people in Gateshead.
5. The new approach will be firmly based on Thrive, will aim to take a more layered and dynamic approach that is integral to the budget with stronger links to risk. This will also help to ensure that resources are being deployed in the areas that matter to local people.

6. A new framework would have a range of underpinning features also have a greater focus on impact and:
 - Is shaped around the characteristics needed to enable people to thrive
 - Is simple, responsive, timely and meaningful indicators
 - Empowers employees to drive improvement
 - Incorporates qualitative and quantitative approaches
 - Recognises locality-based approaches, population and community level interventions to improve
 - Considers partnerships, communities and aligned to key policies and strategies such as Health and Well-being Strategy, schools, housing outcomes
 - Is intelligence led, using evidence to learn and improve
 - Considers how to incorporate a wider range of data, for example linking to a 'Data hub' approach
 - Measures the health of the organisation (balanced scorecard approach)
 - Enables members to scrutinise performance and see the impact of decision making

Engagement

7. Engagement across the Council both elected members and services is crucial to the development of a fit for purpose framework. A part of the engagement of members, each Overview and Scrutiny Committee is being asked for their views on the development of the framework and on future engagement.
8. The Committee will receive a presentation outlining underpinning principles for a new approach. This will also include some examples of how other local authorities present performance information.

Recommendation

9. Corporate Resources Overview and Scrutiny Committee is asked to consider and provide views on the following:
 - What would you like from a new Performance Management and Improvement Framework?
 - What would help you in your scrutiny role?
 - How would you like to be involved and engaged in the development of a new framework?

Contact: Lindsay Murray

Ext: 2794

TITLE OF REPORT: Impact of COVID -19

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

SUMMARY

This report sets out an overview of an update to be provided to Committee on the impact of the COVID-19 pandemic on areas relevant to its remit.

Background

1. The early impact of the Covid-19 pandemic was reported to Corporate Resources Overview and Scrutiny Committee in September 2020. This provided an overview appropriate to the remit of this Committee and also outlined the impact of the pandemic on performance against the five Thrive pledges.
2. The ongoing response and need to recover is being monitored and will be reported to each Overview and Scrutiny Committee in November / December and in March 2021.

Overview of impact and response

3. The Covid-19 pandemic has had a significant impact across the world and has affected the lives of everyone living and working in Gateshead.
4. From the beginning of the pandemic the Council took many steps and put in place activities to respond to the issues resulting from this unprecedented event. The Council has continued to focus on responding to the pandemic and worked towards recovery, supporting local people, particularly the most vulnerable, and businesses, many of whom have and continue to be adversely affected. It has prioritised the needs of local people throughout and putting people at the heart of everything we do.
5. This has also involved working with local communities and partner organisations to help introduce measures to help Gateshead respond to and come through the crisis.
6. While there were some immediate impacts such as on demand for support, it is also anticipated that there will be longer-term impacts for Gateshead and part of the response means looking to the future and how we shape recovery. There are ways of working that have changed the way we operate and the Council is

looking at how to retain the best developments and embed in future service delivery.

7. Key areas of impact and responses include:

- Increased demand for Council support through Council Tax and Housing benefits, offering flexible arrangements and supporting local people in hardship
- Finding effective ways to communicate and engage with local people given the social distancing requirements
- Undertaking a Household Impact of COVID-19 survey on 23 June alongside a Gateshead Business Survey. The findings will be important in developing our response to the pandemic accounting for local demand and needs.
- Administration of grants to businesses to support them through the economic difficulties as a direct consequence of the pandemic
- Responding to needs for different ways of working for employees including facilitating working from home, supporting those in frontline positions including working with suppliers to secure PPE, revising risk assessments, ensuring that workplaces are safe, making better use of technology, and communication across the workforce.
- Setting up Hubs to support local people in their communities, particularly the most vulnerable and how this may inform future ways of working
- Supporting the Public Health response to the pandemic with implementation of resilience and business continuity planning
- Financial impact on the Council through increased expenditure such as securing PPE and supporting the response as well as lost / reduced income through closure of leisure centres, school meals, and anticipated loss of Council Tax / Business Rates income. While some grant has been received, the overall position remains unclear given other pressures
- Supporting schools through the Services for Schools commercial services
- Improving our ability to mobilise, identifying those that need support and respond with measures that provide this where and when this is needed

8. The Committee will receive a presentation which will provide a more detailed overview of the impact of the pandemic on areas relevant to this committee including:

- Impact on the Council both short and anticipated longer term
- Lessons learned through how we work and how we have responded
- How the response could change the ways of working of the Council in the future

Recommendation

9. It is recommended that Corporate Resources Overview and Scrutiny Committee receive the presentation and:
- consider the impact of the Covid-19 pandemic on the areas relevant for this committee
 - identify any areas, they feel they require more detail about or feel require further scrutiny; and

- note that a further report will be received in March 2021

Contact: Lindsay Murray

Ext: 2794

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TITLE OF REPORT:	Development of OSC Work Programmes
REPORT OF:	Sheena Ramsey, Chief Executive Mike Barker, Strategic Director, Corporate Services & Governance

Summary

This report sets out the current position in relation to this OSC's work programme for 2020-21 and sets out the indicative approach to developing the OSC work programmes for 2021-22.

OSC Work Programme 2020-21

1. In light of the ongoing uncertainties arising in relation to the Covid -19 pandemic, along with the pressures on services that has brought and taking account of the Council's approach to the development of a new performance framework, we have consulted the OSC Chairs and put forward a more flexible approach to scrutiny for this municipal year.
2. This approach recognises the demands on services and the Council as a whole but, at the same time, ensures that we meet our statutory obligations to provide an effective scrutiny function and scrutiny concentrates on delivering work that is of genuine value and relevance to the work of the wider Council.
3. Since the start of the restrictions introduced in response to the pandemic, Gateshead's four main OSCs have met once during September 2020 to receive a progress update on the impact of the Covid -19 pandemic and an update on end of year performance for 2019-20 and it is anticipated that, given the ongoing position in relation to the pandemic, the main focus of OSC meetings for the remainder of this municipal year will be on the Covid-19 pandemic and the impacts of that.
4. As a result, it is proposed that outstanding issues from the 2019-20 work programmes should not be progressed at this time and the work of this OSC is refocused on the current Covid-19 related priorities and the impacts of that alongside a couple of other priority issues for the Council / partners which are already being progressed elsewhere so should not place any additional burdens on service areas (Appendix 1)
5. This in turn means a reduced programme of meetings with the four main OSCs meeting next in March 2021 as per the dates set out in the calendar of meetings

Development of 2021-22 Work Programme

6. At this stage, given all of the issues outlined above; the potential timing of any government settlements for local authorities impacting the Council's budget process

and the strong possibility that OSC meetings will continue to need to be held remotely for some time to come, it is considered that the approach to developing the OSC work programmes for 2021-22 is likely to have to be similarly flexible and any proposals will need to be indicative.

7. With this in mind, it is provisionally proposed that initial consultation with OSC Chairs and other elected members and officers on the proposed priority issues for the new work programmes for 2021-22 commences in February 2021.
8. This would align with the Council's budget process. It is also hoped that by then the situation in relation to the Covid 19 pandemic will have moved on sufficiently to allow for greater clarity on the potential nature and extent of scrutiny during 2021-22 (ie number of meetings/ issues to be scrutinised) and the potential priority issues scrutiny could progress on behalf of the Council and add value. Clearly, however, a continued focus on the impacts of the Covid-19 pandemic in some form or another will be likely to be a major area of focus for the OSCs going forwards.
9. It is then proposed that discussions take place with members of OSCs at their meetings in March 2021 on emerging issues for the work programmes and relevant linkages with the new performance management framework.
10. Consultation will then take place with key partners on the emerging themes with a view to feedback being shared with the OSCs' at the OSCs' first meeting of the new 2021 -2022 municipal year and the OSCs new work programmes being agreed.

Recommendations

11. The Committee is asked to:-
 - a) Note the position in relation to the OSC's work programme for 2020-21
 - b) Give its views on the indicative approach to developing the OSC work programmes for 2021- 22

Contact: Angela Frisby

Ext: 2138

Draft Corporate Resources OSC Work Programme 2020/21	
7 September 2020 10.00am	<ul style="list-style-type: none"> • Progress update on the impact of the Covid - 19 pandemic • Update on end of year performance for 2019-20
30 November 2020 10.00am	<ul style="list-style-type: none"> • Covid-19 Update – focusing on lessons learned and how this is impacting / has impacted on / changed the way the work of the Council is progressed in the longer term. • Performance Framework – PowerPoint Presentation – setting out the principles and some examples to facilitate a discussion about what members would like from a new framework. • Development of OSC Work Programmes – setting out the process for developing the work programmes for 2021-22
1 March 2021 10.00am	<ul style="list-style-type: none"> • Covid-19 Update - focusing on lessons learned and how this is impacting / has impacted on / changed the way the work of the Council is progressed in the longer term • New Performance Framework – share with OSCs and seek approval. • OSC Work Programmes 2021-22 – Emerging Issues

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