

COMMUNITIES AND PLACE OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Monday, 8 March 2021 at 1.30 pm via Microsoft Teams

Live-stream available via: https://www.youtube.com/channel/UCQ1-mg1zlr5f-f4h_CheLDA

From the Chief Executive, Sheena Ramsey

| Item | Business |
|----------|--|
| 1 | Apologies for Absence |
| 2 | Minutes of the last meeting (Pages 3 - 6) |
| 3 | Covid 19 Update (Pages 7 - 16) Report of the Strategic Director of Communities and Environment |
| 4 | New Performance Management Framework (Pages 17 - 20) Report of the Strategic Director of Resources and Digital |
| 5 | Work Programme (Pages 21 - 24) Joint report of the Chief Executive and the Strategic Director of Corporate Services and Governance |

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GATESHEAD METROPOLITAN BOROUGH COUNCIL
COMMUNITIES AND PLACE OVERVIEW AND SCRUTINY COMMITTEE
MEETING

Monday, 7 December 2020

PRESENT: Councillor(s): T Graham, Anderson, D Burnett, B Clelland, S Dickie, K Dodds, A Geddes, F Geddes, M Hood, H Kelly, P Maughan, Reay, J Turnbull, R Waugh, A Wheeler and K McClurey

APOLOGIES: Councillor(s): S Hawkins

CPL74 MINUTES OF THE LAST MEETING

The minutes of the last meeting were reviewed. A comment was made noting that the update provided in the minutes on the Council's response to the pandemic was not thorough enough. It was asked that a clearer analysis on this matter be provided at a future meeting.

RESOLVED:

- (i) The minutes of the last meeting were agreed as a correct record.
- (ii) The Committee requested a further update on the Council's response to the pandemic, in particular communications and ICT between services.

CPL75 COVID-19 RECOVERY AND LESSONS LEARNED

The Committee received a report and presentation providing an update on lessons learned from service delivery during the Covid-19 pandemic and the impact on communities and place.

From the presentation, the Committee were provided a summary of lessons learned and how the pandemic has shaped the way the Council delivers services. The Committee also received information in relation to how the Council will work in the future having identified areas of best practise.

A service update on a variety of Council departments was also reported, this included shielding hubs, the Holiday Activities and Food scheme, libraries, leisure, housing and waste services.

Two video clips were shown to the Committee, these clips showed how communities have pulled together to support each other during the pandemic, an example of this effort included the 'dance on your doorstep' event. The Committee noted that despite inequalities across the borough there have been great examples of community cohesion. The Committee were also provided with an update on the Council's Covid household impact survey results, it was noted that Councillors had also been invited to a Corporate Advisory Group on this matter.

It was asked what support was being offered to residents in the supply of hot meals for those in need. Officers advised that many community organisations are offering such support, an example of those being Age UK. It was further noted that the Council, via its shielding hub network continue to provide information, advice and guidance to residents and this includes support for food and the cost of utilities.

The Committee thanked officers for their hard work and efforts during these challenging months; it was acknowledged that there is still a way to go and that there are areas of improvement needed but given the circumstances the work being done is excellent.

It was asked whether the alternate number plate system could remain in place post-Covid, it was suggested that this system is working well. Officers advised following the meeting that whilst there has been some support from residents for this there have also been a number of complaints. The Committee were advised that this system will remain in place as long as it is deemed necessary with the aim of returning to the former system.

A comment was made noting that a resident had attended one of the waste sites on the wrong day and was turned away when they were at the skips. Officers advised following the meeting that complaints have been received from residents who had been refused access when busy but then witnessed other residents going in on wrong day when it is less busy. The Committee were advised that the system needs to be applied equally for everyone or it creates ambiguity.

Additional queries were received on the implementation of a new permit scheme for the waste grounds. It was also asked whether vans are excluded from the number plate rule. Officers advised that hired vans are exempt from the odd/even system as residents have no control over the registration of the hire vehicle on the day they hire it. It was noted that resident's own vehicles that require a permit are required to comply with the odd and even rules. It was stated that the new permit system is being tested in January 2021 with implementation as soon as possible. It was also confirmed that Suez are carrying out regular customer care training/tool box talks

RESOLVED:

- (i) The Committee noted and agreed the contents of the report.

CPL76 DELIVERING THRIVE - APPROACH TO A NEW PERFORMANCE MANAGEMENT FRAMEWORK

The Committee received a report setting out the proposed approach towards developing a new performance management and improvement framework for the Council.

From the report it was noted that the Council's current performance framework has been in place for several years and has evolved over time. It was highlighted that the need to develop a new framework that better reflects the Council's priorities was required; it was further stated that the new framework will need to be designed to respond to the impacts of Covid-19 and the future role of the Council.

The Committee were advised that the new framework would have a range of underpinning features and 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

The Committee asked whether staff were to be consulted in the design of the new framework. Officers advised that staff at all levels of the Council will be consulted to shape the framework; it was also noted that Councillors would be consulted at varying stages including at OSC.

It was acknowledged that the performance management framework did not quantify how 'happy' residents felt, it was noted that there is a difficult balance to strike between the qualitative and quantitative data. The Committee advised that simplifying the framework was appropriate, it was noted that it should be easy to identify where things are going well and where improvements need to be made.

RESOLVED:

- (i) The Committee noted the contents of the report after providing feedback.

CPL77 WORK PROGRAMME

The Committee received the Work Programme report setting out the current position in relation to the OSC's work programme from 2020-21.

RESOLVED:

- (i) The Committee noted the contents of the work programme.

Chair.....

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TITLE OF REPORT: **Impact of COVID**

REPORT OF: **Colin Huntington, Strategic Director, Communities & Environment**

Summary

This report and the subsequent presentations will provide Communities and Place Overview and Scrutiny Committee (OSC) with an overview of how the COVID-19 pandemic has impacted on Gateshead. There will be a specific focus on matters related to the remit of the Committee and an opportunity for Members to ask questions.

Background

The Covid-19 pandemic has had a profound impact on residents, Council services and partnership organisations. The Committee will receive updates on the following:

- Crime & Community Safety (including asb) Adam Lindridge and with Helena Barron, Superintendent & Dan Whyte, Chief Inspector for Communities, Northumbria Police.
- Andrew Tate & Julie Killick from Economic Development, providing an update on support to businesses and local residents during Covid.
- Anneliese Hutchinson, private sector housing and business compliance / enforcement.

Recommendations

It is recommended that the Communities and Place OSC:

- (i) Consider the activities undertaken to deliver services during the pandemic and;
- (ii) Advise officers of any areas that require additional updates or further scrutiny.

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TITLE OF REPORT: Impact of COVID on Community Safety – Update

REPORT OF: Chief Inspector Dan Whyte
Northumbria Police – Central Area Command

Summary

This report provides Communities and Place Overview and Scrutiny Committee (OSC) with an overview of how the COVID-19 pandemic has impacted on crime, disorder and community safety issues within Gateshead.

1 Introduction

- 1.1 This report provides a summary of the emerging community safety issues that have been identified in Gateshead throughout the COVID-19 pandemic period. It also considers community tensions, concerns and potential community safety risks that are likely to emerge within the Borough as restrictions ease.

2 Background

- 2.1 There have been significant reductions in the number of crimes reported in Gateshead throughout 2020/21. At the end of January 2021, crime was down by 10% (-1,595 crimes), when compared to same period of the previous year. Reductions are pronounced in Gateshead Town Centre and locations linked to restrictions around shops, bars, restaurants and other venues.

- 2.2 Recorded crime figures for April through to January 2021 show **reductions** in most major crime types – including:

- Sexual offences – down 26% (150 fewer crimes)
- Vehicle crime – down 13% (164 fewer crimes)
- Criminal damage – down 6% (154 fewer crimes)
- Burglaries – down 14% (132 fewer crimes)
- Theft and handling offences – down 33% (1,146 fewer offences)
- Shoplifting – down 47% (727 fewer offences)

Slight volume **increases** have been noted in certain crime types – including:

- Violence against the person – up 2% (+159 crimes)
 - Most serious violence against the person – up 14% (+13 crimes)
 - Violence against the person without injury – up 4% (+137 crimes)
- Possession of weapons – up 8% (+11 crimes)
- Theft of pedal cycles – up 32% (+41 crimes)

- 2.3 It is important to recognise that other local authority areas are experiencing similar trends to Gateshead. The fluctuations in crime and ASB follow a similar pattern to Northumbria-wide trends and are also akin to that experienced by our Most Similar Family Groupings cohort. A full breakdown of the performance for all crime categories has been included within the Appendix.

- 2.4 Demand-related calls to Northumbria Police are almost 9% lower than the same period in 2019 with the highest reductions associated with a fall in the number of emergency 999 calls; albeit, demand relating to public safety issues (such as mental health, suicides and substances has increased). Conversely, we know that local authorities are seeing a significant increase in demand for services – particularly from those individuals experiencing multiple and complex needs, as well as enforcement and public health-related advice.
- 2.5 Northumbria Police have experienced a significant increase in the levels of anti-social behaviour (rising by more than 50% on last year); albeit, these calls also include all COVID-related incidents. Non-COVID related ASB levels have risen by 13% across the Force area compared to last year with increases noted in youth-related ASB and motorcycle disorder.
- 2.6 Feelings of safety and perceptions of how Councils and partners work together to tackle community safety issues remains positive. Public confidence surveys have shown local people are satisfied with how Police and Council are working together to tackle issues during COVID with increased numbers of people who feel enforcement is being taken seriously. In addition, the number of surveyed people reporting positive perceptions of Police visibility in their community has also increased in recent months.
- 2.7 Community tensions have changed and been impacted by people's response to Covid-19 restrictions. During the initial lockdown period in early 2020 – Gateshead did experience a spike in hate-related incidents; albeit, these levels have since reduced to pre-lockdown levels – and remain comparable to that found in other areas. Protests around BLM and counter protests by far-right activists did not necessarily affect Gateshead; however, we have experienced increased racist and offensive stickering within our area including widespread leafleting from Patriotic Alternative. Analysis of COVID-related incidents has shown higher number of calls reporting non-compliance with regulations linked with Muslim, Jewish and student populations across Northumbria. There have been no significant tensions reported in Gateshead relating to anti-vaccine or anti-COVID issues.
- 2.8 There have been a total of 22 x Preventing Violent Extremism referrals in Gateshead since January 2020 and we have continued to successfully manage several high-risk cases through the statutory multi-agency Channel Panel process in Gateshead (to prevent vulnerable persons from being drawn into terrorism). All referrals received have been linked with far right and/or mixed or unclear ideologies – and this is an increase on the number of referrals received in 2019. Further work continues to ensure that all available support is in place to mitigate the risk within Gateshead.
- 2.9 There continues to be a robust enforcement approach to dealing with breach of COVID regulations with strong partnership links being forged between Business Compliance and Northumbria Police COVID Taskforce. Northumbria Police has issued one of the highest volumes of FPNs throughout the country and take a robust stance to enforcement.

- 2.10 A review of the neighbourhood locations in which crime and ASB incidents have been committed during the last 12 months has shown more than half of all crimes takes place in neighbourhoods that are classified as being Extremely or Very Vulnerable under Thrive agenda. Northumbria Police, in conjunction with Community Safety and other Council services, will consider these locations as part of the weekly Operational Planning Group in Gateshead.

| Crime | Vulnerable - Extremely | Vulnerable - Very | Just Coping - Only Just | Just Coping - Getting By | Managing | Thriving |
|---------|------------------------|-------------------|-------------------------|--------------------------|----------|----------|
| 2019/20 | 22.97% | 27.26% | 14.39% | 15.05% | 10.72% | 9.61% |
| 2020/21 | 25.25% | 26.44% | 14.90% | 14.59% | 9.98% | 8.84% |

There have been increased anti-social behaviour complaints in neighbourhoods that are deemed to be Thriving and Managing areas under Thrive agenda (with many complaints relating to potential tolerance-related issues such as nuisance noise, young people gathering in street/parks as well as reporting breaches of COVID regulations etc).

| ASB | Vulnerable - Extremely | Vulnerable - Very | Just Coping - Only Just | Just Coping - Getting By | Managing | Thriving |
|---------|------------------------|-------------------|-------------------------|--------------------------|----------|----------|
| 2019/20 | 24.20% | 28.84% | 14.98% | 15.06% | 9.18% | 7.73% |
| 2020/21 | 23.31% | 27.26% | 14.58% | 15.67% | 10.17% | 9.01% |

4 Key risks and implications:

- 4.1 Once the lockdown measures are relaxed and public start to experience further freedoms, we are likely to see an increase in crime and community safety issue taking place within Gateshead. Some of the potential/expected issues we may expect to see in the coming months may include:

Crime

- Increases in crime and disorder (which imposes economic costs, reinforces social exclusion and generates environmental decline of neighbourhoods).
- Increase in opportunist crimes particularly as we enter lighter nights period, which are peak months for theft offences, burglaries, ASB and deliberate secondary fires.
- Fear/perception of feeling safe outside the home (as victims of crime or a fear around social distancing) – which can make people reluctant to engage within local communities, restrict/limit use of public transport or travel.
- Fear of crime can also be a cause of mental distress and social exclusion. Women and older people tend to worry more about becoming victims and this may prevent them from engaging in social activities.
- Evidence shows lack of strong community increases risk of further crime, disorder, tensions and poor community cohesion.
- People who suffer from poor health are more likely to be victims of crime than those in good health; harm hotspot locations with higher levels of inequality such as unemployment, residential turnover and lower education may experience higher rates of crime and disorder – particularly violence.
- Demand and scarcity of some goods and services may lends itself to social acceptance of organised criminality and increases in loansharking.

- Increase online presence will facilitate further cyber-enabled crimes, fraud offences and counter-fitting all likely to increase.
- Pressure on our ability to maintain current operating practices (particularly those services operating under short-term funding) and how this reflects on current demand.
- Significant backlogs at Court has the potential to impact negatively on wider public confidence on Criminal Justice System and lead to fewer convictions.

Changes in drug supply

- The current drug supply market has been relatively stable with access to range of products; albeit, with some price increases. We have continued to carry out targeted operations to disrupt supply; however, the market is likely to re-introduce itself (with a greater focus on targeting groups to sell illicit substances – which may include vulnerable people such as rough sleepers or those in temporary accommodation, as well as young people).
- Financial insecurity can have a direct impact on people being more likely to change substance use or deal drugs (at low level). There is the possibility of changes in patterns or types of offending to source money for drugs.
- Changes to drug supply with greater emphasis around county lines and exploitation of vulnerable persons (e.g. sex-work, brothels, cuckooing, pop-up parties etc.).

Alcohol

- Treatment services are already seeing a rise in the number of referrals and this will likely continue to increase into the future.
- We are seeing evidence that loss of community-based support networks is a factor in increased alcohol consumption – and there is anecdotal evidence that domestic abuse victims are also drinking more/at harmful levels to cope with their situation.

Violence Against Women and Girls

- We anticipate that demand for services/supports across both domestic and sexual violence service will increase significantly – and will be exacerbated when children return to school and make further disclosures about their experiences while at home.
- Services have noted an increase in severity of abuse and heightened risk of coercive control within relationships which will make it harder to victims and their children.
- As disclosures increase, there is a potential for a rise in number of domestic abuse survivors that may require access to suitable safe accommodation and trauma-informed services such as counselling, mental health and drug and alcohol provisions.

Anti-Social Behaviour (ASB)

- We expect that as lockdown measures are eased – there will be a rise in youth-related ASB. It is likely neighbour disputes will return to more typical levels found pre-lockdown; although the local restrictions relating to limiting housing mixing, re-opening of licensed premises and other social venues will change the nature of the ASB complaints received – particularly, alcohol related issues.

- Continued issues around ASB taking place in public/green spaces – linked with perceptions of crime and social distancing.
- Further increases in the complexity of cases linked with substance misuse, mental health and lack of community/support networks.
- Increase in online reporting. Expectations of services to respond to a range of ASB issues; particularly if current resources are already stretched leading to potential perception and public confidence issues.
- Increased footfall in Gateshead Town Centre and other high street areas will lend itself to increased ASB, shoplifting and public order including begging.

Criminal Exploitation and Serious Violence

- Expectation criminal exploitation and serious violence increase as lockdown eases more widely with disproportionate impact on vulnerable communities and people (particularly associated with mental health, drugs and alcohol).
- Increase in demand for serious violence related issues as lockdown ends – potentially linked with re-introduction of Night-Time Economy and mixing.

Hate Crime

- Potential for ongoing increases in xenophobic and racist attitudes and associated hate crimes – particularly online – and heightened by various national, regional and local contexts (e.g. increase in migrants using hotels, Covid conspiracy theories, impact of Brexit etc.).
- Economic and social issues may generated discontent and resentment within communities – generating further hate crime, tensions and Preventing Violent Extremism referrals.
- Fewer opportunities to disclose hate and maye crime (e.g. safe spaces, lack of community-based support etc.) means these crimes may go unreported or victims do not seek necessary support or help.

Prevent

- Increase online presence/interactions throughout lockdown has created the potential for vulnerable persons to have significant exposure to the risk of radicalisation. Increased conspiracy issues (e.g. COVID linked with 5G and Jewish community) has the potential to generate further radicalisation.
- Increases in hateful extremism and potential for right-wing activity within area as identified as a concern within the Counter Terrorism Local Profile – fueled by discontent and resentment (e.g.economic and social issues).

Further Restrictions

- Return to localised restrictions has the potential to exacerbate community safety issues, social cohesion and widen inequalities – leading to increased pressure on the capability of services/partners to be able to respond and a loss of confidence in public services and government;
- Longer-term restrictions may result in further community tensions through a perceived sense of inequality and unfairness – and have a greater impact on vulnerable and minority groups and young people.
- Potential for further impact events placing additional pressure (e.g. severe weather event, winter pressures, major incidents, national and legislative announcements).

5 Next Steps

- 5.1 Northumbria Police will continue to work with Community Safety partners to monitor incidents, issues and trends over the coming months and will report any notable shifts which may contribute to a spike in crime, anti-social behaviour or a change in community tensions. We maintain contact with local communities and networks to ensure we have up to date knowledge and information about what is going on within the Borough to inform our work and the work of our partners.

6 Recommendations

- 6.1 Members are asked to:
- (i) Comment on the report
 - (ii) Agree to receive further updates at future meetings.
 - (iii) Identify any issues/areas OSC may want to scrutinise in greater detail at a future Committee meeting.

Contacts:

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* Appendix 1 – Crime Performance Table

Appendix 1 – Crime Performance Table

* received from Corporate Development Department at Northumbria Police

1 April 2020 to 31 January 2021

| Gateshead | 2020-21 | 2019-20 | Change compared to 2019/20 average | |
|---|---------|---------|---------------------------------------|-------|
| Total crime | 15,180 | 16,775 | -1,595 | - 10% |
| Violence against the person | 5,560 | 5,401 | + 159 | + 3% |
| Violence against the person - With injury | 1,544 | 1,522 | + 22 | + 1% |
| Most serious violence against the person | 108 | 95 | + 13 | + 14% |
| Less serious violence against the person | 1,436 | 1,427 | + 9 | + 1% |
| Violence against the person - Without injury | 4,016 | 3,879 | + 137 | + 4% |
| Robbery | 77 | 77 | + 0 | + 0% |
| Sexual offences | 428 | 578 | - 150 | - 26% |
| Vehicle crime | 1,065 | 1,229 | - 164 | - 13% |
| Vehicle interference | 243 | 178 | + 65 | + 37% |
| TFMV | 640 | 761 | - 121 | - 16% |
| TWOC | 182 | 290 | - 108 | - 37% |
| Criminal damage | 2,353 | 2,507 | - 154 | - 6% |
| Burglary | 804 | 936 | - 132 | - 14% |
| Burglary dwelling | 558 | 627 | - 69 | - 11% |
| Burglary OTD | 246 | 309 | - 63 | - 20% |
| Theft and handling | 2,297 | 3,443 | -1,146 | - 33% |
| Shoplifting | 809 | 1,536 | - 727 | - 47% |
| Theft from the person | 86 | 126 | - 40 | - 32% |
| Theft of a pedal cycle | 171 | 130 | + 41 | + 32% |
| Other theft and handling | 1,231 | 1,651 | - 420 | - 25% |
| Drug crime | 358 | 352 | + 6 | + 2% |
| Fraud and forgery | 15 | 35 | - 20 | - 57% |
| Public disorder | 1,950 | 2,006 | - 56 | - 3% |
| Miscellaneous crime | 273 | 211 | + 62 | + 29% |
| Possessions of weapons | 149 | 138 | + 11 | + 8% |

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TITLE OF REPORT: Delivering Thrive - a New Performance Management and Improvement Framework

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

SUMMARY

This report sets out the proposed approach to performance management and improvement following engagement. The views of members of the Committee will be sought on the draft framework.

Background

1. Performance Management is used by local authorities to identify how well they are delivering services and making a positive difference as well as where improvements need to be targeted. It aims to help services get from where they are to where they need to be and inform decision in an efficient and effective way.
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.

Development

3. The development of a new approach began by agreeing some underpinning guiding principles which aims to develop a framework that:
 - 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 the Health and Well-being Strategy, housing and schools
 - 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
4. It was also clear that any new framework needed to be able to respond to the impacts of Covid-19 and the future shape and role of the Council.

Engagement

5. Engagement across the Council both elected members and services has been a really important element of the development of a new approach to performance. Partner involvement has also been developing recognising that delivery of Thrive requires a range of partners working together to achieve better outcomes and address inequality. Engagement has been phased with this first seeking views on how to develop a new approach while more recently this has been used to seek views on a draft framework. Engagement has included:
6. Member engagement to date has taken place through:
 - Overview and Scrutiny Committees (November and December 2020)
 - Portfolio (November and December 2020)
 - Corporate Advisory Group (February 2021)
 - Chairs and Vice Chairs of Overview and Scrutiny Committees (February 2021)
7. Officer engagement has included:
 - Senior Leadership discussions with Corporate Management Team and Service Directors
 - Officer workshop
 - Employee focus groups
 - Trade Unions
 - Service / thematic discussions
8. The Council is also engaging with its partners including health partners and the Voluntary and Community Sector and the Health and Well-being Board.
9. Members will receive an overview of the outcome of engagement however key comments made so far include:
 - Thrive was the overarching policy for the framework supported by the Health and Wellbeing Strategy with a strong emphasis on tackling inequalities.
 - The framework should provide members with a tool to challenge and scrutinise how priorities are being delivered and their impact
 - To be used to inform decision making about interventions and resource deployment.
 - Consider how to draw on and make best use of existing data ensuring this is robust and accessible to a range of audiences
 - Must be meaningful to all employees being clear on how everyone contributes to Thrive
 - Analysis is a key element with interpretation of the data with qualitative and quantitative elements and enabling a 'deeper dive' into areas
 - A greater emphasis on inequalities was needed so understand the areas of greatest need and whether we are closing the gap
 - Highlighting both areas for improvement as well as achievements
 - Presentation a step forward but could be clearer still
 - Greater engagement of partners as this develops

10. This has been used to inform development and refine the new framework. Further engagement is also planned as, crucially, part of new approach will include review and reflection and continued engagement will be a key feature of this.

The new framework

11. The purpose the new Performance Management Framework is to:

- Enable the Council to know whether it is achieving its priorities. (Thrive Policy)
- Ensure that the Council's resources are being deployed effectively
- Make both short and long term effective decisions
- A whole systems approach – embedded in our partnership working to deliver the Health and Wellbeing Strategy

12. The new approach will be firmly based on Thrive, but framed within the Health and Wellbeing Strategy and the six policy objectives, which aim to address inequalities in Gateshead. This will also help to ensure that resources are being deployed in the areas that matter to local people.

13. Implementation is envisaged to be from April, though will be an iterative process recognising that the new approach requires culture change including greater ownership corporate performance across the organisation and empowerment of employees to drive improvement and better outcomes.

14. The Committee will receive a presentation setting out the outcome of the engagement to date and the revised draft framework.

Recommendation

15. Corporate Resources Overview and Scrutiny Committee will be asked to consider and provide views on the following:

- What are your views on the new framework?
- How will this help your scrutiny role?
- How would you like to be involved and engaged as this develops further into implementation and then review?

Contact: Lindsay Murray

Ext: 2794

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| TITLE OF REPORT: | Work Programme 2020-21 and Development of Work Programme for 2021-22 |
| REPORT OF: | Sheena Ramsey, Chief Executive Mike Barker, Strategic Director, Corporate Services & Governance |

Summary

This report is set out in two parts. The first part sets out the current work programme for Communities and Place Overview and Scrutiny Committee for the municipal year 2020-21 and the second part details the current position / next steps in the development of the work programme for this OSC for the municipal year 2021-22.

2020-21 Work Programme

1. As a result of the uncertainties arising in relation to the Covid -19 pandemic, along with the pressures on services that this brought and having regard to the Council's approach to the development of a new performance framework, a more flexible approach was adopted for scrutiny during 2020-21.
2. This approach recognised the demands on services and the Council as a whole but, at the same time, has ensured that we have been meeting our statutory obligations to provide an effective scrutiny function and scrutiny has concentrated on delivering work that is of genuine value and relevance to the work of the wider Council.
3. The work of this OSC was 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 to avoid placing any additional burdens on service areas and a reduced programme of meetings was agreed.
4. The Committee's current work programme is set out at Appendix 1 and any changes to the programme have been highlighted in bold and italics for ease of identification.

Development of 2021-22 OSC Work Programmes

Background

5. At its December 2020 meeting the OSC acknowledged that the ongoing uncertainties relating to the Covid 19 pandemic, the lack of clarity on the outlook for local government finance alongside the strong possibility that OSC meetings will continue to need to be held remotely for some time to come, meant that the approach to developing the OSC work programmes for 2021-22 was likely to have to be similarly flexible and proposals were likely to be indicative.

6. It was also noted that a continued focus on the impacts of the Covid-19 pandemic in some form or another would be likely to be a major area of focus for the OSCs at key points during 2021-22.

Current Position

7. With this in mind, an initial consultation with OSC Chairs and other elected members and officers on the proposed priority issues for the new work programmes for 2021-22 was carried out between 1 and 15 February 2021.
8. It was highlighted that any suggestions for the work programmes should focus on priority issues that would support the Council's Thrive agenda and add value, taking account of the five priority areas outlined in the budget consultation; the development of the Council's new Performance Framework; the Gateshead Strategic Needs Assessment and the Council's Health and Wellbeing Strategy.
9. At this OSC meeting on 4 March 2021 there will be an opportunity for the OSC to comment on / discuss emerging issues for this OSC / put forward additional issues for consideration.

Next Steps

10. Subsequently, in line with usual practice, partner organisations will be consulted on the emerging issues for each OSC for 2021-22 with a view to OSCs considering any feedback/ additional suggestions / endorsing their respective work programmes at their June 2021 OSC meetings and referring them to Council for agreement.

Recommendations

11. The Committee is asked to:-
 - a) Note the work programme for 2020-21;
 - b) Comment on the emerging issues for this OSC's 2021-22 work programme / highlight any additional issues for consideration.

Contact: Angela Frisby

Ext: 2138

Emerging Issues – Communities and Place OSC Work Programme 2021-22

OSC Remit

- economic development
- lifelong learning
- culture, including leisure
- community safety
- housing
- physical development and regeneration
- transport planning and public transport
- local environment
- protection of the environment

Thrive

Five Key Priority Areas to focus on in achieving thrive and narrowing inequalities:

- **Economy** – This means achieving strong business growth with good quality jobs at all levels that are accessible to local people and delivery of key developments, such as Gateshead Quays, attracting visitors and business to Gateshead.
- **Health and Housing** – Good quality housing with a mix of tenures and affordable options that meet the needs of local people enabling them to live healthy lives as well as enabling people to make healthy choices and prevent ill health.
- **Poverty and Inequality** – helping to ensure that everyone gets the opportunities and support they need to thrive.
- **Climate Change** – environmentally sustainable policies and approach across Council activities to reduce carbon and harmful emissions across Gateshead, reducing waste and securing a better future.
- **Transport** – A transport system that supports the economy, reduces emissions and encourages more sustainable forms of travel including cycling and public transport.

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