

HOUSING, ENVIRONMENT AND HEALTHIER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Monday, 5 July 2021 at 1.30 pm in the Council Chamber, Civic Centre

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies for Absence
2	Minutes of the last meeting (Pages 3 - 6)
3	Constitution (Pages 7 - 10) Joint report of the Chief Executive and the Strategic Director of Corporate Services and Governance
4	Housing Performance & Compliance Monitoring (Pages 11 - 12) Report of the Strategic Director of Communities and Environment
5	Proposed approach to Programme of Improvement of Green Spaces (Pages 13 - 18) Report of the Strategic Director of Communities and Environment
6	New Performance Framework - Update (Pages 19 - 38) Report of the Strategic Director of Resources and Digital
7	Covid -19 Update (Report to follow) Report of the Strategic Director of Communities and Environment
8	Holiday Activities & Food (Pages 39 - 42) Report of the Strategic Director of Communities and Environment
9	Work Programme (Pages 43 - 46) Joint report of the Chief Executive and the Strategic Director of Corporate Services and Governance

This page is intentionally left blank

GATESHEAD METROPOLITAN BOROUGH COUNCIL

COMMUNITIES & PLACE OVERVIEW AND SCRUTINY COMMITTEE MEETING

Monday, 8 March 2021

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

CPL78 MINUTES OF THE LAST MEETING

RESOLVED:

- (i) The minutes of the last meeting held on Monday 7 December 2020 were agreed as a correct record.

CPL79 COVID 19 UPDATE

The Committee received a report and presentation providing an overview of how the Covid-19 pandemic has impacted Gateshead; the Committee also received subsequent updates on the impact on crime, disorder and community safety.

The Committee received an update on support for business, employers and the self-employed. It was highlighted in the report that a business support hub and helpline had been established to support businesses; it was also noted that 1-2-1 advice had been provided to over 2,250 businesses.

It was reported that during the first lockdown, nearly £40 million had been provided to 3,600 businesses in grants. The Committee were also advised that during the second and third lockdowns over £19.3 million had been paid to businesses that were forced to close.

The Committee noted that additional support for business had been provided via local enhancements of government funding which supported tenants of Gateshead Estates and the Council's Business Centres. It was further noted that Council services were contributing on a weekly basis to regional business and economic intelligence reports sent to government.

From the presentation, the Committee were also provided with an overview of the impact on employment due to the pandemic. It was highlighted that there had been a 67% increase in Gateshead's Universal Credit claimant count from March to August 2020.

It was noted that a self-service employment and skills information hub had been established in April 2020 with telephone employment advice and guidance being

provided to residents from May 2020. The Committee were advised that employment support had been universal but proportionate to the need of residents, it was also highlighted that officers had worked flexibly to respond to service demands with a focus on finding the right job for residents, not just any job.

The Committee received an update on private sector housing and business compliance/enforcement. From the update it was noted that a business compliance team was set up at the beginning of the pandemic made up of officers across environmental health, trading standards, enforcement and private sector housing. It was also noted that the team have been supported more recently by 13 redeployed Covid Support Officers.

It was highlighted that the team have followed up on over 2800 complaints and requests for advice from the public and business; it was also noted that the team have been working closely with Northumbria Police. From the presentation, the Committee were advised that 22 prohibition notices, 9 fixed penalty notices and 12 voluntary closures had been issued.

It was reported that compliance across Gateshead was generally good. Officers also advised that working across services the teams can provide the right mixture of advice, support and regulation. It was noted that support to private tenants is continuing but that workloads had increased in all areas, particularly with regard to the response to anti-social behaviour.

The Committee were also advised that enforcement complaints have increased, particularly those for fly-tipping and planning. It was reported that planning applications for householder applications have more than doubled during the pandemic as residents seek to improve their homes and create more space. The Committee received a report on crime, disorder and community safety. From the report it was noted that there had been a significant reduction in the number of crimes reported in Gateshead throughout 2020/21 when compared to the same period last year.

It was noted that there had been slight increases reported in certain crime types such as violence against the person, robbery and theft of pedal cycles. The Committee were advised that the fluctuations in crime and ASB within Gateshead follow a similar pattern to neighbouring Northumbria Police areas. It was reported that there had been an increase in reports of ASB with Covid-related ASB contributing to the rise.

From the report, the Committee were advised that there continues to be a robust enforcement approach to dealing with breaches of Covid regulations. Appended to the report was a crime performance table for the Committee's information.

It was asked whether the night-time economy had contributed to the rise in certain crimes and whether CCTV within Gateshead was sufficient. Officers advised that those individuals and groups travelling from Newcastle City Centre back in to Gateshead have contributed to the rise; the Committee were advised that there could never been enough CCTV but that this is not the 'silver-bullet' for crime prevention.

The Committee asked whether information on crime and crime-type could be broken down to ward level. Officers advised that this was possible and that information could be presented at ward-level at future meetings.

The Committee noted concern about the increase in motor vehicle ASB across Gateshead; officers advised that whilst this time of behaviour rates low in terms of criminality, the impact on residents is high. The Committee were advised that a long term approach is being taken to tackle the issue working with partners and petrol stations.

On the matter of business support, the Committee asked whether new social enterprises who had been set up specifically to support residents during the pandemic were entitled to any financial assistance. It was noted that start up funding is generally not available for this type of business but that the Council could provide advice and support in alternative ways.

The Committee asked whether employment support was being offered to older people who have lost their employment due to the pandemic. It was highlighted that due to the increase in Universal Credit claims had increased across all age groups – it was noted that the Council do provide support to residents of all ages; the Committee were also advised that a new jobcentre is to open at the Metrocentre to provide extra capacity.

It was asked whether officers could attend to provide employment support to residents visiting the Felling Food Network; officers advised that this was possible.

The Committee expressed its thanks to officers and their respective teams for all of their hard work during a very difficult period for the Council and it's partners.

RESOLVED:

- (i) The Committee noted the contents of the report and presentation.
- (ii) The Committee agreed to receive further updates at a future meeting.

CPL80 NEW PERFORMANCE MANAGEMENT FRAMEWORK

The Committee received a report and presentation setting out the proposed approach to performance management and improvement following engagement.

It was reported that the Council's current performance framework has been in place for several years and has evolved over time. It was noted that there is a need to develop a new framework that better reflects the priorities of the Council whilst demonstrating delivery against Thrive priorities.

From the presentation, the Committee were provided with an overview of guiding principles for the framework; it was highlighted that this is to be shaped by elected members enabling them to scrutinise performance. It was also reported that the framework is to be owned by all services and led by senior officers.

From the report it was noted that the new framework needed to respond to the

impacts of Covid-19 and the future role and shape of the Council. An update on engagement was also provided which noted that members had been engaged via OSC, portfolio and Corporate Advisory Groups. It was further reported that officers had been engaged via Corporate Management Team, officer workshops, focus groups and via trade unions.

The Committee were advised that further engagement on the framework is to take place with partners via the Health & Wellbeing Board, Health & Care Systems Board and voluntary sector organisations. It was highlighted that the framework will be structured around the six policy objectives of the Health & Wellbeing Strategy.

From the presentation, the Committee were provided with an overview of the various policy objectives and analysis. The Committee noted their support to the development of the new framework.

RESOLVED:

- (i) The Committee noted the contents of the report and presentation.
- (ii) The Committee agreed to receive a further update at a future meeting.

CPL81 WORK PROGRAMME

The Committee received the Work Programme report setting out the current work programme for the year 2020/21 and the current position/next steps in the development of the work programme for the year 2021/22.

RESOLVED:

- (i) The Committee noted the work programme report.

Chair.....



**HOUSING, ENVIRONMENT
AND HEALTHIER COMMUNITIES
OVERVIEW & SCRUTINY COMMITTEE
5 July 2021**

TITLE OF REPORT: **Constitution**

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

Purpose

To note that the constitution of the Committee and the appointment of the Chair and Vice Chair as approved by Council for the 2021/22 municipal year is as follows:

Chair	Vacancy
Vice Chair	Councillor T Graham

Councillors	D Burnett
	B Clelland
	S Dickie
	K Dodds
	A Geddes
	F Geddes
	T Graham
	J Green
	H Kelly
	J Reay
	J Turnbull
	R Waugh
	H Weatherley
	A Wheeler
	K McClurey
	V Anderson
	S Hawkins
	P Maughan

Recommendation

The Committee is asked to note the report.

CONTACT: Melvyn Mallam-Churchill

Extension: 2149

This page is intentionally left blank

TITLE OF REPORT: **Role and Remit**

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

Summary

The report sets out the remit and terms of reference of the Committee as previously agreed by the Cabinet and the Council.

Background

1. Article 6 of the Council's Constitution sets out the aims and objectives of the scrutiny function in Gateshead Council. In particular it should be an integral part of the Council's framework and a constructive process which works alongside other parts of the Council's structure, contributing towards policy development. Importantly it will enhance rather than duplicate activity and it will look to broader issues affecting local people rather than just internal Council issues.

Remit / Terms of Reference

2. Within the above principles, all Overview and Scrutiny Committees will
 - Review decisions, holding decision makers to account
 - Call - in executive decisions in accordance with the procedure set out in the Overview and Scrutiny Committee rules
 - Contribute to the policy making process through:
 - Policy reviews agreed as part of the service planning cycle
 - Advise Cabinet as part of the Council's performance management framework
 - Examining issues in the Council's Schedule of Decisions
 - Ensure other agencies, public and private, play their part in accordance with the Council's protocol achieving a better quality of life for Gateshead residents.

3. This Committee has specific responsibility for performing the overview and scrutiny role in relation to:

- 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

Recommendation

4. The Committee is asked to note its remit and terms of reference.

TITLE OF REPORT: Housing Performance & Compliance Monitoring

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

Summary

This report and subsequent presentation will provide the HEHC Overview and Scrutiny Committee (OSC) with confirmation of its role in monitoring and scrutinising the performance of housing services in Gateshead; its role in monitoring and scrutinising the arrangements for ensuring the safety of Council homes; its role in ensuring regulatory and statutory compliance in the management and maintenance of the Council's housing stock, as well as the Council's wider housing responsibilities. There will be a specific focus on the Regulator of Social Housing's regulatory standards for all registered providers, including the required role of tenants and leaseholders in scrutinising housing performance.

Background

1. The decision of the Council to directly manage and maintain its own homes, made in November 2020, together with the associated decision to bring all of its housing functions and responsibilities together into one place organisationally within the Council, has required changes to the previous governance arrangements and responsibilities for housing services.
2. New governance arrangements for housing services were subsequently approved by Cabinet in February 2021. In addition to the establishment of a new Strategic Housing Board (SHB) to consider key strategic and policy matters across the whole housing system in Gateshead, it was agreed that a renamed Housing, Environment & Healthy Communities OSC, be given the responsibility to monitor and scrutinise housing services operational performance, as well the measures in place to ensure regulatory compliance, particularly for buildings safety.
3. The presentation will confirm the detail of these new responsibilities including:
 - Scope of the services to be monitored and scrutinised, and why.
 - How performance will be monitored.
 - How compliance will be monitored.
 - Self assessment against the regulatory standards.
 - Frequency of reports.
 - Other reporting requirements.

4. In addition the presentation will confirm the role of tenants and leaseholders in the monitoring and scrutinizing of performance. There are specific regulatory requirements relating to tenant involvement and engagement that will need to be satisfied and evidenced moving forward. This will include the involvement of tenants and leaseholders at future HEHC OSC meetings.

Recommendations

It is recommended that the HEHC OSC:

- (i) Considers its role in the monitoring and scrutiny of housing services;
- (ii) Notes the engagement of tenants and leaseholders in future meetings.

5 July 2021

TITLE OF REPORT: Programme of Improvement of Green Spaces within Gateshead

REPORT OF: Colin Huntington, Strategic Director, Housing, Environment & Healthy Communities

SUMMARY

This report provides an overview of the programme of improvement of green spaces in Gateshead. A full report on this programme will be brought to OSC later in the year for their consideration and scrutiny.

Background

1. OSC have requested as part of their 2021-22 work programme a report on the programme of improvement of green spaces within Gateshead.
2. This report is to introduce an outline of the areas and themes that will be covered in detail in the full report into OSC in the Autumn and to hear from scrutiny committee members the particular areas of interest they would want included or a particular focus on.

Programme of Improvement to Green Spaces

3. The borough of Gateshead stretches almost 13 miles along the south bank of the river Tyne and covers 55 square miles, making it the largest of the five Tyne and Wear authorities. Around two thirds of the borough is rural. The definition of Green spaces referred to in this report includes;
 - general open green spaces owned or managed by the council across the borough, including estate greens,
 - 28 parks and 120 fixed play sites, with a range of facilities, managed by Gateshead Council,
 - over 20 Countryside sites including meadows, woodlands, local nature reserves and sites of special scientific interest, and
 - the green spaces owned and/or managed by our partners such as Durham Wildlife Trust, Forestry Commission, local conservation groups, the National Trust and Woodland Trust.
4. *Appendix 1* to this report lists the proposed programme of improvement of green spaces to be presented to OSC in the Autumn.

5. OSC will receive a full report and presentation including;
- update on the current programme of improvements already underway for 2021-22,
 - planned improvements or projects which are in development, subject to approval of external funding bids or that require permissions to proceed, and
 - future plans and longer term ambitions to further improve our green spaces in Gateshead.
6. Emerging themes from the overview of the programme of improvement to our green spaces are;
- External funding opportunities
 - Investment / Service Improvement
 - Partnerships & projects
 - Policy developments

Recommendation

7. It is recommended that the Housing, Environment and Healthy Communities OSC:
- (i) consider the planned programme of improvement of green spaces outlined in Appendix 1
 - (ii) identify any areas they feel they require more detail or require further scrutiny to be brought back to OSC in the Autumn.

Contact: **Phil Hindmarsh**

Ext: 7445

Programme of Improvement of Green Spaces within the Borough

Theme	Topic	Report content	Status	Author (TBC)
External Funding	Riverside park development	Proposals to seek funding and support to improve and develop Riverside Park along the quayside.	Development	Anneliese Hutchinson/ Neil Wilkinson
External Funding	Trees – NE Community Forest	Update on current progress and plans to increase tree planting in the borough and region.	Development	Anneliese Hutchinson/ Neil Wilkinson
External Funding	Trees – Whitehills	Update on funding bid to support woodland planting, biodiversity restoration, jobs training and engagement at Whitehills.	Development	Anneliese Hutchinson/ Neil Wilkinson
External Funding	Tyne Estuary Partnership	EOI Investment Readiness Fund to prepare innovative nature projects to attract Private financial investment.	Development	Anneliese Hutchinson/ Neil Wilkinson
Investment / Service improvement	Allotments	Update on management arrangements and any proposals for improvement.	Development	Andy Graham/ Gerald Tompkins
Investment / service improvement	Bridle paths and PROW additional funding	Summary of progress and plans to use the additional funding.	Delivery	Marc Morley/ Trevor Waggett
Investment / service improvement	Cycle path cleansing and winter maintenance scheme	Summary of initiative, current update on cleansing arrangement and plans for winter maintenance.	Delivery	Philip Hindmarsh / David Charlton
Investment / service improvement	Dog warden	Education and awareness initiatives and enforcement.	Delivery	Kevin Hills
Investment / service improvement	Environmental Investment Scheme	Summary of project, early successes and plans for future development of schemes.	Delivery	Philip Hindmarsh / David Charlton
Investment / service improvement	Fixed play facility renewals current and new funding schemes	Summary of work undertaken to date and plans for the remaining years of funding.	Delivery	Philip Hindmarsh / Kevin Hills

Investment / Service improvement	More and Better Woodlands & Trees	Update on the employment of a Council Tree Officer to help develop increased tree planting (100,000 by 2030) and better management of existing tree stock. Target 250 ha of woodlands by 2050.	Delivery	Anneliese Hutchinson/ Neil Wilkinson
Investment / Service improvement	Open space and parks events	Summary of ongoing and planned initiatives to attract visitors to open space and parks.	Delivery	Chris Strong/ Kevin Hills
Investment / service improvement	Parks and countryside sites improvement plans	Summary of sites identified, early improvements and future schemes.	Delivery	Philip Hindmarsh / Kevin Hills
Investment / service improvement	Parks maintenance fund	Summary of sites identified, early improvements and future schemes.	Delivery & Development	Philip Hindmarsh / Kevin Hills
Investment / service improvement	Saltwell park concessions	Details of plans to tender to improve leisure offer in the park.	Development	Andrea Tickner
Investment / service improvement	Web and ICT developments	Summary of initiatives to help the public report issues on open space.	Delivery	Roger Abbott
Partnerships & projects	Angel of the North site development	Update on plans to improve the open space around the Angel of the North.	Development	Anneliese Hutchinson/ Clare Richardson
Partnerships & projects	Countryside sites management	Work undertaken to transfer sites to DWT to improve their maintenance and future viability. Future plans.	Delivery & Development	Anneliese Hutchinson/ Neil Wilkinson
Partnerships & projects	Crawcrook park master plan	Update on Our Villages plans to develop a management plan for the park.	Development	Ian Stevenson / Kevin Hills
Partnerships & projects	Cross Council initiatives - housing	Summary of joint workstreams between Street scene and housing team. Outcomes and proposed initiatives. Estate Walkabout Programme (tenant engagement on estate development)	Delivery	Philip Hindmarsh / Neil Bouch
Partnerships & projects	Enforcement	Post Covid plans for environmental enforcement and joint working initiatives.	Development	Anneliese Hutchinson/ Elaine Rudman
Partnerships & projects	Environmental Volunteers	Summary of groups and the work they have undertaken. Plans to support and develop more groups and initiatives.	Delivery	Philip Hindmarsh / Kevin Hills
Partnerships	Friends of	Summary of initiatives to support the park.	Delivery	Ian

& projects	Ferndene park/ Brighton Ryton			Stevenson / Kevin Hills
Partnerships & projects	Joint working initiatives External partners	<ul style="list-style-type: none"> - North East of England Nature Partnership - North East England Climate Coalition - Northumbria University - National Trust - Durham Wildlife Trust - Woodland Trust - Highways England and Anthony Gormley - Land of Oak and Iron Trust - Forestry Commission - Tyne Catchment Partnership 	Delivery & Development	Neil Wilkinson
Partnerships & projects	Motorbike disorder on open spaces	Summary of joint initiatives to try and combat this problem which can deter people using green spaces.	Delivery	Adam Lindridge
Partnerships & projects	Sports pitches management	Update on the alternative management of bowls and sports pitches.	Delivery	Chris Strong
Partnerships & projects	Team Valley Flood Alleviation Strategy	Joint working with the Environment Agency. proposals to reduce flood risk to the Team Valley.	Development	Marc Morley / Neil Wilkinson
Partnerships & projects	Walking with the Wounded	Summary of joint working initiative to support green space improvements.	Delivery	Kevin Hills
Policy Development	Biodiversity net gain	Summary of the legislative requirements and implications in the borough.	Development	Anneliese Hutchinso n/ Neil Wilkinson
Policy Development	Health and wellbeing review	Plans to come out of the review.	Development	Andy Graham/ Gerald Tompkins
Policy Development	Planning tools/ initiatives	Local Nature Recovery Strategy – with Sunderland and South Tyneside councils Future Biodiversity Report approach	Development	Anneliese Hutchinso n/ Neil Wilkinson

This page is intentionally left blank

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

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

SUMMARY

This report provides the Committee with an update on the development and implementation of the new Performance Management and Improvement Framework (PMIF) for the Council.

Background

1. Performance Management is used by organisations 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 decisions in an efficient and effective way.
2. A new approach to performance management and improvement has been developed based on guiding principles. It has been informed through extensive consultation and engagement with elected members, officers and partners. The new framework, which was approved by Council on 27 May 2021 (this is attached at Appendix 1) has a clear focus on priorities, delivery, measurement and analysis of impact. It is based on Thrive, tackling inequalities and is framed around the Health and Wellbeing Strategy. It comprises a Corporate Framework that sets out performance against the six policy objectives of the Health and Wellbeing Strategy and a Balanced Scorecard that demonstrates performance against 'organisational health'.
3. The Performance Management and Improvement Framework (PMIF) aims 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

Progress and Implementation

4. Following approval of the framework, further work has focused on the next steps and implementation plan. A draft plan has been developed and is included at Appendix 2. The following sections outline the key areas of focus for the phase of development.
5. As part of implementation of the new iterative approach, the key next steps are to further develop the content of the framework. This work is underway to develop the interventions, measures, definitions, baseline and targets that will best help to determine how the Council is delivering Thrive and identify where improvements are needed as well as inform decisions about resources and targeted interventions.

Members will receive a presentation highlighting the emerging measures that relate to the remit of this Committee.

6. This work includes consideration of new and emerging strategies such as the Economic Strategy, the baseline work being led by public health, locality working, LA7 Recovery Plan as well as the resource and risk elements.
7. It is recognised that while an iterative approach is needed, the content needs to be developed over the summer and reported to Overview and Scrutiny Committees and Cabinet as part of the 6 monthly performance reporting cycle using the new framework and measures.

Engagement

8. Engagement has played a key part of the development of the PMIF. Engagement will continue through further refinement of the PMIF to test the approach, embed this with greater ownership and facilitate a more collaborative approach.
9. An Employee Network will be established to support cross service collaboration and idea sharing, 'story telling' to enable employees at all levels to understand how they contribute to supporting Thrive and the Health and Wellbeing Strategy priorities. This will help to make performance management and improvement more meaningful to all employees from the frontline through to overall corporate and strategic performance of the Council.
10. Further engagement is also taking place the Council's partners. This has included meeting with representatives of the Community and Voluntary Sector to share the developing approach. Thematic discussions will also follow to understand the synergies in more detail.
11. A separate group comprising representatives of the Health and Wellbeing Board is also due to meet to understand how to align the Council's performance framework and priorities with our partners, through the Health and Wellbeing Strategy.
12. A further key element of engagement is with local people and communities. This approach is being developed and will align with other work strands to ensure a holistic approach. This will be used to help ensure the framework is accessible and focused on measuring what matters to local people.

Performance Data Management

13. A Corporate Data Management Group has been established to focus on performance management and improvement and developing work around enhanced analysis of data, presentation and visualisation. The primary aim is to support the revised PMIF and delivery of better information that tells a story based on the data.

Equalities

14. A new equality objective for 2021-22 was agreed at Cabinet in April 2021. This will help to develop an updated and enhanced profile of Gateshead residents and Council employees by protected characteristic. This will provide a deeper

understanding of the population of the borough and the inequality needs and issues faced by residents and the Council's workforce.

15. Steps are also being taken to ensure that the reporting of progress and achievements made against the Corporate Equality and Diversity Work Programme will be embedded within the PMIF, so the outcomes and improvement areas are highlighted as part of the framework within the cycle of performance reporting. This will also include the Council's statutory requirements as set out in the Public Sector Equality Duty.

Key milestones

16. Appendix 2 provides the detailed milestones identified as part of the implementation. The key milestones are also outlined below:

- Further development of the framework including measures, baseline, targets, intervention – now until July 2021 (though it is recognised that ongoing development will still be needed)
- Partner engagement (Health and Wellbeing Board reps / CVS etc – June/ July 2021 onwards)
- Further report to OSCs and Cabinet on performance against the new measures for 2021/22 – Autumn 2021
- Employee engagement forum established – July 2021
- Corporate Data Management Group plan and PMIF element – July 2021
- Development of equalities profile and align to the PMIF – March 2022

Recommendation

17. Housing, Environment and Healthier Communities Overview and Scrutiny Committee will be asked to consider and provide views on the following:

- The progress made to date and next steps
- Further engagement and involvement through the implementation stage

Contact: Lindsay Murray

Ext: 2794

This page is intentionally left blank

GIVE EVERY CHILD THE BEST START TO LIFE
WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES

- The circumstances which result in adverse childhood experiences are prevented
 - Parents can access support proportionate to meet their needs, to be the best parents they can
- All children start school ready to learn
 - All permanent school exclusions are prevented

HOW WILL WE ACHIEVE THIS? INTERVENTIONS AND RESOURCES					OUR PERFORMANCE AND IMPACT																
Outcome	Intervention	On track	DoT	£	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT							
The circumstances which result in adverse childhood experiences are prevented	Develop a framework to support Gateshead as a child friendly place (HWB)				% of children eligible for free school meals	To be agreed by July 2021				% of take up of free school meals	To be agreed by July 2021										
	Economic Strategy				Good development by age 5 (%) (Marmot)					The number of families with children living in an HMO (aim to reduce to zero)											
	Support our schools to deliver an effective curriculum that addresses the skills required for later life and supports emotional well-being (HWB) Link to LA7 Recovery Plan interventions including summer catch-up programmes				Inequality in life expectancy at birth for Males / Females (PHOU AO2a) (Marmot)					Economic indicators to be determined											
					No of children living in poverty (PHOF BO5)					% of Gateshead schools graded good or outstanding in relevant categories											
Parents can access support proportionate to meet their needs, to be the best parents they can	Support our schools to deliver an effective curriculum that addresses the skills required for later life and supports emotional well-being (HWB) Link to LA7 Recovery Plan interventions including summer catch-up programmes				% of all schools and academies in Gateshead graded good or outstanding in relevant categories					Baseline on lost learning development					No of children subject to a child protection plan	Measures to support parents to access services					
	Focus our efforts on supporting confident, positive and resilient parenting, to those who most need our support (HWB)				Reduction in referrals to specialist services such as Children Social Care					Reduction in the number of children becoming looked after							Reduction in the No of cases needed stepped up to Statutory Services, / Reduction in the number of families who need repeated support from EH Teams				
	C&F Early Help Strategy - providing support to families when a need is identified or as soon as a problem emerges, at any point in a child's life.																	Baseline for early help – families needing support	Increase use of specific interventions to aid reunification (e.g. Family Group Conferencing, FDAC)		
	Looked After Children Strategy Interventions - Where children need to be cared for by the Council, we will make the duration of care as short as possible. Support families in making the changes required to enable their children's safe return home.																			To be determined once baseline is understood	
	Development of baseline linked to LA7 Recovery Plan																				6-8 week breastfeeding rate (PHOF 2.02ii)
	All children start school ready to learn																				
All permanent school exclusions are prevented					Build resilience and well-being of all children and young people (HWB)					No of permanent exclusions and DoT					Support around school attendance						
	Baseline – lost learning																				

Investment Strategy & Resources

Revenue 21/22		Capital
Gross £000	Net £000	£000
134,067	36,871	-

Commissioned Spend: tbc
Assets: Asset Strategy Review
Employees – 464.47 FTE (1730.46 FTE in schools)

Risks to Achievement rated after mitigation

- Failure to safeguard vulnerable children & adults **Amber**
- Non-compliance with statutory requirements resulting in prosecution & subsequent penalties **Amber**
- The Council is hit by a Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to address financial gap in the Council's budget & systems **Amber**
- Failure to address workforce planning & resource requirements impacting on service delivery **Green**

Qualitative Impact

Evidence of impact (customers, customer profile, residents, employees others) Assessments, reviews, project findings, progress checks

- Consider baseline for Early help (including rising number of families needing support; children's emotional health and wellbeing; lost learning)

Geographic Impact (Localities impact, LIoN data etc)

ANALYSIS – WHAT IS THIS TELLING US?

AREAS FOR IMPROVEMENT

Strategic

Operational

Resources

AREAS OF EXCELLENCE

Strategic

Operational

Resources

ACTIONS

Strategic

Operational

Resources

SUMMARY ANALYSIS OF CORPORATE POSITION

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

What will we be doing in response?

Future Direction of Travel and Expectations over next 6 months

Summary Statement

ENABLE ALL YOUNG PEOPLE AND ADULTS TO MAXIMISE THEIR CAPABILITIES AND HAVE CONTROL OVER THEIR LIVES

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES

- All young people are resilient, with good physical and mental health and wellbeing
- All young people are ready and appropriately skilled for the workplace
- Gateshead is a positive place in which everyone's mental health and wellbeing can flourish

- Everyone is able to be an active part of their community
- All domestic abuse is prevented

HOW WILL WE ACHIEVE THIS? - INTERVENTIONS & RESOURCES					OUR PERFORMANCE AND IMPACT									
Outcome	Intervention	On track	DoT	£	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
All young people are resilient, with good physical and mental health and wellbeing	Focus efforts on creating the conditions for people to enjoy positive emotional health & well-being. Consider measures across whole population alongside specific action in various settings				Prevalence of children in year 6 of excess weight (PHOF CO9a)	To be agreed by July 2021				Baseline measures around good physical and mental health	To be agreed by July 2021			
					Early help baseline to be developed including children's emotional and mental health & wellbeing									
All young people are ready and appropriately skilled for the workplace	Support our schools to deliver an effective curriculum that addresses the skills required for later life and supports emotional well-being (HWB) LA7 Recovery Plan implementation including the mitigation of increases in educational inequalities, including catch up programmes and NEET support				16-17 Year olds not in education, employment or training					Pupils missing 10% school sessions or more during academic year				
					19-24 year olds NEET % (Marmot)									
					Employment related measure from Economic Strategy									
					Inequality gap in educational attainment narrows									
					GCSE achieved 5 9-5 including English and Maths (%) / GCSE achieved 5 9-5 including English and Maths with free school meals status (%) (Marmot)									
					Inequality in attainment between children eligible for and not eligible for free schools GCSE									
					Inequality in attainment between children eligible for and not eligible for free schools KS2									
					Resident Survey- Satisfaction with Gateshead as a place to live									
Gateshead is a positive place in which everyone's mental health & wellbeing can flourish	Commission research into wellbeing of children and young people April 2021 Implementation of LA7 Recovery Plan including addressing issues such as Anti-social behaviour				People reporting low life satisfaction % (Marmot)					Baseline measures around good physical and mental health				
					Healthy Life expectancy at birth Female / Male (Years) (Marmot)									
					Baseline development on Mental health (low level anxiety to crisis services & complex individuals									
					Resident survey- Confidence in the Council / Voice is heard / General satisfaction									
Everyone is able to be an active part of their community	Ensure that views & opinions of local people are represented in all aspects of our work through democratic process & asset-based community development Social Care interventions				Proportion of adults with a learning disability who live in their own home or with their family (ASCOF 1G)					Consultation respondents No of young people engaged in Gateshead Youth Assembly No of volunteers No of adaptations carried out (to enable people to stay in their home Total no. of accessible and adaptable homes built from 2018 baseline				
					Those with learning disabilities in suitable accommodation & supported into paid employment (ASCOF 1E) (also included in Create Conditions for Fair Employment)									
					Rate of domestic violence reports / convictions									
All domestic abuse is prevented	Prioritise preventing & reducing the scale & impact of violence & domestic abuse giving everyone control of their lives (HWB) Baseline to be developed				Baseline development around domestic abuse					To be informed by baseline establishment				

Investment Strategy & Resources

Revenue 21/22		5 Yr Capital
Gross £000	Net £000	£000
146,166	77,755	47,111

Commissioned spend: tbc
Assets: Asset Strategy Review
Employees 1041.16 FTE

Risks to Achievement rated after mitigation

- Failure to safeguard vulnerable children & adults **Amber**
- Non-compliance with statutory requirements resulting in prosecution & subsequent penalties **Amber**
- The Council is hit by a Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to manage demand and expectations could result in the Council not achieving its Thrive agenda **Amber**
- Failure to address financial gap in the Council's budget & systems **Amber**
- Failure to address workforce planning & resourcing requirements impacting on service delivery **Green**

Qualitative Impact

Evidence of impact (customers, customer profile, residents, employees others) Assessments, reviews, project findings, progress checks

- Early help (including rising number of families needing support; domestic abuse; children's emotional health and wellbeing; lost learning)
- Mental health (from low level anxiety to crisis services, and complex individuals)

Geographic Impact (Localities impact, LIoN data etc)

ANALYSIS – WHAT IS THIS TELLING US?

AREAS FOR IMPROVEMENT

Strategic

Operational

Resources

AREAS OF EXCELLENCE

Strategic

Operational

Resources

ACTIONS

Strategic

Operational

Resources

SUMMARY ANALYSIS OF CORPORATE POSITION

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

What will we be doing in response?

Future Direction of Travel and Expectations over next 6 months

Summary Statement

CREATE THE CONDITIONS FOR FAIR EMPLOYMENT AND GOOD WORK FOR ALL

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES –

All working age residents have access to good quality, sustainable work with decent pay and conditions

All people in low paid, low skilled jobs have opportunities to improve their skills base so they can more easily achieve personal progression and attain an improved standard of living

Page 27

HOW WILL WE ACHIEVE THIS? INTERVENTIONS & RESOURCES					OUR PERFORMANCE AND IMPACT									
Outcome	Intervention	On track	DoT	£	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
All working age residents have access to good quality, sustainable work with decent pay and conditions	Intervention from Economic Strategy <ul style="list-style-type: none">• Visitor Economy• Green Economy• Digital Economy• Local Economy (Community Wealth Building) e.g. Delivery of Gateshead Quays development including Conference and Exhibition Centre Gateshead Town Centre Regeneration Masterplan	To be determined July 2021			Unemployment rate (consider break down e.g. youth; ethnicity; Long Term ill health etc) / Unemployment % (ONS Model Based Method) (Marmot)	To be agreed July 2021				People with learning disabilities in suitable accommodation and supported into paid employment (ASCOF 1E) <small>(Also in Ensure all maximise capabilities and control over lives)</small>	To be agreed July 2021			
					Individuals helped into work									
					Business Rates generated / safeguarded									
					Businesses supported									
					Jobs created / safeguarded									
					Inward investment success									
					Business expansion projects completed									
					Individuals moved closer to work									
					Start ups commenced trading									
					Additional measures to be identified from Economic Strategy development									
All people in low paid, low skilled jobs have opportunities to improve their skills base so they can more easily achieve personal progression and attain an improved standard of living	Baseline to be developed including impact on the economy following Covid-19 pandemic LA7 Recovery Framework delivery including promotion of apprenticeships; Maximise potential of existing assets to build the future economy; support for SMEs; skills for the green economy				GVA Per Hour					Apprenticeships starts / completion				
					Business Survey (tbc) – satisfaction with Gateshead as a place to do business									
					Employment Rate (+ ER Gap)									
					Economic Inactivity Rate (+ Wants a Job)									
					Workless Households (+children in household where no one works)									
					WAP Qualified to Level 4+ / No Qualifications									
					Workplace Employment in Higher Skilled Occupations									
					Residents in higher skilled occupations (SOC 1-3)									
Inequality in life expectancy at birth for Males / Females (PHOU AO2a) (Marmot)														

Investment Strategy & Resources

21/22 Revenue		5 Yr Capital
Gross £000	Net £000	£000
3,655	1,241	99,322

Commissioned Spend: tbc
Assets: Asset Strategy Review
Employees 62.28 FTE tbc

Risks to Achievement rated after mitigation

- Failure to attract inward investment and deliver sustainable economic growth **Amber**
- The Council is hit by a Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to address financial gap in the Council's budget & systems **Amber**
- Failure to address workforce planning and resourcing requirements impacting on service delivery **Green**

Qualitative Impact

Evidence of impact (customers, customer profile, residents, employees, others) Assessments, reviews, project findings, progress checks

- Poverty including: the impact on the economy following the Covid-19 pandemic

Geographic Impact (Localities impact, LloN data etc)

ANALYSIS – WHAT IS THIS TELLING US?

AREAS FOR IMPROVEMENT

Strategic

Operational

Resources

AREAS OF EXCELLENCE

Strategic

Operational

Resources

ACTIONS

Strategic

Operational

Resources

SUMMARY ANALYSIS OF CORPORATE POSITION

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

What will we be doing in response?

Future Direction of Travel and Expectations over next 6 months

Summary Statement

ENSURE A HEALTHY STANDARD OF LIVING FOR ALL, IN ACCORDANCE WITH INTERNATIONAL LAW ON ECONOMIC AND SOCIAL RIGHTS

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES –

All working age residents receive a living wage that considers the true cost of healthy living

Individuals & families are supported to have the best possible financial well-being to access debt and social welfare advice to maximise household income and improve financial management skills

HOW WILL WE ACHIEVE THIS? INTERVENTIONS & RESOURCES					OUR PERFORMANCE AND IMPACT									
Outcome	Intervention	On track	DoT	£	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
All working age residents receive a living wage that considers the true cost of healthy living	Intervention from Economic Strategy				Households not reaching minimum income standards (%) (Marmot)	To be agreed July 2021				Measures to be developed through Economic Strategy	To be agreed July 2021			
	LA7 Recovery Framework - including job security and quality of employment				Proportion of residents suggested by Lion data to be vulnerable									
					Proportion of residents suggested by Lion data to be just coping									
Individuals and families are supported to have the best possible financial well-being to access debt and social welfare advice to maximise household income and improve financial management skills	Locality working development				% of population living in income inequality (measure from JSNA/ Lion)	To be agreed July 2021				Residents supported through Local Council Tax Support scheme	To be agreed July 2021			
	Delivery of LA7 Recovery Framework including enabling equitable access to services				Fuel poverty (Marmot)					No receiving Housing Benefit support				
					Households not reaching minimum income standards (%) (Marmot)					Overall homes Energy SAP rating				
					Gap in annual household income between highest and lowest					No of domestic properties supplied by District Energy Scheme				
					Proportion of population living below the national poverty line (SDG)					% tenants satisfied with the advice given on rent / debt				
					Measures around in work poverty e.g. Households in poverty where at least one member is in employment					% of current Council housing tenants in arrears (Customer profile tbc)				
					Baseline development – Poverty including impact on economy, role of hubs and need for advice and support					Council support to maximise household income tbc				
					Baseline development including rising number of families needing support					Local Hardship Grant Awards				
					Healthy Life expectancy at birth Female / Male (Years) (Marmot)					Households in Council Tax arrears				
										£ in debt managed by the Council				
Affordable childcare is accessible to those who need it	Identification of issues to determine action required				Childcare places and costs					To be determined				

Page 29

Investment Strategy & Resources (tbc)

21/22 Revenue		5 Yr Capital
Gross £000	Net £000	£000
53,454	728	-

Commissioned spend: tbc
Assets: Asset Strategy Review
Employees: 58.93 FTE (tbc)

Risks to Achievement rated after mitigation

- Failure to attract inward investment and deliver sustainable economic growth **Amber**
- The Council is hit by a Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to address financial gap in the Council's budget & systems **Amber**
- Failure to address workforce planning and resourcing requirements impacting on service delivery **Green**
- The implications of EU Exit potentially affecting the availability of Council's resources to deliver services which may impact on communities **Amber**
- Failure to manage demand and expectations could result in the Council not achieving its Thrive agenda **Amber**

Qualitative Impact

Evidence of impact (customers, customer profile, residents, employees, others) Assessments, reviews, project findings, progress checks

- Poverty (including: the impact on the economy, the role of hubs, the need for advice and support)
- Early help (including rising number of families needing support;

Geographic Impact (Localities impact, LIoN data etc)

ANALYSIS – WHAT IS THIS TELLING US?

AREAS FOR IMPROVEMENT

Strategic

Operational

Resources

AREAS OF EXCELLENCE

Strategic

Operational

Resources

ACTIONS

Strategic

Operational

Resources

SUMMARY ANALYSIS OF CORPORATE POSITION

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

What will we be doing in response?

Future Direction of Travel and Expectations over next 6 months

Summary Statement

CREATE AND DEVELOP HEALTHY AND SUSTAINABLE COMMUNITIES AND PLACES

- Local communities and social networks are strong
- Social connections are improved for groups in need
- All residents have access to a high quality, affordable, warm & energy efficient home

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES

- All communities have access to good quality natural environment
- Gateshead has low levels of crime & anti-social behaviour
- Gateshead has clean air with low levels of pollution
- Gateshead is carbon neutral by 2030

HOW WILL WE ACHIEVE THIS? - INTERVENTIONS AND RESOURCES					OUR PERFORMANCE AND IMPACT									
Outcome	Intervention	On track	Do	£	Strategic Performance	Baseline	Latest	Target	Do	Operational Performance	Baseline	Latest	Target	Do
Local communities and social networks are strong	Support development of quality community activities, prioritising neighbourhoods with greatest need, remove barriers to community participation & support people to be involved locally. Community Wealth building actions. Completion of workstream on locality working. LA7 Recovery Framework including social prescribing				% satisfaction with neighbourhood as a place to live					No Volunteers / volunteer hours				To be agreed July 2021
Social connections are improved for groups in need					To be determined					No. supported through hubs Community asset development (to be determined)				
All residents have access to a high quality, affordable, warm and energy efficient home	Ensure provision of homes at the right number, type, quality and affordability, & choice of tenure, to meet current and future needs of all residents				No more than 3% of the Borough's total stock is void					% of vacant Council properties to let				
	Intervention through the Housing Strategy				No of new homes built against annual housing requirement					% of homes empty longer than 6 months				
	LA7 Recovery Framework including investing in sustainable housing				No of new homes built against annual housing requirement					% of households living in statutorily overcrowded accommodation				
	Promote low carbon housing development				Proportion of new homes built that are affordable					Council tenant satisfaction with neighbourhood as a place to live				
	Improve insulation to Council owned properties and install low carbon heat and energy where feasible				% new homes and commercial properties that are zero carbon					Total number of empty properties				
All communities have access to good quality natural environment	Improve and invest in the local environment				% of Council homes that meet the Decent Homes Standard					% of inspections of sub-standard privately rented homes				
	Ensure communities are able to benefit from environment				Standard to be determined					Planning targets met				
	Increase woodland coverage by 250ha by 2050				Use of outdoor space for exercise tbc					Overall SAP energy rating for Council homes				
Gateshead has clean air with low levels of pollution	Make Gateshead accessible to all, achieving a shift to sustainable forms of travel including LA7 Recovery Framework e.g. Active travel, rebuild public transport; evidence decarbonisation in local transport projects				To be determined					No of homes connected to District Energy Scheme				
	Increase Council use of low carbon vehicles				Air quality in Gateshead					Complaints about environment				
	Support agile working by expanding use of digital technology, minimise paper use and reduce the need for staff to travel				Further measures to be determined					To be determined				
Gateshead has low levels of crime & anti-social behaviour	Promote community cohesion and the prevention of crime and anti-social behaviour.				Healthy Life expectancy at birth Female / Male (Years) (Marmot)					Tree planting				
					Reduction in crime					% increase No of electric rapid charge points				
Gateshead is carbon neutral by 2030	Actively support measures that deliver clean air and environmental improvements, including energy efficiency				Incidents of ASB reported					Council Fleet emissions				
	Implementation of Policy on Climate Change Emergency				Gateshead is carbon neutral by 2030					Reduce No of journeys made by employees by car				
	Continue to deliver low carbon heat and power via district heating networks				Further measures to be developed					To be determined				
	Work with businesses to help take green economy opportunities and reduce carbon/environmental footprint									(% increase in household waste recycled - Measures from Government Waste Strategy TBC)				
	Ensure goods and services procured by the Council are compatible with our Climate Emergency commitments				Reduce emissions associated with council activities to net zero by 2030					Achieve 100% clean energy across the Council's full range of functions by 2030				

Investment Strategy & Resources

21/22 Revenue		5 Yr Capital
Gross £000	Net £000	£000
147,547	24,090	148,840

Commissioned Spend: tbc
Assets: Asset Strategy Review
Employees 1256.8FTE (tbc)

Risks to Achievement rated after mitigation

- Failure to address financial gap in the Council's budget & systems **Amber**
- Failure to address workforce planning and resourcing requirements impacting on service delivery **Green**
- Failure to provide a response during major incident impact on ability to deliver critical services or impact on a community. **Green**
- The implications of EU Exit potentially affecting availability of Council resources to deliver services which may impact on communities **Amber**
- Failure to manage demand and expectations could result in the Council not achieving its Thrive agenda **Amber**
- Failure to comply with the housing regulatory standards applicable to local authorities. **Red**

Qualitative Impact

Evidence of impact (customers, customer profile, residents, employees, others) Assessments, reviews, project findings, progress checks

Geographic Impact

(Localities impact, LIoN data etc)

ANALYSIS – WHAT IS THIS TELLING US?

AREAS FOR IMPROVEMENT

Strategic

Operational

Resources

AREAS OF EXCELLENCE

Strategic

Operational

Resources

ACTIONS

Strategic

Operational

Resources

SUMMARY ANALYSIS OF CORPORATE POSITION

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

What will we be doing in response?

Future Direction of Travel and Expectations over next 6 months

Summary Statement

STRENGTHEN THE ROLE AND IMPACT OF ILL HEALTH PREVENTION

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES –

All preventable ill health in Gateshead is reduced, to end the gap in inequalities within the borough

No-one will be homeless or living in accommodation that does not provide a safe and healthy environment

HOW WILL WE ACHIEVE THIS? INTERVENTIONS AND RESOURCES					OUR PERFORMANCE AND IMPACT										
Outcome	Intervention	On track	DoT	£	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT	
All preventable ill health in Gateshead is reduced, to end the gap in inequalities within the borough	Health and Wellbeing Review (Leisure, Libraries, Culture Budget Implementation) Baseline development including Covid impact; LA 7 Recovery Framework including a focus on social determinants of health; Accelerate preventative programmes; Deliver Community Asset-Based approaches as a core principle; Learn lessons from the pandemic; Embed health inequalities within, wider public services & recovery plans				Inequality in life expectancy at birth for Males / Females (PHOU AO2a) (Marmot)	To be agreed July 2021				Baseline will inform future measures				To be agreed July 2021	
					Healthy Life expectancy at birth Female / Male (Years) (Marmot)										
					Life Expectancy at birth – Male / Female (Years) (Marmot)										
					Baseline indicators Mental Health (from low level anxiety to MH crisis services & complex individuals										
					Baseline indicators on Health behaviours (smoking, alcohol, substance misuse, physical activity/diet; long-term impact on NHS of delayed treatment)										
No-one will be homeless or living in accommodation that does not provide a safe and healthy environment	Housing Strategy interventions				Total households owed a duty who were sleeping rough at time of application					Homelessness: Number of families with children placed in bed & breakfasts/hotels					
					Total households assessed as owed a duty (Matches H-CLIC Statutory Return terminology										
	Social Care interventions				Homelessness: Number of households placed in bed & breakfasts/hotels										Homes having a category 1 hazard from which, as a direct result of Council intervention, Category 1 Hazards have been removed
	% of homes in the Borough with a category 1 hazard				% of council dwellings with a valid gas safety certificate										
	All residents will be able to access flexible health & care support when & where they need it				Adult Social Care interventions Adult Social Care Budget implementation Baseline development										
Baseline indicators on Frailty and end of life (caring responsibilities, loss of independence for vulnerable people, shielding; grieving)		No of people accessing Supporting Independence Service, helping them to be independent for longer													

Investment Strategy & Resources

21/22 Revenue		5 Yr Capital
Gross £000	Net £000	£000
26,578	19,762	37,229

Commissioned Spend: tbc
Assets: Asset Strategy Review
Employees: 248.1 FTE (tbc)

Risks to Achievement rated after mitigation

- Failure to safeguard vulnerable children & adults **Amber**
- Non-compliance with statutory requirements resulting in prosecution & penalties **Amber**
- Council suffers Cyber-attack that compromises confidentiality, integrity & availability of information **Amber**
- Failure to manage demand & expectations could result in the Council not achieving Thrive agenda **Amber**
- Failure to address financial gap in the Council's budget & systems **Amber**
- Failure to address workforce planning & resourcing requirements impacting on service delivery **Green**
- Failure to provide a response during a major incident impacting on ability to deliver critical services or an impact on a community. **Green**
- Failure to comply with the housing regulatory standards applicable to local authorities. **Red**

Qualitative Impact

Evidence of impact (customers, customer profile, residents, employees others) Assessments, reviews, project findings, progress checks

- Mental health (from low level anxiety to MH crisis services, and complex individuals)
- Health behaviours (smoking, alcohol, substance misuse, physical activity/diet; the long-term impact on the NHS of delayed treatment)
- Frailty and end of life (caring responsibilities, loss of independence for vulnerable people, shielding; grieving)

Geographic Impact (Localities impact, LIoN data etc)

ANALYSIS – WHAT IS THIS TELLING US?

AREAS FOR IMPROVEMENT

Strategic

Operational

Resources

AREAS OF EXCELLENCE

Strategic

Operational

Resources

ACTIONS

Strategic

Operational

Resources

SUMMARY ANALYSIS OF CORPORATE POSITION

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

What will we be doing in response?

Future Direction of Travel and Expectations over next 6 months

Summary Statement

EMPLOYEES

- Employee satisfaction – Gateshead Council a great place to work
- Diverse & inclusive workforce & Council's Equalities Framework (being revised 2022)
- Maximising Employee Potential – opportunities to learn, develop and aid succession planning

	Previous	Latest	Tolerance	DoT
Employees resigning				
Employee Absence FTE days	11.4	11.9		
Reasons breakdown				
Agency costs				
Employee survey – Gateshead Council a good place to work	64%	73%		
No of Apprenticeships / Apprenticeship levy % spend (including transfer)				
% employees with access to an agile working device				
% of employees working away from council buildings (or in an agile manner)				
% employees completed GDPR training				
Equalities Profile	Consider protected characteristics		-	

CUSTOMER EXPERIENCE

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

	Previous	Latest	Tolerance	DoT
Thrive - Just coping LloN data (tbc)				
Thrive – Vulnerable LloN data (tbc)				
% residents satisfied with Gateshead as a place to live (gap between localities - tbc)	75%	64%		
% satisfied with the Council				
Commission Happiness Survey e.g. UN happiness survey				
No of stage 3 corporate complaints upheld				
No of complaints upheld by the Local Government Ombudsman				
% Increase in online transactions (breakdown)				
% births registered within 5 days				
£ Increase in online payments	£18.48m	£21.26m		
Hubs – Requests for support		7,500		
Telephony contact				

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

FINANCE, GOVERNANCE & RISK

- Capital Budget, Revenue Budget, HRA; Levels of and use of Reserves; Income receive
- Council's approach to Risk; Trading Companies

	Previous	Latest	Tolerance	DoT
Revenue Budget position				
Budget Savings delivered				
CIPFA measures LA sustainability (tbc)				
Asset Review on track – milestones met				
% of Council spend with local organisations				
% Invoices paid on time				
% of Council Tax collected	95.7%	95.9%		
% Business Rates collected	98%	97.5%		
Council Tax Support - Claimants (Applications)		23.6%		
% of social housing rent collected				
Business (Total Grant Relief) - % of Value Paid				
Services for schools business levels				
No of data breaches reported				
Health and Safety near miss / hazard reports				
Strategic/ Operational Risk Register red risks after mitigation				
Audit High Risk recommendations still outstanding				

EXTERNAL ASSESSMENT

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

	Previous	Latest	Tolerance	DoT
CQC Domiciliary Care & Prime	Good	Good		
Ofsted NE Adoption	Good	Good		
Ofsted Learning Skills	Good	Good		
Ofsted Children's Social Care Services	Good	Good		
Osted SEND (Narrative assessment)	Significant strengths, No areas for priority action	Strong & effective support provided		
External Audit (Mazars)				
Regulator of Social Housing Consumer Standards (domains to be identified)				
Housing Health & Safety Compliance (New White Paper)				
ISO50 Environmental Standard met	Comply	Comply		
HSE Enforcement Actions				
Council working in partnership (Survey VCS; Private and Public sector partners)				

Key Tolerance Key

Achieving or exceeding target

Underachieving within 5%

Underachieving over 5%



EMPLOYEES

Areas of Excellence

Areas of Identified Improvement

CUSTOMER EXPERIENCE

Areas of Excellence

Areas of Identified Improvement

FINANCE, AUDIT & RISK

Areas of Excellence

Areas of Identified Improvement

EXTERNAL ASSESSMENT

Areas of Excellence

Areas of Identified Improvement

WHAT IS THIS TELLING US? ANALYSIS OF CORPORATE POSITION AND ABILITY TO DELIVER PRIORITIES

Performance Management and Improvement Framework - Implementation Plan 1st June 2021

Appendix 2

Actions and Milestones		Date	Status
1. Council agreement of framework (COMPLETE)			
Framework approval to Council		27 May 2021	COMPLETE
2. Further development and refinement of framework			
Further development of content including Outcomes, Interventions, Resources & Performance Measures, definitions, targets etc	OSCs progress update	June 2021	In progress
	OSCs / Cabinet (measures list)	October / November 2021	N/A
Equalities to be linked into the PMIF and reported to OSC linked to the PMIF		October 2021 onwards (refinement by March 2022)	In progress
Strategy Development and alignment e.g. Economic Strategy		June - October 2021	In progress
Connect and co-ordinate with LA7 Recovery Plan		June - October 2021	In progress
3. Locality working			
Align PMIF and Locality working approach – Actions, Interventions, Measures		July 2021 onwards	In progress
4. Baseline and targets			
Integration of baseline development setting out the Covid- 19 impact (led by Public Health)		July onwards	In progress
5. Communications and Engagement			
Employees	Set up PMIF Employee Network (Sounding Board; share ideas, storytelling; further development and collaboration; break down silos; share and develop performance information)	From July 2021	In progress
Further partner engagement	Develop partnership approach with Health and Wellbeing Board representatives	June 2021	In progress
	VCS thematic discussions	July 2021 onwards	In progress
6. Data Management and IT Solutions			
Develop data approach for milestones sources and presentation (including baselines and targets) to different audiences		October 2021	In progress
7. Implementation of the framework			
‘Test drive’ the framework to inform quarterly reviews		Quarterly	N/A
Reporting on performance measures		6 monthly	N/A

This page is intentionally left blank

TITLE OF REPORT: **Brighten The Day – Gateshead Holiday Activities & Food Programme**

REPORT OF: **Colin Huntington, Strategic Director, Housing, Environment and Healthy Communities**

Summary

This report will provide Housing, Environment and Healthy Communities Overview and Scrutiny Committee (OSC) with an update on the delivery of the Easter Holiday Activities & Food Programme and an overview of the plans for the summer.

Background

1. DfE funding allocation of £850,000 for 2021 in Gateshead to fund Holiday Activities and Food (HAF) over the Easter, Summer and Christmas school holidays for benefits-related Free School Meal (FSM) recipients and vulnerable children.
2. The holiday club places will be available for the equivalent of at least 4 hours a day, 4 days a week, 6 weeks a year and must include healthy meals (one healthy meal a day meeting the School Food Standards guidance), enriching activities (provide fun activities with opportunities to develop skills and knowledge), physical activities (which meet the Physical Activity Guidelines), nutritional education (awareness of healthy eating and how to source, prepare and cook nutritious and low-cost food, signposting and referrals: (to other services and support)
3. In total there are approximately 7,200 children who are eligible for free school meals entitlement in Gateshead, living in approximately 4,500 households but clearly the programme aims to help the more families who are struggling to make ends meet but do not access this benefit.
4. HAF Steering group is meeting regularly to plan and co-ordinate the 6-week summer programme. Representatives include University of Northumbria, Education, Public Health, Children's Social Care, Early Help, Libraries, Leisure, Catering Services and VCS organisations.

Delivery over Easter 2021

- The Easter programme was delivered mainly remotely due to Covid-19 restrictions in place.
- Cook n' Eat food boxes delivered to 1,750 FSM eligible families with fresh ingredients and recipes for 5 meals for a family of 4.

- 1,500 activity packs of crafts, books and sport equipment delivered to FSM families via primary schools with highest numbers of FSM and in deprived areas.
- Tyne and Wear TV on freeview channel, broadcast content aimed at 3 different age groups for local children and young people over the Easter holiday period.
- A limited number of schools, community, church and sports organisations delivered small scale face to face holiday clubs. These were closed to known FSM eligible families connected to the venues and providers. The Easter clubs reached 780 children attending 2,600 places, with 12,400 hours of activity delivery.
- This included for the first time a club at Cedars School for children with physical and learning disabilities.
- At May half term in person delivery took place at a small number of venues using outdoor facilities including Gateshead International Stadium with 560 places delivered to 250 children attending 2,600 hours of activities in bubbles. Half term delivery was not a requirement of the DfE grant.

Planned Summer Programme

- The current plan of confirmed summer clubs is delivery in 44 venues; 23 community organisations, 12 schools (including 3 secondaries and 2 special schools), 5 sports venues and 3 church organisations. This will deliver over 21,000 places across the 6 weeks to approximately 1,450 children per day.
- Activities will include Sports, Dance, Work Skills, Cooking, Cycling, Circus Skills, Bush Forestry, Open Spaces, Environmental and educational visits all feature, as well as Cook n Eat, online activities, exercises and games.
- The Council's Catering Service will be complimenting the food provision within community venues with hot food in 7 schools, healthy packed lunches to 11 venues without catering facilities and providing healthy snacks to the Active Kidz programme and our pop-up sports activities. All other providers and venues organising their own catering are aware of the School Food Standards that must be met for the HAF programme and will be liaising with the Council for quality assurance on their planned menus.
- The programme has been mapped to our latest FSM eligible households dataset to confirm locations of delivery venues are in close proximity to FSM communities. The Gateshead map shows 95% of FSM households are within reach of a summer programme location. This mapping tool will be shown to committee at the meeting.
- The expanded programme for 2021 including new venues – Cedars and Gibside special schools, new coaching providers – Gateshead Storm Rugby Club and new activities – Learn to Swim @ Gateshead Leisure Centre (for Y5 & Y6 children who have missed out on school swimming provision).

- A Communications plan will publicise the holiday provision to Gateshead families on www.gateshead.gov.uk/brightentheday webpage including online booking system to open activities and via social media.
- Majority of the programme is being targeted by the venues and providers to reach the FSM families and those in need and also adhere to current covid risk assessments, so most provision will publicised in a targeted way.
- Referrals from Children's Social Care and Early Help teams will link families in need into provision at their local schools, community groups and ensure reserved spaces at open provision before bookings go live.
- As set out in the grant determination letter, a small amount of funding from the budget will be retained for provision over the Christmas holiday period.
- DfE Virtual Visit with the Permanent Secretary, Susan Acland-Hood arranged for 24 August 2021, the session will covering the departments priorities and policies and show live footage of holiday clubs taking place.

Recommendations

5. It is recommended that the Housing, Environment and Healthy Communities OSC:
 - (i) Consider the activities delivered and planned through the Holiday Activities and Food Programme
 - (ii) Advise officers of any areas that require additional updates or further scrutiny.

This page is intentionally left blank

TITLE OF REPORT:	Annual Work Programme 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 highlights how the work of this Committee has helped influence / shape the development of decision making / performance improvement work during 2020-21 and the second part details the development of the work programme for Overview and Scrutiny Committees (OSCs) and sets out the provisional work programme for the Housing, Environment & Healthier Communities OSC for the municipal year 2021-22.

Annual Review

1. During 2020-21 the huge challenges arising from the onset of the Covid 19 pandemic led to a more flexible approach to scrutiny which recognised the demands on services and the Council as a whole but, at the same time, ensured that we met our statutory obligations to provide an effective scrutiny function. As such scrutiny concentrated on key priority areas alongside a small number of topics already being progressed elsewhere which would deliver work that was of genuine value and relevance to the work of the wider Council during this period.
2. This involved the OSC monitoring progress on the impacts of the Covid 19 pandemic throughout the year and the lessons learned and how this affected the way the work of the Council is progressed in the longer term. It also involved the OSC scrutinising end of year performance for 2019-20 as it relates to those areas covered in the remit of this Committee and helping to shape the ongoing development of the Council's new Performance Framework.

Development of 2021-22 Work Programme

3. Every year each Overview and Scrutiny Committee draws up a work programme based on the Council's policy framework which is then agreed by the Council as part of the policy planning process.
4. The Committee's work programme is a rolling programme which sets the agenda for its meetings. It is the means by which it can address the interests of the local community, focus on improving services and seek to reduce inequalities in service provision and access to services.
5. This year, due to the ongoing uncertainties relating to the Covid 19 pandemic and the lack of clarity on the outlook for local government finance it has been acknowledged

that the approach to developing the OSC work programmes for 2021-22 was likely to have to be similarly flexible.

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 as would the development of the Council's new performance framework.
7. With this in mind, OSC members have been involved in shaping the focus of the work of specific OSCs via email and provided with an opportunity to comment on the emerging themes at the scheduled March / April 2021 OSC meetings. The emerging themes have taken account of the need to 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.
8. Subsequently, in line with usual practice, partner organisations have been consulted on the themes and have indicated that they are supportive of the emerging themes.
9. The attached provisional work programme (Appendix 1) has therefore taken account of the following:-
 - The New Performance Framework
 - The Thrive agenda and partnership work generally
 - The Gateshead Strategic Needs Assessment
 - The Council's Health and Wellbeing Strategy
 - The five priority areas outlined in the budget consultation
 - Current issues referred to Committees
10. The work programme remains provisional as
 - Cabinet has not had the opportunity to fully review its work programme and it may wish to refer further issues to Overview and Scrutiny Committees for further consideration.
 - It does not take account of new policy issues which may be identified during the year, which Cabinet may wish to refer to Overview and Scrutiny; and
 - It does not include issues identified by members of committees on an ongoing basis during the year as a result of scrutiny decisions, call in and councillor call for action.

Recommendations

11. The Committee is asked to:-
 - a) Note the information contained in the annual review and provide any comments.
 - b) Endorse the Overview and Scrutiny Committee's provisional work programme for 2021-22 attached at Appendix 1 and refer it to Council on 22 July 2021 for agreement.
 - c) Note that further reports will be brought to the Committee to identify any additional issues which the Committee may be asked to consider.

Contact: Angela Frisby

Ext: 2138

Draft Housing Environment & Healthier Communities OSC Work Programme 2021-22	
5 July 2021 1.30pm	<ul style="list-style-type: none"> • Housing Performance & Compliance Monitoring • Covid-19 Update - to include the impact on businesses, both large and small / lessons learned/ contributions and collaborative work with our community partners. • Proposed approach to Programme of Improvement of Green Spaces • New Performance Framework – Update • Holiday Activities & Food • Work Programme
13 September 2021 1.30pm	
18 October 2021 1.30pm	<ul style="list-style-type: none"> • New Performance Framework – Update • Covid -19 Update - to include the impact on businesses, both large and small / lessons learned/ contributions and collaborative work with our community partners. • Community Safety priorities update / progress • Programme of Improvement of Green Spaces within the Borough – examining condition, management and maintenance and potential sites for tree planting / sites community groups can take on to create community gardens and allotments • Holiday Activities & Food • Work Programme
6 December 2021 1.30pm	
31 January 2022 <u>5.30pm</u>	<ul style="list-style-type: none"> • New Performance Framework – Update • Impact of Brexit – on businesses large and small • Covid -19 Update - to include the impact on businesses, both large and small / lessons learned/ contributions and collaborative work with our community partners. • The Council and partners approach to locality working • Work Programme
14 March 2022 1.30pm	<ul style="list-style-type: none"> • Health Check of Community Centres
25 April 2022 1.30pm	<ul style="list-style-type: none"> • New Performance Framework – Update • Covid -19 Update - to include the impact on businesses, both large and small / lessons

	<p>learned/ contributions and collaborative work with our community partners.</p> <ul style="list-style-type: none">• Climate change - Update – setting out Council policy and data, a review of our ambitions and how we are coordinating with other organisations• Work Programme
--	--

Issues to slot in – Results of Covid -19 Survey