

FAMILIES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Thursday, 17 June 2021 at 1.30 pm in the Bridges Room - Civic Centre

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies for absence
2	Minutes of last meeting (Pages 3 - 8) The Committee is asked to approve as a correct record the minutes of the last meeting held on 4 March 2021
3	Constitution (Pages 9 - 10) Report of the Chief Executive
4	Role and Remit (Pages 11 - 12) Joint Report of the Chief Executive and the Strategic Director, Corporate Services and Governance
5	Foetal Alcohol Syndrome Update (Pages 13 - 16) Report of the Consultant Community Paediatrician and Designated Doctor for Looked After Children and Young People, Gateshead Health NHS Foundation Trust
6	New Performance Framework Update (Pages 17 - 36) Report of the Strategic Director, Resources and Digital
7	Free School Meals Update (Pages 37 - 38) Report of Strategic Director, Housing Environment and Healthy Communities
8	New Corporate Parenting Arrangements (Pages 39 - 50) Report of the Deputy Strategic Director, Children Social Care and Early Help
9	Covid-19 Update Verbal Update

Work Programme (Pages 51 - 56)

Joint Report of the Chief Executive and Strategic Director, Corporate Services and Governance

GATESHEAD METROPOLITAN BOROUGH COUNCIL
FAMILIES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Thursday, 4 March 2021

PRESENT:

Councillor(s): M Hall, D Bradford, C Buckley, B Clelland,
P Craig, S Craig, C Davison, S Gallagher, L Kirton,
K McCartney, E McMaster, R Oxberry, Reay and
K McClurey

CO-OPTED MEMBERS: Tim Kynoch

IN ATTENDANCE: Councillor(s): G Haley

F13 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Caffrey, Cllr M Ord and co-opted member Rachel Walton.

F14 MINUTES OF LAST MEETING

The minutes of the meeting held on 3 December 2020 were agreed as a correct record.

F15 EDUCATION RESPONSE TO COVID - UPDATE

Committee received a presentation around the response in education within Gateshead to the third lockdown.

It was reported that the reintroduction of the two metre social distancing requirement resulted in the number of pupils being capped at the same time as the key worker list becoming more extensive than previously. For some schools the restricted numbers became an issue and there were some cases where key worker children had to attend neighbouring schools which had places for a short time.

It was noted that all schools were better prepared for remote learning with live and recorded lessons taking place. Teaching methods became more sophisticated and there was more focus on getting IT equipment to those parents who needed it and also an acknowledgment that some children required more in terms of printed resources.

All Special School children were able to access a school place throughout the lockdown.

Work is continuing with Headteachers and school leaders on the development of a recovery curriculum that focuses on emotional health and wellbeing, physical activity

and academic development. Schools have recognised that the longer pupils are away from school the bigger the challenge becomes so there is a long-term approach to getting pupils back to where they should be.

In terms of the wellbeing of school staff, a Headteacher wellbeing group has been established, chaired by Steve Horne and the Education Psychologist, to look at ways to support them.

Meetings are being held regularly with Headteachers and Unions to discuss the issues regarding full opening from 8 March.

It was questioned whether there were plans to prioritise vaccinations for teachers. It was confirmed that all staff in Special Schools and those schools with ARMS units have had access to a vaccination. In addition, those teams based at Dryden, who support children in schools, have had the opportunity to have the vaccine.

Concern was raised that some schools have not received any Covid money from Government. It was noted that officers would take this up with finance colleagues outside of the meeting.

The point was made that there seemed to be some confusion around free school meals at the beginning of the pandemic and there was a lack of advice from the authority to schools, i.e. in terms of how they were to be delivered. It was noted that there was no requirement for schools to deliver meals door to door and therefore there was no guidance provided by the authority, although examples of good practice were shared. It was also noted that a lot of schools used community help during this time.

RESOLVED - That the information presented be noted.

F16 CHILDREN SOCIAL CARE SERVICES RESPONSE TO COVID - UPDATE

A presentation was given to Committee on the response to Covid by the Children's Social Care service.

It was reported that all services are continuing to be offered and that no service was stood down throughout any of the lockdowns. Family time and visits have continued and during the latest lockdown virtual visits were only held by exception, for example if there were safety concerns.

There has continued to be low numbers of sickness absence and the service is now starting to see the benefits of more flexible working.

There has continued to be an increase in overall demand with numbers reaching a peak in July 2020 of 450 children and young people in the system. There are currently 443 children in the LAC system, this is still higher than would usually be expected and the pandemic is a factor in that. It was reported that at its peak there were 287 children subject to a Child Protection Plan, this figure currently stands at 231. There are still over 100 more children and young people in statutory services and there are 1700 caseloads.

It was noted that staff have been resilient throughout the pandemic, there has been low numbers of sickness absence and a low number of agency workers in comparison to neighbouring authorities. Vaccinations have been rolled out to all frontline staff.

It was reported that there has been an increase in Ofsted activity in Gateshead, which has put a lot of demand on the service. It was noted that there is awareness of staff pressures and the impact of increased LAC numbers and the service has been creative in terms of placements, trying to ensure placements are kept within the borough where appropriate.

It was questioned as to how many cases there are per Social Worker. It was noted that on average there are 19 children per Social Worker, however there is no national guidance with regards to this and in Gateshead it is aimed to keep case loads between 16 and 20. There are lower case loads for those working with complex edge of care cases and the SWIS team. Staff are on a rota to attend the Civic Centre and any staff requiring closer communication will be facilitated.

It was questioned whether there has been an increase in the number of domestic violence cases during the pandemic. It was acknowledged that there is a correlation between domestic violence and the increase in LAC numbers.

It was reported that there has been a local advert on TV as part of a Foster Carer recruitment drive, 10 assessments are ongoing as a result of this. It was noted that some Foster Carers go on to become permanent Foster Carers or 'staying put' Foster Carers which means less availability for additional placements.

More newborns and unborn babies are coming through referrals so work is ongoing to look at intervention packages. There has also been more children needing mental health interventions.

It was noted that all services for Care Leavers have continued with Personal Advisors face to face visits and financial packages remaining the same. Recent surveys showed that Care Leavers felt supported and Chris Hulme continues to work closely with them on a number of activities.

RESOLVED - That the information presented be noted.

F17 NEW PERFORMANCE MANAGEMENT AND IMPROVEMENT FRAMEWORK

A presentation was given to Committee on the new Performance Management and Improvement framework. The new framework has a strong focus on people and on what the Council is doing to address challenges and achieve its Thrive priorities and deliver the Health and Wellbeing Strategy.

There is a move away from performance indicators to management action and change. The guiding principles are that this will be shaped and owned by Councillors, to scrutinise performance, see impact of decision making and deploy resources. There will be a strong employee focus so that staff can see how they are

contributing to the Council's priorities.

There will be a focus on the most vulnerable residents through the Health and Wellbeing Strategy mechanism. Emerging strategies are around Economic, Housing and Investment with interventions required to fulfil Climate Emergency response and Community Wealth Building. These will be the building blocks for Council priorities.

It was noted that Councillors have been engaged from the beginning and there has been strong support for an approach framed around the Health and Wellbeing Strategy. Analysis has been held at a corporate level to see what policies need to change. This is an iterative approach and will be developed and improved over the year.

An Employee Network was established and there was a lot of enthusiasm which is essential as this will be driven by employees.

Corporate Performance framework has been structured around the six policy objectives of the Health and Wellbeing Strategy;

- Give every child the best start in life
- Enable all children, young people and adults to maximise their capabilities and control over their lives
- Create fair employment and good work for all
- Ensure a healthy standard of living for all in accordance with international law on economic and social rights
- Create and develop healthy and sustainable places and communities
- Strengthen the role and impact of ill health prevention

For each of these six objectives key features have been identified.

It is anticipated that the framework will provide; transparency and clarity on delivering priorities, links between performance and resources, ability to scrutinise effectively and enable informed policy decisions to be taken.

The framework will go to Cabinet for approval in April and will be implemented thereafter, it was noted that this will be continually developed.

It was questioned whether there would be more in depth data available for Councillors to look at. It was confirmed that the intention is to have a data hub which will address transparency issues. It was noted that the starting point is broad outcomes then there is a basket of measures so it will not be a case of looking at individual indicators as previously performance measuring started with the indicators. Therefore, the new framework will be better at providing qualitative measures.

It was suggested that the Cabinet report format be changed to better reflect impacts on Thrive.

RESOLVED - That the information presented, and the comments made by Committee, be noted.

F18 SEND OFSTED ASSURANCE VISIT

Committee was advised that a SEND Assurance visit is due to be carried out next week over two days. This will be run by three inspectors and will be a virtual visit. 40 cases, 20 SEND and 20 SEN, have been provided to the inspectors. An Ofsted survey has been issued to families, a good response has been received (267 parents and 67 children).

The key questions the inspectors will explore are;

- How have children and young people with SEND experienced the pandemic
- What had worked well in supporting them
- What have the challenges been and what did not work so well
- What are the plans for supporting these children and young people in the future

Committee was advised that Ofsted will not grade the authority but their findings will form part of a database and national report.

RESOLVED - That the information presented be noted.

F19 WORK PROGRAMME 2020/21 AND DEVELOPMENT OF WORK PROGRAMME FOR 2021/22

A report was received on the development of the work programme for the municipal year 2021/22 and the suggestions of potential areas of work for the Committee.

- RESOLVED -
- (i) Committee noted the work programme for 2020-21
 - (ii) Committee noted the emerging issues for the 2021-22 work programme.

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**FAMILIES
OVERVIEW & SCRUTINY COMMITTEE
17 June 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 M Hall

Councillors D Bradford
C Buckley
L Caffrey
B Clelland
P Craig
S Craig
C Davison
S Gallagher
K McCartney
E McMaster
J Mohammed
M Ord
R Oxberry
J Reay
2 vacancies

Co-opted Members Tim Kynoch – Parent Governor Representative (Secondary Sector)
Vacancy – Parent Governor Representative (Secondary Sector)
Jill Burrell – Parent Governor Representative (Primary Sector)
Rachel Walton – C of E Diocesan Representative
1 Vacancy – RC Diocesan Representative
1 Vacancy - Parent Governor Representative (Primary Sector)

Recommendation

The Committee is asked to note the report.

CONTACT: Rosalyn Patterson

Extension: 2088

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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:

⇒ The functions of the Council as an education authority

⇒ The provision of social services, and other services to children and young people, including specific health services for children and young people (including the function of reviewing and scrutinising matters relating to the health service as set out on the Health and Social Care Act 2001 and associated regulations).

Recommendation

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

Contact: Rosalyn Patterson

Ext: 2088

TITLE OF REPORT: FAS/FASD REVIEW UPDATE

REPORT OF: Dr Eleanor Dawson, Consultant Community Paediatrician and Designated Doctor for Looked after Children and Young People.
Gateshead Health NHS Foundation Trust

SUMMARY

The purpose of this report is to give a final update on the work to review the diagnoses of Foetal Alcohol Syndrome (FAS) and Foetal Alcohol Spectrum Disorder (FASD) since this was last presented in April 2019.

The report will cover the following areas:

- Outcomes of the review
 - Current FASD assessment pathway
-

BACKGROUND

1. Further to the previous report (dated April 2019) which provided the background and introduction to the review of Looked After Children and Young People in Gateshead, in whom a diagnosis of Foetal Alcohol Spectrum Disorder (FASD) had been made or considered, this report provides a final update and conclusion to the review.

REVIEW PROCESS

2. The reviews were undertaken in the same way as previously detailed in earlier reports.
3. In total, 98 patients (including those mentioned in previous reports) were identified from a pre-existing database.
4. There were 9 exclusions for the following reasons:
 - Sadly, 1 young person died prior to their review.
 - 1 young person moved abroad.
 - 2 had been mistakenly included but there was no evidence of FASD ever being considered.
 - 2 young people declined to be seen.
 - 2 young people did not attend for their appointment.

- 1 young person had already been reviewed by a consultant paediatrician prior to the start of this review.

RESULTS

5. 89 patients had their review completed.

6. The table below shows the review outcomes:

Classification in original database	Number reviewed	Number where FAS/FASD confirmed	Number where FAS/FASD diagnosis rescinded or not confirmed	Number where alternative diagnosis confirmed	Number where information is outstanding
Definite FAS/FASD	30	12 (one with concurrent genetic diagnosis) 40%	12 40%	6 20%	0
Probable FAS/FASD	35	3 8.5%	29 83%	3 8.5%	0
Possible FAS/FASD	24	1 4.2%	21 87.5%	2 8.3%	0
Total	89	16	62	11	0

DISCUSSION

7. Included within the “possible FAS/FASD” were patients who were listed as “at risk” of FASD. Many of these individuals were indeed at risk of FASD due to documentation of antenatal exposure to alcohol, but were not displaying features of FASD, therefore they were included in the “FAS/FASD diagnosis rescinded or not confirmed” category.

8. It is important to note that in the group where the diagnosis was rescinded or not confirmed, for some patients this was solely due to there being insufficient (or completely absent) confirmation of antenatal exposure to alcohol. It is also important to note that this does not entirely exclude the possibility of the child or young person being exposed to and/or affected by antenatal alcohol.

9. As mentioned in earlier reports, there have been a range of scenarios encountered in the review appointments and after the review outcomes have been communicated. These are listed again below:
- a. For some young people the removal of the diagnosis was a relief as they themselves felt that it was not a reflection of them and it was a potentially damaging label for them to carry forwards into adult life.
 - b. For some young people the review appointment was particularly difficult eg where the young person was not aware that this was a potential diagnosis that had been given to them or when talking about possible maternal alcohol intake in pregnancy eg when the birth mother had died.
 - c. For some young people the removal of an FAS/FASD diagnosis due to the absence of evidence of maternal alcohol intake in pregnancy left the child/young person potentially vulnerable with significant presenting problems but with no clear diagnosis. In these circumstances the clinical team have made appropriate referrals on to other services for further assessments and support.
 - d. For some children and young people a clear alternative explanation for their developmental and behavioural difficulties was found eg a previously undetected chromosomal abnormality. This would have implications for them as adults potentially passing this on to their own children and ensures that those future offspring would be accurately diagnosed.
 - e. For some children and young people confirmation of their diagnosis gave them and their carers reassurance. This was important for several at a time when they were aware that the review process was ongoing.
 - f. Birth mothers who were able to give a clear and convincing account that they had not consumed alcohol in pregnancy.

CURRENT FASD ASSESSMENT PATHWAY

10. There is not currently a commissioned FASD assessment service in Gateshead.
11. Referrals are accepted for patients with difficulties which may or may not be related to FASD although it is made clear that this is not a formal assessment service. Investigations and/or onward referrals will be carried out as deemed necessary.
12. If it is felt that there is enough evidence to consider a diagnosis of FASD, the Canadian FASD guidelines ⁽¹⁾, in conjunction with a pathway proposed regionally, are used. The evidence used to confirm a diagnosis should be documented and if there is any uncertainty, then discussion with a consultant colleague is undertaken.

13. Guidance on the diagnosis of FASD is being developed by NICE (National Institute of Clinical Excellence) ⁽²⁾ and our assessment process will be reviewed in light of that guidance once available.

RECOMMENDATIONS

14. The Overview and Scrutiny Committee is asked to note the contents of the report.

Dr Eleanor Dawson, Consultant Community Paediatrician and Designated Doctor for Looked After Children and Young People.

Gateshead Health NHS Foundation Trust

April 2021

REFERENCES

1. Fetal alcohol spectrum disorder: a guideline for diagnosis across the lifespan. Cook JL et al. CMAJ, February 16, 2016, 188(3)
<https://www.cmaj.ca/content/cmaj/188/3/191.full.pdf>
2. <https://www.nice.org.uk/guidance/indevelopment/gid-gs10139>

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. Families 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

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**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				Operational Performance					
					Baseline	Latest	Target	DoT	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	Focus our efforts on supporting confident, positive and resilient parenting, to those who most need our support (HWB)				% of all schools and academies in Gateshead graded good or outstanding in relevant categories					Baseline on lost learning development				
	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.				No of children subject to a child protection plan					Measures to support parents to access services				
	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.					Reduction in referrals to specialist services such as Children Social Care					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			
						Reduction in the number of children becoming looked after					Reduction in the average duration of care episodes / Increase in % of care episodes where children return home			
	Development of baseline linked to LA7 Recovery Plan				Baseline for early help – families needing support					Increase use of specific interventions to aid reunification (e.g. Family Group Conferencing, FDAC)				
All children start school ready to learn	Increase the focus of existing expenditure on early years to reduce inequalities in early development (HWB) Make sure maternity services, parenting programmes, childcare and early year's education are of high quality and meet needs of all groups (HWB)				Baseline for Early Help					To be determined once baseline is understood				
					Good development by age 5 with free school meal status (%) (Marmot)					6-8 week breastfeeding rate (PHOF 2.02ii)				
All permanent school exclusions are prevented	Build resilience and well-being of all children and young people (HWB)				School readiness % of children with free school meals achieving a good standard of development at the end of reception (PHOF BO2a)					Smoking at time of delivery (PHOF CO6)				
					No of permanent exclusions and DoT					Support around school attendance				
					Baseline – lost learning									

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Investment Strategy & Resources

Revenue 21/22		Capital
Gross	Net	
£000	£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
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			
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)					No of Council apprenticeships						
					Employment related measure from Economic Strategy					Employment related measures to be determined through 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											
					People reporting low life satisfaction % (Marmot)											
					Healthy Life expectancy at birth Female / Male (Years) (Marmot)											
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				Baseline development on Mental health (low level anxiety to crisis services & complex individuals)					Baseline measures around good physical and mental health						
					Resident survey- Confidence in the Council / Voice is heard / General satisfaction					Consultation respondents						
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)					No of young people engaged in Gateshead Youth Assembly						
					Those with learning disabilities in suitable accommodation & supported into paid employment (ASCOF 1E) (also included in Create Conditions for Fair Employment)					No of volunteers						
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				Rate of domestic violence reports / convictions					No of adaptations carried out (to enable people to stay in their home) Total no. of accessible and adaptable homes built from 2018 baseline						
					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

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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

HOW WILL WE ACHIEVE THIS? INTERVENTIONS & RESOURCES					OUR PERFORMANCE AND IMPACT										
Outcome	Intervention	On track	DoT	£	Strategic Performance				Operational Performance						
					Baseline	Latest	Target	DoT	Baseline	Latest	Target	DoT			
<p>All working age residents have access to good quality, sustainable work with decent pay and conditions</p>	<p>Intervention from Economic Strategy</p> <ul style="list-style-type: none"> • Visitor Economy • Green Economy • Digital Economy • Local Economy (Community Wealth Building) <p>e.g. Delivery of Gateshead Quays development including Conference and Exhibition Centre Gateshead Town Centre Regeneration Masterplan</p> <p>Baseline to be developed including impact on the economy following Covid-19 pandemic</p> <p>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</p>	<p>To be determined July 2021</p>	<p>Unemployment rate (consider break down e.g. youth; ethnicity; Long Term ill health etc) / Unemployment % (ONS Model Based Method) (Marmot)</p> <p>Business Density</p> <p>Jobs Density</p> <p>Sustain Gateshead's working age population at a minimum of 2018 baseline of 128,300</p> <p>Pay of Full-Time Employees (+ lower percentiles)</p> <p>GVA Per Hour</p> <p>Business Survey (tbc) – satisfaction with Gateshead as a place to do business</p> <p>Employment Rate (+ ER Gap)</p> <p>Economic Inactivity Rate (+ Wants a Job)</p> <p>Workless Households (+children in household where no one works)</p> <p>WAP Qualified to Level 4+ / No Qualifications</p> <p>Workplace Employment in Higher Skilled Occupations</p> <p>Residents in higher skilled occupations (SOC 1-3)</p> <p>Inequality in life expectancy at birth for Males / Females (PHOU AO2a) (Marmot)</p>				<p>To be agreed July 2021</p> <p>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></p> <p>Individuals helped into work</p> <p>Business Rates generated / safeguarded</p> <p>Businesses supported</p> <p>Jobs created / safeguarded</p> <p>Inward investment success</p> <p>Business expansion projects completed</p> <p>Individuals moved closer to work</p> <p>Start ups commenced trading</p> <p>Additional measures to be identified from Economic Strategy development</p> <p>Apprenticeships starts / completion</p> <p>Apprenticeships at Gateshead Council / through apprenticeship levy transfer</p> <p>Individuals supported (enterprise / employment)</p> <p>No residents supported to take training or education (Housing indicator)</p>				<p>To be agreed July 2021</p>				
															<p>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</p>

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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, LIoN data etc)

ANALYSIS – WHAT IS THIS TELLING US?

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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				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)				Residents supported through Local Council Tax Support scheme											
	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											
Affordable childcare is accessible to those who need it	Identification of issues to determine action required				Measures around in work poverty e.g. Households in poverty where at least one member is in employment				Council support to maximise household income tbc											
					Baseline development – Poverty including impact on economy, role of hubs and need for advice and support				Local Hardship Grant Awards											
					Baseline development including rising number of families needing support				Households in Council Tax arrears											
					Healthy Life expectancy at birth Female / Male (Years) (Marmot)				£ in debt managed by the Council											
					Childcare places and costs				To be determined											

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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?

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CREATE AND DEVELOP HEALTHY AND SUSTAINABLE COMMUNITIES AND PLACES

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES

- 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

- All communities have access to good quality natural environment
- Gateshead has clean air with low levels of pollution

- Gateshead has low levels of crime & anti-social behaviour
- 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				Operational Performance			
					Baseline	Latest	Target	Do	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	To be agreed July 2021			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				Proportion of new homes built that are affordable				% of households living in statutorily overcrowded accommodation			
	Promote low carbon housing development				% new homes and commercial properties that are zero carbon				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				% of Council homes that meet the Decent Homes Standard				Total number of empty properties			
All communities have access to good quality natural environment	Improve and invest in the local environment				Standard to be determined				% of inspections of sub-standard privately rented homes			
	Ensure communities are able to benefit from environment				Use of outdoor space for exercise tbc				Planning targets met			
	Increase woodland coverage by 250ha by 2050				To be determined				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				Air quality in Gateshead				No of homes connected to District Energy Scheme			
	Increase Council use of low carbon vehicles				Further measures to be determined				Complaints about environment			
	Support agile working by expanding use of digital technology, minimise paper use and reduce the need for staff to travel				Healthy Life expectancy at birth Female / Male (Years) (Marmot)				To be determined			
Gateshead has low levels of crime & anti-social behaviour	Promote community cohesion and the prevention of crime and anti-social behaviour.				Reduction in crime				Tree planting			
					Incidents of ASB reported				% 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				Gateshead is carbon neutral by 2030				Council Fleet emissions			
	Implementation of Policy on Climate Change Emergency				Further measures to be developed				Reduce No of journeys made by employees by car			
	Continue to deliver low carbon heat and power via district heating networks								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	Net	
£000	£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)

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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				Operational Performance			
					Baseline	Latest	Target	DoT	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 Social Care 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 Homelessness: Number of single households placed in bed & breakfasts/hotels who were 16/17 and number of these who were care leavers Homes having a category 1 hazard from which, as a direct result of Council intervention, Category 1 Hazards have been removed % of council dwellings with a valid gas safety certificate Carers survey adult's carer – satisfaction indicators Percentage of adult social care users who have as much social contact as they would like (ASCOF 11) No of people accessing Supporting Independence Service, helping them to be independent for longer			
					Total households assessed as owed a duty (Matches H-CLIC Statutory Return terminology)							
					Homelessness: Number of households placed in bed & breakfasts/hotels							
					% of homes in the Borough with a category 1 hazard							
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				Self-reported user experience (ADSC users survey)							
					Baseline indicators on Frailty and end of life (caring responsibilities, loss of independence for vulnerable people, shielding; grieving)							

Investment Strategy & Resources

21/22 Revenue		5 Yr Capital
Gross	Net	£000
£000	£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?

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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	FTE	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 received
- 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)				
% 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		OSC	Quarterly
Reporting on performance measures		OSC / Cabinet	6 monthly

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TITLE OF REPORT: **An update on the position regarding Free School Meals Benefit Entitlement in Gateshead**

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

Purpose of Report

The purpose of the report is to provide committee with the context to a presentation that will be delivered at the meeting providing an update and overview regarding the situation with means tested free school meals benefit entitlement in Gateshead.

Background

There are currently 7,200 children eligible for means tested free school meals in Gateshead, covering 4,150 individual households. The table below shows the recent increase in known eligibility across Gateshead.

Gateshead Council	No. of pupils known to be eligible for FSM	% of pupils known to be eligible for FSM
January 2020 census	6,135	21.3%
October 2020 census	6,743	24.8%
January 2021 census	7,038	25.6%

The most recent census data available shows an increase of 903 children with known FSM eligibility in the space of one year, January 2020 to January 2021. This represents a 4.3% increase across all Gateshead.

Over the last 14 months, Covid 19 has had a significant impact both in terms of the number of children and families now in receipt of benefit, the take up of school meals, the arrangements implemented during lockdowns and schools holidays, and how the holiday activities and food programme has supported families at scale during the summer of 2020 and Easter 2021.

The free school meals benefit entitlement is still not an automated benefit and requires families who may be eligible to apply for the benefit.

The presentation to be delivered at committee will provide councillors with an update on:

- The number of children eligible for the benefit and the changes in Gateshead
- A summary of the service provided to schools and the changes in uptake.
- Arrangements implemented throughout the pandemic to provide help and assistance to eligible families and their children.
- Holiday Activities and Food including support, connection to nutrition and access to food in communities during key school holiday periods.

- Whether the Council wishes to consider lobbying the Government for automatic registration.

Recommendations

The Overview and Scrutiny Committee is asked to consider the information provided in the presentation and comment on the impact and implications for Gateshead's children and their families.

Contact: Michael Walker & Michael Lamb Ext 2842 & 5513

TITLE OF REPORT: Corporate Parenting Arrangements in Gateshead

REPORT OF: Andrea Houlahan, Deputy Strategic Director, Children Social Care and Early Help

Would This Be Good Enough for My Child?

Proposals for Corporate Parenting Arrangements

Purpose of the Report

1. To provide Families Overview and Scrutiny with an update on the proposal to implement a Corporate Parenting Board which has been agreed at cabinet.

Policy Context

What is Corporate Parenting

2. Corporate parenting operates at strategic, operational and individual levels. It has three key elements:
 - A statutory duty, detailed in the Children Act 1989 and the Children and Social Work Act 2017, on all parts of a local authority to co-operate in promoting the welfare of children and young people looked after, and a duty on other partners and agencies to co-operate in fulfilling that duty.
 - Co-ordinating the activities of the many different professionals and carers who are involved in a child or young person's life and taking a strategic, child centred approach to the delivery of services.
 - Shifting the emphasis from "corporate" to "parenting", making sure our moral and statutory responsibilities towards children looked after and care leavers are being fulfilled.
3. In order to thrive, children and young people have certain key needs that good parents generally meet. The corporate parenting principles set out seven principles that local authorities must have regard to when exercising their functions in relation to looked after children and young people, as follows:
 - To act in the best interests, and promote the physical and mental health and well-being, of those children and young people.
 - To encourage those children and young people to express their views, wishes and feelings.

- To take into account the views, wishes and feelings of those children and young people.
 - To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners.
 - To promote high aspirations, and seek to secure the best outcomes, for those children and young people.
 - For those children and young people to be safe, and for stability in their home lives, relationships and education or work.
 - To prepare those children and young people for adulthood and independent living.
4. All councillors and council officers share corporate parenting responsibility and cannot abdicate this responsibility, but this does not mean that everyone has the same role. Clearly the elected members who attend Corporate Parenting Committee, or who are involved with thematic scrutiny of children's services, will have a greater role day-to-day than those who, for example, are responsible for environmental or planning decisions. Even the Planning Committee, however, will be making decisions that affect children looked after and care leavers.
 5. A key principle for corporate parents is to ensure that children looked after, and care leavers are considered within decision making across the Council.
 6. Similarly, officers will have differing roles, for example, to ensure that there is a range of high quality housing options available for young people when they leave care, ensure there are employment opportunities and make sure children looked after and young people are supported to live a healthy lifestyle.
 7. Responsibility extends beyond local authority services, in reality, the range of potential partners in meeting the needs of looked after children is as wide as the number of agencies and organisations within the area. Elected members and Council staff may have multiple roles within the borough, such as school governors, the duty to be an effective corporate parent is paramount, and must consider and promote the welfare of children looked after and care-leavers throughout these various activities. This is what a reasonable parent would do. I have captured some of the learning from these local authorities which I feel would be beneficial to children and young people if implemented in Gateshead.
 8. Cabinet on 25 May 2021 agreed the proposal to Redesign the current corporate parenting structure and introduce a Corporate Parenting Panel/Board with an internal and external partnership membership and develop the relationship between the Board, Overview and Scrutiny and the partnership groups.

Recommendations

9. The Corporate Parenting Overview and Scrutiny Sub Committee are asked to
 - Note the contents of the cabinet report and recommendations.

TITLE OF REPORT: Proposals for Corporate Parenting Arrangements

REPORT OF: Caroline O'Neill, Strategic Director, Children, Adults and Families

Purpose of the Report

1. To seek Cabinet approval for the proposal to implement a Corporate Parenting Board.

Background

2. This report provides an overview of the current corporate parenting approach in Gateshead and highlights some options for consideration to strengthen arrangements, referencing best practice from other high performing authorities.
3. For the purposes of this report the local authorities considered have Corporate Parenting Boards/Panels which is the comparator to Gateshead's Overview and Scrutiny (OSC) Corporate Parenting Sub Committee as Gateshead do not currently have a Corporate Parenting Board/Panel of a similar nature.

Proposal

4. Gateshead does not currently have a stand-alone Corporate Parenting Board. While both the Corporate Parenting OSC Sub-Committee and the Corporate Parenting Partnership Group fulfil some of these responsibilities to a degree, they do not provide the same focus and breadth of engagement of senior representatives at a strategic level, with some important partners absent.
5. Therefore, going forward it is considered that a new collaborative body is established of a similar nature to the Corporate Parenting Boards seen in other high-performing authorities. Representation at such a Board needs to be reflective of the wider council as well as other relevant agencies: Elected Members, Strategic Leads, Operational Leads and representatives from Care Leavers Council should be nominated and consideration needs to be given to the inclusion of and attendance by children and young people.
6. This model will allow for the Corporate Parenting agenda to remain 'live' and be dynamic: most importantly it provides a mechanism to ensure the views of children looked after and young people are acted on. An improved synchronicity of the Corporate Parenting Board and Corporate Parenting Partnership Group would also allow the OSC to hold the partnership group to account via scrutiny of relevant partnership plans / work to deliver each of the seven key principles.
7. Given all of the above, consideration also needs to be given as to whether there is a need to continue with a separate Corporate Parenting Overview and Scrutiny

Sub Committee or whether scrutiny of the Council's role as Corporate Parent can be effectively performed by the main scrutiny Committee the Families OSC.

8. Cabinet will be aware that as a result of the Covid -19 pandemic and resource / capacity issues for Council services, meetings of Overview and Scrutiny Committees have had to be significantly reduced. As such the Corporate Parenting Overview and Scrutiny Sub Committee has not met for the past twelve months and scrutiny of work relating to Looked After Children and Care Leavers has therefore, of necessity, been carried out by the Families OSC (of which Corporate Parenting OSC is a Sub Committee) where there is already significant crossover in membership.
9. Should the option of establishing a separate Corporate Parenting Board be considered the most appropriate way forward, the intention would be to build on the arrangements put in place over the last year with Families OSC with a view to establishing within its remit clear terms of reference for scrutinising the Board, Partnership Group and delivery of the Corporate Parenting Strategy/ Delivery Plan, instead of this role being carried out via the current Sub-Committee. Agenda setting could also prioritise work in relation to scrutiny of the Corporate Parenting role at specific meetings to ensure it retains the high level of profile required by the Council and there would be scope to expand the membership / co-opt additional external members as deemed appropriate.

Recommendations

10. Cabinet is asked to recommend Council to:
 - (i) Endorse the proposal to redesign the current corporate parenting governance structure and introduce a Corporate Parenting Panel/Board with an internal and external partnership membership.
 - (ii) Agree to dissolve the Corporate Parenting OSC Sub-Committee and for scrutiny of the Council's Corporate Parenting role to be placed specifically within the remit of the Families OSC, with agenda items relating to the Corporate Parenting role prioritised within specific meetings in its work programme.
 - (iii) Endorse the proposal to develop a robust relationship between the Board, Overview and Scrutiny and the Corporate Partnership group to pursue continual improvement in the delivery of the Council's Corporate Parenting Strategy, including apply the learning from other local authorities.
 - (iv) Endorse the proposal that there should be regular mandatory training for all elected members in relation to the Council's Corporate Parenting role.

For the following reasons:

- (i) To ensure that the Council meets its statutory responsibilities.
- (ii) To ensure that the Council has a robust and strong governance arrangement to scrutinise their corporate responsibilities for Looked After Children.

Policy Context

1. This proposal supports the Council's strategic approach of Making Gateshead a Place Where Everyone Thrives.

Background

What is Corporate Parenting?

2. Corporate parenting operates at strategic, operational and individual levels. It has three key elements:
 - A statutory duty, detailed in the Children Act 1989 and the Children and Social Work Act 2017, on all parts of a local authority to co-operate in promoting the welfare of children and young people looked after, and a duty on other partners and agencies to co-operate in fulfilling that duty.
 - Co-ordinating the activities of the many different professionals and carers who are involved in a child or young person's life and taking a strategic, child centred approach to the delivery of services.
 - Shifting the emphasis from "corporate" to "parenting", making sure our moral and statutory responsibilities towards children looked after and care leavers are being fulfilled.

Legislative Framework

3. Local authorities must have regard to the seven needs identified in the Children and Social Work Act when exercising their functions in relation to children looked-after and care leavers as set out in the statutory guidance.

What are the Corporate Parenting Principles?

4. The guidance is designed to help consider the kinds of services that may be offered when having regard to the corporate parenting principles. It is not intended to be prescriptive about what must be offered. It is expected, however, that services respond to the individual needs of looked after children and care leavers when they exercise their functions in relation to these children and young people.
5. In order to thrive, children and young people have certain key needs that good parents generally meet. The corporate parenting principles set out seven principles that local authorities must have regard to when exercising their functions in relation to looked after children and young people, as follows:
 - To act in the best interests, and promote the physical and mental health and well-being, of those children and young people.
 - To encourage those children and young people to express their views, wishes and feelings.
 - To take into account the views, wishes and feelings of those children and young people.

- To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners.
- To promote high aspirations, and seek to secure the best outcomes, for those children and young people.
- For those children and young people to be safe, and for stability in their home lives, relationships and education or work.
- To prepare those children and young people for adulthood and independent living.

(Applying corporate parenting principles to looked-after children and care leavers. Statutory guidance for local authorities (February 2018))

<https://www.gov.uk/government/publications/applying-corporate-parenting-principles-to-looked-after-children-and-care-leavers>

Local Offer for Care Leavers (February 2018)

6. The Children and Social Work Act 2017 requires each local authority to consult on and publish a local offer for its care leavers. The local offer should provide information about all the services and support that is available to care leavers from the local authority), including information about both their statutory entitlements as well as any discretionary support that a local authority chooses to provide.

Local offer guidance: Guidance for local authorities (February 2017)

<https://www.gov.uk/government/publications/local-offer-guidance>

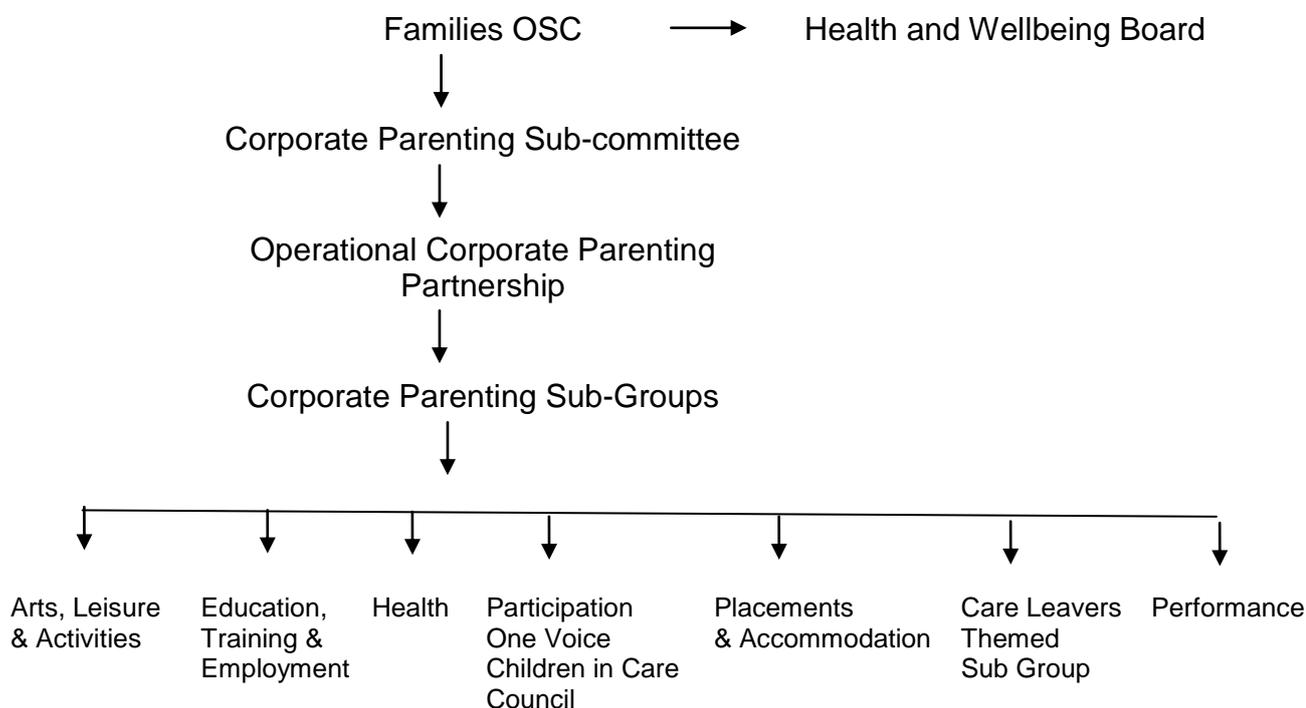
Gateshead's local offer is promoted with all care leavers by their Personal Advisors

[Gateshead's Local Offer for care leavers - Gateshead Council](#)

Current Corporate Parenting Arrangements

7. Practice in Gateshead is driven by our aspirant vision that “Children and families are at the **heart of everything** we do, ensuring all children can **thrive** and reach their **full potential**”. Our children have a right to be healthy, happy, safe and secure and feel loved, valued and respected and our corporate parenting arrangements are a key component to achieving this ambition.

The following is an outline of our current Corporate Parenting structure to meet our priorities and monitor our progress as corporate parents:



Corporate Parenting Overview and Scrutiny Sub Committee

8. As with all other executive functions, the Council must make appropriate arrangements for its performance and decision-making in this area to be scrutinised by non-Cabinet members in an overview and scrutiny committee. The Council established a sub-committee of the Families OSC to provide specific focus on the delivery of our corporate parenting role. The Corporate Parenting OSC Sub-Committee is chaired by the Families OSC Chair and has responsibility for scrutiny and oversight of the delivery of the Corporate Parenting Strategy and its delivery plan. The current membership includes elected members, a foster carer, care leaver, school governor, Gateshead Housing Company and representatives from the Voluntary Sector.
9. The role and remit of this Sub-Committee is to receive and consider monitoring reports on children in the Council's care and to keep under review the Council's arrangements for ensuring that the Council fulfils its role as corporate parent.
10. The Council's principles, as set out in our Corporate Parenting Pledge, are to:
 - Safeguard the welfare, health and happiness of all children in care, listen and respond to children and young people's views and wishes.
 - Provide a stable and supportive home with caring consistent relationships.
 - Have high aspirations for each child and young person.
 - Respect and value diversity.
 - Place children and young people within families whenever possible and as close to the local community as possible.
 - Promote contact with family and friends.
 - Respect and promote children and young people's rights.

- Make decisions based on assessments of need.
- Celebrate children and young people's achievements.

Informed by what our looked after children and young people say is important to them, we have identified seven key priorities in the Gateshead's Children and Young People in Care and Care Leavers Strategy 2018-2023 which are at the heart of everything we do and how we can be good corporate parents:

- Our Children and Young People are respected and involved
- Our placements are safe and meet the needs of our Children and Young People
- Positive relationships and identity
- Our Children and Young People will be supported to improve their physical and emotional health and wellbeing
- Our Children and Young People are encouraged to reach their educational, employment and training potential
- Our Young People moving into adulthood will be supported to achieve their full potential in life
- Improve our role as the Corporate Parent

Corporate Parenting Partnership Group

11. The Corporate Parenting Partnership Group (MALAP) is an officer group chaired by the Deputy Strategic Director, Children's Social Care. This group oversees all aspects of our work in relation to our statutory and aspirational work with children in care and care leavers.
12. Membership includes Head of Service for Youth Justice, Children's Rights Officer, Safeguarding leads for Health, Virtual School Head, Service Manager for Looked After Children, data performance lead, commissioning service representative and lead officer for culture and leisure.

The group are responsible for progressing the corporate parenting operational plan.

Roles and Responsibilities

13. All councillors and council officers share corporate parenting responsibility and cannot abdicate this responsibility, but this does not mean that everyone has the same role. Clearly the elected members who attend Corporate Parenting Sub-Committee, or who are involved with thematic scrutiny of children's services, will have a greater role day-to-day than those who, for example, are responsible for environmental or planning decisions. Even the Planning Committee, however, will be making decisions that affect children looked after and care leavers.
14. A key principle for corporate parents is to ensure that children looked after, and care leavers are considered within decision making across the Council.
15. Similarly, officers will have differing roles, for example, to ensure that there is a range of high quality housing options available for young people when they leave care, ensure there are employment opportunities and make sure children looked after and young people are supported to live a healthy lifestyle.

16. Responsibility extends beyond local authority services: in reality, the range of potential partners in meeting the needs of looked after children is as wide as the number of agencies and organisations within the area. Elected members and Council staff may have multiple roles within the borough, such as school governors; the duty to be an effective corporate parent is paramount and must consider and promote the welfare of children looked after and care-leavers throughout these various activities. This is what a reasonable parent would do.

How Corporate Parenting Works in other Local Authorities

17. For the purpose of this report several local authority Corporate Parenting Board arrangements have been considered and learning captured which it is considered would be beneficial to children and young people in Gateshead. The local authorities are of varying geographical sizes, rated either good or outstanding by Ofsted and with different level of deprivation and social care need.

The identified learning is as follows:

Membership of the Corporate Parenting Board

18. Whilst the membership of Corporate Parenting Boards in all Local Authorities considered, was variable, there was consistency in the representation of strategic officers from a cross section of the wider partnership including police, health, education and public health, and the children in care councils.
19. What was apparent was the strength of working relationships between the local authority corporate parenting board members and the Chief Executive. It was deemed essential to local mechanisms working proactively and recognised as a risk if they were to operate in parallel rather than collaboratively.
20. The membership and representation at the Boards was facilitated by the status given to them in the wider council context and the mechanism for delegating and sharing recommendations and actions with other relevant Council and partnership bodies: e.g. Overview and Scrutiny committee groups and Health and Wellbeing Boards.

Agenda setting, roles and responsibilities of the Corporate Parenting Board

21. The identification of activities, proposals and work undertaken, which needs to be sighted by those who have corporate parenting responsibilities is also critical to ensuring that corporate parents are well informed and held to account.
22. In all authorities reviewed, those at Assistant and/or Director level for Children Social Care were fully integrated into the Corporate Parenting Boards and often had lead responsibility for agenda setting and forward planning. Agenda flexibility was evident in most local authorities, allowing for additional topics to be heard in a timely way and the Board to influence activity and planning.
23. Furthermore, the relationship between the Board and the corporate parenting partnership groups (MALAPs) were strong, these models were maintained through formalised links and routine updates into the Corporate Parenting Board.

24. As part of the agenda setting activity, local authorities encouraged members of the Corporate Parenting Board to be given the lead for certain areas in relation to Looked After Children and Care leavers, for example, improving educational outcomes, strengthening support for care leavers etc.
25. As part of the forward planning, authorities also incorporated opportunities for young people and care leavers to taking responsibility for chairing the Board, and setting the agenda, subject to the approval of the corporate parenting elected member chair. All Corporate Parenting Boards included young people sitting on the board and had strong links with their Children in Care Councils, in Gateshead our Children in Care Council equivalent is the One Voice Group.
26. All members of the Corporate Parenting Boards were routinely offered training and information about their corporate responsibility as parents. The training was often mandatory and a requirement as part of the board membership enlisting.

Consultation

27. The Cabinet Member for Children and Young People has been consulted.

Alternative Options

28. The alternative option would be to remain with the current OSC arrangements for the governance of corporate parenting arrangements.

Implications of Recommended Option

29. **Resources:**
 - a) **Financial Implications** – The Strategic Director, Resources and Digital confirms that there are no direct financial implications arising from this report.
 - b) **Human Resources Implications** – There are no human resources implications.
 - c) **Property Implications** - There are no property implications.
30. **Risk Management Implication** - There are no risk management implications.
31. **Equality and Diversity Implications** - The local authority had a duty as Corporate Parent to treat all looked after children, including care leavers, equally and to commit to give looked after children and care leavers the best opportunities they can have in life.
32. **Crime and Disorder Implications** –There are no crime and disorder implications.
33. **Health Implications** – This proposal will strengthen the corporate parenting governance arrangements and oversight of the health offer to all looked after children and care leavers
34. **Climate Emergency and Sustainability Implications** - There are no climate emergency and sustainability implications.

35. **Human Rights Implications** - There are no human rights implications.
36. **Ward Implications** - There are no area and ward implications.

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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 Families 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.
3. In addition, information was also shared with this OSC regarding the SEND Ofsted visit which took place in March 2021 and the OSC was provided with an opportunity to raise any queries / share its views.

Development of 2021-22 Work Programme

4. 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.
5. 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.
6. 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.

7. 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.
8. 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.
9. 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.
10. 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
- 8 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 Families OSC Work Programme 2021-22	
<p>17 June 2021 1.30pm</p>	<ul style="list-style-type: none"> • New Performance Framework – Update • Covid-19 Updates - as part of these updates provide information on how covid is impacting upon the below areas:- Looked after children in Gateshead, numbers coming into care and reasons/ sufficiency of foster parents and availability of support for foster parents / how we are monitoring LAC progress in school and findings. Whether we are seeing more children and young people in Gateshead presenting with mental health issues and information on plans to provide mental health support and services Plans and strategies to support vulnerable groups of children on their return to school Whether we are monitoring / have any data as to whether children and young people in Gateshead have been gaining weight as a consequence of the pandemic Lessons learned/ contributions and collaborative work with our community partners • Free School Meals Update – (examine whether rise in numbers of children eligible for free school meals as a result of the pandemic / measures to address situation) • New Corporate Parenting Board/Partnership/OSC arrangements • Foetal Alcohol Syndrome – Update • Work Programme
<p>9 September 2021 1.30pm</p>	
<p>22 October 2021 5.30pm</p>	<ul style="list-style-type: none"> • New Performance Framework – Update • Covid-19 Updates - as part of these updates provide information on how covid is impacting upon the below areas:- Looked after children in Gateshead, numbers coming into care and reasons/ sufficiency of foster parents and availability of support for foster parents / how we are monitoring LAC progress in school and findings. Whether we are seeing more children and young people in Gateshead presenting with mental health issues and information on plans to provide mental health support and services Plans and strategies to support vulnerable groups of children on their return to school Whether we are monitoring / have any data as to whether children and young people in Gateshead have been gaining weight as a consequence of the pandemic Lessons learned/ contributions and collaborative work with our community partners

	<ul style="list-style-type: none"> • Children and Young People who are Home Schooled or Not in Education • Corporate Parenting Board Update • Work Programme
2 December 2021 1.30pm	<ul style="list-style-type: none"> • Corporate Parenting Board Update
3 February 2021 1.30pm	<ul style="list-style-type: none"> • New Performance Framework - Update • Covid-19 Update - as part of these updates provide information on how covid is impacting upon the below areas:- Looked after children in Gateshead, numbers coming into care and reasons/ sufficiency of foster parents and availability of support for foster parents / how we are monitoring LAC progress in school and findings. Whether we are seeing more children and young people in Gateshead presenting with mental health issues and information on plans to provide mental health support and services Plans and strategies to support vulnerable groups of children on their return to school Whether we are monitoring / have any data as to whether children and young people in Gateshead have been gaining weight as a consequence of the pandemic Lessons learned/ contributions and collaborative work with our community partners • Children and Young People's access to Dental Health Services in Gateshead – Update • Corporate Parenting Board Update
10 March 2021 1.30pm	
28 April 2021 1.30pm	<ul style="list-style-type: none"> • New Performance Framework - Update • Covid-19 Updates - as part of these updates provide information on how covid is impacting upon the below areas:- Looked after children in Gateshead, numbers coming into care and reasons/ sufficiency of foster parents and availability of support for foster parents / how we are monitoring LAC progress in school and findings. Whether we are seeing more children and young people in Gateshead presenting with mental health issues and information on plans to provide mental health support and services Plans and strategies to support vulnerable groups of children on their return to school Whether we are monitoring / have any data as to whether children and young people in Gateshead have been gaining weight as a consequence of the pandemic

	<p>Lessons learned/ contributions and collaborative work with our community partners</p> <ul style="list-style-type: none">• Corporate Parenting Board Update
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Issues to Slot In – Results of Covid 19 Survey

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