



FAMILIES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Thursday, 3 February 2022 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 - 6) The Committee is asked to approve as a correct record the minutes of the last meeting held on 2 December 2021
3	Children and Young People's Access to Dental Health Services in Gateshead - Update (Pages 7 - 16) Presentation by NHS England and NHS Improvement
4	Performance Management and Improvement Framework - Six Month Performance Report 2021/22 (Pages 17 - 32) Report of the Strategic Director, Resources and Digital
5	Corporate Parenting Update (Pages 33 - 40) Report of the Deputy Strategic Director, Children, Adults and Families
6	Covid-19 Update (Pages 41 - 44) Report of the Deputy Strategic Director, Children, Adults and Families
7	Work Programme (Pages 45 - 48) Joint Report of the Chief Executive and Strategic Director, Corporate Services and Governance

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GATESHEAD METROPOLITAN BOROUGH COUNCIL
FAMILIES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Thursday, 2 December 2021

PRESENT: Councillor M Hall (Chair)

Councillor(s): H Kelly, D Bradford, C Buckley, D Burnett,
B Clelland, P Craig, S Craig, C Davison, S Gallagher,
K McCartney, J Mohammed, M Ord, D Robson,
Rachel Walton and Ayodele Akin

IN ATTENDANCE: Councillor(s): G Haley

F17 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor McMaster, Councillor Caffrey and Councillor Oxberry.

F18 MINUTES OF LAST MEETING

The minutes of the meeting held on 21 October 2021 were agreed as a correct record.

Matters Arising:

It was questioned whether any local authorities are emerging as an example of good practice in terms of home schooling. It was confirmed that at the recent ILAC inspection the home school team came out very well and that there are no local authorities emerging as better than Gateshead. However, it was noted that Doncaster has very small numbers of electively home educated children and therefore officers were keeping an eye on that authority for any examples of good practice.

F19 CORPORATE PARENTING TRAINING

The Committee took part in a training session delivered by Young Ambassadors around their experiences of the care system.

From the training the following actions were identified;

- Care Leavers to be able to contact their local Councillor direct, even if they move out of Gateshead as they remain the responsibility of the authority and Councillors.
- Case studies around Social Worker decisions and what the LAC is told about their family circumstances to be included in a future report to Committee.

RESOLVED - That Committee noted the information presented and actions identified.

F20

OFSTED FOCUSED VISIT INSPECTION UPDATE

Committee received a report on the outcome of the ILAC framework visit. The focused visit was carried out on 22 and 23 September 2021 and evaluated the health and protection of young people and families at the 'front door' – the integrated referral team (IRT) and in the assessment and intervention service (A&I).

The visit looked at; how children and young people are triaged, support services, out of hours and safeguarding.

It was noted that this was a focused visit and not an inspection, therefore no judgement is received at the end. The visit identifies areas for improvement and priority action, for which there were none for Gateshead. Two areas of improvement were identified; the quality and impact of supervision and contingency planning for children in need and the routine inclusion of the views of children and their families in audits. The service was already aware of the first area for improvement identified and a plan is being developed around contingency planning for children in need.

The report following the visit was very positive with 'strong praise' for Gateshead. Social workers were described as 'highly skilled, committed and caring' and assessments were seen to be 'comprehensive and analytical'.

The visit also highlighted the closely aligned partnership working and the service continuing to innovate throughout the pandemic. The visit also showed that staff felt valued.

Committee congratulated the service on the visit.

- RESOLVED -
- (i) That the Committee noted the outcome of the Ofsted visit in September 2021 and the implications for children in Gateshead.
 - (ii) That the Committee receives a post Ofsted inspection plan so it can monitor progress against the areas Ofsted identified for improvement.

F21

WORK PROGRAMME

Committee received a report on the work programme for the remainder of the 2021/22 municipal year.

At the request of the Committee the meeting scheduled for March has been reinstated to look at Permanent Exclusion data and EHCP process and data.

It was requested that this Committee look at budget proposals for next year, in particularly with regards to the large spends in Children and Families budget.

It was also requested that affordability of school uniforms and poverty proofing schools be added to the work programme for a future meeting.

Committee also asked for a report on the changes to the Music Service to be added to next year's work programme.

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

Chair.....

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Update on NHS General Dental Services for Children and Young People

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Agenda Item 3

Gateshead

Families OSC
Meeting of 03 February 2022

NHS England and NHS Improvement



Background/context



- Primary care dental services operate in accordance with the National Dental Regulations and must evidence compliance with General Dental Services Regulations and Dental Charge Regulations.
- A key point of note is that the regulations unlike those for General Medical Practice do not allow for Patient Registration. NHS Dentistry contracts and provision is activity and demand led with the expectation that practices deliver and manage their available commissioned activity to best meet the immediate needs of any patient presenting by entering into an agreed and formal signed course of treatment.
- The national regulations set out the contract currency which is measured in units of dental activity (UDAs) that are attributable to a 'banded' course of NHS treatment prescribed under the regulations.
- Not all types of Dental Treatment are available on the NHS e.g. Implants are not usually available.
- NHS England do not commission private dental services, private dental practice is regulated by the Care Quality Commission and dentist regulation is undertaken by the General Dental Council

Background/context continued



- National NHS Dentistry Regulation and Contracts do not prohibit the provision of Private Dentistry by Dental Practices
- National NHS Dentistry Regulation does require, where dental practices hold NHS Contracts and offer both NHS/Private dental care, that patients are offered a full and transparent choice of available NHS/Private options to allow patients to make an informed choice of care.

Public Health Education England are the organisation that develop and implement national and local dental workforce strategies including:

- the funding and distribution of dentist and dental workforce student numbers and training places;
- Planning and development of training and support to facilitate entry of overseas and private dentists onto the NHS Dental Performers List which is required to enable them to deliver NHS dental services.

General Dental Access provision



- There are 24 dental practices across Gateshead contracted to provide general dental services – 364,347 units of dental activity (UDAs) commissioned.
- In 2019-20 (pre-Covid) approximately 98.30% of the total commissioned capacity in Gateshead was utilised. However, we acknowledge the impact that the COVID-19 pandemic has had on access for patients and would like to provide reassurance that we are working with practices to explore all options available to increase access for patients locally.

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Urgent and Emergency out of hours service is available, accessible via NHS 111. All patients contacting the service are triaged and where clinically appropriate booked into the nearest in hours or out of hours treatment centre.

Dental Workforce – Recruitment & Retention

A risk to both sustaining existing or improving levels of NHS Dentistry access and Oral Health is dental workforce recruitment and retention (dentists and more recently dental nurses), although the position in Gateshead is better than in other parts of the region.

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COVID-19 Pandemic

The COVID Pandemic has created a range of risks and pressures for NHS dentistry that are not too dissimilar to those being faced by the wider NHS.

- NHS dental sector in particular has faced significant challenges during the pandemic due to the proximity between a dental professional and a patient's airways and the relatively high proportion of aerosol generating procedures (AGPs) undertaken that increase the likelihood of COVID-19 infection spread.
- To ensure the safety of patients and staff all NHS dental practices are required to comply with a national standard operating procedure and infection prevention control (IPC) measures, the impact of which has resulted in NHS dentistry operating at significantly lower levels of capacity since 2020 than would normally be available.
- In view of this reduced capacity and in line with the national standard operating procedures, dentists are required to prioritise patients based on clinical need and urgency into their available treatment capacity, ie
 - Patients seeking urgent or emergency dental care.
 - Patients with greatest oral health needs - attending to incomplete care plans and reaching out to high needs dental patients and vulnerable groups most at risk of avoidable dental disease **including children**.
- This likely means a delay for patients seeking non-clinically urgent and more routine dental care such as check up's.
- Progression to resume the full range of routine dental being risk-managed by individual practices and this position is likely to continue until at least the end of March 2022.

- The contractual arrangements for NHS dentistry through the pandemic have reflected the need to prioritise patient safety, patient access and practice sustainability.
- During the first wave of the pandemic in the interest of patient and dental staff safety, routine dental services were paused and urgent dental care centres (UDCs) were established to provide access to urgent care.

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In the second phase of the response, as infection rates dropped, all practices re-opened for face to face care and have steadily increased activity.

- National NHS Dentistry guidance to date has required all practices to meet reduced minimum thresholds (taking into account IPC measures at each point in time), whilst ensuring the continued prioritisation of patients with clinical urgent care needs. The national thresholds set are as follows:
 - 20% of normal activity volumes between July to December 2020
 - 45% between January to March 2021;
 - 60% between April to September 2021;
 - 65% between September to December 2021; and
 - 85% between January to December 2022 (current national guidance)
- Whilst restoration of NHS dental activity continues, a return to full capacity will be dependent on the further easing of COVID-19 infection prevention control measures and publication of further national guidance which will be due at the end of March 2022.

- Incentives for ALL NHS dental practices to prioritise patients who have not been seen in the practice within the previous (24 months) adults and 12 months (children) who require urgent dental care to supplement the existing in hours urgent dental care centres commissioned to provide urgent dental care slots on referral via NHS111
- Additional capacity commissioned from the out of hours urgent dental care service from April to the end of August 2021 to provide additional resilience to manage peaks in demand during weekend and bank holiday periods.
- Increased investment into the new Dental Out of Hours Service from 01 Oct 2021 to ensure we have sustainable capacity available to treat 'clinically confirmed' urgent and emergency patient's that present via NHS 111.
- Investment in additional clinical triage capacity within the out of hours integrated NHS111 North East and North Cumbria Dental Clinical Assessment Service that operates from 6pm until 9am Monday to Friday and 24 hours at the weekend.

- Continuing to offer local incentives to existing practices to prioritise patients who have not been seen in the practice within the previous (24 months) adults and 12 months (children) who require urgent dental care;
- Seeking expressions of interest from practices who have the capacity and capability to deliver additional in-hours access until the end of March 2022 with a focus on urgent care and access for nationally identified high risk groups, ie children.
- Continue to work with all practices to support them to maximise their clinical treatment capacity within the constraints of nationally mandated regulation, policy and guidance.
- Ensuring in accordance with new national guidance that practices maintain short notice cancellation lists in order to proactively contact patients to offer appointments to ensure that any clinical downtime is minimised.
- Offering payment for additional activity above existing contracted levels, subject to a cap of +10% to ensure that additional patient access can be offered (subject to infection prevention control measures and workforce availability).
- Proactively engage with Health Education England and their delivery partners to encourage and support the development of new initiatives and opportunities that can improve recruitment and retention of dentists and dental team staff where required.

Summary – key points to note



- All NHS dental practices still operating at significant reduced capacity due to requirement to continue to adhere to national infection control guidance.
- It is therefore necessary for dental practices to triage patients who contact them to ensure that patients with the greatest clinical need, ie those requiring urgent dental care and vulnerable patients are prioritised, which likely means a delay for patients seeking non-clinically urgent and more routine dental care such as check's ups.

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• Progression to resume the full range of routine dental care is being risk-managed by individual practices.

- This position is likely to continue until at least end of March 2022.
- All opportunities are being explored to increase the clinical treatment capacity available as quickly as possible
- Children are identified as a priority group for recall
- NHS dental care for children is free.

THANK YOU

TITLE OF REPORT: Performance Management and Improvement Framework –
Six Month Performance Report 2021/22

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

SUMMARY

This report provides the Committee with the Council's new Performance Management and Improvement Framework, reporting performance on the delivery of Council priorities for the 6 month period April to October 2021.

Purpose of the Performance Management and Improvement Framework (PMIF)

1. The Performance Management and Improvement Framework (PMIF) aims to enable the Council to know how it is delivering on its Thrive policy. It identifies Council priorities to support effective resource allocation. It has a clear focus on priorities, delivery, measurement and analysis of impact. It is based on Thrive and the Health and Wellbeing Strategy.

How we got here – Engagement

2. The development of a new approach to performance management began in autumn 2020. Stages included engagement with councillors through Advisory Groups and Overview and Scrutiny Committees. Engagement with employees has taken place on a regular basis through employee workshops and Management Team discussions. Engagement with partners has also taken place at the Health and Wellbeing Board and with the Voluntary and Community sector (Connected Voice).
3. The engagement along with research into best practice was used to develop the PMIF and was agreed by Council in June 2021. Following this, the draft content including measures and interventions were agreed by Cabinet in October 2021.

What is the PMIF?

4. The new PMIF is based on the six policy objectives of the Health and Wellbeing Strategy and a Balanced Scorecard that demonstrates performance against 'organisational health'. It is informed by qualitative and quantitative assessment to inform policy and resource decisions.
5. The analysis of performance for the 6 month stage against each of the 6 policy objectives of the Health and Wellbeing Strategy and the Balanced Scorecard is set out at Appendix 1. It outlines the challenges, achievements, actions and resources for each policy objective. It also contains performance data including strategic and operational measures, resources and risks.

Governance and Leadership

6. The PMIF is approved by Cabinet and Council. All Overview and Scrutiny Committees of the Council will consider performance assessments appropriate to the role and remit of each committee on a six monthly basis. The six month and year end performance reports will be reported to Cabinet, including the recommendations of Overview and Scrutiny Committees.

Risk and limitations

7. There are some risks and limitations to highlight in relation to the six month reports. It is clear that the Council is still responding to the Covid-19 pandemic, and that service disruptions have impacted on performance as well as upon the ability of all services to collect and assess performance at the six month stage. The Council's Business Impact Assessment and Business Continuity Plan framework has enabled the Council to prioritise critical services to ensure they can still be delivered. The impact of the pandemic itself may influence and inform future priorities of the Council which would then inform the performance content of the framework.
8. It should also be noted that a number of the measures are available on an annual basis which will enable a greater depth of assessment for the full year. The development of the PMIF is iterative, which has become increasingly important given the current challenges to ensure it remains a relevant tool for the Council to understand how well it is delivering against its agreed priorities.

Next steps

9. The next steps are to:
 - Align the PMIF to the new budget approach agreed by Cabinet in December 2021. This will use the PMIF to help inform the priority reviews and zero based budgeting approach.
 - There is a need to further develop the priorities and actions within the framework as the Council responds to changing circumstances and as delivery plans are developed for specific strategies e.g. the new Economic Strategy
 - The six month performance reports will be considered by Cabinet in March 2022.

Recommendations

10. Families Overview and Scrutiny Committee is recommended to:
 - Comment on the six month performance report at Appendix 1 and identify any areas for further scrutiny
 - Recommend the performance report to Cabinet for consideration in March 2022.

Contact: Lindsay Murray

Ext: 2794

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 be

All children start school ready to learn
 All permanent school exclusions are prevented

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- As set out in the Thrive Policy Framework and the Health and Wellbeing Strategy, pre-COVID almost a third of the local population were vulnerable and similar levels were just coping, with large numbers of children living in poverty. We know that the impact of COVID has been felt throughout the borough and that the real picture is still emerging. As a Local Authority we have experienced an increase in the numbers of families and young people needing support:
- increase in the number of children requiring Early Help services
- increase in the number of children being identified as 'children in need'
- increase in the number of children and young people requiring an Education Health Care Plan
- increase in the number of children entitled to a Free School Meal
- Staffing issues due to recruitment continues to be a challenge while the impact of Covid is also causing issues in children's services

Operational

- School meals relaunch is on-going, but we have been very limited in what we could do since September. This should get back on track when schools are more open to visitors and when Covid cases reduce so that we can organise events aimed at both pupils and parents

AREAS OF EXCELLENCE

Strategic

- Ofsted Focused visit to Gateshead Children's Services - Gateshead's highly skilled, committed and caring social workers and their managers in the front door teams provide sensitive, innovative child-centred help & protection to most children seen during the visit.
- Reduction in time for children entering care and being placed for adoption, helping to improve outcomes for vulnerable children
- Increase in Early Help cases closed with an outcome of all needs met while more families are being offered and are accepting family group conferencing. To further enhance the Family Group Conferencing offer, a consultation has taken place to review the existing offer. A new strategy outlines clear expectations and development of working practices and skills to expand the approach across the spectrum of children's services. Our ambition is that a more robust and consistent approach will reduce the number of children becoming looked after, reduce the number of families re-entering services and enable families to feel more empowered to support themselves

Operational

- Regained pre-Covid school meals uptake levels of 75%, an increase of over 3% since schools reopened fully & customer survey shows a satisfaction rating is 4.5 out of 5
- Grant funding being used to support families eligible for free school meals ensuring access to meals during the holidays including Winter Support Grant funded 3 weeks of holiday FSM costing £0.348m; Covid Local Support Grant funded 8 weeks of holiday FSM costing £0.794m; Household Support Grant will fund 6 weeks of holiday FSM costing an estimated £0.817m; Average weekly pupil numbers are c7,000; The Holiday Activity Fund provided c20,000 meals during school holidays at a cost of £0.110m.
- Activities improving outcomes for children ensuring they get the best start included:
 - Social Workers in schools programme embeds social workers in 6 secondary schools to reduce referral rates to social care. Funding also secured for a Social Work Academy including 10 newly-qualified social workers and a team manager.
 - Youth Justice Divert from Charge is a new referral process which no longer sees young people being charged by police unless in extreme cases. Cases are referred to a panel before final decision. Through this young people are not be labelled as offenders and helps them from forming delinquent identities that may interfere with their development. Tailored diversionary interventions will be targeted & appropriate.
 - In June we started the development of a Kinship Care Team to deliver a bespoke service focused on the needs of Kinship Carers and children in Kinship placements.

ACTIONS

Strategic

- Looked After Children Strategy to be finalised
- Delivery of Early Help Strategy
- Ofsted inspection areas for improvement. These are: The quality and impact of supervision and contingency planning for children in need; and The routine inclusion of the views of children and their families in audits.

Operational

- Over the coming months the service will be focussing on further innovative developments with the intention to further enhance the services we provide, including:
- We have been successful in a regional bid to implement the Mockingbird model into fostering. It is an evidence-based model that nurtures the relationships between children, young people and foster families supporting them to build a resilient and caring community. Implementation will now take place to develop the model in Gateshead
 - Investing in an additional 2 residential homes in Gateshead. 1 for 3 young people with Autism/learning disabilities and a 3 bedded therapeutic home.
 - Redesign our Edge of care offer looking at ways to expand this to reach out to more YP in crisis. We are offering a model for intensive advocate support to families whereby there is a risk of accommodation of the YP.
 - CCG trauma informed therapeutic Team - Funding has been granted to support work with young people requiring support around mental health and accessing services.
 - Permanent Exclusion's prevention - we are strengthening the impact of two main devices within the authority over the coming year so that young people are well supported to stay within mainstream education and achieve well.
 - Extension of PAUSE programme, this is a voluntary programme for women who have experienced, or are at risk of, repeat removals of children from their care. Since commencement engagement of the women has been very successful; 29 women have been referred and 18 women are currently supported

SUMMARY

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

Even though the service has been under significant pressure, we have continued to undertake significant innovative developments to help improve support we provide, and the outcomes for our most vulnerable children: Demand is increasing for children's social care services. This is a strategic issue and is not unique to Gateshead. Operationally the Council is improving its focus on early help though greater preventative and early help would likely be needed to reduce demand in the longer term. In the short term demand may still increase. The impact of current issues including the pandemic will continue to be monitored to identify areas of key concern for Gateshead.

What will we be doing in response?

Supporting early intervention measures and working with families to help prevent longer term issues for children and young people. Where children do need to come into care, we are focusing on enabling better outcomes and improving the life chances of children and young people. There are a range of activities that will be taking place to support early intervention as well as improve outcomes for young people in care. The Budget Approach review of Children's services will also focus on how best to use resources to achieve outcomes.

Future Direction of Travel and Expectations over the next six months

Third quarter figures show an increase in children in care of the Council. It is likely that demand will continue to increase given the wider uncertainties around the pandemic and the longer-term impacts of this including pressure on services.

RESOURCES

- The growth in demand for children's services will put pressure on Council budgets. In order to reduce this a greater focus may be needed on prevention and early intervention services in order to improve longer term outcomes for children.
- A specific taskforce will focus on Children and will directly inform this priority objective as one of the Priority Based Transformational Areas in the budget approach.
- Other resource areas to highlight include human resource concerns and the recruitment of staff to support delivery of Children's Social Care and Early Help services
- 2022/23 pressures calculated for MTFS as follows:
 - Demand £2.41m
 - Fees £0.30m
 - Covid £1.00m
- 2021/22 savings of £0.50m expected to be delivered.

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- Increase in demand being seen across the adult social care services due to pressures relating to Covid which is impacting on waiting lists and availability of packages of care
- The pressures of Covi-19 are also impacting on others areas particularly public health as resources are being prioritised to support the response needed in Gateshead.
- Provider market issues surrounding sustainability, as well as increases in serious provider concerns
- Recruitment and retention issues being seen in the commissioned workforce as well as in house employees who are being impacted by the pressures as well as fatigue setting in after a challenging 18 months
- Young people who are NEET has increased, which is in line with the general economic position across Gateshead.

Operational

While a slight reduction in those with a learning disability being helped into employment it is also most likely indicative of the economic position in Gateshead locally and nationally

AREAS OF EXCELLENCE

Strategic

- The build of the new ICC, Sister Winifred Laver Promoting Independence Centre, is now underway and progressing which will help to support longer term outcomes for adults with social care needs
- New online policies and procedures platform for social care has been developed, implemented and rolled out across the whole service
- Response to the pandemic and the hard work undertaken to support vulnerable people in Gateshead

Operational

- There are a number of pilots taking place using innovative technology to replace traditional adult social care support including an electronic medication system and a non-wearable falls solution
- Schools Recovery Curriculum - From the initial school lockdown it became very obvious, that children would not experience the same high quality education at home than at school. The LA and its schools response was to form a working party to prepare for returning to school. This produced a range of documents that supported pupils and staff to follow a curriculum, primarily, in English and Mathematics that identified key areas of learning that would be needed before further progress could be made. An assessment framework was also produced to track progress.
- The Schools Sport Partnership provided expert advice to schools with guidance on getting all children physically active.
- Gateshead Educational Psychology service, working alongside teachers produced a range of materials that supported the mental health of returning children. This work has continued. A further working group provided advice to school clusters on transition arrangements from Year 6 to Year 7.
- Response of Gateshead volunteers and VCS working with the Council to support vulnerable people during the pandemic

ACTIONS

Strategic

- Further consultation amongst Gateshead young people as part of the survey to identify issues and impact of Covid 19
- Work with partners on innovative workforce solutions including accessing the Kickstart scheme for our Provider and Care Call services and developing a Trainee SW programme
- Work closely with housing and commissioning colleagues with regards to our social care Market Position Statement and influencing the direction of future housing requirements in the Borough such as extra care facilities
- Complete the Health and Wellbeing Review

Operational

- Undertake work on proportionate reviews and our direct payments offer to improve performance and our offer in these areas
- Develop the Mosaic IT case management system in preparation for this to replace CareFirst. This will streamline case management and also produce performance data to inform service improvement

SUMMARY

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

While actions and plans are in place for longer term achievement of outcomes, there are some immediate pressures facing services including the need to respond to the Covid-19 pandemic and staff pressures, some of which are related. This has also impacted on the ability to collect and assess data, due to service disruption. The longer term outcomes to enable more people to have greater choice and control their lives remains a priority and activities are directed toward achieving. Increases in demand along with recruitment issues are key challenges, though these are reflected in the identified actions. A fuller analysis will not be able to be undertaken until Year end. There are already positive steps through the Council's activities to enable more people to have control over their lives such as there are more carers who have access to direct payments which will improve independence. This is an area that will develop in the future to increase access further.

What will we be doing in response?

Social care is responding to increased demand but is also focusing efforts to improve independence amongst clients which will reduce the need for longer term costly interventions in the future. Work will continue with the care market and providers to establish the needs and response required in Gateshead. The Council is undertaking research into the health and wellbeing of young people and has commissioned a survey to understand the issues facing young people in Gateshead. This will help to identify measures to support young people in ways that matter to them and their lives.

Future Direction of Travel and Expectations over the next six months

Demand is expected to increase which will put additional pressure on services, which means it will be increasingly important to improve preventative services and enable more people to be independent. The Council continues to focus on responding to Covid-19 and the changing measures needed to tackle the new variants. Business Impact Assessments and Business Continuity plans are being used to identify particular pressures so these can be managed in the shorter term.

RESOURCES

Adult Social Care resource issues:

- A specific taskforce will focus on Adults Services and will directly inform this priority objective as one of the Priority Based Transformational Areas in the budget approach.
- 2021/22 significant grants received for, infection control and rapid testing (3.986m) and recruitment and retention (£2.184m) to support the sector. Funding also received to facilitate Hospital Discharge on a claim basis (£2.196m claimed April to December).
- 2021/22 savings of £4.925m expected to be delivered.
- Demand pressures of £2.700m fee increases of £3.250m and Covid Pressures of £2.000m are estimated for 2022/23 and included within the Medium Term Financial Strategy.

**Create Fair Employment and Good Work for All - ANALYSIS – WHAT IS THIS TELLING US?
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

CHALLENGES AND AREAS FOR IMPROVEMENT

Strategic

- It is clear that the pandemic has had a significant impact on the economy and that some sectors e.g. leisure and hospitality have been affected more acutely than others. A number of economic indicators collectively illustrate the difficulties seen in the economy since March 2020 with fewer businesses, and a lower employment rate.
- Brexit has also played a role in some of the issues being experienced in growing the economy such as disruption to supply chains
- Inevitably many of the events that would normally be held during the year have not been able to go forward due to the pandemic or have been reduced in scale. Some larger events were held albeit with Covid restrictions, and in many cases, attendance has been restricted to ensure they are safe.

Other challenges include recruitment and retention in the local labour market across sectors as well as increasing energy and fuel costs

Operational

- Engagement of economically inactive residents who have left the labour market but can and want to work.
- Engagement with strategic employers to delivery business improvement, investment and growth.
- Stimulation of entrepreneurship within our communities

AREAS OF EXCELLENCE

Strategic

- Agreement of Gateshead Economic Strategy and areas of priority
- Enabling works for the Conference and Exhibition Centre have commenced on site with this due to be operational in 2024
- Successful strategic events including Tour of Britain two Athletics Diamond League events; Great North Run and Try on the Tyne, which all helped to showcase Gateshead locally, nationally and across the world

Operational

- Impactful and meaningful cross council and external stakeholder relationships are helping residents access Working Gateshead employment support and move into work
- Cross council working to administer COVID grant support to businesses. Advice and guidance in relation to grant entitlement, discounts and other financial support and on business compliance and safe trading supported businesses to improve resilience and keep trading. Business Resilience Fund helped businesses to invest in new ways of working to increase business resilience survival. Support for businesses identifying new opportunities, or residents made unemployed to start up and commence trading.
- The total number of enterprises has increased, which is encouraging though the short term outlook for local economic growth currently remains unclear
- Community Renewal Fund bid success with the largest allocation in the North East. This will support projects such as immersive Technology; Riverside Park Improvements and a LEP led innovation project

ACTIONS

Strategic

- Implementation of the Economic Strategy and development of delivery plans across themes of: Digital; Visitor; Green; Local;
- Further progression of the construction of the Conference and Exhibition Centre
- Deliver the Apprenticeship Strategy recently approved by Cabinet

Operational

- Place based, person-centred Working Gateshead engagement plan to target those residents who are not accessing mainstream employment support
- Strategic Account Management Programme to increase business expansion and retention creating sustainable opportunities for employment, innovation, and growth across the borough.
- Improved coordination of enterprise support services to increase and service demand for start-up support and increase number of local owned businesses including social enterprises and cooperatives

SUMMARY

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

Performance in the economy is illustrative of the challenges being faced including the global Covid-19 pandemic and the impact of Brexit. Many of these issues are not unique to Gateshead, though some sectors in Gateshead have been more adversely impacted such as the leisure and hospitality sectors. The Economic Strategy puts Gateshead in a good position to move forward focusing on key priorities. Good progress is being made on projects, through securing funding and also progressing the Quays development, which will secure longer term economic benefits including local jobs for people in Gateshead in the future.

What will we be doing in response?

The new Economic Strategy identifies the challenges and issues for Gateshead. The next step is to develop the Delivery Plan which will bring partners together to focus on priority areas and identify the actions needed to develop the Gateshead economy, increase jobs and employment opportunities for local people. Person centred approaches will also be a key operational focus of activity.

Future Direction of Travel and Expectations over the next six months

The future direction of travel is being monitored, though it is difficult, given the recent changes on advice in relation to the Pandemic, to fully predict the next six months. Analysis will be developed for the Year End stage when a full year of 2021/22 performance is known. It is clear that the Economy is facing a challenging time. The Council is working partners to support a longer term strategic approach to growth. There are activities already in place, such as support to businesses, achieving bid success, while other activities are being planned such as person centred approaches to support people into employment. Alongside this capital investment in projects such as the Gateshead Quays Conference and Exhibition Centre demonstrate that Gateshead is ambitious and taking steps to deliver economic growth

RESOURCES

- One of the Priority Based Transformation Areas as part of the budget approach is Economy and Business, considering the new Economic Strategy outcomes, the approach to jobs and support to businesses. A three-year plan will be agreed with savings identified for each year.
- Secured £2.1m funding from CRF for projects including “Future You” (£0.7m) considering unemployment, “Immex City” (£0.7m) considering immersive technology adoption, “Gateshead Riverside Partnership” (£0.6m) enhancing the visitor market, and “Future Markets Acceleration Programme” (£0.1m) considering business innovation.
- Administered £76.6m in covid grants to around 5000 businesses and awarded over £77m Retail Discount rate relief to 1,200 businesses impacted by covid.
- The Council have been reimbursed by way of a S.31 grant for the rate reliefs granted to businesses throughout the pandemic, however once these reliefs come to an end there is a risk that businesses will be unable to pay, which may significantly impact the Council’s financing

What do we want to Achieve? Our Outcomes

- All working age residents receive a wage that considers the true cost of healthy living
- Affordable childcare is accessible to those who need it
- 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

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- Current context of increasing energy costs is generally a challenge and without interventions things would be worse for local people facing higher costs to heat their homes and risk of increase in fuel poverty
- The cost of energy project interventions the Council has been pursuing is also increasing as the lower cost projects have largely been or are being implemented.
- The removal of the £20 weekly Universal Credit uplift and general cost of living pressures will make the second half of the year more difficult.
- Recent LloN data suggests that while more people have moved out of the 'Vulnerable' Thrive area, further analysis is needed to understand other changing between Thrive areas including those moving between Managing and Just coping. Analysis will be used to inform Council priorities and identify targeted interventions

Operational

- Making progress towards achieving the target to attach 10,000 households to the District Energy Scheme which should help to improve energy affordability
- Improve the time taken to process Housing benefit Changes and claims to help people access income sooner

AREAS OF EXCELLENCE

Strategic

- Secured £6.2m funding to improve energy efficiency of 620 homes in Chopwell including up to 120 Council homes
- Agreed energy connection of 270 homes in Freight Depot to expand the delivery in Gateshead
- 650 homes in Winlaton on 20% hydrogen supply pilot
- The principles of THRIVE have been long established in the approach to supporting and sustaining tenancies.
- Reduction in % of residents identified as vulnerable through Lion data
- A key element of the locality working approach has been the collaborative working between the Council and its VCSE partners to support households affected by the pandemic through community hubs. Based on this the Council and 5 community anchor organisations have embarked on a 3-year £1.2m project with £500k Lottery Community Fund support to develop community led locality working, develop anchor organisation capacity, and help reduce demand for services by tackling challenges in neighbourhoods

Operational

- Rent: 99.23% of rent due was collected in the first half of year, and over £950k of financial gains for tenants were delivered through advice and support from the Rent and Income Team.
- Reduced the time taken to process Council Tax support and changes helping people to get support earlier
- Implementation of new household support grant to help vulnerable residents with food and energy needs
- Make A Change, funded by the European Social Fund, is focused on providing specialist, well targeted and integrated employment support to those with multiple barriers and complex needs. The project has supported 131 females, 132 males, 84 residents with disabilities and 40 BAME's

ACTIONS

Strategic

- Developing and agreeing systems to support and operate a new homes allocations policy will be a key activity over the next 12-18 months
- Develop locality based working approach across Gateshead building on the local hubs which will offer localised support to Gateshead residents in need, but who may not meet thresholds for statutory services

Operational

- Continue to support tenants, including identification of suitable recipients for Household Support Grant. Legal recovery will be escalated in a small number of cases where tenants are not engaging with services and are not paying.
- Delivery of energy efficiency projects in Gateshead to help to reduce fuel poverty and enable people to keep warm in their homes
- Ongoing advice and support is critical as Universal Credit brings a much greater risk of higher rent arrears. 6,140 council tenants are already in receipt of Universal Credit and 7,408 tenants still receive Housing Benefit and may move onto Universal Credit.

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SUMMARY

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

The impact of the pandemic and Brexit on the local economy while increasing energy and fuel costs are all having broader consequences for the standard of living. This is a national issue and is not unique to Gateshead, however there are real risks to local people in terms of income levels compared to increased household costs. Progress in improving energy efficiency for local people which will reduce or maintain (in the current context of increasing costs) energy costs is heading in the right direction but is slower than needed to reach our ambitious targets.

What will we be doing in response?

While longer term the Economic Strategy seeks to improve economic growth, more short terms support through the approaches being developed through locality working will help to support the most vulnerable. Tenants will also be supported using grants available where appropriate as well as advice to help local people to manage finances as appropriate. Development of locality working approaches to support local people to improve their financial position such as through advice on housing, debt, or support into employment etc. The Council is also committed to working with its partners and local communities to support the development of locality working approaches to offer targeted and tailored support.

Future Direction of Travel and Expectations over the next six months

Given the current economic position of the UK, it is unlikely that the position will see much improvement over the next 6 months and income levels are likely to be impacted due to financial pressures. Despite excellent performance in the first half of the year, rental income will be impacted by the increasing take-up of Universal Credit in Gateshead and financial pressures placed on households. Average rent arrears for those on Universal Credit are more than 5x higher than those receiving Housing Benefit. Impact of this magnitude can be mitigated but not prevented. Signs of increased Government grants to increase interventions to improve energy into homes, however there is a risk that the benefits of these interventions may cancel out the increased costs being faced.

RESOURCES

- Two of the Priority Based Transformation Areas as part of the budget approach are Assets and Locality Working which will make better use of assets to help support people through local hubs with ongoing advice being critical to local people.
- A further area is through the review of Economy and Business considering the new Economic Strategy outcomes, the approach to jobs and support to businesses which can help local people to improve their income and standard of living through employment. A three-year plan will be agreed with savings identified for each year.
- There are currently 20,700 residents supported by the Council's Local Council Tax Support scheme (12,345 working age and 8,355 pensionable age). Discretionary Hardship Fund payments totalling £1.7m have been awarded to 15,845 working age claimants in 2021/22.

What do we want to Achieve? – Our Outcomes

- Local communities and social networks are strong
- All residents have access to a high quality, affordable, warm and 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 and anti-social behaviour
- Gateshead is carbon neutral by 2030

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- Total housing delivery remains below the target required. Challenges include technical and viability issues at brownfield sites, lack of diversity in the market, impact of Covid 19 and increased cost of materials. The Council published a Housing Delivery Test Action Plan in July 2021 setting out measures to help increase delivery. Latest information on housing and affordable housing delivery both show on average a marginal improvement on the previous year
- Focus on Tenancy Management to improve choices for under occupiers; use of stock; response to statutory overcrowding and reduce time homes are empty.
- Current housing decency projection end 2021/22 is 95.5% homes decent. Customer Satisfaction with Repairs & Maintenance to resolve issues on 'Right first time' basis.
- Achieving zero carbon heat generation in the community is a challenge. Technology currently isn't there to develop solutions in all communities yet

Operational

- Blue bin contamination rates have increased since introduction of a new contractor. A visit to the Facility identified high levels of textiles (not a target material). Significant investment would be required to implement food waste collection to increase recycling. Proposals under the Resource and Waste Strategy may result in this being mandatory. Other potential changes could affect the quantity and type of material collected as recycling e.g. deposit return scheme.
- Streetlighting / highways repairs within timescales did not meet the target, however data analysis demonstrates that there were capacity issues during the summer, though it is also recognised that winter may impact on performance
- While orders have been made for electric vehicles to improve the environmental sustainability of the fleet, delivery is delayed due to current national industry issues.
- Vacant properties have been reducing over the last 12 months from 752 in Nov '20 to 631 at the 6 month stage. This reduces to 544 once vacancies in multi-storey blocks subject to consultation are considered and would be within target. With the vacant property repairs backlog now reducing, activity can focus on recent vacancies.

AREAS OF EXCELLENCE

Strategic

- Continued improvement in Investors in the Environment Audit (progress towards Climate Change Emergency) achieving Silver
- 25% of Council electricity demand from local generation.
- 100% of remaining power from 100% green energy contracts. Strong progress regionally and nationally in promoting heat networks
- Timely removal of Regulatory Notice (breach of Home Standard).
- New HRA Asset Management Strategy developed underpinned by HRA Business Plan.
- Strategic Housing Improvement Programme established 15 key areas for Review, to deliver value & efficiencies.
- Resident Influence Strategy being drafted from review of customer engagement; strengthened by a new Resident Influence Panel and Strategic Housing Board. Tenants and Leaseholders have been appointed to both.
- Strategic Review of housing Voids with a Voids Action Plan now in place

Operational

- Planning permission granted (including section 106 agreements) for housing at Ryton (550 units) and High Spen East (132 units) Preliminary works have commenced.
- Obtained new carbon monitoring tool, Smart Carbon, to improve / broaden carbon emissions monitoring
- Launched Online reporting service for Repairs and Maintenance in July 2021, which provides the customer with more information about their repair reports. more than 1000 repairs now reported this way. We are using data to identify the areas of greatest need.

ACTIONS

Strategic

- Development of a new 'fit for purpose' Allocations Policy, to be presented to Cabinet April 2022.
- Implementation of Voids reduction plan.
- Second phase of Homelessness Review following the approval of the Strategy and Charter consideration by Cabinet.

Operational

- Jointly involved in tree planting initiatives:
 - Durham Wildlife Trust – Creation of >1ha of new / enhance existing woodland at Beggars Wood 21/22
 - Whitehills Carbon Park planting 5ha woodland 21/22
 - Urban tree planting including planting of standard trees, hedges and fruit trees in parks, open spaces & schools
 - Queens Green Canopy – Plant a tree for the jubilee, 0.4ha (2500 trees) from 2021/22
 - Woodland Trust development of new c.30ha of Community Woodland at Dunston Hill, 2022
- Behavioural Change Officers to work with residents to improve the recycling rate via targeted action.
- Use of social media for regular recycling messages. Toolbox talks have also been issued to crews to reiterate the message about tagging, and not emptying blue bins presented with contamination
- Phase 2 of the implementation of Repairs & Maintenance Improvement Plan due to commence, a designated Project team has been put in place. Plus roll out of all 15 work streams identified in Housing Improvement Programme. Review of Anti -Social Behaviour has begun along with a Review of High-Rise Living.

SUMMARY

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

Gateshead is making progress towards its Climate Change emergency and has been independently assessed as Silver which demonstrates good progress. A Self-Assessment exercise was carried out in March, to rate compliance with the four housing Consumer Standards plus the Rent Standard which identified areas designated 'good', 'satisfactory' or 'requires improvement'. This provided a current position statement including evidence of compliance and identified specific areas for improvement to become fully compliant. We achieved a 65% average compliance score across all standards.

What will we be doing in response?

We will work to progress the Climate Change Strategy and Delivery Plan towards our ambition of being Carbon neutral by 2030. The Council must ensure it is fully compliant with the existing housing Regulatory Standards and that we have robust governance arrangements in place to provide assurance and scrutiny. An action plan has been developed for the outstanding 35% compliance score (82 key actions; 43 have commenced, with a further 16 complete).

Future Direction of Travel and Expectations over the next six months

A Climate Action Plan is adopted (2021) and being implemented which will drive carbon reduction in Council operations. The Council is exploring ways to better monitor and report scope 3 emissions going forward. The Council is working towards a zero carbon heat strategy targeting heat network growth to 20.0 Household waste sent for recycling performance is higher in the first 6 months due to seasonal variations including garden waste, so year-end performance is likely to be closer to 30%. It is anticipated that all outstanding actions contained within the Regulatory Standards action plan will be completed within 18 months. We are in a much stronger position following the removal of the Regulatory Notice for breach of the Home Standard; with a new HRA Asset Management Strategy underpinned by a costed and affordable HRA Business Plan. Delivery and accountability have been strengthened by the creation of a new Strategic Housing Board. Digital enhancements, including the launch of Online Reporting Service for Repairs and Maintenance in July 2021. A Regulatory Standards action plan in place with governance arrangements to monitor and report to OSC on a quarterly basis, which is complemented by a new Performance Framework and suite of indicators. Great progress being made on the Council's sustainability agenda, though challenges remain, particularly around resource and technology

RESOURCES

- Priority Based Transformation Areas which are cross cutting and will address longer term challenges with a focus on delivering Council services differently and managing demand. The areas of Climate Change and Housing Improvement Plan will inform this priority objective theme.
- Other resource areas to highlight include:
- New 30 year costed, affordable and sustainable HRA Business Plan approved by Cabinet and has a £3.5m efficiencies target built in for 2022/2026
- Business plan includes capacity to deliver new affordable homes together with the objectives of the HRA Asset Strategy.
- Secured £7.5m grant to install solar PV parks in Gateshead town centre to supply council buildings. Major capital grant support would be needed to fully deliver ambitions on energy.
- Ensure effective implementation and delivery of the Housing Improvement Plan.

Ill Health Prevention - ANALYSIS – WHAT IS THIS TELLING US?

What do we want to Achieve – Our Outcomes

- All preventable ill health 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

- All residents will be able to access flexible health and care support, when and where they need it

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- Significant service disruption / distraction due to impact of Covid-19 pandemic. A number of measures were not collected during the pandemic while some activities were stopped due to the need to social distance as well as prioritise public health resource to tackle the pandemic while the impact is showing an increase in inequalities – DoPH Annual report “*Behind the masks, Gateshead’s Covid stories, Gateshead Director of Public Health Annual Report 2021/22*”
- Draft Homelessness and Rough Sleeping Strategy outlines improvements required
- Homelessness and Allocations Reviews to be aligned
- Social care focus on supporting the most vulnerable during the pandemic

Operational

- Review of accommodation of support for those who are homeless or at risk of homelessness (including direct access 24/7)
- Development of a Gateway to accommodation and support

AREAS OF EXCELLENCE

Strategic

- Implementation of Strategic review of homelessness
- Successful regional bid under Changing Futures Programme
- Newly Established Homelessness Forum for Gateshead
- Response to the Covid-19 pandemic remains strong
- First phase of Homelessness Review is complete with Strategy and Charter due to be considered by Cabinet.

Operational

- Implementation of homelessness prototype via the Changing Futures Programme
- Proactive approach to homelessness prevention beyond statutory requirement
- Excellent partnership working established linked to homeless pathway for offenders and ex-offenders
- Strong partnership arrangements with Oasis Community Housing in supporting those at risk of homelessness and rough sleeping with multiple or complex needs
- Additional funding secured through Rough Sleeping Initiative and Next Steps Accommodation programme providing additional units and support for those at risk of rough sleeping.
- Private rented sector funded project supporting ex-offenders with accommodation
- Winter Flu Vaccination Programme and successful approaches to deliver Covid-19 vaccines with our partners

ACTIONS

Strategic

- Implementation of actions outlined in new Strategy, which sets out our four key strategic aims to tackle homelessness
- Draft Homelessness Charter being developed for Cabinet consideration
- Launch of Homelessness Charter and Strategy with partner agencies
- Develop a joint Homelessness and Allocations Phase 2 Project Plan.
- Implementation of the Changing Futures Programme
- Respond to the Covid-19 pandemic and continue to identify short and long term impacts – DoPH Annual Report

Operational

- Complete the accommodation and support review
- Continue to embed and develop partnership working
- Further develop homeless prototype approach linked to implementation of Changing Futures programme
- New Mosaic Social Care System being developed for Adult Social Care and due to be live at the end of June 2022. This will help to streamline processes and payments improving the service to social care users and carers.

SUMMARY

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

The Covid-19 pandemic has had a significant impact on the ability to deliver services with some being disrupted, ceased or reduced in order to direct resources to dealing with the pandemic. There is significant demand on homelessness services; the development of a new strategy will support the service and partner agencies to respond to all the needs of those facing homelessness and rough sleeping in addressing the underlying causes of homelessness and provide appropriate accommodation and support. Ill health prevention by its nature considers the longer term impacts of health and tackling issues that can result in poorer outcomes over the course of a lifetime. This means it can take a while for changes at population level to be seen. The pandemic response has had to be prioritised with resources being diverted to support this.

What will we be doing in response?

Working in partnership to consider wider causes of homelessness and developing services that can meet these needs in a holistic way, addressing more than just the accommodation needs. Identify and consider the impact of Covid-19 over the longer term on ill health prevention as well as learn lessons from the pandemic. We are still responding meaning the full impact in the longer terms still needs to be determined. A key area will be focusing on the response and recovery from the pandemic, focusing on ill health prevention.

Future Direction of Travel and Expectations over the next six months

Phase 2 of the strategic review of homelessness and allocations and delivery of rough sleeper action plan Approval of Homelessness Strategy and Charter – December 2021
Responding to the pandemic will be a focus in the short term over the next 6 months along with understanding the longer term impacts.

RESOURCES

- These areas are seeing increases in demand for ill health prevention services; however the pandemic is having an impact on the availability of support. Public health resources are currently focused on prioritising the response to the pandemic.
- Earlier intervention can help to reduce health inequalities faced in later life and improve health and wellbeing outcomes, which can help to reduce demand for services.
- Two of the Priority Based Transformation Areas as part of the budget approach are Adults Social Care and Housing Improvement which will directly inform this priority objective.
- £8.1m Contain Outbreak Management Fund in 2021/22 to tackle COVID-19. No funding announced for 2022/23 to date.
- £1.2m PHWB savings 2021/22 of which £0.300m has been delivered after savings mitigation (£0.900m). Long term proposal is to transform Leisure & Library services to better meet local needs.
- Difficult challenges for Leisure services in year and 2022/23. Projected loss of Fees & Charges income is £4.2m due to impact of the pandemic.
- Locality Working to be piloted, short term will support early intervention with longer term goal of improving life chances and reducing dependence on council services.
- Homelessness funding subject to annual grant allocations makes long term investment decisions difficult £0.5m 2021/22 and confirmed as same for 2022/23. During the pandemic specific additional funding has been provided to ensure we can meet our obligations £0.080m 2020/21, 2021/22 £0.239m
- NSAP funding (now RSAP) secured £0.103m capital (2020/21) for preparation of 15 properties as move on accommodation and £0.221m revenue for 2020/21 to 2023/24 for support.
- Successful funding bid for accommodation for ex-offenders £66,707.
- Rough Sleeping Initiative Funding (RSI) £0.656m – joint service with Sunderland and South Tyneside.
- Changing Futures programme £5.089m regionally 2021/22 – 2023/24 – Gateshead lead LA with £1m for Gateshead homelessness project.

ENSURING THE ORGANISATION IS IN THE BEST POSITION TO DELIVER COUNCIL PRIORITIES - WHAT DO WE WANT TO ACHIEVE – OUR OUTCOMES

Employees

- Employee satisfaction – Gateshead Council a great place to work
- Diverse & inclusive workforce
- Maximising Employee Potential – opportunities to learn, develop and aid succession planning

Finance, Governance & Risk

- Revenue Budget, Capital Budget, HRA; Income received, Risk

Customer Experience

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

External Assessment

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

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- Recruitment remains an issue in key areas of the Council along with morale, while Covid-10 continues to place pressures on service delivery and on employees
- The use of £20m reserves over the three-year budget approach carries a significant risk to the Council’s sustainability if savings are not identified and delivered.

Operational

- Employee characteristics shared shows a requirement to improve however, this is a longer-term goal instilling confidence for officers to respond.
- Number of complaints upheld at Stage 3 is up from 10-15%. Q1 & Q2 20 Chief Executive reviews were completed and 3 (15%) were upheld.
- Business rate collection - has been affected by Covid-19, temporary suspension in recovery action + the reduction in retail discount, which inflated this year's net collectable debit compared to last.
- In 2020/21 NHS funded more care packages so less people were charged for their care. For 2021/22 a change in charging policy has led to an increase of £400k in charges to be collected from service users. Recovery action was suspended during the pandemic and has re-started with a refined approach.

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AREAS OF EXCELLENCE

Strategic

- There has been positive movement of people from the vulnerable to coping of the Thrive assessment though more assessment is needed to understand movement across themes
- External assessment from OFSTED is consistently rated as Good providing reassurance to communities.
- Auditor – unqualified assessment for accounts
- Successful completion of Voluntary Undertaking with the Social Housing Regulator
- Budget savings are regularly monitored and 97.5% of savings are projected to be achieved in 2021/22.

Operational

- % of Council Tax collected has risen despite the impact of the pandemic.
- Apprenticeships – work around the increase in the proportionate number of apprentices employed internally and the spend of the apprenticeship levy show an upward trajectory.
- The movement of the digitalization and shift into online usage continues to increase across services. The figures highlighted are based on 4 baseline data sets as and more data will be added in the future.
- An increase of £2.3m in online payments has been recorded

ACTIONS

Strategic

- Develop best approach to accounting for total local spend including appropriate benchmarking mechanisms to develop a baseline position from which to plan activity upon and support local community wealth building
- Develop new ways of working including implementation of the hybrid model
- Take forward further digital improvements to service delivery as part of the strategic approach to customer experience whilst ensuring to support people who are unable to access services digitally.
- Continue to monitor & respond to the impact of the pandemic
- Focus on development & provision of services for Gateshead schools

Operational

- Ensure digital all employees have access to mobile devices as appropriate to support more efficient ways of working
- Undertake resident’s survey and engage effectively with communities.
- Develop and implement an effective employee engagement framework in response to new ways of working and improve employee morale
- Administration of Covid support grant support

SUMMARY

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

Activities are in place to support the overarching outcomes through as some of these are fairly new they will take time to implement and achieve the desired outcomes. Recruitment is an issue that is impacting on a number of services across the Council, while staff absence is also an issue. The pandemic is continuing to put significant pressures on service delivery. The approach to customers and digital continues to develop with more services available online increasing access and timely responses, the next steps will be to ensure support is available for greater digital inclusion as well as ensuring access for those who are unable to use digital mechanisms. External assessments have been positive and demonstrate the effectiveness of the Council in key areas, as well as highlighting key areas for improvement.

What will we be doing in response?

We will be taking forward a new approach to the budget as agreed by Cabinet in December 2021 to ensure the Council is able to deliver its priorities and statutory duties in a sustainable way. Current service disruption due to Covid-19 is being managed through Business Impact Assessment and Business Continuity Planning reporting on a weekly basis to CMT Business Impact Assessment and continuity plans are being monitored to identify pressure points and capacity needs to ensure the Council is able to deliver its critical services

Future Direction of Travel and Expectations over the next six months

The next 6 months will likely see further disruption due to the current Covid-19 infection levels and the need to respond to demands / service pressures for resulting from the pandemic. This is likely to impact on performance in some areas and the impact will be reported at Year end. This includes collections rates and sickness levels. It is likely that the move to more digital ways of engaging and transacting with the Council will increase as more people seek to contact the Council online.

RESOURCES

- A new approach to the Budget was agreed by Cabinet in December 2021. This includes Priority Based Transformation Areas which are cross cutting and will address longer term challenges with a focus on delivering Council services differently and manage demand. All of these will inform the areas within the Balanced Scorecard, however the Asset Review will have particular relevance by focusing on the use of assets to deliver priorities and the rationalisation of buildings in line with post pandemic ways of working.
- Brought forward budget savings of £0.400m for 2020/21 and £8.117m for 2021/22. Currently projecting £8.317m of savings will be achieved, after mitigation of £2.718m.
- The current financial context is exceptional as the Council deals with the impacts of Brexit and the pandemic which requires continual monitoring, strong financial discipline and new and flexible approaches to financial planning and management.

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

Outcome	Intervention	On track	DoT	£	Strategic performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
<p>The circumstances which result in adverse childhood experiences are prevented</p> <p>Parents can access support proportionate to meet their needs, to be the best parents they can be</p> <p>All children start school ready to learn</p> <p>All permanent school exclusions are prevented</p>	Develop a framework to support Gateshead as a child friendly place	<p>Schools meal service relaunch</p> <p>Economic Strategy approved by Cabinet</p> <p>Early Help Strategy in place</p> <p>Looked After Children Strategy in development</p>	<p>↑</p>	<p>£</p>	% of pupils eligible for free school meals	21.2% (Oct 2019)	26.44% (Oct 2021)	Tracking	↑	<p>% take up of free school meals in primary schools</p> <p>% of Gateshead schools graded good or outstanding in relevant categories</p> <p>% of Early Help cases closed with 'all needs met' as an outcome</p> <p>% of cases closed to early help which remain out of statutory services at 6 months and 12 months</p> <p>Increase in the number of families who are offered the opportunity to be part of a Family Group Conference</p> <p>Increase in the number of families to take up the offer to be part of a family group conference</p> <p>Increase in the number of families supported through the FDAC (Family Drug and Alcohol Courts)</p> <p>The percentage of children assessed by Children Social Care, where 3 or more ACE (Adverse Childhood Experience) factors were identified</p> <p>Reduction in the average time between a child entering care and being made subject of a Special Guardianship Order</p> <p>Reduction in the average time between a child entering care and placed for adoption</p> <p>Smoking at time of delivery</p> <p>6-8 week breastfeeding rate</p> <p>Pupils who have missed 10% or more of school sessions during an academic year</p>	75% (Sept 2021)	75%	Maintain then increase	↔
	School meals service relaunch to raise awareness of school meals and encourage parents to apply for free school meals				Gap in Life expectancy at birth male/female Inequality in life expectancy at birth for Males / Females	9.3 (M) 7.3 (F) 2011-13	10.7 (M) 9.6 (F) 2017-19	Reduce	Annual					
	Implementation of Gateshead's Economic Strategy				Children in relative low income families (under 16s)	24.9 (2019/20)	24.9 (2019/20)	Reduce	Annual					
	Support our schools to deliver an effective curriculum that addresses the skills required for later life and supports emotional well-being				% of all schools and academies in Gateshead graded good or outstanding in relevant categories	93% (Apr21)	93%	Tracking	Annual					
	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				Hospital admissions caused by unintentional and deliberate injuries in children (aged 0-14 years)	52.7% (2018/19)	113.3 (2019/20)	Reduce	↑					
	Focus our efforts on supporting confident, positive and resilient parenting, to those who most need our support				Reduction in the number of children who need to be taken in to care	184 / 46.7 per 10,000 (at 31/03/21 for previous 12 months)	183 / 46.4 per 10,000 (at 30/09/21 for previous 12 months)	Reduce	↓					
	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 the number of children who need to become the subject of a Child Protection Plan	287 / 72.8 per 10,000 (at 31/03/21 for previous 12 months)	307 / 77.9 per 10,000 (at 31/09/21 for previous 12 months)	Reduce	↑					
	Increase the focus of existing expenditure on early years to reduce inequalities in early development				Reduction in the rate of children who need to be referred to Children Social Care services	1621 / 411.6 per 10,000 (at 31/03/21 for previous 12 months)	1953 / 495.8 per 10,000 (at 31/09/21 for previous 12 months)	Reduce	↑					
	Ensure maternity services, parenting programmes, childcare and early year's education are of high quality and meet needs of all groups				School readiness: percentage of children achieving a good level of development at the end of Reception	73.4% (2018/19)	No data available	Increase	Annual-					
	Build resilience and well-being of all children and young people				School readiness % of children with free school meals achieving a good standard of development at the end of reception	52.7% (2018-19)	No data available	Increase	Annual					
					No of permanent exclusions from Gateshead schools	38 (19/20)	42 (20/21)	Reduce	↑					

Investment Strategy & Resources

Revenue 21/22 (23% of total gross budget)		Capital
Gross £000	Net £000	£000
150,802	36,463	19,021

Commissioned Spend: tbc
Assets: Asset Strategy Review
Employees – 513.17 FTE
Figures based on 2021/22 budget setting

- ### 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**

Performance to be cross referenced with "Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health Annual Report 2021/22"

- ### Qualitative Impact
- Good Ofsted Inspection of children's social care
 - Latest school meals customer survey (Sept 2021) shows a satisfaction star rating is 4.5 out of 5

- ### Geographic Impact (Localities impact, LIoN data etc)
- LIoN data shows child poverty rates to be highest in the inner east and riverside wards particularly prevalent in Deckham, Chowdene, Felling, Bridges, Teams as well as Chopwell in the west and Lamesley in the south of the Borough.

**ENABLE ALL YOUNG PEOPLE AND ADULTS TO MAXIMISE THEIR CAPABILITIES AND HAVE CONTROL OVER THEIR LIVES
WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND PERFORMANCE**

Outcome	Intervention	On track	DoT	£	Strategic performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
<p>All young people are resilient, with good physical and mental health and wellbeing</p> <p>All young people are ready and appropriately skilled for the workplace</p> <p>Gateshead is a positive place in which everyone's mental health and wellbeing can flourish</p> <p>Everyone is able to be an active part of their community and feel connected to communities and networks</p> <p>All domestic abuse is prevented</p>	<ul style="list-style-type: none"> Prioritise creating the conditions for people to enjoy positive emotional health & well-being. Support our schools to deliver an effective curriculum that addresses skills required for later life and supports emotional well-being Implement Economic Strategy Research commissioned into wellbeing of children and young people Health and wellbeing intervention Delivery of Health & Wellbeing review Support people through locality case working, even not eligible for statutory services but who require support Ensure views & opinions of local people are represented in all aspects of our work Prioritise preventing & reducing scale & impact of violence & domestic abuse 	<p>Gateshead Schools are being supported and the Services for Schools offer is being adapted to meet the needs of schools as appropriate.</p> <p>Economic Strategy Agreed</p> <p>Children and Young people Survey commissioned by public health with consultation continuing from Dec 2021</p> <p>Health and Wellbeing review being progressed</p> <p>Locality working approach in development stage</p>	<p>↔</p> <p>↑</p> <p>↑</p> <p>↔</p> <p>↑</p>	<p>£</p>	Year 6: Prevalence of obesity (including severe obesity) Child and Maternal Health	24.9 (2019/20)	24.9 (2019/20)	Reduce	Annual	Households with dependent children owed a duty under the Homelessness Reduction Act Child and Maternal Health	23.0 (2019/20)	26.3 (19/20)	Reduce	↑
					Gap in life expectancy at birth male/female	9.3 (M) 7.3 (F) 2011-13	10.7 (M) 9.6 (F) 2017-19	Tracking	↑	Hospital admissions caused by unintentional & deliberate injuries in young people (aged 15-24)	132.1 (2019/20)	167.5	Reduce	↑
					People reporting low life satisfaction %	4.7%	5.7%	Reduce	↑	Children 5-17 years attending holiday activities	To be set in Year 1	754	To be set	Annual
					16-18 Year olds not in education, employment or training (NEET)	5.2% (Dec – Feb 19/20)	5.8% (Dec – Feb 20/21)	Reduce	↑	Inequality in attainment between children looked after by the local authority & those not KS4 Attainment 8 Score	CLA 21.8 NCLA 47.2 (2018/19)	No data	Reduce	Annual
					19-24 Year olds not in education, employment or training (NEET)				Annual	No of people supported by any caseworker who report an improvement in their satisfaction with life	Locality teams, being developed during 2021/22			Annual
					GCSE achieved 5 9-5including English & Maths (%) / with free school meals (%)	To be determined	No data published	Increase	Annual	Successful completions from substance misuse treatment		No data		Annual
					Inequality in attainment between children eligible/not eligible for FSM KS1 Expected Level	2018/2019 - FSM 46% NFSM 70%	No data published	Reduce	Annual	Smoking attributable hospital admissions		No data		Annual
					Inequality in attainment between children eligible for and not eligible for free schools KS2 (RWM Expected Standard)	2018/2019 - FSM 52% NFSM 73%	No data published	Reduce	Annual	Smokers that have successfully quit at 4 weeks	2,116 (2018/19)	2,546 (2018/19)	Increase	↑
					% of physically active adults Musculoskeletal Conditions	-	No Data	Reduce	Annual	% of eligible adults with a learning disability having a GP health check	66.2 (2018/19)	66.2 (2018/19)	tbc	Baseline is latest
					Admission episodes for alcohol-specific conditions - Under 18s per 100,000 Child and Maternal Health -	50.5 per 100,000 (2017/18 - 2019/20)	50.5 per 100,000 (2017/18 - 2019/20)	Reduce	Baseline is latest	Adult Social Care Self-reported user experience: ASCOF 3A Overall Satisfaction of people who use services with their care and support ASCOF 3B overall satisfaction of Carers with social services	3A 64.2% 2019/20 3B 43.6% (2018/19)	Annual	Increase	Annual
					Substance misuse prevalence & unmet need Gateshead compared to (England figure)	Baseline: Alcohol:79.6% (80.4%) Opiates: 37.6% (46.9%) Crack 68.2% (57.7%) Opiates &/or crack 43.2% (53.6%)		Reduce	Annual	Volunteering levels /Supporting and working with the VCS measures	2116 (2018/19)	Annual	Increase	Annual
					Smoking Prevalence in adults	17.1	17.1	Reduce	Baseline is latest	Social isolation % of adult social care users who have as much social contact as they would like	52.3%	Annual	Increase	Annual
					Those with learning disabilities in suitable accommodation & supported into paid employment	8.88% (2020/21 provisional pending national publication)	8.1%	Increase	↓	No of permanent adaptations carried out (to enable people to stay in their home)	600	1,372	600	↑
					Proportion of adults with a learning disability who live in their own home or with their family cumulative indicator - 6 month figure is not comparable to year end	82.94% (2020/21 provisional pending national publication)	33.4% (Cumulative indicator)	Increase	↑	% of social care users aged 18+ with personal budgets / direct payments: ASCOF 1C part 1a (adults receiving self-directed support)	98.29% 20/21	98%	Increase	↔
					Total no. of accessible and adaptable homes built from 1st April 2021 baseline	Baseline to be set when 2021 data published	Annual	To be set once baseline established	Annual	ASCOF 1C part 1b (carers receiving self-directed support)	98.61% 20/21	100%	Increase	↑
ASCOF 1C part 2a (adults receiving direct payments)	20.5% 20/21	19.3%	Increase	↓										
Rate of domestic violence reports / convictions/ repeat victims of domestic violence and/or children affected by domestic abuse	TBC	TBC			ASCOF 1C part 2b (carers receiving direct payments for support direct to carer)	63.89%	68%	Increase	↑					

Investment Strategy & Resources

Revenue 21/22 (25% of Council budget)		5 Yr Capital
Gross £000	Net £000	£000
168,063	80,001	26,686

Commissioned spend: tbc Assets: Asset Strategy Review Employees 1041.16FTE tbc Figs based on 2021/22 budget

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**

Performance to be cross referenced with "Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health Annual Report 2021/22"

Qualitative Impact

- Young people's survey commissioned by Public Health to understand Covid issues & impact from. Further consultation from Dec 2021
- Case studies being identified

Geographic Impact

Further information will come from the approach to locality working through analysis of Lion data and locality working

CREATE THE CONDITIONS FOR FAIR EMPLOYMENT AND GOOD WORK FOR ALL WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND OUR PERFORMANCE

Outcome	Intervention	On track	DoT	£	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT	
<p>All working age residents have access to good quality, sustainable work with decent pay and conditions</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>	<p>Implementation of Gateshead's 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>Helping people into work from direct 1:1 support in their own localities.</p>	Strategy agreed	↑		Unemployment rate %	5.5% (Apr 19 - Mar 20)	7% (Jul 2020 - June 2021)	Tracking	↑	Individuals helped into work	To be set at end of year 1	132	To be set at end of year 1	Annual	
		Apprenticeships starts					1,760 (2018/19)	1,240	Increase						↓
		Apprenticeships completion					940 (2018/19)	680	Increase						↓
		Business births in Gateshead					800 (2019)	730 (2020)	Increase						↓
		Total no of enterprises in Gateshead					5270 (2019)	5500 (2021)	Increase						↑
		Jobs density in Gateshead					0.81 (2019)	Annual	Increase						Annual
		Sustain Gateshead's working age population at a minimum of 2018 baseline of 128,300					127300 (2019)	127100 (2020)	Tracking						↔
		Employment Rate					73.3% (2019/20)	72% (Jul 20 – Jun 21)	Increase						↓
		Economic Inactivity Rate					22.8% (2019/20)	21.4% (Jul 20 – Jun 21)	Reduce						↓
		Staying visitors to Gateshead					665,080 (2019)	207100 (2020)	Increase						↓
Gap in life expectancy at birth male/female: Slope index of inequality					9.3 (M) 7.3 (F) 2011-13	10.7 (M) 9.6 (F) 2017-19	Reduce	↑							
		Gateshead Quays progressing	↑		Jobs created					To be set at end of year 1	641	To be set at end of year 1	Annual		
		Locality approach being developed	↑		jobs safeguarded					To be set at end of year 1	373	To be set at end of year 1	Annual		
					Start-ups commenced trading					To be set at end of year 1	38	To be set at end of year 1	Annual		
					Business improvement and expansion projects completed					To be set at end of year	11	To be set at end of year 1	Annual		
					Inward investment success					14 (12 months) (2019/20)	4 (6 months)	To be set at end of year 1	Annual		

Performance to be cross referenced with "Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health Annual Report 2021/22"

Investment Strategy & Resources

21/22 Revenue (1% of Council gross budget)		5 Year Capital
Gross £000	Net £000	£000
3,860	1,338	189,662

Commissioned Spend: tbc
Assets: Asset Strategy Review
Employees 137.38 FTE
Figures based on 2021/22 budget setting

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

- Adverse impact on the economy following the Covid-19 pandemic with certain sectors including retail and hospitality impacted
- Business surveys undertaken showing pressures as a result of Covid and Brexit
- Major events held in Gateshead attracting thousands and held in Covid-19 safe way e.g. Great North Run; Try on the Tyne; Tour of Britain and two Diamond leagues, increasing Gateshead's profile with local, national and international television coverage

Geographic Impact (Localities impact, LIoN data etc)

Further information will come from the approach to locality working through analysis of Lion data and locality working as well as through the Economic Strategy delivery planning

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 AND OUT PERFORMANCE–

Outcome	Intervention	On track	DoT	£	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT	
All working age residents receive a wage that considers the true cost of healthy living 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 Affordable childcare is accessible to those who need it	Intervention from Economic Strategy •Visitor Economy •Green Economy •Digital Economy •Local Economy (Community Wealth Building) e.g. Delivery of Gateshead Quays development including Conference and Exhibition Centre Gateshead Town Centre Regeneration Masterplan Locality working development	Economic Strategy agreed and Quays progressing Locality working approach developing building on hub work with pilot planned	 		All residents have the opportunity to thrive: % residents who are vulnerable	39.5%	31.9%	Tracking		Number of people/families helped through locality partnership support to maximise household income Rent collected from tenants as a percentage of rent due in the financial year Households in Council Tax arrears Overall average SAP rating of homes in Gateshead No of domestic properties supplied by District Energy Scheme Average number of days taken to process Housing Benefits claims and changes Average days taken to process Council Tax support claims and changes	To be set at end of Year 1 98.78% 2020/21 Baseline 71.39 800 8.91 Sep 20 13.98 Sep 20	Annual Annual TBC 800 9.33 Sep 21	To be set at end of Year 1 98% +/- 2% To be set after Year 1 69 (+/- 3%) 10,000 (cumulative target) Reduce Reduce	Annual Annual Annual Annual	   
					% residents who are just coping	29.5%	41.7%	Tracking							
					% residents who are managing	13.3%	16.7%	Tracking							
					% residents who are thriving	17.7%	9.6%	Tracking							
					% of population living in income inequality	9.6%			Annual						
					Gap in annual household income between highest and lowest (Definition to be set)	-	-	-	Annual						
					Households in Fuel Poverty (%)	15.1% (2019)	Annual	Reduce	Annual						
					Gap in life expectancy at birth male/female Inequality in life expectancy at birth for Males / Females	9.3 (M) 7.3 (F) 2011-13	10.7 (M) 9.6 (F) 2017-19	Tracking	 Annual						

Performance to be cross referenced with "Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health"

Investment Strategy & Resources

21/22 Revenue 8% of Council Budget		5-Year Capital
Gross £000	Net £000	£000
52,674	728	

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

Figures based on 2021/22 budget setting

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

- Role of hubs and support provided to local families during Covid-19 pandemic – signposting to financial and other support)
- Poverty Truth Commission – testimonies and case studies from local people, working with policy and decision makers to improve the systems, approaches and processes to support people out of poverty
- Case studies being identified that demonstrate impact or where improvement is required

Geographic Impact
(Localities impact, LIoN data etc)

To note areas moving down 2 categories in Thrive are in Birtley, Chopwell & Rowlands Gill and Chowdene wards. Further information will come from the approach to locality working through analysis of Lion data and locality working

- Gateshead in most recent ONS data is ranked **47th most deprived authority** nationally with an average deprivation score of **0.167**.
- Population of **200,214** of which **16,063** is rural.
- Deprivation gap is 41%** - The deprivation gap for each LA is calculated by subtracting the lowest 'Income Score (rate)' from the highest 'Income Score (rate)' within that local authority.
- Annual pay - Gross (£) - For all employee jobs 2021:
 - United Kingdom was £31,447.
 - North East was £26,500
 - Gateshead was £26,265

CREATE AND DEVELOP HEALTHY AND SUSTAINABLE COMMUNITIES AND PLACES

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND OUR PERFORMANCE

Outcome	Intervention	On track	DoT	£	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
Local communities and social networks are strong All residents have access to a high quality, affordable, warm and 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 and anti-social behaviour Gateshead is carbon neutral by 2030	<ul style="list-style-type: none"> Support development of community activities - remove barriers to community participation & support people to be involved locally and develop Community Wealth Building. Completion of workstream on locality working. Ensure provision of homes to meet current and future needs Promote low carbon housing development and improve insulation to Council owned properties and install low carbon heat and energy where feasible Improve and invest in the local environment and increase woodland coverage by 250ha by 2050 Make Gateshead accessible to all, achieving a shift to sustainable forms of travel and increase Council use of low carbon vehicles Support agile working by expanding use of digital technology, minimise paper and reduce the need for staff to travel Promote community cohesion and prevention of crime and anti-social behaviour. Implementation of Policy on Climate Change Emergency Electrify the Council's fleet where practicable by 2030. Continue to deliver low carbon heat and power via district heating networks Identifying funding to assist with recycling and waste minimisation projects and implement behavioural change initiatives Ensure goods and services procured by the Council are compatible with our Climate Emergency commitments 				% satisfaction with neighbourhood as a place to live	64%	No survey this year	Increase	Annual	% of Council housing stock empty	N/A	3.37%	Reduce	Annual
					% of homes built against annual housing requirement	63% (2020)	Annual	Increase	Annual -	Activity to support community capacity building	To be set at year end	Annual	-	Annual
					% of new homes built that are affordable	13.8% (2020/21)	15.8%	Increase	↑	No. of private dwellings identified as having a Category 1 hazard and the No. that had this hazard removed	To be set at year end	Annual	-	Annual
					% of long-term vacant dwellings as proportion of total housing stock	2.3% (2019)	Annual	Reduce	Annual	% of Council commercial fleet operating on electricity	2%	2%	-	Annual
					% of homes with SAP score above 65	64 (2020/21)	64 (2020/21)	65 (+/- 3%)	↔	Progress towards Gateshead being carbon neutral by 2030 (% achieved as per annual audit external assessment)	70%	75%	100% Cumulative	↑
					Number of homes with zero carbon heat source	To be set	Data not available	-	Annual	No of trees planted on Council land per annum towards target	0	250	Increase	Annual
					% of Council homes that meet the Decent Homes Standard	94.46 (Based on 2020/21 result)	Annual	Increase	Annual	% Highways / streetlights repairs completed within timescales: highways (10 days) % streetlights completed within (5 days)	To be set at year end	88%	95%	↓
					% of functional green space amenable to healthy lifestyles in the 25% most deprived wards Local measure work in progress, based on Marmot	TBC	Annual	Increase	Annual		88% 19/20	87%		↑
					Number of public transport passenger journeys in Tyne and Wear	152m pa 32.3% 20/21	Annual	-	Annual	Council emissions reduction from 2008 baseline	0%	55%	100%	↑
					Gateshead areas compliance with Local Air Quality Management Framework	Compliant	Annual	Compliant	↔					
					% of household waste sent for reuse, recycling and composting	32.3% 30 June 21	35% Apr-Sept 21/22	Towards 50%	↑	% of the overall tonnage in recycled waste collected that is contaminated with non-recyclable materials	15.8% 20/21	21% April-Sept 21/22	13% improvement over three years	↑
					Total recorded crime in Gateshead	9,294 2020/21	9,164 2021/22	Reduce	↓					
					Level of violent crime against the person	3,368 2020/21	3,508 2021/22	Reduce	↑					
Drug related crime	210 2020/21	196 2021/22	Reduce	↓										
Gap in life expectancy at birth male/female: Slope index of inequality	9.3 (M) 7.3 (F) 2011-13	10.7 (M) 9.6 (F) 2017-19	Reduce	↓										

Performance to be cross referenced with "Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health Annual Report 2021/22"

Investment Strategy & Resources (24% of Council gross budget)

21/22 Revenue		5 Yr Capital
Gross £000	Net £000	£000
160,327	23,717	228,733

Commissioned Spend: tbc
 Assets: Asset Strategy Review
 Employees 1206.46 FTE
 Figures based on 2021/22 budget setting

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

- Local hubs development work supporting communities – evidence of impact being developed
- Achieved Silver in Annual Investors of the Environment Audit and our score increased from 70% in 2020 and 75% in 2021. The report also indicates a 19% reduction in carbon emissions from 2020 to 2021

Geographic Impact (Localities impact, LIoN data etc)

- Further information will come from the approach to locality working through analysis of Lion data and locality working
- Increased complaints of ASB within those neighbourhoods that are deemed 'Thriving' and 'Managing' areas under Thrive agenda (with many complaints relating to potential tolerance issues e.g. noise, young people gathering in street/parks and lower-level ASB).

STRENGTHEN THE ROLE AND IMPACT OF ILL HEALTH PREVENTION WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND OUR PERFORMANCE

Outcome	Intervention	On track	DoT	£	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT	
All preventable ill health 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 All residents will be able to access flexible health and care support, when and where they need it	Develop and implement Health and Wellbeing Review	Health and Wellbeing review underway	↑		Gap in life expectancy at birth male/female: Slope index of inequality	9.3 (M) 7.3 (F) 2011-13	10.7 (M) 9.6 (F) 2017-19	Tracking	↑	Population vaccination coverage - Flu (aged 65+) Compared to England rate as baseline	80.9 (England 2019/20)	83.5 (2020/21)	Increase	↑	
	Accelerate preventative programmes;	Locality working approach developing building on hubs	↑		Estimated smoking prevalence Cardiovascular Disease Compared to England rate as baseline	16.5% (England 2019/20)	17.5% (2019/20)	Reduce	↑	Age standardised mortality rate for deaths related to drug misuse - persons by local authority	28 (2019)	30 (2020)	Reduce	↑	
	Deliver Community Based approaches as a core principle;				Suicide rate Public Health Profiles Compared to England rate as baseline	10.4 (England 2018-20)	9.0 (2018-20)	Reduce	↓	Chlamydia detection rate / 100,000 aged 15 to 24 Compared to England rate as baseline	1,408 (England 2020)	1,497 (2020)	Reduce	↑	
	Learn lessons from the pandemic;	Lessons being learned but still responding			Admission episodes for alcohol-specific conditions - Under 18s Compared to England rate as baseline	30.7 per 100,000 (England 2017/18 - 2019/20)	50.5 per 100,000 (2017/18 - 2019/20)		↑	The proportion of older people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	77.97% 2020/21 (provisional)	78.8%	Increase	↑	
					Under 75 mortality rate - Cancer considered preventable Compared to England rate as baseline	51.5 (England 2020)	76.7 (2020)	Reduce	↑	% of clients using technology assisted care	Reporting to be developed during 2021/22				
	Embed health inequalities within, wider public services & recovery plans				Total households assessed who are owed a duty, who were sleeping rough at the time of application	2020/21 baseline to be used	21	2020/21 data to be used to formulate	Annual	Total households initially assessed as owed a homeless duty	2020/21 baseline to be used	824 households assessed of which 816 were assessed as owed a homeless duty.	2020/21 data to be used to formulate	Annual	↑
	Locality working caseworking support	Approach being developed	↑		% of households where homeless prevention duty ended that maintained / secured accommodation for 6+mths. And % of these identified maintained / secured accommodation that remained in existing accommodation	2020/21 baseline to be used	(3A) 54% of households where prevention duty ended that maintained or secured accommodation for 6+months. (3b) of the 54% of cases who secured accommodation for 6m+ 15% remained in existing accommodation.	2020/21 data to be used to formulate	Annual	% of council dwellings with a valid gas safety certificate	99.80%	99.92%	100%		
				Person shaped measures used in locality working	Baseline to be set at end of Year 1	TBC	2021/22 data to be used to formulate	Annual							

Performance to be cross referenced with "Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health"

Investment Strategy & Resources

21/22 Revenue (4% of the Council's gross budget)		5 Year Capital
Gross £000	Net £000	£000
28,740	19,744	1,126

Commissioned Spend: tbc
Assets: Asset Strategy Review
Employees: 263.23 FTE (tbc)
 Figures based on 2021/22 budget setting

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

- Locality based working will provide qualitative impact after year 1.
- Homelessness prototype now being implemented via the Changing Futures Programme due to impact of prototype
- Impact of Covid-19 pandemic (DoPH Report) impact on performance through disruption, capacity re-prioritise to responding

Geographic Impact (Localities impact, LIoN data etc)

Further information will come from the approach to locality working through analysis of Lion data and locality working

ORGANISATIONAL HEALTHCHECK – BALANCED SCORECARD – SUMMARY OF PERFORMANCE

EMPLOYEES

- Employee satisfaction – Gateshead Council a great place to work
- Diverse & inclusive workforce
- Maximising Employee Potential – opportunities to learn, develop and aid succession planning

	Baseline	Latest	Target	DoT
Employee survey – The Council is a good place to work (new measure in future on employee morale and Covid-19 impact)	64% 2016	73% 2018		
No. of apprentices as a % of total employee headcount (as at 31 March)	2.38%	3.29% Mar 21	6.5%	
% of Apprenticeship levy spent (incl transfers) – towards March 2023	50%	56% Mar 21	70% by 2023	
No. of Employee resignations	N/A	3.04% Jul 21	2.50%	-
Average Sickness Absence days per FTE	10.58	11.3 days	9 days	
Agency worker costs	£1.412m	£1.146	None set	
% employees with access to a device that can be used to facilitate agile working	N/A	TBC	TBC	-
% of employees with a corporate IT network user account	N/A	TBC	TBC	-
% employees completed GDPR training	N/A	N/A	95% 23/24	-
% employees reporting their protected characteristics	N/A	35%	70% by 2023	-

CUSTOMER EXPERIENCE

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

	Baseline	Latest	Target	DoT
% residents satisfied with Gateshead as a place to live	64%	64%	None set	
% satisfied with the Council	52%	42%	None set	
Commission Happiness Survey	N/A	N/A	TBC	-
% residents who are vulnerable	39.5%	31.9%	None set	
% residents who are just coping	29.5%	41.7%	None set	-
% residents who are managing	13.3%	16.7%	None set	-
% residents who are thriving	17.7%	9.6%	None set	
No of stage 3 corporate complaints upheld	10%	15%	10%	
No of complaints upheld by the LG Ombudsman	12%	0%	10%	
No of complaints upheld by the ICO	1	0	1	
No of compliments received about Council services	54	78	None set	
Digital Customer Experience % of transactions completed online for G'den Waste; Birth/Deaths; Flytipping	76%	80%	Increase	
Number / £ of online payments	98,961 / £12.5m	123,214 / £14.8m	Increase	
Telephony contact response answer rate (Average of Customer Contact Unit; Revs & Bens; Housing; Adult Social Care Direct)	To be set	86%	Increase	-

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

FINANCE, GOVERNANCE & RISK

- Revenue Budget, Capital Budget; HRA; Income received, Risk

	Baseline	Latest	Target	DoT
Revenue Budget position % over/ under	0.27% under (Q2)	0.11% over (Q3)	TBC	
In-Year 2021/22 budget savings £8.1m delivered	£8.1m Feb 21	97.5%		
Capital Programme Position % over/under	£137.737	£125.1m		
% Council spend organisations Gateshead based	To be set	Year end	-	-
% Invoices paid within 30 days	87.32%	84.85%		
% of Council Tax collected	77.9% / Dec 20	78.1% / Dec 21		
% Business Rates collected	72.4% / Dec 20	72.3% / Dec 21		
Rent collected from current tenants as a % of rent owned (excluding arrears b/f)	98.78% / Sept 20	93.9% / Sept 21		
Financial Assessments and social care finance - % of debt in year collected	99.74% / Sept 20	93.9% / Sept 21		
Value of Services provided by the Council to schools	£12.6m	£12.2m		
No of serious data breaches reported to ICO	0	0		
Health and Safety near miss / hazard reports	116 / 45% of near misses	38 / 38% of near misses		
Audit High Priority Recommendations made	To be set	Year end		

EXTERNAL ASSESSMENT

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

	Baseline	Latest	Target	DoT
CQC Council Registered Schemes (11 total)	Good	Good		
Ofsted Learning Skills	Good	Good		
Ofsted Children's Social Care Services	Good	Good		
Ofsted SEND (Narrative assessment)	Significant strengths, No areas for priority action	Strong & effective support provided		
External Audit (Mazars)	Unqualified	Unqualified		
Regulator of Social Housing Consumer Standards	-	Compliant – 5 Progressing – 3 Noncompliant - 1		
HSE Enforcement Actions	0	0		
Council working in partnership (Survey VCS; Private and Public sector partners)	Baseline to be set	TBC	-	-

Performance to be cross referenced with "Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health Annual Report 2021/22"

- Achieving or exceeding target
- Underachieving within tolerance% if set
- Underachieving over tolerance

Key Tolerance Key



TITLE OF REPORT: Corporate Parenting Board Update

REPORT OF: Andrea Houlahan, Deputy Strategic Director, Children, Adults and Families

EXECUTIVE SUMMARY

This report provides an update following the first new Corporate Parenting Board meeting which was held on 14 December 2021.

Policy Context

What is Corporate Parenting

1. 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

2. 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 guidance.

The Corporate Parenting Principles

3. The Corporate Parenting Principles set out seven fundamental requirements for looked after children and care leavers, as follows:
 - To act in the best interests, and promote the physical and mental health and wellbeing, 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. Gateshead Council has a unique responsibility to children who are cared for by the authority and care leavers as their 'corporate parents'. As such, the Council has legal and moral responsibilities towards them and as a corporate parent should carry out many of the roles a parent would. We must aspire to provide everything a loving parent does and should still be able to provide our children and young people with the best possible support and care so they can achieve good outcomes in life.
 5. For the Council to be a good corporate parent, we need to have the highest ambitions for our children and young people looked after and have a 'whole council' approach to their care and upbringing, involving staff, carers, Elected Members, and partner organisations alike. We will encourage everyone to do as much as they can to make sure that children and young people feel in control of their lives and able to overcome the barriers they face.
 6. Gateshead Council has a strong commitment to corporate parenting, making it a priority for everyone as if they were our own children and young people.
 8. Whilst specific corporate parenting responsibilities do not apply to partner agencies, the Statutory Guidance to the Act (2018) notes that councils with the highest ambitions for looked after children and care leavers will seek to engage other agencies in meeting the needs of their young people. Gateshead Council alone cannot meet the needs of Looked After Children and Care Leavers and needs to work effectively with partners to implement the statutory Corporate Parenting Principles.

Corporate Parenting Board

9. Two Corporate Parenting Board meetings have been held under the new arrangements, chaired by Cllr Haley who is the Portfolio lead for Children's Services.
10. Attendance has been strong with elected members and partner agencies. Unfortunately, police were not in attendance at the last corporate parenting board and were unable to send a representative. Membership includes police, health, the council's children's right officer, public health, a foster carer, the virtual school head, mental health services, Gateshead Housing, and the CCG. There continues to be a challenge in recruiting a member from the voluntary community sector.
10. The Board's function which is to ensure that all the activity in the council continually contributes to improving outcomes for looked after children and care leavers in a thread throughout the agenda and meeting forward plans. The agenda will remain dynamic and be changed in response to local and national activity as required.
11. To date the content of the Board meeting agendas have included
 - Constitution and terms of Reference
 - Forward Plan
 - Placement Sufficiency
 - Missing from home
 - Performance information – children looked after
 - Education annual report
 - Adoption Service Annual report
 - Health and Wellbeing of children cared for
 - Early Permanence Report (fostering to adopt)
 - Children's Homes Report
 - Care experienced Service Annual Report (Care Leavers)
 - Ofsted Focussed Visit Update

The Role of Partners

13. Accountability to the Corporate Parenting Board continues to be via the Corporate Partnership Group which has been established to promote a strong corporate parenting ethos and consider how services can be delivered differently to meet the needs of the care population as effectively as possible.

The Partnership Group

14. The Corporate Parenting Partnership Group is made up of colleagues from the Council, Health Services, Education, the Voluntary Sector, and other relevant organisations. This group is chaired by the Assistant Strategic Director – Social Work and the Service Manager – Looked After Children is the vice chair.
15. The group will take forward issues and decisions arising from the Corporate Parenting Board which require the engagement of operational services in and

outside the council. The actions and recommendations agreed by this group will be shared with the Corporate Parenting Board.

Conclusion

16. The corporate parenting board will continue to meet every 4 months and consider pertinent activity which impacts on the children and young people of Gateshead. All information shared will be circulated to all elected members who are corporate parents.

Recommendation

- 17, It is requested that Families Overview and Scrutiny Committee

- note the contents of this report

CONTACT: Andrea Houlahan

EXTENSION: 2782

Corporate Parenting Governance Chart

CORPORATE PARENTING BOARD

CORPORATE PARENTING PARTNERSHIP

Chair: Deputy Strategic Director,
Children’s Social Care and Early Help
Vice Chair– Children and Families and
Service Manager – Looked After Children

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ARTS, LEISURE & CULTURE WORKSTREAM

VACANT
Rebecca Pedlow
Chris Myhill
Julie Nicholson
Gavin Bradshaw
Chris Hulme
Valerie Ender
Lynn Littler
Karolynne Hart
Steve Jinski (ext)
Wendy Smith (ext)
Vikas Kumar (ext)
Martin Hylton (ext)
Annie Bedford (ext)
Steve Sullivan (ext)
Anne Fountain (ext)

EDUCATION, TRAINING & EMPLOYMENT WORKSTREAM

Jean Thompson
Danny Meek
Karen Ruddick
Lauren Collinson
Sonia Anderson
Emma Blackwell
Danny Meek
Beverley Hunter-Smith
Martin McDonald

HEALTH WORKSTREAM

Linda Hubbucks
Ellen Robinson
Jon Gaines
Moirra Richardson
Jackie Ingram
Shauna Garrett
Clare Cavanagh
Maxine Duffy
Jean Hubble
Dawn Harvey
Susan Walker

PARTICIPATION WORKSTREAM

Chris Hulme
Laura Cassin
Jackie Ingram
Lucy Peart
Beverley Hunter-Smith
Martin Hanson

PLACEMENTS & ACCOMMODATION WORKSTREAM

Andi Parker
Jennifer Neill
Martin Hanson
Jill Little
Martin Hanson
Joanne Waters
Julie Young
Penny St Bernard
Kathryn Reeve
Paul Kelly
Jane Skittrall
Ben Van
Wagtendonk
Emma McManus

CARE LEAVERS WORKSTREAM

Beverley Hunter-Smith
Kate Sheldon
Care Leaver

PERFORMANCE WORKSTREAM

To be agreed in 2021

Corporate Parenting Workstreams

All workstreams will be underpinned by the principles of:

- Co-production with children, young people, carers, and other stakeholders
- Focusing on the impact of any actions on the lives of children and young people in care, and Care Leavers
- Proactive solution focused approaches

Workstream	Three Key Priorities for 2021	
Education, Training & Employment	5.1a	Ensure that all Gateshead children have an effective, high quality PEP
	5.2a	Develop a process to ensure that all post-16 young people have a written career plan
	5.2b	Ensure the consistency of engagement of post-16 young people with EET and to achieve 90% attendance
Health	4.1a 4.1b	Recovery – return to face to face health assessments and access to health services including dental and identifying health needs of care leavers. Monitoring compliance with statutory timeframes via score card.
	4.1b	Strengthen provision of emotional & mental health support to meet local need and ensure that children placed at distance receive the service they require. Strengthen assessment of mental health needs on entering care.
	4.1c	Improve support and advice to reduce unplanned pregnancies and the number of babies of care leavers coming into the care system.
Participation	1.1a	Planning session for CSCMT to be delivered by young people so that they understand the current challenges faced by children and young people.
	1.1b	Voice of the Child Audit to highlight areas for development to strengthen the voice of the child in LAC reviews and explore styles of recording, consultation documents and how the IROs code participation in the process.
	1.1c	Organisation of a virtual celebration event to recognise and reward the achievements of our children and young people during the difficult pandemic period.
Placements & Accommodation	2.1e	Look at specific provision to enable CYP to reside in or return to Gateshead. This may increase Gateshead provision or work alongside it

	5.1g	Ensure work to bring CYP back into Gateshead dovetails with active work on alternative education provision
	2.1e	Develop the Shared Lives offer to work with CYP from 16yrs as an alternative to fostering and residential placements.
Care Leavers	6.1a	Develop a multi-agency Care Leavers group to consult with young people and inform and improve service delivery
	6.1a	Consult with young people regarding their transition to the Leaving care team, accommodation, and the SAILS panel process.
	6.1c	Consult with young people in relation to their awareness of their entitlements as care leavers.

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TITLE OF REPORT: Children's Social Care and Early Help Services
Response to impact of Omicron variant

REPORT OF: Andrea Houlahan, Deputy Strategic Director –
Children, Adults and Families

Purpose of the report

This report provides a summary of the actions taken by Gateshead Children Social Care and Early Help Services in response to the latest Covid19 variant and the response to managing safeguarding and supporting vulnerable children.

Background

1. As a result of the latest Covid19 variant and its impact over the festive period, further changes have been needed to operate and provide for those most in need of care, support and protection.
2. National and Regional guidance has been sought which has enabled Gateshead to consider how child protection and care services can be delivered, in the event of staffing pressures i.e. covid sickness absences, self-isolation and complying with social distancing requirements.
3. Unlike in previous national lockdowns and peaks during the pandemic, the government has not implemented any flexibilities currently and all services are required to function on a business-as-usual basis. Statutory visits must be face to face, inspections are continuing and the timing of assessments, key child protection meetings such as child protection conferences and activity such as medical reports in the fostering and adoption processes, are all within the regulatory timescales as in existence prior to the pandemic.

Current situation

4. Current actions taken in response to Omicron –
 - Council produced risk assessments put in place for all Children's Homes to identify and manage responses to potential Covid19 risks
 - Grove House, short break care home for children and young people with disabilities – needed to close for 2 days due to 1 child testing positive but is remaining open with a reduced number of children in receipt of overnight care at any one time when required.

- Fostering panels are face to face with the facility to move to virtual if required to facilitate panel attendance and member attendance. However, virtual panels will not be regulatory compliant.
- RAG rated performance data trackers re-established to track and monitor all children deemed vulnerable and ensure those children who are at highest risk are seen, supported and protected.
- Regional Senior Leadership local authority meetings held fortnightly to discuss and review changes in demand and determine local responses to the pandemic
- Where appropriate staff encouraged to redeploy from wider Children Social Care Services and Early Help Services into Children's Homes to provide ensure and provide staffing resilience.
- Recruitment and progression trackers established to ensure that any staffing vacancies and absences can be covered speedily and with suitability qualified/experienced staff.
- Senior Officer rotas are in place to ensure there is always a management presence in the Civic Centre, to respond to emergency/crisis situations.
- Weekly senior management meeting held which routinely includes representatives from Finance and HR, to discuss the practicalities of delivering services during the pandemic.
- Covid recovery plan updated to reflect any changes in practice and restrictions in response to national government regulatory guidance.
- Social Care and Education Teams working together to identify children not in school due to covid impact can receive addition support.
- Staffing absences to be tracked daily using the Itrent system to determine greatest pressure demands and realign workers where required

Additional Service Pressures

5. Children Social Care and Early Help are due to go live with a new IT system (Mosaic) on the 24th January. Whilst this work is on track, it has become increasingly challenging for staff to complete training modules, data cleansing and migration tasks due to covid absences and cover arrangements required for colleagues.
6. The impact of Covid on the Mosaic implementation timetable will continue to be tightly monitored. **NOTE - Go Live date cannot be altered without significant cost to the Council**
7. Since lockdown in April 2020, CSC and Early Help have seen a significant increase in children who require intervention and support, and in the summer of 2020, Gateshead experienced the highest number of children in the care system (454) that it had ever seen. This number has now been exceeded over the Christmas period 2021 where we reached an all-time high of 631. This is creating significant placement pressures and demand in the system and has resulted in a significant increase in costs due to the need for more Independent fostering agency placements and external residential placements

Recommendations

8. OSC is asked to note the contents of the report.

Contact: Andrea Houlahan

Extension: 2782

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TITLE OF REPORT: Annual Work Programme

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

Summary

The report sets out the provisional work programme for Families Overview and Scrutiny Committee for the municipal year 2021/22.

1. The Committee's provisional work programme was endorsed at the meeting held on 17 June 2021 and Councillors have agreed that further reports will be brought to future meetings to highlight current issues / identify any changes / additions to this programme.
2. Appendix 1 sets out the work programme as it currently stands. Any changes proposed to the programme will be set out in bold and italics for ease of identification.

Recommendations

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

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Draft Families OSC Work Programme 2021-22	
17 June 2021 1.30pm	<ul style="list-style-type: none"> • New Performance Framework – Update • Covid-19 Updates • Free School Meals Update • New Corporate Parenting Board/Partnership/OSC arrangements • Foetal Alcohol Syndrome – Update • Work Programme
9 September 2021 1.30pm	MEETING CANCELLED
21 October 2021 5.30pm	<ul style="list-style-type: none"> • Covid-19 Updates • 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 • Ofsted Visit Outcome
3 February 2022 1.30pm	<ul style="list-style-type: none"> • New Performance Framework - Update • Covid-19 Update • Children and Young People’s access to Dental Health Services in Gateshead – Update • Corporate Parenting Board Update • Work Programme
10 March 2022 1.30pm	<ul style="list-style-type: none"> • Permanent Exclusions Update • EHCP/SEND Update • <i>Update from Regional Adoption Agency</i> • <i>Ofsted Improvement Plan</i>
28 April 2022 1.30pm	<ul style="list-style-type: none"> • FAS/FASD – Update on NICE Guidance <u>TBC</u> • New Performance Framework - Update • Covid-19 Updates (<i>to include impact of Covid on new mothers and babies</i>) • Corporate Parenting Board Update • Work Programme

Issues to Slot In –

- Results of Covid 19 Survey
- Poverty Proofing Schools / affordability of school uniforms
- Outreach Youth Work – targeted and universal

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