

CARE, HEALTH AND WELLBEING OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Tuesday, 22 June 2021 at 1.30 pm in the Council Chamber - Civic Centre

From the Chief Executive, Sheena Ramsey

| Item | Business |
|------|---|
| 1 | Apologies for absence |
| 2 | Minutes of last meeting (Pages 3 - 6) The Committee are asked to approve the minutes of the last meeting held on 2 March 2021. |
| 3 | Constitution (Pages 7 - 8) Report of the Chief Executive. |
| 4 | Role and Remit (Pages 9 - 10) Report of the Chief Executive and Strategic Director Corporate Services and Governance. |
| 5 | Update from Cumbria Northumberland Tyne & Wear NHS Foundation Trust - Mental Health Hospital Estates Work Representatives of the Trust will provide the OSC with a presentation on the above matter. |
| 6 | Update from Gateshead Hospitals NHS Foundation Trust - Mental Health Hospital Estates Work Andrew Beeby, Medical Director, Gateshead Hospitals NHS Trust will provide the OSC with a verbal update on this matter. |
| 7 | Update from Gateshead Hospitals NHS Foundation Trust - Regional Work on Infection Prevention and Control Representatives of Gateshead Health NHS Foundation Trust will provide the OSC with a presentation on the above matter. |
| 8 | Covid 19 Update Presentation from the Gateshead System. |

9 New Performance Management and Improvement Framework - Update
(Pages 11 - 28)

Report of the Strategic Director Resources and Digital.

10 NHS White Paper (Pages 29 - 36)

Report of the Strategic Director, Care, Wellbeing and Learning.

11 Annual Work Programme 2021 - 22 (Pages 37 - 42)

Report of the Chief Executive and Strategic Director Corporate Services and Governance.

Contact: Helen Conway email helenconway@gateshead.gov.uk, Tel: 0191 433 3993,
Date: Monday, 14 June 2021

GATESHEAD METROPOLITAN BOROUGH COUNCIL

CARE, HEALTH AND WELLBEING OVERVIEW AND SCRUTINY COMMITTEE MEETING

Tuesday, 2 March 2021

PRESENT: Councillor M Charlton (Chair), W Dick, K Ferdinand, B Goldsworthy, M Goldsworthy, M Hood, I Patterson, J Wallace, A Wheeler, P McNally, M Hall, J Lee, J Gibson, P Diston, H Haran and K McClurey

APOLOGIES: Councillor(s): R Mullen and S Green

CHW188 MINUTES

The minutes of the meeting held on 8 December 2020 were agreed as a correct record.

CHW189 IMPACT OF COVID- 19

The Committee received a presentation and update on COVID-19, which set out the current position, the challenges facing Gateshead Health and Care System Leaders and the steps going forward.

The Committee wished the place upon record their thanks to all the staff who had stepped up during the Pandemic.

The Committee also requested that an update be provided on how the NHS is coping and what pressures on beds/cancelled operations and staff have been faced during the pandemic.

RESOLVED - That the information be noted.

CHW190 DELIVERING THRIVE - A NEW PERFORMANCE AND MANAGEMENT FRAMEWORK

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

The Committee were advised that the Council's current performance framework has been in place for several years and has evolved over time. There is a need to develop a new framework that better reflects the priorities of the Council and which enables it to manage performance and demonstrate delivery against Thrive priorities, and also needed to be able to respond to the impacts of COVID-19 and

the future shape and role of the Council.

Engagement has taken place with members and officers across the council and members will receive an overview of the outcome of engagement however key comments made so far include:

- Thrive was the overarching policy for the framework supported by the Health and Wellbeing Strategy with a strong emphasis on tackling inequalities.
- The framework should provide members with a tool to challenge and scrutinise how priorities are being delivered and their impact.
- To be used to inform decision making about interventions and resource deployment
- Consider how to draw on and make best use of existing data ensuring this is robust and accessible to a range of audiences.
- Must be meaningful to all employees being clear on how everyone contributes to Thrive.
- Analysis is a key element with interpretation of the data with qualitative
- A greater emphasis on inequalities was needed to understand the areas of greatest need and whether we are closing the gap.
- Highlighting both areas for improvement as well as achievements
- Presentation a step forward but could be clearer still
- Greater engagement of partners as this develops

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

Committee were advised that the purpose of the new Performance Management Framework is to:

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

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

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

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

- RESOLVED -
- i) That the information be noted
 - ii) That further updates be provided in due course

CHW191 WORK PROGRAMME 2020-21 AND DEVELOPMENT OF WORK PROGRAMME FOR 2021-22

The Committee received a report which set out the current work programme for Care, Health and Wellbeing OSC for the municipal year 2020-21 and the current position/next steps in the development of the work programme for this OSC for the municipal year 2021-22.

The Committee were advised that as a result of the uncertainties arising in relation to Covid-19 pandemic, along with the pressures on services that this brought and having regard to the Council's approach to the development of a new performance framework, a more flexible approach was adopted for scrutiny in 2020-21.

This approach recognised the demands on services and the Council as a whole but, at the same time, has ensured that we have been meeting our statutory obligations to provide an effective scrutiny function and scrutiny has concentrated on delivering work that is of genuine value and relevance to the work of the wider council.

The work of this OSC was refocused on the current Covid-19 related priorities and the impacts of that alongside a couple of other priority issues for the Council/partners which are already being progressed elsewhere to avoid placing any additional burdens on service areas and a reduced programme of meetings was agreed.

The Committee were advised that the current work programme was attached as Appendix 1 to the report and any changes to the programme have been highlighted in bold and italics for ease of identification.

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

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

Committee were advised, with this in mind, an initial consultation with OSC Chairs and other elected members and officers on the proposed priority issues for the new work programmes for 2021-22 was carried out between 1 and 15 February 2021.

It was highlighted that any suggestions for the work programme should focus on priority issues that would support the Council's Thrive agenda and add value, taking

account of the five priority areas outlined in the budget consultation, the development of the Council's new Performance Framework; the Gateshead Strategic Needs Assessment and the Council's Health and Wellbeing Strategy.

At this OSC meeting there will be an opportunity for the OSC to comment on/discuss emerging issues for this OSC/put forward additional issues for consideration.

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

- RESOLVED -
- i) That the information be noted
 - ii) The Committee noted the work programme for 2020-21
 - iii) The Committee wished to add free dental treatment update for pregnant women/new mothers into the work programme
 - iv) That further updates will be brought to the OSC in due course

Chair.....

TITLE OF REPORT: Constitution

REPORT OF: Sheena Ramsey, Chief Executive

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

Chair S Green (C)
Vice Chair R Mullen (VC)

Councillors M Charlton
W Dick
P Diston
K Ferdinand
H Haran
J Gibson
B Goldsworthy
M Goldsworthy
M Hall
J McCoid
K McClurey
P McNally
I Patterson
D Robson
J Wallace
A Wheeler

Recommendation

The Committee is asked to note the information.

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TITLE OF REPORT: Role and Remit

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

Summary

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

Background

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

Remit/ Terms of Reference

2. Within the above principles, all Overview and Scrutiny Committees will
 - Review decisions, holding decision makers to account
 - Call - in executive decisions in accordance with the procedure set out in the Overview and Scrutiny Committee rules
 - Contribute to the policy making process
 - consider Councillor Calls for Action in line with the Council's protocol

⇒ carry out Policy reviews agreed as part of the service planning cycle

⇒ Advise Cabinet as part of the Council's performance management system

⇒ have a role in scrutinising and developing the Council's Improvement Programme

⇒ Examining the Schedule of Decisions

 - Ensure other agencies, public and private, play their part in achieving a better quality of life for Gateshead residents.

3. To perform the Overview and Scrutiny role in relation to:
 1. all the functions of the Council as a social services authority except those services provided to children and young people;
 2. health service for adults and an Overview of health services for children and young people and
 3. An overview of functions discharged under the Health and Social Care Act 2012 or any other enactment in relation to the planning, provision and operation of the health service in the area.

Membership: Eighteen members of the Council.

Recommendation

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

Contact: Angela Frisby

Ext: 2138

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

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

SUMMARY

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

Background

1. Performance Management is used by organisations to identify how well they are delivering services and making a positive difference as well as where improvements need to be targeted. It aims to help services get from where they are to where they need to be and inform decisions in an efficient and effective way.
2. A new approach to performance management and improvement has been developed based on guiding principles. It has been informed through extensive consultation and engagement with elected members, officers and partners. The new framework, which was approved by Council on 27 May 2021 (this is attached at Appendix 1) has a clear focus on priorities, delivery, measurement and analysis of impact. It is based on Thrive, tackling inequalities and is framed around the Health and Wellbeing Strategy. It comprises a Corporate Framework that sets out performance against the six policy objectives of the Health and Wellbeing Strategy and a Balanced Scorecard that demonstrates performance against 'organisational health'.
3. The Performance Management and Improvement Framework (PMIF) aims to:
 - Enable the Council to know whether it is achieving its priorities. (Thrive Policy)
 - Ensure that the Council's resources are being deployed effectively
 - Make both short and long term effective decisions
 - A whole systems approach – embedded in our partnership working to deliver the Health and Wellbeing Strategy

Progress and Implementation

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

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

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

Engagement

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

Performance Data Management

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

Equalities

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

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

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

Key milestones

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

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

Recommendation

17. Care, Health and Wellbeing Overview and Scrutiny Committee will be asked to consider and provide views on the following:

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

Contact: Lindsay Murray

Ext: 2794

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

- The circumstances which result in adverse childhood experiences are prevented
- Parents can access support proportionate to meet their needs, to be the best parents they can

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

| HOW WILL WE ACHIEVE THIS? INTERVENTIONS AND RESOURCES | | | | OUR PERFORMANCE AND IMPACT | | | | | | | | | | |
|--|---|----------|-----|----------------------------|--|---|--------|-----|-------------------------|--|---|-----|--|--|
| Outcome | Intervention | On track | DoT | £ | Strategic Performance | | | | Operational Performance | | | | | |
| | | | | | Baseline | Latest | Target | DoT | Baseline | Latest | Target | DoT | | |
| The circumstances which result in adverse childhood experiences are prevented | Develop a framework to support Gateshead as a child friendly place (HWB) | | | | % of children eligible for free school meals | To be agreed by July 2021 | | | | % of take up of free school meals | To be agreed by July 2021 | | | |
| | Economic Strategy | | | | Good development by age 5 (%) (Marmot) | | | | | The number of families with children living in an HMO (aim to reduce to zero) | | | | |
| | Support our schools to deliver an effective curriculum that addresses the skills required for later life and supports emotional well-being (HWB) Link to LA7 Recovery Plan interventions including summer catch-up programmes | | | | | Inequality in life expectancy at birth for Males / Females (PHOU AO2a) (Marmot) | | | | | Economic indicators to be determined | | | |
| | | | | | | No of children living in poverty (PHOF BO5) | | | | | % of Gateshead schools graded good or outstanding in relevant categories | | | |
| Parents can access support proportionate to meet their needs, to be the best parents they can | Focus our efforts on supporting confident, positive and resilient parenting, to those who most need our support (HWB) | | | | % of all schools and academies in Gateshead graded good or outstanding in relevant categories | | | | | Baseline on lost learning development | | | | |
| | C&F Early Help Strategy - providing support to families when a need is identified or as soon as a problem emerges, at any point in a child's life. | | | | No of children subject to a child protection plan | | | | | Measures to support parents to access services | | | | |
| | Looked After Children Strategy Interventions - Where children need to be cared for by the Council, we will make the duration of care as short as possible. Support families in making the changes required to enable their children's safe return home. | | | | | Reduction in referrals to specialist services such as Children Social Care | | | | | Reduction in the No of cases needed stepped up to Statutory Services, / Reduction in the number of families who need repeated support from EH Teams | | | |
| | | | | | | Reduction in the number of children becoming looked after | | | | | Reduction in the average duration of care episodes / Increase in % of care episodes where children return home | | | |
| | Development of baseline linked to LA7 Recovery Plan | | | | Baseline for early help – families needing support | | | | | Increase use of specific interventions to aid reunification (e.g. Family Group Conferencing, FDAC) | | | | |
| All children start school ready to learn | Increase the focus of existing expenditure on early years to reduce inequalities in early development (HWB) Make sure maternity services, parenting programmes, childcare and early year's education are of high quality and meet needs of all groups (HWB) | | | | Baseline for Early Help | | | | | To be determined once baseline is understood | | | | |
| | | | | | Good development by age 5 with free school meal status (%) (Marmot) | | | | | 6-8 week breastfeeding rate (PHOF 2.02ii) | | | | |
| All permanent school exclusions are prevented | Build resilience and well-being of all children and young people (HWB) | | | | School readiness % of children with free school meals achieving a good standard of development at the end of reception (PHOF BO2a) | | | | | Smoking at time of delivery (PHOF CO6) | | | | |
| | | | | | No of permanent exclusions and DoT | | | | | Support around school attendance | | | | |
| | | | | | Baseline – lost learning | | | | | | | | | |

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Investment Strategy & Resources

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

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

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

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

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

Geographic Impact
Impact (Localities impact, LIoN data etc)

ANALYSIS – WHAT IS THIS TELLING US?

AREAS FOR IMPROVEMENT

Strategic

Operational

Resources

AREAS OF EXCELLENCE

Strategic

Operational

Resources

ACTIONS

Strategic

Operational

Resources

SUMMARY ANALYSIS OF CORPORATE POSITION

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

What will we be doing in response?

Future Direction of Travel and Expectations over next 6 months

Summary Statement

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

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES

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

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

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

Investment Strategy & Resources

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

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

Risks to Achievement rated after mitigation

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

Qualitative Impact

- Evidence of impact (customers, customer profile, residents, employees others) Assessments, reviews, project findings, progress checks**
- Early help (including rising number of families needing support; domestic abuse; children’s emotional health and wellbeing; lost learning)
 - Mental health (from low level anxiety to crisis services, and complex individuals)

Geographic Impact (Localities impact, LIoN data etc)

ANALYSIS – WHAT IS THIS TELLING US?

AREAS FOR IMPROVEMENT

Strategic

Operational

Resources

AREAS OF EXCELLENCE

Strategic

Operational

Resources

ACTIONS

Strategic

Operational

Resources

SUMMARY ANALYSIS OF CORPORATE POSITION

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

What will we be doing in response?

Future Direction of Travel and Expectations over next 6 months

Summary Statement

CREATE THE CONDITIONS FOR FAIR EMPLOYMENT AND GOOD WORK FOR ALL

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES –

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

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

| HOW WILL WE ACHIEVE THIS? INTERVENTIONS & RESOURCES | | | | | OUR PERFORMANCE AND IMPACT | | | | | | | |
|--|---|----------------------------|-----|---|---|--------|--------|-----|--|--------|--------|-----|
| Outcome | Intervention | On track | DoT | £ | Strategic Performance | | | | Operational Performance | | | |
| | | | | | Baseline | Latest | Target | DoT | Baseline | Latest | Target | DoT |
| <p>All working age residents have access to good quality, sustainable work with decent pay and conditions</p> | <p>Intervention from Economic Strategy</p> <ul style="list-style-type: none"> • Visitor Economy • Green Economy • Digital Economy • Local Economy (Community Wealth Building) <p>e.g. Delivery of Gateshead Quays development including Conference and Exhibition Centre Gateshead Town Centre Regeneration Masterplan</p> <p>Baseline to be developed including impact on the economy following Covid-19 pandemic</p> <p>LA7 Recovery Framework delivery including promotion of apprenticeships; Maximise potential of existing assets to build the future economy; support for SMEs; skills for the green economy</p> | To be determined July 2021 | | | <p>Unemployment rate (consider break down e.g. youth; ethnicity; Long Term ill health etc) / Unemployment % (ONS Model Based Method) (Marmot)</p> | | | | <p>To be agreed July 2021</p> <p>People with learning disabilities in suitable accommodation and supported into paid employment (ASCOF 1E) <small>(Also in Ensure all maximise capabilities and control over lives)</small></p> <p>Individuals helped into work</p> <p>Business Rates generated / safeguarded</p> <p>Businesses supported</p> <p>Jobs created / safeguarded</p> <p>Inward investment success</p> <p>Business expansion projects completed</p> <p>Individuals moved closer to work</p> <p>Start ups commenced trading</p> <p>Additional measures to be identified from Economic Strategy development</p> <p>Apprenticeships starts / completion</p> <p>Apprenticeships at Gateshead Council / through apprenticeship levy transfer</p> <p>Individuals supported (enterprise / employment)</p> <p>No residents supported to take training or education (Housing indicator)</p> | | | |
| | | | | | Business Density | | | | | | | |
| | | | | | Jobs Density | | | | | | | |
| | | | | | Sustain Gateshead's working age population at a minimum of 2018 baseline of 128,300 | | | | | | | |
| | | | | | Pay of Full-Time Employees (+ lower percentiles) | | | | | | | |
| | | | | | GVA Per Hour | | | | | | | |
| | | | | | Business Survey (tbc) – satisfaction with Gateshead as a place to do business | | | | | | | |
| | | | | | Employment Rate (+ ER Gap) | | | | | | | |
| | | | | | Economic Inactivity Rate (+ Wants a Job) | | | | | | | |
| | | | | | Workless Households (+children in household where no one works) | | | | | | | |
| | | | | | WAP Qualified to Level 4+ / No Qualifications | | | | | | | |
| | | | | | Workplace Employment in Higher Skilled Occupations | | | | | | | |
| | | | | | Residents in higher skilled occupations (SOC 1-3) | | | | | | | |
| | | | | | Inequality in life expectancy at birth for Males / Females (PHOU AO2a) (Marmot) | | | | | | | |
| | | | | | <p>All people in low paid, low skilled jobs have opportunities to improve their skills base so they can more easily achieve personal progression and attain an improved standard of living</p> | | | | | | | |

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Investment Strategy & Resources

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

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

Risks to Achievement rated after mitigation

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

Qualitative Impact

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

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

Geographic Impact
(Localities impact, LIoN data etc)

ANALYSIS – WHAT IS THIS TELLING US?

AREAS FOR IMPROVEMENT

Strategic

Operational

Resources

AREAS OF EXCELLENCE

Strategic

Operational

Resources

ACTIONS

Strategic

Operational

Resources

SUMMARY ANALYSIS OF CORPORATE POSITION

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

What will we be doing in response?

Future Direction of Travel and Expectations over next 6 months

Summary Statement

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

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES –

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

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

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

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Investment Strategy & Resources (tbc)

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

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

Risks to Achievement rated after mitigation

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

Qualitative Impact

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

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

Geographic Impact (Localities impact, LIoN data etc)

ANALYSIS – WHAT IS THIS TELLING US?

AREAS FOR IMPROVEMENT

Strategic

Operational

Resources

AREAS OF EXCELLENCE

Strategic

Operational

Resources

ACTIONS

Strategic

Operational

Resources

SUMMARY ANALYSIS OF CORPORATE POSITION

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

What will we be doing in response?

Future Direction of Travel and Expectations over next 6 months

Summary Statement

CREATE AND DEVELOP HEALTHY AND SUSTAINABLE COMMUNITIES AND PLACES

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES

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

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

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

Investment Strategy & Resources

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

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

Risks to Achievement rated after mitigation

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

Qualitative Impact

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

Geographic Impact

(Localities impact, LIoN data etc)

ANALYSIS – WHAT IS THIS TELLING US?

AREAS FOR IMPROVEMENT

Strategic

Operational

Resources

AREAS OF EXCELLENCE

Strategic

Operational

Resources

ACTIONS

Strategic

Operational

Resources

SUMMARY ANALYSIS OF CORPORATE POSITION

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

What will we be doing in response?

Future Direction of Travel and Expectations over next 6 months

Summary Statement

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

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

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

| HOW WILL WE ACHIEVE THIS? INTERVENTIONS AND RESOURCES | | | | OUR PERFORMANCE AND IMPACT | | | | | | | | |
|--|---|----------|-----|----------------------------|---|------------------------|--------|-----|--|--------|--------|------------------------|
| Outcome | Intervention | On track | DoT | £ | Strategic Performance | | | | Operational Performance | | | |
| | | | | | Baseline | Latest | Target | DoT | Baseline | Latest | Target | DoT |
| All preventable ill health in Gateshead is reduced, to end the gap in inequalities within the borough | Health and Wellbeing Review (Leisure, Libraries, Culture Budget Implementation) Baseline development including Covid impact; LA 7 Recovery Framework including a focus on social determinants of health; Accelerate preventative programmes; Deliver Community Asset-Based approaches as a core principle; Learn lessons from the pandemic; Embed health inequalities within, wider public services & recovery plans | | | | Inequality in life expectancy at birth for Males / Females (PHOU AO2a) (Marmot) | To be agreed July 2021 | | | Baseline will inform future measures | | | To be agreed July 2021 |
| | | | | | Healthy Life expectancy at birth Female / Male (Years) (Marmot) | | | | | | | |
| | | | | | Life Expectancy at birth – Male / Female (Years) (Marmot) | | | | | | | |
| | | | | | Baseline indicators Mental Health (from low level anxiety to MH crisis services & complex individuals) | | | | | | | |
| No-one will be homeless or living in accommodation that does not provide a safe and healthy environment | Housing Strategy interventions Social Care interventions | | | | Total households owed a duty who were sleeping rough at time of application | | | | Homelessness: Number of families with children placed in bed & breakfasts/hotels Homelessness: Number of single households placed in bed & breakfasts/hotels who were 16/17 and number of these who were care leavers Homes having a category 1 hazard from which, as a direct result of Council intervention, Category 1 Hazards have been removed % of council dwellings with a valid gas safety certificate Carers survey adult's carer – satisfaction indicators Percentage of adult social care users who have as much social contact as they would like (ASCOF 1I) No of people accessing Supporting Independence Service, helping them to be independent for longer | | | |
| | | | | | Total households assessed as owed a duty (Matches H-CLIC Statutory Return terminology) | | | | | | | |
| | | | | | Homelessness: Number of households placed in bed & breakfasts/hotels | | | | | | | |
| | | | | | % of homes in the Borough with a category 1 hazard | | | | | | | |
| All residents will be able to access flexible health & care support when & where they need it | Adult Social Care interventions Adult Social Care Budget implementation Baseline development | | | | Self-reported user experience (ADSC users survey) | | | | | | | |
| | | | | | Baseline indicators on Frailty and end of life (caring responsibilities, loss of independence for vulnerable people, shielding; grieving) | | | | | | | |

Investment Strategy & Resources

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

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

Risks to Achievement rated after mitigation

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

Qualitative Impact

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

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

Geographic Impact (Localities impact, LIoN data etc)

ANALYSIS – WHAT IS THIS TELLING US?

AREAS FOR IMPROVEMENT

Strategic

Operational

Resources

AREAS OF EXCELLENCE

Strategic

Operational

Resources

ACTIONS

Strategic

Operational

Resources

SUMMARY ANALYSIS OF CORPORATE POSITION

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

What will we be doing in response?

Future Direction of Travel and Expectations over next 6 months

Summary Statement

EMPLOYEES

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

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

CUSTOMER EXPERIENCE

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

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

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

FINANCE, GOVERNANCE & RISK

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

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

EXTERNAL ASSESSMENT

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

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

Key Tolerance Key

Achieving or exceeding target

Underachieving within 5%

Underachieving over 5%



EMPLOYEES

Areas of Excellence

Areas of Identified Improvement

CUSTOMER EXPERIENCE

Areas of Excellence

Areas of Identified Improvement

FINANCE, AUDIT & RISK

Areas of Excellence

Areas of Identified Improvement

EXTERNAL ASSESSMENT

Areas of Excellence

Areas of Identified Improvement

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

TITLE OF REPORT: Overview of NHS White Paper ‘Working together to provide health and social care for all’ and its implications

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

Summary

To provide an overview of the NHS White Paper ‘Working together to provide health and social care for all’ and its implications for the Gateshead health and care system

1. Background

- 1.1 The origins of the NHS White Paper go back to 2019, when the Secretary of State for Health and Social Care (SoS) asked NHS England to identify what legislative changes were needed to fulfil the ambitions of the ten-year NHS long term plan (making sure everyone gets the best start in life; delivering world-class care for major health problems; and supporting people to age well).
- 1.2 In late November 2020, NHS England/Improvement (NHSE/I) issued a consultation document ‘Integrating Care: Next steps to building strong and effective integrated care systems across England’ and sought comments by the 8th January. The document set out a proposed direction of travel for Integrated Care Systems (ICSs) as well as options for giving ICSs a firmer footing in legislation. A response to the consultation was prepared by the Health & Wellbeing Board on behalf of the Gateshead System and submitted to NHSE/I.
- 1.3 In February 2021, the NHS White Paper was published with a view to setting out the case for a new legislative framework to facilitate greater collaboration within the NHS and between the NHS, local government and other partners, and to support the recovery from the pandemic. It is structured around three key themes:
 - Theme 1: Working together to integrate care – statutory ICSs with “dual structure” governance arrangements;

- Theme 2: Reducing bureaucracy – removing requirements on competition and procurement in the NHS;
 - Theme 3: Improving accountability and enhancing public confidence – the formal merger of NHS England and NHS Improvement and new powers for the SoS.
- 1.4 The White Paper also includes some additional proposals, many of which are related to public health and adult social care.

2. Theme 1 - Working together to integrate care

2.1 The White paper proposes that the forthcoming Health and Care Bill will support two forms of integration:

- Removing barriers *within* the NHS and making ‘working together’ an organising principle. NHS bodies (NHSE, ICSs and providers) will have a “triple-aim” duty of better health and wellbeing for everyone, better quality of health services for all individuals, and sustainable use of NHS resources.
- Greater collaboration *between* the NHS, local government and wider delivery partners to improve health and wellbeing outcomes for local people. There will be a broad duty to collaborate across the health and care system with the expectation that local authorities and the NHS will be work together within their ICS. The SoS will have powers to issue guidance on how the duty may work in practice.

2.2 ICSs will be put on a statutory footing to allow stronger and streamlined decision-making and accountability. They will have dual structure arrangements which reflect the two forms of integration – an ICS NHS body (board) and an ICS Health and Care Partnership.

ICS NHS body

2.3 The ICS NHS body will be responsible for the daily running of the ICS. Responsibilities will include developing a Plan to meet the health needs of its population, setting out the strategic direction for the system, securing the provision of health services and achieving system financial balance. The body will take over the functions and funding of CCGs and will be able to delegate funding to ‘place’ level and to provider collaboratives.

2.4 NHS Trusts will remain separate statutory bodies and the ICS body will not have the power to direct providers. But there will be a mutual new duty to have regard to system financial objectives.

2.5 Each ICS body will have a unitary board accountable for NHS spend and performance within the system. It will, as a minimum, have a chair and a CEO and will include representatives from NHS trusts, general practice, local authorities and others determined locally, such as mental health trusts as well as non-executive directors. NHSE will publish guidance on how boards should be constituted.

- 2.6 There is a commitment to provide a more clearly defined role for social care in the structure of ICS boards to give it a greater voice in NHS planning.

ICS Health and Care Partnership

- 2.7 The ICS Health and Care Partnership will bring together the NHS, local government and wider partners such as the VCS and Healthwatch to 'develop a plan to address the system's health, public health and social care needs' and to promote partnership arrangements. The ICS body and local authorities will have to have regard to that plan when making decisions. The Health and Care Partnership cannot impose arrangements that are binding on local government. Membership and functions will be determined locally. The White paper suggests that the Partnership could be used as a forum for agreeing priorities, coordinating action and aligning funding on key issues.
- 2.8 The White paper states that within the dual structure there will be local flexibility over how ICSs are arranged, and partners are encouraged to develop mature joint arrangements that deepen integration and improve outcomes.
- 2.9 There will be new legislation to make it easier for organisations to work closely together through setting up joint committees which could either be between ICSs and NHS providers or between NHS providers. Both types of joint committee could include representation from other bodies such as primary care networks, GP practices, community health providers, local authorities and the voluntary sector.
- 2.10 The White paper makes many references to the 'primacy of place'. ICSs must support place based joint working, with place-based arrangements at the core of integration. Place-level commissioning will frequently align geographically to a local authority boundary, and the Better Care Fund (BCF) will be a tool for agreeing on priorities.
- 2.11 ICSs will be required to work closely with Health and Wellbeing Boards as they are seen as having the experience as place-based planners. The ICS body will be required to have regard to Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies produced at HWB level and vice versa - this suggest that HWBs will also need to have regard to the ICS partnership plan. ICSs will need to consider how they can align allocation and functions with 'places', such as using joint committees, but models will be for local determination. NHSE and other bodies will provide support and guidance based on insights from early wave ICSs.
- 2.12 The Department for Health Social Care (DHSC) will explore how to enhance the role of the Care Quality Commission in reviewing system working. The White paper states that it wants to strengthen the patient voice at place and system levels to create genuine co-production.

2.13 Other legislative proposals include:

- A reserve power to set a capital spending limit on foundation trusts, if needed, to support the third aim of the Triple Aim duty in relation to the sustainable use of NHS resources.
- More effective data sharing to support integration and digital transformation of care pathways.
- NHS decision-making bodies will be required to protect, promote and facilitate patient choice with respect to services or treatment.

3. Theme 2 - Reducing bureaucracy

- 3.1 The requirement for competition applied to the NHS through the Health and Social Care Act 2012 will be removed. The NHS will no longer be subject to the Competition and Markets Authority. Where there is no value in running a competitive procurement process, these can be arranged with the most appropriate provider. NHSE will consult on a bespoke health services provider selection regime which will enable collaboration and collective decision making. The division between funding-decisions and provision of care will be maintained. The NHS will have greater discretion over procurement.
- 3.2 The SoS will have the power to create new Trusts within an ICS where this would result in better health outcomes. Subject to engagement and consultation, ICSs may apply to the SoS to set up a new Trust.

4. Theme 3 - Improving accountability and enhancing public confidence

- 4.1 The merger of NHS England and NHS Improvement will be put on a statutory footing, with the organisation called NHS England.
- 4.2 The government will have new powers over the NHS to support greater collaboration, information sharing, aligned responsibility, and in responding to change. These include:
- Reforms to make the government's mandate to the NHS more flexible (the current mandate sets annual priorities and expectations for NHSE).
 - Power to transfer functions between arm's length bodies.
- 4.3 The SoS will have the power to intervene at any point in the process around reconfigurations of health care. The SoS will have to seek appropriate advice to inform decision making and publish it transparently. Statutory guidance will be issued on the new process.

5. Additional Measures

- 5.1 Additional proposals have emerged from work on the pandemic to support health and care system recovery.

Social care

- 5.2 The White paper states that the government recognises the significant pressures faced by the sector and will bring forward proposals for reform this year, aimed at ensuring everyone can access affordable, high quality, joined-up and sustainable adult social care.
- 5.3 A new improved level of accountability will be introduced within social care, with an enhanced assurance framework allowing greater oversight over local authority delivery of care to raise standards and reduce variation in quality. The framework will involve improved data collection to allow for better understanding of capacity and risk. The Health and Care Bill will introduce a new duty for the CQC to assess local authorities' delivery of adult social care duties, and the SoS will have a new power to intervene if it is considered a local authority is failing to meet their duties. It is envisaged that the Department of Health & Social Care (DHSC) will work with the sector on the assurance framework which will be introduced over time.
- 5.4 There will be a new standalone legal basis for the Better Care Fund (BCF) separating it from the NHS mandate setting process.
- 5.5 The current requirement to assess people before hospital discharge will be replaced by a Discharge to Assess model in which an individual can receive NHS continuing health care (CHC) and NHS funded nursing care (FNC) assessments and Care Act assessments after they have been discharged. This will allow assessments in a familiar environment, enabling a more person-centred evaluation of care needs. The new model will not change eligibility thresholds for CHC or the Care Act; the White paper states it will not increase financial burdens on local authorities. The system of discharge notices and financial penalties will no longer be required.
- 5.6 The SoS will have a new legal power to make payments directly to social care providers in exceptional circumstances, such as in maintaining the stability of the market.

Public health

- 5.7 The experience of the pandemic has underlined the importance of a population health approach and robust health protection. The government will publish proposals for the future of the public health system – a new National Institute for Health Protection (NIHP) and the remaining functions from the closure of Public Health England.
- 5.8 The proposals in the White paper focus on issues that need primary legislation. There will be a public health power of direction through which the SoS can require NHSE to discharge public health functions and direct how the delegated functions are exercised – effectively strengthening existing powers.
- 5.9 Legislative changes will support the rollout of the national obesity strategy e.g. introducing further restrictions on the advertising of high-fat salt and sugar foods before 9pm and a new power for ministers to alter certain food and alcohol labelling requirements to make healthy choices easier.

Data Collection

- 5.10 The White paper proposes to improve the quality and availability of data across health and social care to address gaps in data to help understand capacity and risk in the system.

6. Implications for the Gateshead Health & Care System

- 6.1 The language of the White paper is one of collaboration, building upon the successes and learning from the pandemic and providing a statutory footing for key proposals. There are still many questions that remain unanswered, including on the relationship between health and social care and further guidance is awaited to provide the clarity needed. Some of the issues of particular interest to place based systems, such as Gateshead, are set out below.

ICS Body / Partnership

- 6.2 The creation of two distinct parts of an ICS adds a degree of complexity. Further clarity is needed on the respective roles and responsibilities of the proposed ICS statutory Body and the ICS Health and Care Partnership, including how they will relate to HWBs, OSCs etc.
- 6.3 Each ICS will need to agree how the ICS Body and the ICS Health and Care Partnership will work together and be held to account through the different accountability mechanisms for local government and the NHS. It will be important that any new national accountability mechanism builds upon and enhances existing local democratic accountability rather than bypassing or undermining it.
- 6.4 Clarity is also needed on how the ICS body and Partnership will relate to integrated activity at a local 'place' level and will support local leaders in developing arrangements that work best for their areas.
- 6.5 CCGs have become a valued part of the health and care landscape and the proposal that the ICS body will take on their responsibilities represents a significant change in organisational arrangements that will impact upon local place systems. It will be important therefore that their important contribution is not lost. In addition, clinical input to decision making will need to be maintained at all levels.

Primacy of Place

- 6.6 The emphasis on the primacy of place is to be welcomed, including:
- the recognition that it is at 'place' where real change happens;
 - the commitment that existing local partnerships and democratic structures should be based on local government place;
 - the expectation that ICSs will delegate functions to place-level partnerships.
- 6.7 It will be important that the principle of subsidiarity is put into practice and hard-wired into the way ICSs work with places, building from the bottom up.

However, additional powers to be given to the SoS under the White paper seem to run counter to this approach and there seems to be a contradiction between a welcome emphasis on flexibility and 'place' and greater central control and SoS powers of intervention.

Reducing bureaucracy

- 6.8 Whilst the aim of reducing bureaucracy and unnecessary requirements on commissioners and providers of health services is to be welcomed, it will be important that NHS and local government commissioning and financial frameworks are aligned. In particular, there will be a need to ensure that any measures to reduce requirements on the NHS do not create barriers to the NHS and other system partners working collaboratively.

Powers of the Secretary of State

- 6.9 There is a concern that the additional powers to be given to the SoS may undermine or bypass the existing powers and duties of local authorities on local NHS reconfigurations. Currently, the NHS has a duty to consult local authorities that are affected by any substantial variations or reconfigurations of health services.
- 6.10 Assurances will need to be sought from government that new powers granted to NHS bodies will not undermine local democratic accountability mechanisms.
- 6.11 The White paper states that the new power to be given to the SoS to make direct payments of funding to any bodies engaged in the provision of social care services will:
- not be used to amend or replace the existing system of funding adult social care, and
 - only be used in exceptional circumstances,

However, it is not clear in what circumstances the power can be used.

Social Care

- 6.12 The White paper acknowledges the pressures facing social care and the need to address its long-term sustainability and reform. However, the government is yet to bring forward its long-awaited wider funding reforms.
- 6.13 With regard to the national oversight of adult social care, it will be important that any arrangements build on existing best practice and are co-designed with people with lived experience.
- 6.14 Councils will also need to be an equal partner in the design of these oversight arrangements, building on existing sector led improvement work and looking at 'whole' health and care systems. A shared agreement is needed on what good looks like e.g. around person-centred and locally flexible care and support. The aim should be for an assessment of integration along the lines of the CQC local system reviews.

6.15 **Public Health**

Further clarification is needed on how the proposed power for the SoS to require NHSE to discharge public health functions as there is a danger it could undermine local leadership of prevention and promoting wellbeing. It will be important that this does not adversely impact on local government's public health responsibilities.

Data Collection

6.16 The stated aim of enhancing data quality is to be welcomed. It will also be important that data collection is proportionate, that data sharing is purposeful, and that its prime purpose is to support effective local commissioning and the delivery of care.

Health and Social Care Bill

6.17 The Government plans to introduce a Health and Social Care Bill to Parliament in 2021 so that the measures can start to be implemented in 2022. The document gives a commitment to continue to engage with stakeholders on the detail of the proposals and to work across government to address the interdependencies between health and other social determinants.

6.18 It will be important that Government commits to working with local partners on all aspects of the White paper, including subsequent legislation and to ensure full and inclusive consultation on the further development of its proposals.

7. Recommendation

7.1 Overview & Scrutiny Committee is asked to note the overview of the NHS White Paper and its potential implications as set out in this report.

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| TITLE OF REPORT: | Annual Work Programme 2021-22 |
| REPORT OF: | Sheena Ramsey, Chief Executive Mike Barker, Strategic Director, Corporate Services & Governance |

Summary

This report is set out in two parts. The first part highlights how the work of this Committee has helped influence / shape the development of decision making / performance improvement work during 2020-21 and the second part details the development of the work programme for Overview and Scrutiny Committees (OSCs) and sets out the provisional work programme for the Care Health and Wellbeing OSC for the municipal year 2021-22.

Annual Review

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

Development of 2021-22 Work Programme

4. Every year each Overview and Scrutiny Committee draws up a work programme based on the Council's policy framework which is then agreed by the Council as part of the policy planning process.
5. The Committee's work programme is a rolling programme which sets the agenda for its meetings. It is the means by which it can address the interests of the local community, focus on improving services and seek to reduce inequalities in service provision and access to services.

6. This year, due to the ongoing uncertainties relating to the Covid 19 pandemic and the lack of clarity on the outlook for local government finance it has been acknowledged that the approach to developing the OSC work programmes for 2021-22 was likely to have to be similarly flexible.
7. It was also noted that a continued focus on the impacts of the Covid-19 pandemic in some form or another would be likely to be a major area of focus for the OSCs at key points during 2021-22 as would the development of the Council's new performance framework.
8. With this in mind, OSC members have been involved in shaping the focus of the work of specific OSCs via email and provided with an opportunity to comment on the emerging themes at the scheduled March / April 2021 OSC meetings. The emerging themes have taken account of the need to support the Council's Thrive agenda and add value, taking account of the five priority areas outlined in the budget consultation; the development of the Council's new Performance Framework; the Gateshead Strategic Needs Assessment and the Council's Health and Wellbeing Strategy.
9. Subsequently, in line with usual practice, partner organisations have been consulted on the themes and have indicated that they are supportive of the emerging themes.
10. The attached provisional work programme (Appendix 1) has therefore taken account of the following:-
 - The New Performance Framework
 - The Thrive agenda and partnership work generally
 - The Gateshead Strategic Needs Assessment
 - The Council's Health and Wellbeing Strategy
 - The five priority areas outlined in the budget consultation
 - Current issues referred to Committees
- 8 The work programme remains provisional as
 - Cabinet has not had the opportunity to fully review its work programme and it may wish to refer further issues to Overview and Scrutiny Committees for further consideration.
 - It does not take account of new policy issues which may be identified during the year, which Cabinet may wish to refer to Overview and Scrutiny; and
 - It does not include issues identified by members of committees on an ongoing basis during the year as a result of scrutiny decisions, call in and councillor call for action.

Recommendations

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

Contact: Angela Frisby

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| Draft Care, Health and Wellbeing OSC Work Programme 2021-22 | |
|--|--|
| 22 June 2021 1.30pm | <ul style="list-style-type: none"> • New Performance Framework – Update • Gateshead System Covid -19 Updates (include as part of these updates information on numbers of residents suffering from long covid, whether more people are presenting with mental health issues and whether we are monitoring/there is data that the population has been gaining weight due to the impact of the pandemic, the impact on other health and care services / lessons learned/ contributions and collaborative work with our community partners) • NHS White Paper • Update from QE Regional Work on Infection Prevention and Control • Update from QE regarding the Mental Health hospital estates work • Update from CNT&W NHS FT regarding the Mental Health hospital estates work • OSC Work Programme |
| 7 September 2021 5.30pm | |
| 19 October 2021 1.30pm | <ul style="list-style-type: none"> • New Performance Framework – Update • Gateshead System Covid -19 Updates (include as part of these updates information on numbers of residents suffering from long covid, whether more people are presenting with mental health issues and whether we are monitoring/there is data that the population has been gaining weight due to the impact of the pandemic, the impact on other health and care services/ lessons learned/ contributions and collaborative work with our community partners.) • QE Update on Recovery Post Covid (to include what has worked well, new ways of working and recovery programme) • Gateshead Health & Care System Alliance Agreement – Update on progress in taking forward the Agreement as a whole during 2021/22 (feedback from OSC to inform arrangements for the following year). • Social Prescribing to support health and well-being - Update on the current service and future developments within the scheme. • OSC Work Programme |
| 7 December 2021 1.30pm | <ul style="list-style-type: none"> • |
| 1 February 2022 1.30pm | <ul style="list-style-type: none"> • New Performance Framework – Update • Gateshead System Covid -19 Updates (include as part of these updates information on numbers of residents suffering from long covid, |

| | |
|--------------------------------|---|
| | <p>whether more people are presenting with mental health issues and whether we are monitoring/there is data that the population has been gaining weight due to the impact of the pandemic, the impact on other health and care services/ lessons learned/ contributions and collaborative work with our community partners.)</p> <ul style="list-style-type: none"> • Update on Dental Health Services for Adults • The new LPS (Liberty Protection Safeguards) Update • Healthwatch Gateshead -Update • OSC Work Programme |
| 8 March 2022 1.30pm | <ul style="list-style-type: none"> • |
| 5 April 2022 1.30pm | <ul style="list-style-type: none"> • New Performance Framework – Update • Gateshead System Covid -19 Updates (include as part of these updates information on numbers of residents suffering from long covid, whether more people are presenting with mental health issues and whether we are monitoring/there is data that the population has been gaining weight due to the impact of the pandemic, the impact on other health and care services/ lessons learned/ contributions and collaborative work with our community partners.) • Work to Attract and Retain GP's in Gateshead - Progress Update • Healthy Weight Work in Gateshead – Progress Update (with particular focus on contribution of health partners) • OSC Work Programme |

Issues to slot in – Results of Covid 19 Survey