

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Monday, 14 June 2021 at 10.00 am in the Council Chamber - Civic Centre.

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies
2	Minutes (Pages 3 - 8) The Committee is asked to approve as a correct record the minutes of the meeting held on
3	Constitution (Pages 9 - 10) Report of the Chief Executive
4	Impact of Covid-19 (Pages 11 - 14) Report of Strategic Director, Resources and Digital
5	Performance Management and Improvement Framework (Pages 15 - 34) Report of Strategic Director, Resources and Digital
6	Gateshead District Energy Scheme - Operations Update and 5 Year Business Plan (Pages 35 - 42) Report of the Strategic Director of Housing, Environment and Healthy Communities
7	Annual Work Programme 2021-22 (Pages 43 - 46) Report of the Chief Executive and the Strategic Director, Corporate Services and Governance

Contact: Sonia Stewart - Tel: 0191433 3045 - Email: soniastewart@gateshead.gov.uk,
Date: Friday, 4 June 2021

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GATESHEAD METROPOLITAN BOROUGH COUNCIL

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Monday, 1 March 2021

PRESENT: Councillor John Eagle (Chair)

Councillor(s): S Ronchetti, J Wallace, D Bradford, L Caffrey, D Duggan, P Foy, T Graham, S Green, M Hall, I Patterson, J Simpson and K Wood

APOLOGIES: Councillor(s): J McClurey, R Mullen and J Raine

CR38 MINUTES

RESOLVED - That the minutes of the meeting held on 30 November 2020 be approved as a correct record.

CR39 IMPACT OF COVID 19

The Committee received a report and presentation setting out the impact of the Covid-19 pandemic on areas relevant to its remit.

The early impact of the pandemic was reported to Corporate Resources Overview and Scrutiny to Corporate Resources Overview and Scrutiny Committee in September 2020. This provided an overview and also outlined the impact of the pandemic on performance against the five Thrive pledges.

The global Covid-19 pandemic has had a significant impact throughout the world. There have been considerable implications for everyone in the UK including Gateshead, where it continues to affect the lives of all who live and work here. It is clear that the impact, particularly the long term issues will be far reaching for many years to come.

The Committee received a presentation which provided a detailed overview of the impact of the pandemic on areas relevant to this committee including:

- Update on the impact and continued response
- Lessons learnt
- How this is changing how we work in the future

Some of the key areas are highlighted below:

- Impact and response to increased demand from local people and businesses for financial support including Council Tax Support, Council Tax Hardship Fund, Winter grants and over 11,000 payments made to businesses
- Customer experience developments to ensure local people can effectively

and efficiently contact Council services - with 156,000 general calls since March

- The Covid - 19 pandemic accelerated the IT adoption and change program as demand for technologies that enable new ways of working has increased significantly. Software such as Microsoft Teams, which has enabled the organisation to communicate and collaborate via video, is completely different to the position a year ago. To meet this demand, the key lesson has been to confirm the plan for new ways of working enabled by technology is the right approach. However, to maximise the opportunities presented by new technology there is a need for further investment
- Supporting employees throughout the pandemic from frontline workers to those working at home, responding to different needs and ensuring safe working environments through risk assessments and activities
- Employees have been able to access counselling, 'wobble room' and guidance on looking after mental health and wellbeing while the Individual Employee Personal Discussion tool has been rolled out to understand the different needs of employees and how they can be supported
- A Health and Wellbeing Survey is currently underway with employees and the findings will be used to inform future developments
- A focus on agile working for the future, when employees can return to the workplace, and having solid foundations in place for different ways of working on a permanent basis
- Support through the hubs which have received over 7,500 requests for assistance including food, utilities and routine shopping
- Working with volunteers and community groups to support vulnerable and isolated people. Over 500 individuals offered to volunteer while a range of initiatives have been undertaken, most recently through the Christmas and winter period providing Christmas Hampers, gifts and a joint Gateshead and Newcastle Spirit of Christmas Campaign
- Supporting the Public Health response to the pandemic with implementation of resilience and business continuity planning
- Learning lessons from resilience work with partners across the Northumbria area and nationwide as well as implementation of more virtual communications and ensuring that continued incident responses adhere to health and safety guidance pertaining to Covid -19
- Financial impact on the Council through increased expenditure as well as lost / reduced income
- Supporting schools through the Services for Schools commercial services with continued engagement with schools and responding to emerging issues

It was queried whether the Council were receiving any support to cover the costs of administration of the grants and support payment schemes. It was noted that we do receive some funding for administration and some additional resources have been brought in. People are working incredibly well across the council.

It was noted that the figures are surprising and it would be good if it was possible to create a dashboard which could be posted on the Councils website, on number of businesses helped, residents helped.

It was noted that all employees should be thanked for the hard work they have done during the course of the pandemic.

RESOLVED - That the comments of the Corporate Resources Overview and Scrutiny Committee in relation to the Council's response to the Covid Pandemic be noted.

CR40 DELIVERING THRIVE - A NEW PERFORMANCE MANAGEMENT AND IMPROVEMENT FRAMEWORK

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

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

The development of a new approach began by agreeing some underpinning guiding principles which aims to develop a framework that:

- Is shaped around the characteristics needed to enable people to thrive
- Is simple, responsive, timely and meaningful indicators
- Empowers employees to drive improvement
- Incorporates qualitative and quantitative approaches
- Recognises locality-based approaches, population and community level interventions to improve
- Considers partnerships, communities and aligned to key policies and strategies such as the Health and Well-being Strategy, housing and schools
- Is intelligence led, using evidence to learn and improve
- Considers how to incorporate a wider range of data, for example linking to a 'Data hub' approach
- Measures the health of the organisation (balanced scorecard approach)
- Enables members to scrutinise performance and see the impact of decision making

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

It was noted that Councillors have been engaged from the beginning and there has

been strong support for an approach framed around the Health and Wellbeing Strategy. Analysis has been held at a corporate level to see what policies need to change. This approach will be developed and improved over the year.

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

The purpose the new Performance Management Framework is to:

- Enable the Council to know whether the 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

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

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

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

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

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

It was suggested that we use Council employees who live in Gateshead as a test for views.

RESOLVED - That the presentation and the views of the Corporate Resources OSC be noted.

CR41 WORK PROGRAMME 2020-21 AND DEVELOPMENT OF WORK PROGRAMME FOR 2021-22

The Committee received a report on the work programme for the 2020-21 and the development of the work programme for 2021-22.

As a result of the uncertainties arising as a result of the Covid-19 pandemic along with the pressures of services as well as having regard to the Council's approach to the development of a new performance management framework, a more flexible approach was adopted for scrutiny during 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 delivery work that is of genuine value and relevance to the work of the wider Council.

The work of the Corporate Resources 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 progress elsewhere to avoid placing any additional burdens on service areas and a reduced programme of meetings was agreed.

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

Initial consultation for 2021-22 with Chair and other elected member and officers on the proposed priority issues which would support the Council's Thrive agenda and add value. Also to be taken into account if 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.

It is anticipated that further reports over the coming year on the developing Performance Management Framework will be included in the work programme.

The following suggestions have also been made to be considered further:

- The impact of Brexit, in particular on the council and delivery of Council services.
- Major Projects where Council resource is being directed, such as the District Heating Scheme, the Arena development and the re-development of the Old Town Hall.
- A report from HR on the age profile of the workforce by Group and Service area.

RESOLVED – (i) That the work programme for 2020-21 be noted.
(ii) That the proposals for the 2021-22 work programme be noted.

Chair.....



TITLE OF REPORT: Constitution
REPORT OF: Sheena Ramsey, Chief Executive

Purpose

To note that the constitution of the Overview and Scrutiny Committee and the appointment of the Chair and Vice Chair as approved by Council for the 2020/21 municipal year is as follows:-

- | | |
|--------------------|--|
| Chair | Councillor J Eagle |
| Vice Chairs | Councillor S Ronchetti
Councillor J Wallace |
| Councillors | R Beadle
D Bradford
L Caffrey
D Duggan
P Foy
T Graham
S Green
M Hall
R Mullen
I Patterson
J Simpson
J Turner
K Wood
2 vacancies |

Recommendation

The Committee is asked to note the report.

CONTACT: Sonia Stewart

Extension 3045

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TITLE OF REPORT: Impact of COVID-19

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

SUMMARY

This report provides an overview of the update to be provided to Committee on the impact of the COVID-19 pandemic on areas relevant to its remit.

Background

1. Each Overview and Scrutiny Committee is receiving a report setting out the impact of the Covid-19 pandemic on areas relevant to its remit.
2. The early impact of the Covid-19 pandemic was first reported to Corporate Resources Overview and Scrutiny Committee in September 2020. The ongoing response and need to recover is being monitored and the Committee last received an update at their meeting on 1st March 2021. It was agreed that the Committee would receive a further update on 14th June 2021

Overview of response

3. The global Covid-19 pandemic has had a significant impact throughout the world. There have been considerable implications for everyone over the past 15 months and this will continue in the future. In Gateshead the pandemic, response and move to recovery continues to affect the lives of all who live and work here. The longer term impact is not fully understood given the pandemic is not over, although steps are being taken to identify and address issues being faced, looking both at the short term response and longer term recovery.
4. The Council implemented action from the beginning of the pandemic putting in place measures to respond to the issues that emerged early on and throughout. The Council has continued to prioritise its response through each wave, as well as looking towards recovery. The focus has been on supporting the most vulnerable to ensure they receive the help and services they need.
5. Throughout the pandemic employees have played a huge part on how the Council has been able to respond. Many have worked in different roles directly supporting local people through this difficult time. A lot of work has been undertaken to ensure employees work safely and have the equipment they need to undertake their roles in an effective way. Lessons have been learned that will help to inform new ways of working in the future.

6. The pandemic also required new ways of enabling customers to contact the Council given the need for social distancing. This required greater use of technology and a more digital approach to service delivery. Collaboration with partners and local communities has been crucial to the response and the council is working with others to help build the approach to recovery.

Impact

7. It is important to note that while the impact has been felt by everyone, Covid-19 has not gone away and we are all still responding and working differently to how we worked 15 months ago. Understanding the longer term impact will also be important and work is being undertaken by Public Health, to identify the main issues for Gateshead. This will also inform the new Performance Management and Improvement Framework through identifying and including relevant measures and qualitative information to help to address inequalities that have been exacerbated because of the pandemic and ensure there is a clear focus on what matters to local people. The framework will then be able to help to measure impact and activities to address this over time.
8. The Committee will receive a presentation which will provide a more detailed overview of the impact of the pandemic on areas relevant to this committee including the impact on Gateshead businesses, the approach to customer experience and the impact on employees. Key areas are highlighted below:

Impact on residents and business

- Impact and response to increased demand from local people and businesses for financial support including Council Tax Support, Council Tax Hardship Fund, Winter grants and payments made to businesses
- Proactive contact with residents and businesses to provide advice and support
- Improvements to the Council's website which will make it easier for people to access services online
- Research has been undertaken by NGI on the impact on local businesses and an update will be presented to the Committee

Supporting employees

- Continuing to support employees throughout the pandemic, with a focus on managing and maintaining mental wellbeing. Sessions have been delivered by the Occupational Health and Safety Service such as 'balance and burnout', 'working from home (including Teams fatigue)', 'coping with anxiety (self and others)', 'grief and loss' and, 'wobble/support room' sessions.
- Responding to new and evolving health and safety needs through risk assessment and ensuring constructive conversations take place between employees and their managers.
- The Employee Health and Wellbeing Survey has been analysed with headline results being used to inform an action plan. More detail of the top line outcomes and proposed actions will be presented to the Committee.
- The formulation of plans, through the Ways of Working Group, to introduce new ways of working for office based staff e.g. a suite of protocols to support

different ways of working on a permanent basis e.g. 'Virtual Meeting Etiquette'

Procurement and commissioning

- There is a good supply of PPE and the Council is obtaining the majority of PPE from Department of Health and Social Care.
- Prices are beginning to rise across many areas though particularly for building materials. Shortages are also being experienced in core building products e.g. cement, timber etc. This is not solely due to Covid as Brexit and the Suez Canal incident have also had an impact. This will be monitored.

Collaborative ways of working with partners

- The Council is developing collaborative strategic relationships with key partner organisations. This includes anchor institutions building on the invaluable work that has taken place with partners throughout the pandemic to look at how we can work together in the future for a more resilient borough.
- Building on the successful Gateshead household survey undertaken last summer, the region's local authorities have come together to undertake a further COVID-19 household survey in partnership with the National Institute for Health Research, NHS North East Integrated COVID-19 Hub, and Durham University. The results for Gateshead, when received, will be reported into the Committee at a future meeting.

Volunteering and community capacity building

- Throughout the last 18 months Covid-19 has directly impacted the voluntary sector provision with a need for volunteers to support vulnerable and isolated people in local communities.
- Around 700 people / groups offered support which was directed to the most appropriate projects. A section on the Council website enabled anyone who wanted to volunteer to register.
- The volunteering generally focussed on activities such as delivery of food and essential items, as well as telephone befrienders (through partner groups) to support the vulnerable and isolated.
- Any volunteer roles that weren't supporting the community directly with Covid-19 were not generally unable to open, though over the past few weeks regular volunteer roles have started to become active again as restrictions lift.
- Moving forward volunteer development work will concentrate on assessing the voluntary sector and identifying the volunteering needs, supporting groups to create suitable volunteer roles to address these needs and identifying the relevant guidance to adhere to social distancing

IT impact and support

- The main focus has been on supporting the IT needs of the organisation to enable working with new technology. This has been a huge part of the Council's ability to respond to the pandemic. The Council is in a strong position with work progressing well with having technology readily available following the accelerated IT programme.

- The needs for corporate meetings are being reviewed in line with new ways of working that will accommodate both face to face and virtual ways of collaborating.
- The IT Training offer remains available for all councillors and employees, through videos, virtual training and bespoke face to face sessions

Building resilience and physical assets

- Supporting services to review their Business Impact Assessments for all Council functions and, where necessary, develop or review Business Continuity Plans
- Work is also taking place to ensure Council buildings remain safe through cleaning regimes, signage etc and assessments are being made on measures as social distancing requirements change.
- The Council is also continuing with repairs and maintenance to buildings in line with health and safety guidelines
- Lessons on the use of buildings will be identified and used to inform future ways of working

Recommendation

9. It is recommended that Corporate Resources Overview and Scrutiny Committee receive the presentation and:
 - consider the impact of the Covid-19 pandemic on the areas relevant for this committee
 - identify any areas, they feel they require more detail about or feel require further scrutiny

Contact: Lindsay Murray

Ext: 2794

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. Corporate Resources 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															
All young people are ready and appropriately skilled for the workplace	Support our schools to deliver an effective curriculum that addresses the skills required for later life and supports emotional well-being (HWB) LA7 Recovery Plan implementation including the mitigation of increases in educational inequalities, including catch up programmes and NEET support				16-17 Year olds not in education, employment or training								Pupils missing 10% school sessions or more during academic year							
					19-24 year olds NEET % (Marmot)								No of Council apprenticeships							
					Employment related measure from Economic Strategy									Employment related measures to be determined through Economic Strategy						
					Inequality gap in educational attainment narrows															
					GCSE achieved 5 9-5 including English and Maths (%) / GCSE achieved 5 9-5 including English and Maths with free school meals status (%) (Marmot)															
					Inequality in attainment between children eligible for and not eligible for free schools GCSE										Inequality in attainment between children looked after by the local authority and those not (KS1 / KS2)					
					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 measures around good physical and mental health					
Gateshead is a positive place in which everyone’s mental health & wellbeing can flourish	Commission research into wellbeing of children and young people April 2021 Implementation of LA7 Recovery Plan including addressing issues such as Anti-social behaviour				Baseline development on Mental health (low level anxiety to crisis services & complex individuals)															
					Resident survey- Confidence in the Council / Voice is heard / General satisfaction								Consultation respondents							
Everyone is able to be an active part of their community	Ensure that views & opinions of local people are represented in all aspects of our work through democratic process & asset-based community development												No of young people engaged in Gateshead Youth Assembly							
	Social Care interventions				Proportion of adults with a learning disability who live in their own home or with their family (ASCOF 1G)								No of volunteers							
All domestic abuse is prevented	Prioritise preventing & reducing the scale & impact of violence & domestic abuse giving everyone control of their lives (HWB) Baseline to be developed				Those with learning disabilities in suitable accommodation & supported into paid employment (ASCOF 1E) (also included in Create Conditions for Fair Employment)								No of adaptations carried out (to enable people to stay in their home Total no. of accessible and adaptable homes built from 2018 baseline)							
					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?

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CREATE THE CONDITIONS FOR FAIR EMPLOYMENT AND GOOD WORK FOR ALL

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES –

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

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

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

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Investment Strategy & Resources

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

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

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

Qualitative Impact

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

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

Geographic Impact
(Localities impact, LIoN data etc)

ANALYSIS – WHAT IS THIS TELLING US?

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

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES –

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

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

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

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CREATE AND DEVELOP HEALTHY AND SUSTAINABLE COMMUNITIES AND PLACES

WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES

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

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

- Gateshead has low levels of crime & anti-social behaviour
- Gateshead is carbon neutral by 2030

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

Investment Strategy & Resources

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

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

Risks to Achievement rated after mitigation

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

Qualitative Impact

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

Geographic Impact

(Localities impact, LIoN data etc)

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

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

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

HOW WILL WE ACHIEVE THIS? INTERVENTIONS AND RESOURCES				OUR PERFORMANCE AND IMPACT								
Outcome	Intervention	On track	DoT	£	Strategic Performance				Operational Performance			
					Baseline	Latest	Target	DoT	Baseline	Latest	Target	DoT
All preventable ill health in Gateshead is reduced, to end the gap in inequalities within the borough	Health and Wellbeing Review (Leisure, Libraries, Culture Budget Implementation) Baseline development including Covid impact; LA 7 Recovery Framework including a focus on social determinants of health; Accelerate preventative programmes; Deliver Community Asset-Based approaches as a core principle; Learn lessons from the pandemic; Embed health inequalities within, wider public services & recovery plans				Inequality in life expectancy at birth for Males / Females (PHOU AO2a) (Marmot)	To be agreed July 2021			Baseline will inform future measures			To be agreed July 2021
					Healthy Life expectancy at birth Female / Male (Years) (Marmot)							
					Life Expectancy at birth – Male / Female (Years) (Marmot)							
					Baseline indicators Mental Health (from low level anxiety to MH crisis services & complex individuals)							
					Baseline indicators on Health behaviours (smoking, alcohol, substance misuse, physical activity/diet; long-term impact on NHS of delayed treatment)							
No-one will be homeless or living in accommodation that does not provide a safe and healthy environment	Housing Strategy interventions Social Care interventions				Total households owed a duty who were sleeping rough at time of application				Homelessness: Number of families with children placed in bed & breakfasts/hotels Homelessness: Number of single households placed in bed & breakfasts/hotels who were 16/17 and number of these who were care leavers Homes having a category 1 hazard from which, as a direct result of Council intervention, Category 1 Hazards have been removed % of council dwellings with a valid gas safety certificate Carers survey adult's carer – satisfaction indicators Percentage of adult social care users who have as much social contact as they would like (ASCOF 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)

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EMPLOYEES

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

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

CUSTOMER EXPERIENCE

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

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

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

FINANCE, GOVERNANCE & RISK

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

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

EXTERNAL ASSESSMENT

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

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

Key Tolerance Key

Achieving or exceeding target

Underachieving within 5%

Underachieving over 5%



EMPLOYEES

Areas of Excellence

Areas of Identified Improvement

CUSTOMER EXPERIENCE

Areas of Excellence

Areas of Identified Improvement

FINANCE, AUDIT & RISK

Areas of Excellence

Areas of Identified Improvement

EXTERNAL ASSESSMENT

Areas of Excellence

Areas of Identified Improvement

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

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

Appendix 2

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

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TITLE OF REPORT: **Update on Gateshead District Energy Scheme**

Report of: Strategic Director, Economy, Innovation and Growth

Summary

This report provides an update on the operation of Gateshead District Energy Scheme, by Gateshead Energy Company, since starting full operation in February 2018, and an update on Gateshead Energy Company's 5 year business plan.

Background

1. Gateshead Energy Company (GEC) was incorporated in October 2015 specifically to manage and operate the Gateshead District Energy Scheme. The heat network was designed to expand to meet the full needs of all new development in and around Gateshead Town centre (See Appendix 1 for the full network masterplan)
2. In April 2016, GEC and the Council signed a 40-year concession contract, which sets out the terms of operation, in which the GEC leases assets from the Council and takes sole responsibility of operating and managing all technical and commercial activities.
3. In addition to the operation of the energy scheme, other objectives were set out at the time of incorporation, which included policy priority outcomes for residents:
 - Attracting economic growth
 - Cost savings for commercial customers in the borough
 - Reductions in fuel poverty for residents
 - Carbon reduction in the borough
 - Income generation for the Council
4. Regarding governance, GEC is a subsidiary of Gateshead Energy Holdings Ltd (GEH). This structure allows other ventures to be created under GEH, if required. Following CMT agreement to increase Board membership from three to five, two additional directors have been appointed. Current Board membership is as follows:
 - Andrew Marshall (Chair)
 - John Shiel (replaced Darren Collins, from 22 October 2020)
 - Mike Barker
 - Alison Dunn (from 26 November 2019)
 - Andrea Tickner (from 26 November 2019)
5. A Members Advisory Panel was established to advise the Board, and meets the week prior to all board meetings, to consider Board business and make recommendations. The Panel comprise Deputy Leader and three members on Transport and Environment Portfolio. GEC Board itself meets quarterly with arrangements in place where decisions

are needed between Board meetings. These are followed up by decision records presented at the subsequent board meeting.

6. Day to day operations are led by Jim Gillon, Energy Services Manager, acting as the nominated representative for GEC. Peter Udall, as Strategic Director for Economy, Innovation and Growth, acts the Council’s representative under the Concession Agreement.

Operational Update

7. Key operational progress since commencement are set out below:
 - Heat and power supply commenced in Feb 2018, to core customers
 - From Summer 2018, Gateshead Leisure Centre, Library, Shipley Art Gallery and Talmudical College were connected, as well as 159 flats in Regent Court
 - From Oct 2019, GEC became the first small scale CHP generator to participate in the UK’s Balancing Mechanism, securing revenue from being available to turn on / off, at 30 mins notice, to balance the grid
 - Further new customers were completed to two additional Council buildings (PROTO and Baltimore House) and the first new build connection for heat/power to RIGA office building was completed in March 2020.
 - Most recently, the new Gibside Special School was connected to the heat network in early 2021
 - The current list of customers is provided in Appendix 1.
 - In addition, GEC has commercial connection offers issued to a number of potential customers:
 - Gateshead Quays (due 2024)
 - Mutli Storey Car Park (due 2022)
 - Speculative Office 2 (Baltic Quarter) – awaiting decision if this will be constructed
 - Park Rd, Shearlegs Rd, Gateshead Stadium, Gateshead Academy of Sport (due end 2021)
 - Freight Depot – (due 2022-2025)

8. In terms of network performance
 - GEC has met the terms of its concession agreement without any breaches and has performed within its performance standards, set out in the Concession Contract, for over 3 years.
 - The company continues to provide lower cost, lower carbon energy to customers – Council buildings, public venues and domestic housing, supporting organisations and individuals
 - Tariffs have been adjusted annually, both up and down, in line with inflation, ensuring customers remain on a discounted tariff compared to market rates. Annual tariff changes are summarised below, for heat and power. On the whole, heat price remains only 2% above starting tariffs. For power, price increases reflect the market increase across the UK, driven largely by increasing subsidy costs for renewables, grid resilience and distribution systems.

Energy tariff - annual change	2018/19	2019/20	2020/21	2021/22	Average change since 2018

Power	15%	-1%	-0.9%	14.4%	6.9% / year
Heat	9.0%	6.4%	-17.5%	4.2%	0.5% / year

- The only notable supply outages occurring since 2018 are as follows:
 - i. Nov 2019 – power failure to Baltic, caused by aging cable, acquired from Northern Powergrid. Power restored in under 3 hours
 - ii. June 2020 – heat failure / pipe burst to Baltic / Sage, due to latent defect. Outage for 7 days, but customers responsible for back up supply
 - iii. June 2021 – gas valve tripped, causing 18hr outage overnight, before fully resolved. No impacts reported from customers.
- All above resolved within timescales set out in customer supply agreement

Financial performance of GEC

9. The cashflow position of GEC is made up of the following significant items (with example figures from 2019/20, pre-Covid):

- Revenues
 - Heat Sales – direct supply of heat to customers
 - Power Sales – direct to private customer
 - Grid exports – sold to the grid
 - Grid services – payment for grid balancing / back up services
- Costs
 - Concession charge – annual fee for use of network
 - Gas Costs – to run gas combined heat and power engines
 - Electricity costs – for balance of power
 - Business Rates – retained 100% by the Council
 - Maintenance costs – for plant and equipment
 - Service fees – payable to Council, for administrative services
 - Other minor costs

Revenue (£000s)		Expenditure (£000s)	
Heat	-374	Concession Charge	864
Power	-1,652	Gas	831
Grid Export and Services	-380	Electricity	151
Other	-7	Business Rates	183
		Maintenance	153
		Service Fees	168
		Other	349
Total	-2,413		2,699

10. Currently GEC does not own any assets. Rather, it leases the network and energy centre from the Council, under the Concession Agreement, which results in a concession charge payable to the Council.

11. GEC started trading before the network was fully completed. Due to the delay in GEC being able to supply and generate heat to customers, GEC built up losses during the first 2 years of operation. With full operation commencing in Year 3 (2018/19) in-year losses started to reduce and the total cumulative losses at the year 3 of 2018/19 was £1.606m.
12. For Year 4, 2019/20, pre-tax losses were £0.286m, of which £0.132m related to a downward adjustment on the fair value of forward purchased gas which is a result in the lower gas prices as a result of Covid-19. Total cumulative losses at the year 4 was £1.892m
13. In Year 5, 2020/21, the start of year forecast was for a further loss of loss of £0.125m. Covid-19 went on to significantly impact on the volume of energy supplied to customers, but in parallel, operating costs reduced also due to drops in wholesale energy prices. As a result of business impacts of Covid, the Company successfully applied for Supplier Relief from the Council which achieved a reduction in its Concession Charge. Draft end of year accounts for 2020/21 saw the company break even before the fair value adjustment, which now forecast's GEC's first annual profit, of £0.045m.
14. For context, the table below shows the total revenues, costs, and net profit/loss, for the past 5 years. This demonstrates that despite the early accumulated losses, GEC has now developed its cashflow position, to ensure revenues broadly cover all costs. The focus of business plan development is now to increase profits, to enable negative cash balances to be paid of, and then for profits to be able to be release to the Council, as dividends.

	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	2020/21 (£000s)
Revenue	-323	-1,165	-2,398	-2,413	-2,017
Expenditure	646	1,832	3,015	2,699	1,972
Net (Profit)/ Loss	322	667	617	286	-45

15. Its also reported that GEC generates significant income streams for Gateshead Council, from the following sources:
- Concession Charge
 - Business rates (which are retained 100%)
 - Service level agreement income
 - Energy cost savings to Council buildings
 - Interest charges
16. The table below summarises these income streams, which demonstrates that incomes received from GEC are now covering 95% of the annual financing costs of the scheme.
17. Looking forward, on the current scheme, the Council is forecast to receive ca. £20m in net surplus income from the scheme over 40 years. Based on the extensions / connections programmed over the next 3 years (see sections below), surplus income is forecast to increase further, to ca. £70m over 40 years. In addition to the income streams below, GEC if forecast to start significant profit generation from 2024/25 onwards, which will start to pay down the current negative cash balances completely by early next decade, after which GEC can start paying dividends back to the Council, to further support these income streams below..

Council income / costs (£000s)	2015/16	2016/17	2017/18	2018/19	2019/20
Concession charge	£0	£84	£505	£859	£859
Business rates	£0	£35	£85	£184	£184
SLA income	£0	£142	£131	£115	£117
Energy savings	£0	£75	£88	£168	£191
Overdraft income	£0	£3	£14	£55	£80
Total income/savings	£0	£339	£824	£1,381	£1,431
Capital cost	£6,764	£18,261	£23,875	£24,526	£25,526
Annual borrowing cost of main scheme	£237	£808	£1,292	£1,455	£1,507
Net Cost / Benefit to council	-£237	-£470	-£469	-£74	-£75

5 year Business Plan for GEC

1. To meet audit guidelines, GEC is required to have a long term business plan. The 5 year business plan was approved by GEC Board in July 2020. It restates and updates GEC's objectives in line with Council objectives, including the Thrive agenda and environmental goals around Climate Emergency and Zero Carbon status by 2030, air quality and sustainable transport. GEC's objectives are confirmed as follows:
 - Attracting economic growth (no change)
 - Cost savings for commercial customers in the borough (no change)
 - Reductions in fuel poverty for residents (no change)
 - Carbon reduction in the borough (updated with Zero Carbon 2030 target)
 - Improving Air Quality and Sustainable Transport (new objective)
 - Income generation for the Council (no change)

2. The Business Plan is then presented in six key sections. As an executive summary, its main objectives and targets are as follows, with progress over the past year highlighted in red text:
 1. *Profitability / income generation.*
 - First annual net profit by 2023 – **achieved by 2020/21**,
 - positive cash balance by 2028
 - first dividend payment to the Council 2028

 2. *Growth.*
 - Move to asset ownership structure of networks – **agreed Nov 2020**
 - Growth in energy supply of 85% (24 GWh/yr) by 2025
 - Plans confirmed for further 20% (5 GWh) by 2030

 3. *Cost savings*
 - provide £300k/yr savings to customers by 2025
 - Introducing new domestic electricity supply tariffs to 300 homes

4. Carbon Reduction

- reduce network emissions by 20% by 2025
- Install 6MW water source heat pump – construction commenced May 2021
- Install or support customers to install 4MW solar PV – completion due end 2021
- By 2025, to adopt a Zero Carbon plan for 2030
- Support network of 300 home/commercial EV trickle charging points

5. Regulation

- Continue full compliance with all energy, carbon and H+S legislation – full compliance
- Maintain zero accidents / injuries - achieved
- Become a “Heat Trust” supplier by 2022
- Compliance with Market Framework for Heat Networks, when this becomes legislation

6. Development

- Develop programme of new energy networks
- Finance, build and operate the next energy network by 2025

Network expansion / renewable energy

3. In line with the Business Plan, GEC is going through a major expansion to its network and energy plant, summarised as follows:
4. **Heat Network Investment Programme.** GEC has secured £5.9m of grant funding from this programme, and since April 2020, has been procuring and developing designs for:
 - Installation of a 6MW minewater heating scheme – this is potentially the UK's largest minewater heat scheme to date, and will extract minewater at 15 deg C from 150m depth, to provide up to 35% of the network's heat demand with renewable heat
 - Network connections to Gateshead Quays (due 2024) and Freight Depot (due 2022-2025), which will account for the majority of the planned 85% increase in network demand
5. In Nov 2020, the Council agreed a £7.4m commercial loan to GEC, to fund the balance of costs, for the £14m scheme. In May 2021, GEC Board approved commencement of construction, and the minewater system is due to be operational by March 2022
6. The 40yr business case for this scheme is forecast to fully recover the cost of financing the scheme, and will generate ca £30m in net surplus income over 40 years
7. **Public Sector Decarbonisation Scheme.** The Council has been successful in securing £7.5m in grants, to fund the following:
 - 1.25km heat and power network extension from Shearlegs Road, to Gateshead Stadium, to be complete by end 2021 (see blue network, in Appendix 1)
 - Up to 4MW of solar PV systems on brownfield land (Baltic Quarter, Gateshead Stadium) as well as at the Civic Centre (see Appendix 2, for urban solar park outline designs)

8. Whilst delivered by the Council, GEC will take on the ongoing heat/power supply agreement for the new sites, as well as providing connection points for urban solar parks, benefiting from the excess renewable power, which will further reduce reliance on gas-fired power generation.
9. Whilst the financial impact on GEC from this scheme is small, it further reduces GECs carbon emission. Significantly, it generates significant annual savings for the Council, of ca. £0.3m / yr, which over 40 years is forecast to generate a further £21m in income / savings to the Council.

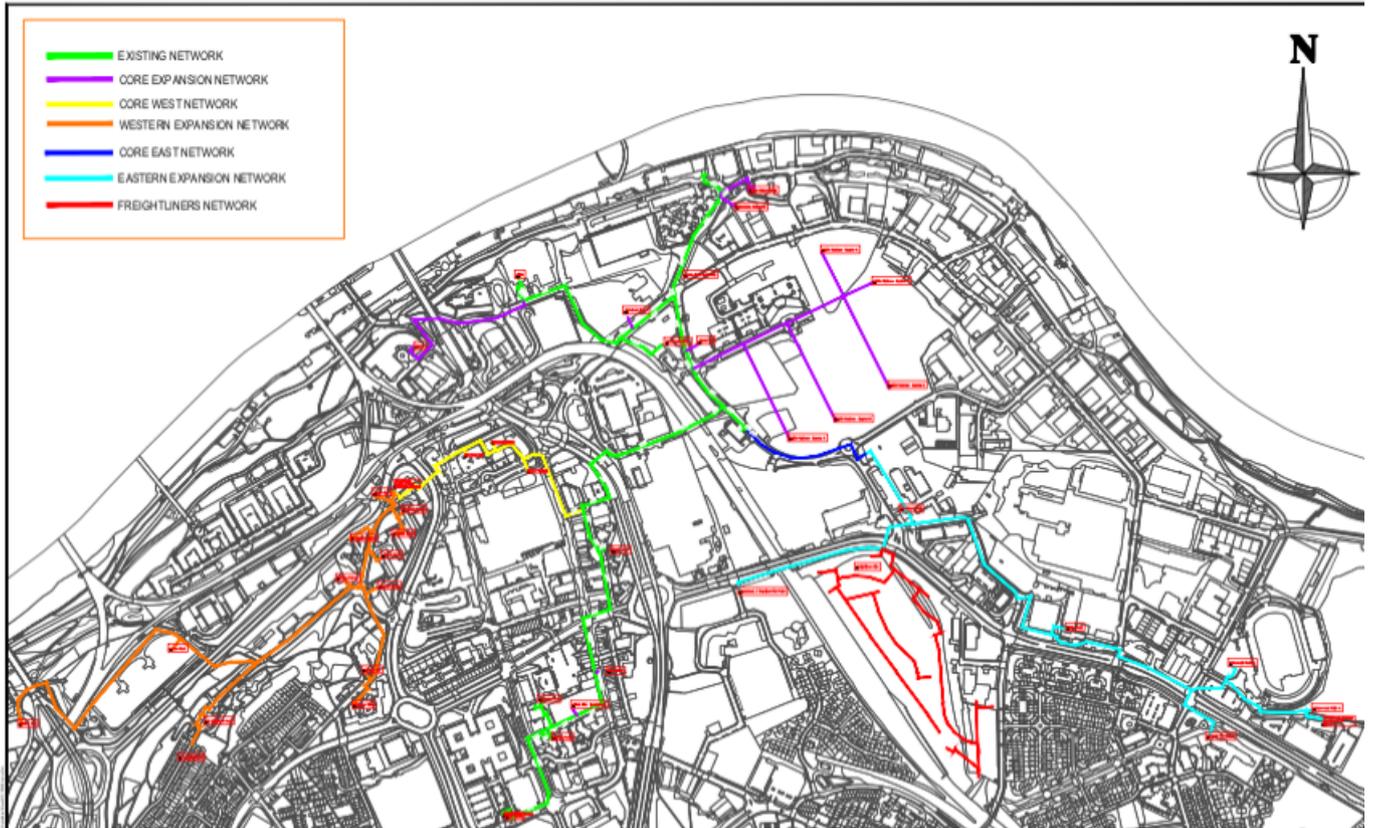
Recommendation

10. OSC is recommended to note the progress in this report, and provide any comments or queries for officers to consider and address.

CONTACT: Jim Gillon. Ext 3923

Appendix 1. Gateshead District Energy Scheme – network masterplan

(Legend - green – current, blue – East Extension, purple, yellow, orange – future)



Appendix 2. Proposed urban solar park, Baltic Quarter



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 Corporate Resources OSC for the municipal year 2021-22.

Annual Review

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

Development of 2021-22 Work Programme

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

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

6. It was also noted that a continued focus on the impacts of the Covid-19 pandemic in some form or another would be likely to be a major area of focus for the OSCs at key points during 2021-22 as would the development of the Council's new performance framework.
7. With this in mind, OSC members have been involved in shaping the focus of the work of specific OSCs via email and provided with an opportunity to comment on the emerging themes at the scheduled March / April 2021 OSC meetings. The emerging themes have taken account of the need to support the Council's Thrive agenda and add value, taking account of the five priority areas outlined in the budget consultation; the development of the Council's new Performance Framework; the Gateshead Strategic Needs Assessment and the Council's Health and Wellbeing Strategy.
8. Subsequently, in line with usual practice, partner organisations have been consulted on the themes and have indicated that they are supportive of the emerging themes.
9. The attached provisional work programme (Appendix 1) has therefore taken account of the following:-
 - The New Performance Framework
 - The Thrive agenda and partnership work generally
 - The Gateshead Strategic Needs Assessment
 - The Council's Health and Wellbeing Strategy
 - The five priority areas outlined in the budget consultation
 - Current issues referred to Committees
- 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

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

Contact: Angela Frisby

Ext: 2138

Draft Corporate Resources OSC Work Programme 2021-22	
14 June 2021 10.00am	<ul style="list-style-type: none"> • Covid 19 Update – to include the impact not just on the Council but also on how the impact on businesses, both large and small, impacts on the Council eg shortages of supply, price increases etc. /lessons learned/contributions and collaborative work with our community partners • District Heating Scheme – Update (to cover current position in relation to investment and returns and future business plans and strategy) • New Performance Framework – Update
6 September 2021 10am	
11 October 2021 10am	<ul style="list-style-type: none"> • Covid 19 Update – to include the impact not just on the Council but also on how the impact on businesses, both large and small, impacts on the Council eg shortages of supply, price increases etc./lessons learned/contributions and collaborative work with our community partners • The impact of Brexit – to include the impact not just on the Council but also on how the impact on businesses, both large and small, impacts on the Council eg shortages of supply, price increases etc. • New Performance Framework – Update
29 November 2021 10am	
24 January 2022 10am	<ul style="list-style-type: none"> • Covid 19 Update – to include the impact not just on the Council but also on how the impact on businesses, both large and small, impacts on the Council eg shortages of supply, price increases etc./ lessons learned/contributions and collaborative work with our community partners • New Performance Framework - Update • The old town hall redevelopment – review decisions made to date.
7 March 2022 5.30pm	
4 April 2022 10am	<ul style="list-style-type: none"> • Covid 19 Update – to include the impact not just on the Council but also on how the impact on businesses, both large and small, impacts on the Council eg shortages of supply, price increases etc./ lessons learned/contributions and collaborative work

	<p>with our community partners</p> <ul style="list-style-type: none">• New Performance Framework - Update• Age profile of Council employees by Group and Department – Update Report
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Issues to Slot In – Results of Covid 19 Survey