



## *CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE AGENDA*

**Monday, 16 October 2023 at 10.00 am in the Bridges Room - Civic Centre**

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From the Chief Executive, Sheena Ramsey

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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 4<sup>th</sup> September 2023.

**3 Leisure Evidence Gathering** (Pages 9 - 16)

Report of the Director of Public Health

**4 Work Programme** (Pages 17 - 20)

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

Contact: Kate Lowes, Tel: 0191 433 4244,

Email: [democraticservicesteam@gateshead.gov.uk](mailto:democraticservicesteam@gateshead.gov.uk), Date: Friday, 6 October 2023

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## GATESHEAD METROPOLITAN BOROUGH COUNCIL

### CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Monday, 4 September 2023

**PRESENT:** Councillor J Eagle (Chair)

Councillor(s): R Beadle, D Bradford, D Burnett, B Clelland, T Graham, J Green, S Green, M Hall, I Patterson, J Simpson, J Turner and J Wallace

**APOLOGIES:** Councillor(s): C Buckley and D Duggan

#### **CR7 MINUTES**

RESOLVED – That the minutes of the meeting held on 12<sup>th</sup> June 2023 be approved as a correct record.

#### **CR8 SCOPING REPORT - LEISURE SERVICES REVIEW**

The committee received a report on a review of the Leisure Services. The purpose of the report is to understand the reasoning behind the closure of some facilities and to identify lessons learned to ensure that the procurement process and any Community Asset Transfers benefit by learning from the Council experience.

A five-stage review has been proposed;

##### **Stage 1**

This stage will consider the scope of the report and propose how it will be undertaken detailing the evidence gathering topics and presenters.

##### **Proposal**

- 4 September 2023 - Scoping report to Scrutiny Committee presented by A Tickner.

##### **Stage 2**

Leisure Evidence may be gathered by the Overview and Scrutiny Committee making visits as necessary or inviting persons and organisations to give evidence before it. Relevant Group or Strategic Directors and the Chief Executive will assist the Overview and Scrutiny Committee as necessary. The evidence gathered by the Overview and Scrutiny Committee will be written up by officers.

##### **Proposal**

- 16 October 2023 - To have 3 evidence gathering session as set out below:
  - Evidence of the previous Leisure Services Strategy and its implementation from 2015 to 2023 presented by Lindsay Murray and Michael Lamb.
  - Deep dive into the Leisure Service Financial Performance presented by John Shiel/Jill Bradley

- Market context, benchmarking and impacts of COVID presented by Andrea Tickner and Michael Lamb.

### **Stage 3**

The Overview and Scrutiny Committee will then meet (as many times as is necessary) to analyse the information gathered and prepare its conclusions.

#### **Proposal**

- 27 November 2023 –Interim Report presented by A Tickner

### **Stage 4**

Officers will then prepare a report on the issue based on the views of the Overview and Scrutiny Committee. Officers will submit this report to the next practicable meeting of the Overview and Scrutiny Committee to secure agreement that the report is a fair, accurate and complete reflection of the Overview and Scrutiny Committee's conclusions.

#### **Proposal**

- 22 January 2024 - Final report to be considered by the Committee.

### **Stage 5**

The Chair of the Overview and Scrutiny Committee will then present this report to the Cabinet. The Cabinet may take note of the report, approve all or some of the report's recommendations or refer the report to full Council or to an Advisory Group for further consultation.

#### **Proposal**

- Presented to Cabinet on 20<sup>th</sup> February 2024 by the Chair of the Corporate Resources Overview and Scrutiny Committee.

It was proposed that an invitation was extended to other local authorities in the North East England who have successfully invested in their leisure services. This will help to understand how other local authorities have been successful and compare against where Gateshead has gone wrong, and if there is anything that can be done differently in the future. It was also suggested to invite those people who are interested in the asset transfer to understand their plans for the leisure services and show support as a council.

It was queried if further meetings could be held to accommodate meeting with other local authorities to ensure the same mistakes are not made in another service. It was advised this may delay the procurement process, but this will be looked at to see how further meetings can be incorporated.

RESOLVED: - (i) that the information contained within the report be noted.  
(ii) that the committee agree the scope, process and timescale as set out in this report.

The Committee received a report to provide an update on the Annual Health and Safety Performance Report.

The Committee were presented with the statistics for 2022- 23:

- There had been a rise in the total number of incidents reported; 21-22 reported 620 incidents whilst, 22-23 had 677 incidents reported.
- The number of accidents had decreased by 23 in the past year.
- Near misses and hazards had increased by 81.

Following from the statistics above, it was highlighted there are three categories which accounted for the highest number of reported incidents for 2022-23:

- Physical assaults (208 accidents and near misses)
- Threatening behaviour (76 near misses)
- Verbal abuse (58 near misses)

98% of physical assaults were reported within care settings and schools. 78% were classified as 'unintentional' due to employees supporting service users/ pupils with complex care needs. Services are developing a program to help reduce the number of assaults in these settings. In the next report the statistics will show schools data separately.

22- 23 reported one industrial disease case with a diagnosis of hand arm vibration. A watch is being procured to trial whilst using vibration tools to understand what is happening whilst using these tools.

The council's long-term plan is to create a safety culture which would expect an initial increase in near misses but fewer accidents.

Sickness: Sickness levels have fallen over the last 5 years however stress is still the main cause for sickness. Work related injuries have increased over the last few years with 12 incidents in the last year.

A discussion was noted to report sickness statistics with covid listed separately to understand how much sickness is not covid related. A further discussion was noted on stress being one of the main causes for sickness, why managers are not attending their training to help combat staff stress levels and if there was trend with departments. An investigation has been ongoing, and it has observed certain departments have a higher level of absence due to stress, and these services are being targeted for management training.

Councillors raised concerns if they are part of causing stress for officers. It was discussed if there was a process that could be implemented for officers to know if the councillors request was urgent or not.

Occupational Health: Occupation Health have recruited a physician to help support the team with the increased number of appointments.

It has been recognized there is a high rate of non-attendance over the past two years. This is currently under investigation within the Occupation Health team.

Enforcement Action: There were no prosecutions or enforcement notices issued by the Health and Safety Executive.

The council were issued with one fee for intervention (FFI) in July 2022. The building was deemed to be unfit for tenants as they were unaware of asbestos containing materials in the building. An investigation has been carried out to ensure incidents like this do not happen again.

Proactive Monitoring: Two audits were carried out in 22-23 for 'Corporate Warning Alert System (CWAS)' and Work at Height within Construction services.

In CWAS the following was identified;

- 20 Recommendations in total: 6 High Priority, 11 Medium and 3 Best Practise.

Key findings;

- Not all teams who have planned face to face meetings with members of the public have access to CWAS.
- Details of system administrators are not being kept suitably up to date.
- Several areas of clarification around responsibilities required within the user guide and procedure.
- A lack of consistency regarding how information is classified and displayed from feeder system.

Working at height audit the follow was identified:

- 23 Recommendations in total: 2 non-Compliant, 12 Partial Compliant and 18 compliant.

A meeting with Construction Services is scheduled to agree an action list with timescales.

Inspections: In the last reporting period, there have been 279 inspections carried out across construction sites, schools, and other council areas. Risk assessments, method statements and training records have been checked and verified.

All areas of services that were not compliant have been fed back to managers to implement corrective measures.

Health & Safety Training: The Health and Safety team have been working with Workforce Development on reviewing the suitability of existing e-learning modules available on Learning Hub and to also design and launch new ones. It has been advised a range of e-learning and classroom-based training is beneficial for employees.

Any employee who is not attending training is being reported back to the relevant Service Director.

Educational and Other Visits: In the academic year 2022/23 a total of 11,020 visits were recorded. 112 of these visits involved residential stays, 167 involved adventurous activities. Overseas travel has recommenced.

Corporate procedures and Codes of Practice: In the period of 2022-23, 42 documents were produced or revised. All these documents are presented to the Corporate Health and Safety Committee as part of the consultation process. All documents are available on the intranet.

2023/24 Priorities:

- Setting a vision strategy
- Health and Safety Culture
- Data Metrics
- Implementation of a new incident reporting system.
- Health and Safety Campaigns
- Annual Health and Safety Performance Report (HS39)
- Occupational Health Software
- Policy/Procedure reviews.

RESOLVED: i) that the committee have agreed the actions taken are appropriate.

## **CR10 UPDATE ON VOLUNTARY SECTOR RESILIENCE**

The volunteer sector has been performing well over the last few years including covid and the cost-of-living crisis. There are currently 888 registered charities in Gateshead with a possible 2,000 more community and grassroot groups.

In 2022/23 the council commissioned £7,108,881 to the volunteer sector with this rising for 2023/24 to a total of £7,414,208. Further investigation is needed into how much is being spent on micro and small organisations compared to medium and large organisations with further analysis to look at if this money is being spent locally, regionally, or nationally. It was discussed if as a council we can advise micro charities to work together to achieve a bigger goal, which would allow the council to help more charities. The committee were advised this is a process that is in place, but it is very hard to monitor as people prefer to raise awareness for their own cause especially if it's a personal cause.

Over the last six months more organisations are starting to struggle due to the cost-of-living crisis. Organisations are starting to become overstretched as there is fewer resources and fewer funding opportunities available with even fewer providing full cost recovery, leading to a negative impact on the sector and its employees.

The cost of running the voluntary sector is rising due to increased consumables to include energy prices, companies working in older buildings, staff costs becoming more expensive. Staff are on average paid 7% less than the private sector. Research emerging shows the voluntary sectors are just managing, as a large % of funding had been brought forward to support organisations through covid but by bringing funds forward in this way there's a shortage now.

There has been a 27% increase year on year rise for support from Citizen's Advice Bureau, and they are not alone in seeing increases of this scale.

. The number of volunteers currently working in Gateshead is unknown as they are

not visible to the Council and there's no central registration process. However, in the period April 2022 to March 2023 there were:

- 326 volunteers recruited through the volunteer centre,
- 31 organisations supported through direct contact,
- 32 new organisations listed on Our Gateshead website,
- 76 VCSE members contributing to the Gateshead Volunteer Co-ordinators Network,
- 60 new volunteer's roles created on the OurGateshead website,
- 100% of the 326 volunteers recruited had additional needs (a priority group for the service)

However, it is becoming difficult to recruit volunteers due to the current cost of living crisis, as they cannot afford to give their time for free, the council help with as much as possible due to the cost of training, insurance, refreshments, travel etc.

RESOLVED:            i) that a further presentation is brought to a future committee  
                              ii) that information about support through Connected Voice and their performance be circulated.

**CR11            WORK PROGRAMME**

The committee reviewed the work programme and noted there maybe some changes due to the leisure review. More information to follow.

RESOLVED:            i) That the comments of the committee of amendments be noted.

**Chair.....**



**TITLE OF REPORT:**           **Review of Leisure Services**

**REPORT OF:**                 **Alice Wiseman, Director of Public Health**

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## **SUMMARY**

This report will set out the evidence gathering arrangements in order to present a clear picture to OSC of the reason why Cabinet took a decision to close two leisure facilities in July 2023. It will seek views from OSC on the evidence presented.

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## **Background**

1. For many years the Council has tried to reduce its funding of leisure services by implementing a range of initiatives to either increase income or reduce expenditure, however a significant amount of council funding has continued to be required as set out in various reports considered by Cabinet including as set out in the table at appendix 2.
2. On [25 October 2022](#) Cabinet considered a report advising that the existing delivery model for Leisure Services was no longer affordable and that the service was continuing to significantly overspend its allocated budget provision. Cabinet agreed to procure an external delivery partner to manage the service in the future, and to explore the rationalisation of leisure centres.
3. Further work was undertaken to identify which centres should remain open and which should be considered for closure. As part of this work a public consultation process took place which was extended and on 20 June 2023, Cabinet agreed to close Gateshead Leisure Centre and Birtley Swimming Centre on 31<sup>st</sup> March 2023, and continue discussions with organisations that had expressed an interest in exploring community asset transfers.
4. The decision to close the 2 facilities was driven by the ongoing subsidy that was required to fund Leisure Services at a time when the Council's funding gap was increasing due to ongoing reduction of funding from Central Government, increased demand of statutory services, and rising service delivery costs. The relatively consistent subsidy of between £3m and £4m was no longer available.
5. The Council are not alone in facing significant budgetary challenges, particularly in the delivery of non-statutory services such as sports and leisure services. The pandemic has accelerated the requirement for local authorities to look at leisure services and re-examine the purpose of their

provision; assess whether they are delivering local community benefit and in particular those who need them; and consider their alignment with broader strategic outcomes, particularly health. This must all be examined within the financial context of growing demand for statutory services and reduced funding from Government.

6. A Sports England publication released in December 2022, “future of public sector leisure” reported that pre Covid there were 2727 public sector leisure centres in the UK, which includes 33% of all swimming pools, 20% of all health and fitness facilities and 13% of all sports halls. 17% of these were owned and operated by 61 local authorities with the remaining 83% run by 84 different external operator with different contracts in place with their respective 267 local authorities. 10 of the largest providers deliver services to 188 local authorities which make up 55% of all local authorities with leisure responsibilities.
7. Many Local Authorities up and down the country are in a similar position to Gateshead. A recent Swim England paper “Value of Swimming” reports the following:

*Challenges posed by the pandemic, followed by soaring costs (most notably energy), have exacerbated the already systemic problems in financial public swimming pools as councils battle budget deficits and increased demand on statutory services such as social care and homelessness.*

*These financial pressures have understandably forced pools to prioritise income generation, which risk excluding the people who need it the most - widening existing inequalities. Since 2010, areas of greatest deprivation have lost three times as many publicly accessible pools compared with the wealthiest areas....*

The report goes on to quantify that since 2010, more than 1000 publicly accessible pools, including around 450 local authority pools have closed either permanently or temporarily.

8. On 3 July 2023, BBC News reported that Tameside Council were closing three Leisure Centres over energy bills hike, Lincolnshire County Council put Deepings Leisure Centre up for sale with an estate agent following its closure in 2021, and a conversation with an officer from Woking District Council highlighted that their 4 Leisure Centres generated a £600k income pre COVID, however are now costing them a significant amount of money and this is resulting in them exploring the process of closing one of their largest centres.

## Purpose of session

9. The Evidence Gathering Session is structured below:
  - a. Introduction by Alice Wiseman.
  - b. Discussion about how other local authorities are tackling similar issues
    - i. The Committee will hear from David Evans from Mansfield District Council via Teams Link
  - c. Powerpoint presentation by Lindsay Murray, Michael Lamb, John Shiel and Andrea Tickner explaining:
    - i. The Strategy for the provision of Leisure Services it's implementation and outcomes.
    - ii. The financial information since 2015, highlighting what impact the Strategy had in terms of financial performance
    - iii. How COVID impacted the service, and how it responded
    - iv. Other issues taken into account to determine the recommendation to Cabinet
    - v. Initial thoughts from officers on lessons learned
  - d. Darren Lamb, Director from FMG to present a summary of the work they undertook in Gateshead, benchmarking outcomes and their findings.
  - e. Matthew Grant from Birtley Aquatics will talk about working towards the Community Asset Transfer of Birtley Swimming Centre.
  - f. Robert Waugh from Gateshead Active will talk about working towards the Community Asset Transfer of Gateshead Leisure Centre.

## Recommendations

10. The Overview and Scrutiny Committee is asked to
  - note the arrangements for gathering evidence for the review of the Review of Leisure Services
  - provide their views on the evidence presented.
  - To agree to receive an interim report on the review of Leisure Services at the next meeting of the Committee to enable the procurement process to progress.

**Contact: Andrea Tickner**

Ext 5995

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## Appendix 2

The following table lists the reports to Cabinet since 2015 that refer to Leisure Services to provide the Committee with additional information:

<b>Date of Cabinet meeting</b>	<b>Title of report</b>	<b>Strategic Director/Author</b>	<b>Comment</b>
4 February 2015	Transformational Challenge Review of Leisure Services	Paul Dowling/Tony Alder	report available <a href="#">here</a>
2 June 2015	Challenge Review of Leisure Services	Paul Dowling/Tony Alder	report available <a href="#">here</a>
15 September 2015	Update on the Transformational Challenge Review of Leisure Services and the Surplus Declaration and proposed Community Asset Transfer of Gateshead Indoor Bowling Centre and Dunston Activity Centre	Paul Dowling and Mike Barker /Lindsay Murray and Lesley Pringle	report available <a href="#">here</a>
15 December 2015	A vision for leisure services and implementation of changes in the service resulting from the Marketing and Pricing Strategy	Paul Dowling /Lindsay Murray	report available <a href="#">here</a>
19 April 2016	Leisure Services review and management options appraisal – Implementation of Changes to the service	Paul Dowling /Lindsay Murray	report available upon request as on the exempt part of the agenda
14 June 2016	Revenue Outturn 2015/16	Darren Collins /Deborah Clark	Paragraph 16 reports “ <i>The overspend of £1.7m on Culture, Communities, Leisure and Volunteering mainly relates to a shortfall in income for Leisure Services</i> ”. Report available <a href="#">here</a>
11 October 2016	Leisure Services Review and Implementation of changes in the service – Go Gateshead Sport and Leisure	Paul Dowling /Lindsay Murray	report available upon request as on the exempt part of the agenda

13 December 2016	Gateshead Council Sports Strategy Documents	Paul Dowling /Neil Wilkinson /Chris Strong	report available <a href="#">here</a>
21 February 2017	Community Asset Transfer – Dunston Activity Centre	Mike Barker /Bev Horton	report available <a href="#">here</a>
21 February 2017	Leisure Services Review and Implementation of changes in the service – Go Gateshead Sport and Leisure	Paul Dowling/Lindsay Murray	report available upon request as on the exempt part of the agenda
20 June 2017	Revenue Budget - Outturn Position 2016/17	Darren Collins /Deborah Clark	Paragraph 19 reported <i>“The over spend of £0.469m on Culture, Communities, Leisure and Volunteering relates mainly to an Underachievement of income across all leisure facilities which is offset by under spends within other service areas.”</i> Report available <a href="#">here</a>
19 December 2017	Go Gateshead Sport and Leisure Review	Darren Collins /Lindsay Murray	report available upon request as on the exempt part of the agenda
19 June 2018	Revenue Outturn 2017/18	Darren Collins /Deborah Clark	Paragraph 24 reported <i>“The over spend of £0.302m on Trading and Commercialisation relates mainly to an under achievement of income in relation to Leisure, which is partly offset by an over achievement of income for School Catering and Building Cleaning.”</i> Report available <a href="#">here</a>
16 October 2018	Go Gateshead Sport and Leisure – Capital Programme Developments	Darren Collins /Lindsay Murray	report available <a href="#">here</a>
25 June 2019	Revenue Outturn 2018/19	Darren Collins /Suzanne Coulthard	Paragraph 30 reports <i>“The over spend of £0.138m on Trading</i>

			<i>and Commercialisation relates mainly to an under achievement of income in relation to Leisure, which is partly offset by an over achievement of income for School Catering and Building Cleaning.”</i> Report available <a href="#">here</a>
15 October 2019	Senior Management Structure	Sheena Ramsey/Janice Barclay	report changed the reporting structure for Leisure Services to Alice Wiseman available <a href="#">here</a>
19 November 2019	Gateshead International Stadium	Darren Collins /Lindsay Murray	report available <a href="#">here</a>
21 January 2020	Revenue Budget – Third Quarter Review 2019/20	Darren Collins /Suzanne Coulthard	Paragraph 13 reports <i>“The projected over spend (PHWB) of £0.290m relates to unachieved income and increased premises costs in relation to Leisure Services.”</i> Report available <a href="#">here</a>
23 March 2020	COVID Lockdown began and all Leisure Facilities were closed		
19 January 2021	Budget 2021/22 – Revenue Savings Proposal	Sheena Ramsey/Darren Collins	Identified £1.2m saving across the Public Health and Wellbeing Budget including 20% reduction Leisure, Libraries and Culture Report available <a href="#">here</a>
20 July 2021	Provisional Revenue Outturn 2020/21	Darren Collins	Paragraph 16 reported <i>“Public Health &amp; Wellbeing - £0.486m overspend. Unachieved income, mainly relating to the closure of leisure facilities, room hire and the reduction in events due to the pandemic and the restrictions in</i>

			<i>place, which was partly offset by the fees and charges claim process". Report available <a href="#">here</a></i>
19 October 2021	Health and Wellbeing Group Review Update	Alice Wiseman /Andy Graham	Report available <a href="#">here</a>
25 January 2022	Health and Wellbeing Group Review – Leisure Services Proposed Timeline	Alice Wiseman /Andy Graham	Report available <a href="#">here</a>
21 June 2022	Provisional Revenue Outturn 2021/22	Darren Collins	<i>Paragraph 14 reported "Public Health &amp; Wellbeing - £1.3m overspend. Significant impacts relating to unachieved income in relation to closure of leisure facilities and loss of room hire. Leisure is currently estimating £4.1m lost income due to Covid which is partially offset by an underspend on salaries and reduced premises costs due to facilities being closed for part of the year and £0.8m Government COVID Grants to manage impacts. Savings of £1.2m were achieved in 2021/22 with £0.900m budget mitigation, £0.300m savings have been identified for 2022/23 leaving a £0.600m saving pressure in Leisure going into 2022/23 when budget mitigation ends." Report available <a href="#">here</a></i>
25 October 2022	Leisure Review: Future Delivery Options	Alice Wiseman /Andrea Tickner	Report available <a href="#">here</a>
24 January 2023	Leisure Review: Future Service Delivery Options	Alice Wiseman /Andrea Tickner /Michael Lamb	Report available <a href="#">here</a>
20 June	Leisure Review:	Alice Wiseman	Report available <a href="#">here</a>

2023	Rationalisation of sites	/Andrea Tickner	
20 June 2023	Provisional Revenue Outturn 2022/23	Darren Collins	Paragraph 11 reports “Leisure Services £1.4m over budget. £1.2m unachieved income, utilities overspend £0.4m alongside £0.6m undelivered savings which is partially offset by underspend on salaries (£0.6m).” Report available <a href="#">here</a>



**TITLE OF REPORT:** Annual Work Programme

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

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## **SUMMARY**

The report sets out the provisional work programme for the Corporate Resources Overview and Scrutiny Committee for the municipal year 2023/24.

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1. The Committee's provisional work programme was endorsed at the meeting held on 20 July 2023.
2. At its meeting on 4 September 2023, the Committee agreed to focus the meeting on 16 October 2023 on evidence gathering for the Review of Leisure Services to enable the procurement process to continue within the scheduled timescales. Therefore, amendments have been proposed to the future work programme to facilitate this request.
3. Councillors have also agreed that further reports will be brought to future meetings to highlight current issues/identify any changes/additions to the work programme.
4. Appendix 1 sets out the proposed workplan taking account of the changes required to accommodate the evidence gathering session for the Review of Leisure Services and changes to it are highlighted in red for ease of identification.

## **Recommendations**

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

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Draft Corporate Resources OSC Work Programme 2023-24	
12 June 2023	<ul style="list-style-type: none"> <li>• Performance Management &amp; Improvement Framework – Year End Performance 2022-23 – <b>Lindsay Murray</b></li> <li>• Resilience and Emergency Planning annual update – <b>Michael Reynard</b> (<i>including focus on strength/robustness of our response to emergencies, caused by climate change, including the power network, thinking about high winds - damaging power lines, felling trees; flood risks during heavy rainfall</i>)</li> <li>• Work Programme</li> </ul>
4 September 2023	<ul style="list-style-type: none"> <li>• Health and Safety Performance – Annual report – <b>Stephen Foggin / Michelle Brown</b></li> <li>• Update on voluntary sector resilience – <b>Alison Dunn</b> (<i>to focus on how voluntary sector is surviving in challenging financial times</i>)</li> <li>• <del>Corporate Asset Management Plan – Update – <b>Sandra Watson</b></del></li> <li>• Scoping Report – Leisure Services Review – <b>Andrea Tickner</b></li> <li>• Work Programme</li> </ul>
16 October 2023	<ul style="list-style-type: none"> <li>• <del>Budget annual report including saving delivery – <b>Darren Collins</b> – Moved to November</del></li> <li>• Evidence Gathering – Leisure Services Review – <b>Andrea Tickner</b></li> <li>• <del>Review of Community Wealth Building – Six Monthly Monitoring Report – <b>Janine Copeland</b> – Moved to January.</del></li> <li>• <del>Digital and online services – <b>Marisa Jobling</b> – Moved to January.</del></li> <li>• Work Programme</li> </ul>
27 November 2023	<ul style="list-style-type: none"> <li>• Performance Management &amp; Improvement Framework –2023-24 - Six Month Update – <b>Lindsay Murray</b></li> <li>• Evidence Gathering and Interim report – <b>Andrea Tickner</b></li> <li>• Annual report on implementation of Workforce Strategy – <b>Michelle Brown</b> (<i>focus on;</i> <ul style="list-style-type: none"> <li>- age and gender profile</li> <li>- where vacancies are / age groups</li> <li>- why people are leaving</li> <li>- sickness, health of workforce, and other equality issues reporting</li> <li>- impact of hybrid working in terms of the fairness of sickness absence management between front line staff and office / home working staff)</li> </ul> </li> <li>• Work Programme</li> <li>• Budget annual report including saving delivery – <b>Darren Collins</b></li> </ul>
22 January 2024	<ul style="list-style-type: none"> <li>• Impacts of world events (including Brexit, legacy of Covid, conflict in Ukraine etc) – <b>Andrea Tickner</b></li> <li>• Final report – Leisure Services Review – <b>Andrea Tickner</b></li> <li>• Implementation of the Council’s Fuel Poverty Action Plan – <b>Alison Dunn</b></li> <li>• Review of Community Wealth Building – Six Monthly</li> </ul>

	<p><b>Monitoring Report – Janine Copeland</b></p> <ul style="list-style-type: none"> <li>• Digital and online services – Marisa Jobling</li> <li>• Work Programme</li> </ul>
<b>March 2024</b>	<ul style="list-style-type: none"> <li>• <b>Corporate Asset Management Plan Annual Update – Sandra Watson</b> <i>(potential to focus on;</i> - use of assets in terms of efficiency and/or safety - use of the Civic Centre – whether there are plans to actively market the vacant space)</li> <li>• <b>Review of the Budget Management Process – John Shiel</b> <i>(to focus on why overspend is usually forecast in Q3 and expenditure reduced to bring the budget back in line)</i></li> <li>• <b>Work Programme</b></li> </ul>
<b>15 April 2024</b>	<ul style="list-style-type: none"> <li>• <b>Information Governance annual update – Angela Simmons-Mather</b></li> <li>• <b>Review of Community Wealth Building – Six Monthly Monitoring Report – Janine Copeland</b></li> <li>• <b>The geographical distribution of the Capital Programme – Peter Udall</b></li> <li>• <b>Capturing wider regeneration benefits of Gateshead Quays – Peter Udall</b> <i>(to explore the benefits of a wider geographical area including the Old Town Hall, the Town Centre, Baltic Quarter etc)</i></li> <li>• <b>Work Programme</b></li> </ul>

**Issues to Slot In –**

- Development of PMIF presentation format / members training