Gateshead Council

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Monday, 17 April 2023 at 10.00 am in the Bridges Room - 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 6 March 2023.
3	**Annual Report - Information Governance** (Pages 9 - 18) Report of the Strategic Director, Corporate Services and Governance
4	**Locality Working - Update and Next Steps** (Pages 19 - 32) Report of the Strategic Director, Housing, Environment and Healthy Communities
5	**Progress on the Digital Programme** Presentation by Service Director, Customer Experience and Digital
6	**Corporate Asset Management - Annual Update Report** (Pages 33 - 42) Report of the Strategic Director, Housing, Environment and Healthy Communities
7	**Arena and Conference Centre Update** Presentation from the Strategic Director, Economy, Innovation and Growth
8	**Review of Community Wealth Building: Final Report** (Pages 43 - 50) Report of the Service Director, Corporate Commissioning and Procurement
9	**Work Programme 2022-23 and Development of Work Programme for 2023-24** (Pages 51 - 56) 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, 7 April 2023

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GATESHEAD METROPOLITAN BOROUGH COUNCIL

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Monday, 6 March 2023

PRESENT: Councillor J Eagle (Chair)

Councillor(s): S Green, R Beadle, J Wallace, W Dick,
T Graham, M Hall, I Patterson, J Simpson, J Turner and
K Wood

APOLOGIES: Councillor(s): D Bradford, C Buckley, D Burnett, L Caffrey,
B Clelland and J Green

CR95   MINUTES

RESOLVED -   That the minutes of the meeting held on 23 January 2023 be
approved as a correct record.

The Chair advised that Councillor L Caffrey was standing down from this Committee,
he asked that thanks be placed on the record for her commitment and contribution to
the Committee.

CR96   CORPORATE ASSET MANAGEMENT - ANNUAL PROGRESS REPORT

RESOLVED   -   That this item be deferred to the next meeting.

CR97   RESILIENCE AND EMERGENCY PLANNING FOR DROUGHTS

The Committee received a report to provide them with information about reslience
and emergency planning for droughts.

The Council has no statutory duty to plan for droughts and managing water supply.
This is the responsilbity of the Water Authorities and in Gateshead this falls to Water
Resources North (WReN), made up Northumbrian Water, Yorkshire Water and
Hartlepool Water as core companies but they involve other who have an interest in
wagter resources within the region. WReN is a group designed to oversee water
resources planning for Yorkshire and the North East of England.

Regional groups are preparing Water Resource Management Plans looking at
current and forecasted water use, weighing up the balance between water demand
and supply availability un until 2045.

The Draft North Water Resources Management Plan for PR24 will be finalised in
2023. The North is the most drought-resilient public water supply in England today
and water resources are in a good position with Kielder Reservoir.

To reduce demand for water, on 1 July 2021, the Government announced plans to:

- Make regulations to introduce a mandatory water efficiency label to inform consumers and encourage the purchase of more water efficient products for both domestic and business use
- Encourage local authorities to adopt the optional minimum building standard of 110 litres per person per day in all new builds where there is a clear local need, such as in water stressed areas
- Develop a roadmap towards greater water efficiency in new developments and retrofits, including the exploration of revised building regulations and how the development of new technologies can contribute to meeting these standards. We will ensure that the underlying legislation can, where appropriate, accommodate any potential future expansion of rainwater harvesting, water re-use and storage options

The Council has no formal role should Gateshead suffer from a drought, however, the Council could be called upon as part of a multi-agency coordination arrangements in relation to getting pallets of water or water bowsers out where required, but this task could just as easily fall to another agency including the Fire and Rescue Service.

As the Council has no formal role in responding to a drought, and it is considered that a drought in Gateshead is unlikely, the Council has not developed plans to respond to a drought. A drought situation usually has a reasonable lead in period of dry weather and therefore there would be time to develop plans with partner organisations such as WReN, should they be required.

Members suggested that they were not solely concerned about the water supply, but also the overall impact if we have long term dry weather, how will it impact on the landscape and such, what are we going to do if water courses start to dry up, we need to look at the direct impact if we have a series of years of repeated dry weather and how the agricultural sector would be hit. Last year they were saying the potato crops could be hit, this could potentially happen in the next 2 or 3 years. What advice are we giving to residents, examples such as not cleaning your car so often.

It was also noted that last year we only had 60% of annual rainfall, in Kent a field was on fire that ignited properties, are we looking to identify places that if they go on fire are a risk to properties.

It was suggested that we need to have questions asked about extreme weather events and a strategic plan.

It was suggested that weather (extreme weather) be included within the Climate Change Strategy Action Plan.

It was also noted that as a society we need to have a change in mindset, we have been brought up to think there is an infinite resource in water.

RESOLVED -   That the information presented be noted.

CR98   COMMUNITY WEALTH BUILDING: INTERIM REPORT

The Committee were presented with the Interim Report on the Review of Community Wealth Building.

At its meeting on 13 June 2022, the Committee agreed the scope for the review focussing on:

- Making community wealth building central to Gateshead strategic direction through its strategy
- E-learning modules to be developed on community wealth building which are available via the intranet for all staff across the Council
- Reviewing spend analysis of the top 100 suppliers to identify where contracts could be delivered locally, addressing gaps in the local supply chain and ensuring these opportunities are offered to local suppliers
- Exploring the development of social enterprises through the work of Economic Development
- Improving SMEs access to contact opportunities through improving our internet pages and having a greater presence on social media
- Supporting the development of a more inclusive economy by working with other organisations to embed community wealth building through the Community Practice meetings and discussions at Anchor institute meetings

The review comprised of two evidence gathering sessions. Evidence was sought from internal council services, including Corporate Commissioning and Procurement, Economic Development and Human Resources. Centre for Local Economic Strategies (CLES) prepared a presentation for the Committee.

The following Issues and Challenges were discussed during the review process:

- The landing pages for doing business with the Council do not mention social value
- Members were keen to see the Social Value Toolkit and a demonstration was incorporated within the second evidence gathering session
- Members were keen to explore how we enable smaller organisations to bid for work and that was incorporated within the second evidence gathering session
- It was suggested that there is a lot of expertise in the form of Ward councillors who have had previous roles in non-profit and other voluntary and social enterprises that is not currently tapped into
- There is a whole new health structure which cover the whole of the North East whose Chief Executive is really conscious of their role as community wealth builder and officers should engage with the Director of Place for Gateshead
- We need to get better at understanding why companies are not submitting bids to us, although it was acknowledged that a huge amount of effort goes into trying to attract local companies where appropriate
- It was queried whether there is a role for the council in connecting informal networks where no money changes hands and good are exchanged in lieu of

money (example one person pays for apples to feed their livestock with jars of jam, or one person has a garden but it no longer able to tend it allowing other people to use this resource)

- We need a much better understanding of what businesses exist in Gateshead and what they can supply as there is an issue around market intelligence and the creation of a database was not considered to be the answer because it would be difficult to maintain
- One ward councillor brought together all of the voluntary organisations within their ward and were surprised at how many of the organisations did not know each other
- The business networking programme that was led by the Council has not been re-established since COVID, however, it will commence in March 2023
- Members believed that we are a bit late in supporting co-operatives in the Borough in the same way that other authorities currently are despite us having social enterprise status since 2014
- To much emphasis is given to the legal status of organisations and it is important that the most appropriate legal status is used
- There was concern that not for profit companies are not always the best types of organisation to deal with as some pay themselves huge amounts of money
- It was suggested that we undertake a piece of research through Northumbria University to look at all of our contracts and see what the directors of not for profit organisations are being paid
- In order to work better with small and micro business we need to increase our engagement with them as we have better intelligence for local businesses due to the Pandemic as we supported them with funding

Recommendations from the Review are as follows:

Recommendation 1 – continue to drive community wealth building through commissioning and procurement, recruitment and economic development activity.

Recommendation 2 – procurement documentation and communications should be reviewed to ensure that there are no barriers for local SME's.

Recommendation 3 – undertake further investigation as to why local organisations do not engage with tender processes.

Recommendation 3 – further networking activity for local suppliers and CVS's should be explored by Economic Development.

Recommendation 4 – ensure that all officers engaged in commissioning and procurement activity across the Council undertake the e-learning community wealth building module.

Recommendation 5 – continue with the engagement with anchor organisations to explore joint working on the following:
- Commissioning and procurement activity
- Recruitment drives and skills development

- Reviewing of land and property assets held by anchor organisations in Gateshead to see if they could be re-purposed;
- Develop a carbon reduction/energy transition approach with anchor organisations
- To undertake workforce analysis, identification of gaps with parts/cohorts of citizens more distant from the labour market

Recommendation 6 – further develop the social value work through the newly appointed Social Value co-ordinator role and by working with the VCSE sector, schools and internal colleagues to maximise social value benefits through future procurement opportunities.

Recommendation 7 – Continue to develop and grow the generative economy working with local organisation to ensure they are fit to compete to maximise their success in future tender and quotation opportunities through pre-procurement market engagement sessions and by encouraging suppliers to attend the NEPO Business Club events.

Recommendation 8 – support the development of the social economy and alternative business models, including cooperatives and community interest companies that have the potential to provide goods and services that meet community need and address gaps in Council and anchor organisation supply chains.

Recommendation 9 – consider developing a social value framework for all planning and development to maximise future planning activity to maximise social and community benefits including residents access to employment opportunities arising from major regeneration projects through the Gateshead Works Service.

Recommendation 10 – Continue to explore opportunities for collaborating with the Anchor Alliance set up by the North of Tyne Combined Authority to enable us to build on the Anchor organisations we work with.

It was suggested that we need to think of ways to not put barriers into the way of people, sometimes as a local authority there are so many processes in place it can cause a barrier.

In 2012 a piece of work was undertaken with small organisations to see if they were contract ready, it might be that we need to undertake a piece of work like this again.

It was also noted that the Council have been put in touch with several individuals at Northumbria University for to consider opportunities for research projects.

It was also suggested that gender be built into this somehow to see where we are with Community Wealth Building and women's empowerment.

RESOLVED -   (i) That the comments of the Overview and Scrutiny Committee be noted.
             (ii) That the Committee agreed that the final report be

presented to this Committee and Cabinet for consideration.

CR99 **ANNUAL WORK PROGRAMME REPORT - 2023-2024**

The Committee received the work programme for the current municipal year 2022/23. A copy of the proposed work programme for the 2023/24 municipal year will be brought to the next meeting and the deferred item on the Corporate Asset Management Strategy will also now come to the next meeting.

RESOLVED (i) That the provisional work programme be noted.

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

Chair………..……………..

Gateshead Council

TITLE OF REPORT: Annual Report – Information Governance

REPORT OF: Mike Barker, Strategic Director, Corporate Services and Governance

Summary

The report provides an overview of Information Governance arrangements within the Council. Due to the focus of the Committee's business during the pandemic, it is 4 years since the Committee was last presented with a report regarding Information Governance matters, specifically Freedom of Information, and there have been significant changes in that time.

Background

1. Corporate Resources Overview and Scrutiny Committee requires confidence in the way in which the Council manages Information Governance as part of the performance management process.

2. This annual report will provide an update generally on Information Governance arrangements as well as data relating to Freedom of Information requests and data breaches.

Service update

3. In 2019, the Officer with long term responsibility for Information Governance left the organisation which led to an unsettled period with a temporary Data Protection Officer in post.

4. Two internal audit reports were undertaken during 2019/2020, one in respect of Information Governance and one regarding Data Protection. The outcome was satisfactory, however due to the limited resources available at that time, the recommendations were not fully implemented (there were no high priority recommendations).

5. In April 2020, Angela Simmons-Mather was appointed as Data Protection Officer for the Council and she undertook a review of the organisation's ability to meet data protection obligations and the management of Information Governance generally. There was weakness identified, particularly the lack of a dedicated team dealing with Information Governance matters.

6.	In 2021 an internal audit of Information Governance took place and confirmed there were areas which needed improvement, finding that there were significant weaknesses overall in Information Governance. This audit consolidated the recommendations of the previous audits with one high priority, 5 medium priorities and 2 best practice recommendations. The recommendations are set out in Appendix 1.

7.	To ensure priority could be given to the recommendations, resources were realigned to create the DPO Team in April 2022, dedicated to ensuring the Council is able to meet its Information Governance obligations. The team consists of the Council's Data Protection Officer, one data protection solicitor, a senior information governance officer and a senior business support officer.

Work undertaken by the DPO Team

8.	There has been an enormous amount of work undertaken since the team was created 12 months ago. This is on top of the daily operational work that is undertaken by the team:
	(a) Data Breach procedure rewritten and published
	(b) Data Protection Impact Assessment – template document and procedure rewritten and published
	(c) Information Governance Framework drafted – awaiting Cabinet approval (25 April 2023)
	(d) Data Protection Policy drafted – awaiting Cabinet approval
	(e) Information Asset Register / Record of Processing Activity project (see below)
	(f) Creation of Corporate Data Protection Group (see below) – terms of reference drafted and agreed
	(g) Privacy Notice project – new Corporate Privacy Notice and template drafted

9.	The largest undertaking has been the Information Asset Register / Record of Processing Activity project. This task was a high priority recommendation from the 2021 internal audit. It has been carried out in two phases across every team in the Council. The team have worked closely with each person completing the documentation and provided both written guidance and training sessions at the start of each phase.

10.	The first stage was to create the Information Asset Register – this lists all personal and non-personal information held by the team. It is a simple way to help understand and manage each team's information assets and the risks to them. It is important to know, and fully understand, what information you hold in order to protect it.

11.	The second stage was to distill the personal information into a Record of Processing Activity, which is a legal requirement (Art.30 UK GDPR) where personal information is processed. Importantly it sets out the lawful basis for processing personal data, allowing the Council to comply with its wider data protection obligations.

12.   The project was started in May 2022 and is still to be completed. As it has involved every team in the Council, this has led to approximately 126 IARs and 126 RoPAs being required. The team has reviewed and provided feedback on each document. There are approximately 14 outstanding RoPAs before the project can brought to an end. In 12 months time they will be reviewed and updated.

13.   A further recommendation of the internal audit was for the Information Rights Working Group to be reconvened. This group had stopped meeting during the pandemic. It was agreed that the group would be renamed as the Corporate Data Protection Group to more accurately reflect the work to be undertaken by its members.

14.   The first meeting of the group took place on 1 February 2023. The attendees represent each service across the Council and are known as Information Asset Assistants (IAA). They will be tasked with a project at each meeting to ensure the Council is meeting its data protection obligations. At the meeting on 1 March 2023 the group was asked to review their Service's Privacy Notices, another recommendation of the internal audit. The DPO Team have created a new Corporate Privacy Notice and a new template for each Service to use to ensure a consistent approach for those individuals accessing the Council's Privacy Notices.

15.   The next piece of work to be carried out will be reviewing each team's retention periods, the final recommendation of the internal audit to be undertaken. This will be a resource intensive piece of work as each team will need to consider each information asset they hold and how long they need to keep that information.

16.   It is intended that there will be an annual, rolling programme of work to ensure documents, policies and procedures are regularly reviewed and updated. There will also be further projects, such as a review of CCTV across Council buildings and improving active publication of transparency data.

17.   Despite the challenges of the last four years, the DPO Team is working well and has raised the profile of Information Governance across the Council, evidenced by teams actively seeking advice on data protection / IG when planning new projects.

Freedom of Information

Procedure

18.   The procedure has three steps:
            (a) The first stage is to provide the information sought within the statutory timescale of 20 working days, unless there is an exemption to the disclosure as set out in the Freedom of Information Act 2000. There is an electronic tracking system in which to log requests. This tracking system provides a full audit

trail of how the request has been handled and provides template response letters, which fulfill the statutory requirements of the Act. This first stage relies on the Information Champion within each service to prepare the response in line with provisions of the Act.

(b) The second stage requires the Council to have an internal review process so that, if a requester is dissatisfied, they have an avenue of complaint, which is separate from the corporate complaints procedure. The review stage involves the requester writing to request an independent review of the matter within 40 working days of receiving their initial response. The internal review, ordinarily, will be undertaken by the Strategic Director of Legal and Corporate Services and a formal response provided to the requestor within 20 working days.

(c) The third stage gives the requester a right of appeal to the Information Commissioner if he/she is still dissatisfied, following the internal review.

Data

19.   The following data covers the period since the last FOI annual report:

Year	Number of requests	Percentage dealt with in the statutory timeframe
2020	1006	90.35% (909)
2021	1135	93.39% (1060)
2022	1162	90.79% (1055)
2023 (so far)	282	95.74% (270)

20.   The number of internal reviews has steadily increased since 2017 when only 2 reviews were undertaken:

Year	Number of Requests
2020	11
2021	16
2022	14
2023 (so far)	5

21. The majority of internal reviews have upheld the position taken in the Council's initial response. A small number have upheld the decision "in part". Only one internal review provided for full disclosure of the information sought, with the reviewer disagreeing with the application of the exemption originally applied.

22. Where requestors have remained unhappy with the Council's response, it is open to them to make a formal complaint to the ICO:

Year	Number of Complaints to ICO	Outcome
2020	2	1 – required to disclose information 1 – agreed to disclose information
2021	1	1 – required to disclose partial information
2022	2	2 – no further action required
2023 (so far)	2	1 – no further action (1 decision awaited)

23. In 3 of the ICO complaints the Council was found to have provided the refusal notice or internal review outside of the statutory timescale although in making that determination, no further action was required of the Council. We do strive to provide all responses within the required timescales.

24. Requests for information vary considerably and are difficult to categorise. We receive regular requests around contracts, what hardware / software is used, when contracts are up for renewal and what our unit costs are. So far this year we have received a large number of requests around housing, bus lanes, road changes across the borough and climate change.

25. In the last 12 months, the following teams have received the most requests:
   - Housing, Environment and Healthy Communities - 346
   - Corporate Services and Governance - 200
   - Resources and Digital - 197
   - Economy, Innovation and Growth - 155
   - Children's Social Care and Lifelong Learning - 139
   - Integrated Adults and Social Care Services - 73
   - Public Health and Wellbeing - 45

26. The Council is required to publish certain information, for example senior officers' salaries, and a transparency page is available on the Council's website so that members of the public can access the information covered by the Publication Scheme from a single access point. It has always been hoped that

proactively publishing information would reduce the number of FOI requests received, however there is little evidence to suggest that is the case.

Data Breaches

27. Following the redrafting of the data breach reporting procedure in early 2022, the need to report data breaches, following the procedure, was widely publicised across the Council, using the Employee Bulletin, the intranet carousel and the online data protection training course.

28. Officers are required to complete the data breach reporting form with as much detail about the breach as possible. The form must be completed as soon as the breach is discovered, as the Council has only 72 hours in which to report the matter to the ICO should that be required. It is therefore important to include all of the information sought in the form to allow the DPO Team to determine whether the matter needs to be reported.

29. The Council is required to keep a record of all data breaches:

Year	Number of Data Breaches
2020	30
2021	64
2022	98
2023 (so far)	39

30. Whilst the number of breaches has gone up, it is believed the increase in awareness around reporting data breaches over the last 2 years is responsible.

31. The criteria for reporting a data breach to the ICO is where the breach is likely to result in there being a risk of adversely affecting individuals' rights and freedoms. Breaches reported to the ICO:

Year	Number of Data Breaches reported to ICO (percentage of overall total)	Outcome
2020	2 (6.7%)	2 – No further action
2021	1 (1.6%)	Advice given – no further action
2022	5 (5.1%)	5 – No further action

2023 (so far)	2 (5.1%)	2 – No further action

32.   Whilst it may appear that the increasing numbers are a concern, a cautious approach is taken to reporting matters to ensure the Council is being transparent with regards to data breaches. Where the Council has reported a data breach to the ICO, no action has been taken by the Regulator.

33.   Reasons for reporting breaches include:
   - A generic email sent to 118 recipients using the CC rather than BCC function. The inclusion in the email group revealed personal data about the recipients.
   - A residential address included in a document where the individuals had asked for it to be removed.
   - Missing paper forms containing financial information.

34.   The most common cause of data breaches is human error – using the wrong email address, attaching the wrong document, sending letters to the wrong property. Advice is always provided to the service when the DPO Team respond to data breaches, usually it is to reinforce the need to be vigilant when handling personal data. More detailed advice and training can be provided depending upon the nature of the breach.

35.   All staff are required to undertake annual data protection training which is provided via the Learning Hub.

Recommendation

The Corporate Resources Overview and Scrutiny Committee is asked to:

   a) note the information in the annual report, and

   b) satisfy themselves that the Freedom of Information and data breach procedures are operating satisfactorily.

High Priority	1
Medium Priority	5
Best Practice	2

High
Records of Processing Activity
Records of Processing Activity should be produced or updated as required, with an annual review carried out as a minimum by all Council Services in line with the GDPR and Data Protection Act requirements.

Medium
Information Governance Management Framework
Management should ensure that an Information Governance Management Framework is implemented that clearly outlines accountability structures, governance processes and includes all required documented policies and procedures, including a Data Protection Policy document. The framework should be formally approved and reviewed annually and then updated on the intranet.

Key Person Dependency
The Council should ensure that there is a Deputy Data Protection Officer in place to eliminate the key person dependency risk and to enable both strategic and operational duties to be carried out timely and effectively to ensure the Council adheres to regulatory requirements.

Privacy Notices
Management should ensure that all Council Services that collect, use and share personal information, outline in a Service specific Privacy Notice the legal basis for processing personal data; retention periods; and who the information may be shared with.

Data Retention
Services should be reminded to review and cleanse as required the personal data that is held within systems and databases on an annual basis as a minimum to ensure that information is not used beyond relevant retention periods.

Data Protection Impact Assessments (DPIAs)
An updated training presentation or brief for management teams should be developed and circulated to ensure that the completion of DPIAs is fully embedded for data processing considered high risk to individuals, and for major projects that require processing of personal data in line with the GDPR guidance.

Best Practice
Information Rights Working Group
The Information Rights Working Group should be reconvened, and a schedule of meetings arranged to review the data that is held by Council Services and to identify any gaps in compliance.

Operational Risk Register
Management should ensure that all specific risks associated with Information Governance and Data Protection are identified and recorded in the Council's Operational Risk Register, and that effective controls are implemented to mitigate the

risks. Risk management should be an ongoing process. An annual review of the Operational Risk Register should be carried out as a minimum.

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Gateshead Council

TITLE OF REPORT: Locality Working – Update and Next Steps

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

Purpose of the report

1. This report provides an update on the locality working model which includes the alignment of the emerging Family Hub model within the broader Locality Working approach.

- To support this activity this report outlines a work programme that will:

   o Align the Family Hub model to the broader locality model to support the "whole family / all age" approach
   o Align the activity closely with VCS partners that will support/ develop or commission the community development approach
   o Implement a locality-based case management approach within the Early Help Service and develop a programme to embed the links with Housing services and neighbourhood management teams/ partners in localities
   o Develop a locality-based plan for the South with the aim that it has synergy with the Primary Care Network plan to tackle health inequalities
   o Develop and co design training with Health teams that connects and upskills customer facing teams in localities
   o Through the establishment of a data lab, incorporates specific learning activity and opportunities that pave the way for further development of the locality-based approach across Gateshead
   o Recognise the importance of schools and the contribution made to the locality approach and locality working models are mapped to schools to ensure a network of wrap around support for schools to support integrated early help and prevention services which is easy to access and seamless

Background

2. The locality work we have done to date builds on the findings of Public Service Reform, lessons learned from Community Hubs, partnership working within our Children's Centres and Thrive in Beacon Lough East. All of which identified the importance of de-centralising and placing essential support services into communities, the benefits of taking time to build trust with residents and partners and the need to challenge the systems, policy and process that keeps people out of essential services until their situation is critical.

3. The initial roll out of a locality team is underway in the South following the

appointment of Peter Allen the Strategic Lead for that area. Induction for the team has included significant relationship building with partners across the locality and beyond, engaging a wide range of voluntary and statutory sector partners in constructive dialogue around the benefits of locality working, including Elected Members, blue light services and early intervention. (Low Fell/ High Fell/Chowdene/Lamesley and Birtley wards)

4. Feedback from this early work illustrates how services are ready for a reinvigoration of local partnership working, often based upon existing good practice, and in full realisation that combined resource offers improved value for money, better results and more opportunity to achieve positive outcomes for the whole community

5. The south locality plan is in development and multiagency information sharing events took place in December 2022 and January 2023 that served to re-energise and focus locality working for partners. This activity includes a specific project funded by the Police and Crime Commissioner (Safer Streets) to address and prevent ASB focusing on the Birtley and Lamesley Wards. Learning and activity from this approach is now in development in other parts of the South.

6. The Safer Streets project is serving as an excellent opportunity to showcase the benefits of structured locality partnership working and partner services have openly welcomed the move to a more localised, asset-based approach.

7. At an operational level, colocation of services has commenced in the south of the borough with a range of services now operating from both the Birtley Library and Wrekenton Hub. These include the South locality team, housing, Police, Citizens Advice, Mental Health Social Prescribers and a range of VCS partners.

To build on this work it is proposed we create a Locality Programme to provide greater corporate ownership and oversight of locality working

The aim of the Locality Programme will be to drive transformational change across the Gateshead system to:

- Reduce inequalities; deliver the outcomes set out in the HWB Strategy for Gateshead, tackling vulnerabilities within our communities and to enable more sustainable outcomes for residents; and

- improve the standard of places and enable communities to be more resilient; and

- create a new operating model for all council services, de-centralising the services needed to support residents to Thrive; and

- embed more effective ways of working, to identify budget alignment efficiencies, and reduce demand on high intensity, high-cost services.

- Measures and data for the evaluation of the programme will be in place which will include the Family hubs measures of success.

Next steps

8. Key activity needed to support the programme of work is as follows:

- The Early Help Service currently provides a cross-borough, peripatetic family support

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service and have agreed to adopt a locality-based approach to supporting families (ie) begin a phased timeline from February/March 2023 to link frontline practitioners to families residing in specific post code areas. This will enable Early Help colleagues to deepen understanding of/build improved relationships with local assets, including housing, health, schools and VCS networks. A codesigned plan for the delivery will complement this approach with a programme of activity that supports services/partners including early help, housing neighbourhood teams and neighbourhood management to develop shared objectives and ways of working in localities.

- This work would support the implementation of Family Hubs (2023-25) and the proposed model of aligning Hubs with VCS assets in our wards of highest deprivation. The Local Authority aims to utilise elements of Family Hubs funding to develop capacity with VCS partners and develop a 'Hubs and Houses' approach with a locality-based system of help. This element will support the development of the locality working model across the Borough to support an increase in the capacity of voluntary and community sector.

- The Locality programme will be designed to support the building of relationships across teams, and partners families and schools with a focus that has both practical benefits with timescales that support the whole team to have a locality focus. This will build on the work in areas for example TIBLE/ Edberts House and our Lottery supported partners where voluntary sector services are working alongside Council services and partners jointly – experience shows these teams are acutely aware of very localised issues and pressures on communities and the programme would be designed to give these teams an opportunity to effectively influence.

- The programme would be designed to provide the tools and mechanisms to encourage joined up working and develop the links with wider opportunities

- Learning and challenge will be built into the programme and form an integral part of the activity to inform future developments at both operational and strategic levels

- This approach supports the key aspects of locality working namely "community development" and "community-based working". It will pave the way for the development of 'locality teams' and a culture which responds to and delivers against the needs of the resident.

- Develop the links between schools and locality working has commenced in the South

- In collaboration with health partners and others we will develop locality-based plan for the South with the aim of having synergy with the Primary Care Network plans and the outcomes of the Fuller Stocktake Report as well as Community Mental Health Transformation plans; both with the fundamental aims of bringing care and support closer to communities, being more person centric and addressing health inequalities – the principles of which are capable of being rolled out across the borough.

- At a local level this work is already aligning with the Community Mental Health Transformation (CMHT) programme and The Learning Disability and Autism 3 Year plan where it has been identified there are many co-dependencies and opportunities to add value such as, co-location, targeted investment, and most importantly better outcomes for people and local communities. Evidence tells us that good mental health and wellbeing is seriously impacted by the wider social determinants of health; bringing locality working, Family Hubs, PCN development together with CMHT will be a massive

step towards holistic community-based support to people and communities. An overview of the CMHT programme and key successes to date can be found in Appendix 2.

- We will develop a core training programme with system partners that connects and upskills customer facing teams in localities regardless of who their contract of employment is with.

- Develop key measures that set out a baseline of data metrics from which locality working will improve upon.

With such a complex agenda, success will be dependent on creating buy in, ownership and the engagement of staff members to be part of it, help the activity evolve and ensure it remains a sustainable way of working which continues to deliver the benefits it was set out to achieve and more.

Scope and wider strategic impact

9. The programme outlined above will need to consider the development of locality working alongside other related opportunities for inclusion in the initial programme linked to wider potential strategic priorities including:

- **The role of place focused services in a locality services operating model:** the focus to date has been mainly on people / household focused support and prevention, not least to support the Council's Thrive ambition. However, locality working could offer opportunities to provide place focused services such as environmental maintenance and protection, 'street scene' services, transport, community development and safety in a more joined up, effective and efficient manner. The Place Standard recognises the impact of place quality on individual health and wellbeing.

- **Customer contact and digital strategy:** a financial driver for locality working is early intervention and prevention leading to less costly intervention in service delivery. Equally there are potential efficiencies through promoting greater 'self-serve' opportunities and a different approach to customer contact for ''transactional' service requirements. Both locality working and customer contact need to be considered as potentially complementary. One is a least cost service option, the other prevents, mitigates or reduces costs.

- **Corporate asset strategy:** spaces and buildings need to support locality working, but also need to be considered alongside the Council's need to rationalise its current building assets and reduce costs. There is potential to consider cost savings by reviewing the whole public sector estate in Gateshead, identify future 'whole system' requirements and potentially 'pool' building assets and costs accordingly.

Collaboration

10. The development and delivery of the programme has been supported by the involvement, contribution and work of officers/ partners from services right across the Council, the Health Services , the Voluntary Sector and the Police.

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Recommendations

11. Views of the Corporate Resources Overview and Scrutiny Committee are sought on the Locality programme as outlined in Appendix 1 with next steps and proposed timescales identified.

Contact: Neil Bouch Ext 5303

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APPENDIX 1 – Terms of Reference

Locality Working – A system wide partnership approach to include a new operating model for council services

Background:

This work builds on the findings of Public Service Reform, lessons learned from the Community Hubs, and Thrive in Beacon Lough East all of which identified the importance of de-centralising and placing essential support services into communities, the benefits of taking time to build trust with residents and partners and the need to challenge the systems, policy and process that keeps people out of essential services until their situation is critical.

Aim:

The initial aim of the Locality Programme is to help drive transformational change across the Gateshead system to:

- Reduce inequalities; deliver the outcomes set out in the HWB Strategy for Gateshead, tackling vulnerabilities within our communities, to create deeper more sustainable outcomes for residents

- Improve the standard of places and enable communities to be more resilient

- create a new operating model for all council services, de-centralising the services needed to support residents to Thrive

- embed more effective ways of working, to identify budget efficiencies, and reduce demand on high intensity, high-cost services.

Purpose of the Locality Programme:

Is to further develop, promote and enable shared purpose and partnership across Gateshead, maximising our collective impact (as far as we are able) by bringing together the thinking, amenities, shared resources/ costs and localised budgets of locality working, family hubs, mental health hubs, learning disability and autism hubs.

The Locality Programme will:

- Demonstrate practical cross-Council ownership of this corporate priority.
- Report progress to CMT and Leader's meeting to ensure oversight and necessary progress.
- Oversee the implementation plan/timeline to set out the steps needed

to achieve locality working
- Consider actions to address strategic and operational issues uncovered by locality working to date to include but not limited to lack of skills and capacity: need for systems redesign, data analysis, project and programme management, organisational development.
- Data evaluation and learning, using data to proactively approach people rather than waiting for people to present, considering key corporate learning points to inform other corporate priorities.
- Recommend more efficient and effective ways of working and service redesign where appropriate.

Methodology for locality working:

- Take a preventative approach by targeting those areas most in need informed by data including LION data (Local Index of Need) https://gis.gateshead.gov.uk/gatesheadmaps/IMD/app.html
- Collaborative approach, partners share budgets, assets, resources and risks.
- Creation of locality plans to agree local priorities, resources, and budgets and shared costs.
- Anchored in communities, agile and flexible responding to client need.
- Collaborative to include health, VCSE, criminal justice, education, training and others.
- Enhanced community engagement, better and more often.
- A refreshed community leadership role for Members.
- Systems thinking approach to locality working and subsequent systems change.
- New activity measurement / metrics.
- Zero based budgeting approach – council focused.
- Form follows function organisational redesign – collaborative redesign.
- Application of agreed change management policies and procedures
- Delivery of a communications plan.
- Create a risk register and undertake regular review of risks and issues.

Working principles of locality working:

- Trusting relationship with partners and residents take time to build, and a second to damage
- Not council led, but council facilitated
- Increased community engagement, parity in relationships and local decision making
- Wide staff, trade union and Member engagement
- Recognition that operational change requires some staff to be released from the 'day job' for significant periods of time
- Partner engagement via VCSE, health, education, and training networks
- Regular communications and awareness raising
- Implementation of better, more effective ways of working (processes, systems, policies, and job roles) will drive efficiencies
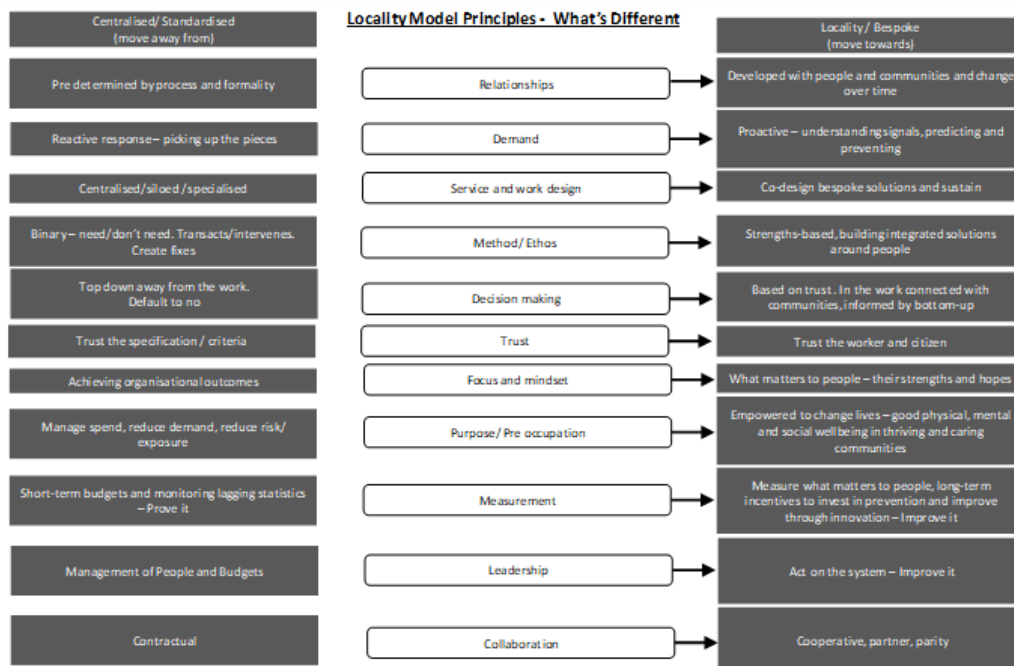
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- Wide ranging organisational change is inevitable

Programmed activity and proposed timescales:

Activity	Lead	Date
The Locality team in the South will be in place by end of December 2022.	Neil Bouch	Complete December 2022
Develop the Safer Streets initiative in the South (Birtley and Lamesley) with the engagement of local members	Peter Allen	Development completed. Programmed in place to run from January 2023 to December 2023
Develop strong working links with local elected members in the South to ensure local issues are at the forefront of delivery and engagement.	Peter Allen	From January 2023
Recruit a project management resource for a 12 month period to support coordination of the programme and support alignment with other programmes including People at the Heart. This post is subject to re advertisement.	Neil Bouch	By end of April 2023
Co-design a locality shared purpose and objectives with operational teams (Initial scope includes neighbourhood housing teams/ neighbourhood management/ early help teams and mental health transformation partners	Peter Allen	From March 2023
Via the Family Hub and Spoke approach support the development of the locality working model across the Borough that increases capacity in the voluntary and community sector. Including a mapping of the community assets.	Gavin Bradshaw/ Peter Allen/ Gary Carr/ VSCE partners	From March 2023
Implement a locality-based approach to supporting families (ie) to link frontline practitioners to families residing in specific post code areas/ aligned to neighbourhood housing arrangements	Gavin Bradshaw	From April 2023
Develop the links between schools and locality working – starting in the South	Peter Allen Suzanne Dunn	April 2023
Development of the South locality plan with alignment across partners and services	Peter Allen	May 2023

Commence a programme that supports services/partners including early help, housing neighbourhood teams and neighbourhood management to develop shared objectives in localities.	Gavin Bradshaw/ Peter Allen/ Gary Carr/ Gail Ballance	June 2023
Establish the learning approach for Locality working by end of March 2023 and embed the activity at both an operational and strategic level by end of September 2023	Mark Smith / Charlotte Wainwright	September 2023
Set up measures and data for evaluation and iteration of the locality programme	Mark Smith / Charlotte Wainwright/ India Gerritsen	September 2023
Develop the strategy to roll out the locality working model across Gateshead	Neil Bouch/Peter Allen	January 2024

Other items to add to the programme include:

- Consult with CMT and wider stakeholders on boundaries and the impact on services provided by health and education providers, including opportunities for alignment, avoidance of duplication. Importantly we recognise that organisational boundaries should not inhibit how/where support can be provided to residents.
- Align the Family Hub model to the broader locality model to support the "whole family / all age" approach.
- Identify the key opportunities for shared approaches/ resourcing that arise from the Family Hub model and incorporate these into locality development including the hub and spoke activity in community settings across Gateshead with the support of the VCS.
- Develop training that connects and upskills customer facing services (with support from HR / workforce development and linking with Angela Kumar (ICB) regarding a system wide approach) (timescale tbc)
- Based on the locality model continuum an organisational design and development exercise is required to ensure that the model is fit for purpose, with the right roles delivering the right services, at the right time, with the correct structure in place which enhances day to day team, individual and Council performance. This will include a full people impact assessment and a transformational programme of change management and process redesign (timescale tbc)

Centralised/Standardised (move away from)	Locality Model Principles - What's Different	Locality/Bespoke (move towards)
Pre determined by process and formality	Relationships	Developed with people and communities and change over time
Reactive response – picking up the pieces	Demand	Proactive – understanding signals, predicting and preventing
Centralised/siloed/specialised	Service and work design	Co-design bespoke solutions and sustain
Binary – need/don't need. Transacts/intervenes. Create fixes	Method/Ethos	Strengths-based, building integrated solutions around people
Top down away from the work. Default to no	Decision making	Based on trust. In the work connected with communities, informed by bottom-up
Trust the specification/criteria	Trust	Trust the worker and citizen
Achieving organisational outcomes	Focus and mindset	What matters to people – their strengths and hopes
Manage spend, reduce demand, reduce risk/exposure	Purpose/Pre occupation	Empowered to change lives – good physical, mental and social wellbeing in thriving and caring communities
Short-term budgets and monitoring lagging statistics – Prove it	Measurement	Measure what matters to people, long-term incentives to invest in prevention and improve through innovation – Improve it
Management of People and Budgets	Leadership	Act on the system – Improve it
Contractual	Collaboration	Cooperative, partner, parity

Issues:

- Successful delivery is dependent on corporate commitment and commitment to change
- Infrastructure to begin implementation in the first roll out area is in place
- Infrastructure to support the roll out further will need to be identified from within existing resources
- Identification of resource for support functions to ensure that the work required to enable the locality model and the transformational change is supported when it's needed
- Our understanding of communities and how these correlate (or rub up against) council, PCN, and Ward boundaries will need to be shared and understood.
- There is a need to address any required skills and capacity gaps: to ensure systems redesign, data analysis, project & programme management, and organisational development
  - Culturally we need to change what we value and label as productive - building trust and has the power to change a life.
- Community engagement methods, there is a need to listen more and agree priorities and ultimately budget locally

Appendix 2 – Community Mental Health Transformation, Learning Disability and Autism and Locality Working

Significant work has been done with community partners, stakeholders and people to begin to develop a way of work that will ensure shared values and vision of community and locality working.

The priorities for Year 2 of the CMHT programme are

Continue to support the integration of services & teams across the primary care footprint to join up the system and improve care & support to individuals

Residential Accommodation Review & Links to Mental Health Rehabilitation

Developing an enhanced offer across the Crisis Pathway, including Alternatives to Crisis Services

Developing an offer for Individuals Experiencing Complex Emotional Needs

Addressing Inequalities

The expansion of the CMHT workforce, has created over 30 new roles which work within the PCN areas. Wherever possible we will work on a locality and PCN footprint to bring teams and people from different organisations together. The aim is to establish a collaborative and co located way of working. Some of the new roles introduced are.

7 PCN Mental Health Practitioners
5 Mental Health Community Development workers
10 Peer support workers
5 Children & Young People Trainee MH Practitioners
2 Children & Young People CBT Therapist's
CBC Extended Access Mental Health Practitioner Pilot
2 Children & Young People Mental Health Practitioners

A key priority is System Integration, to enable this we are developing a systemwide training offer that will include a platform where information from different organisations can be shared with staff as part of their inductions. A clearer more structed induction programme is also being developed, where new staff get offered a proper induction and understand what their roles are, and how they fit with providing support to the whole of the Gateshead system. This programme will not specifically focus on MH, it will include staff working with and supporting our Learning Disability and/or Autistic population. The offer will be to embed MH into the 5 new Autism Hubs to provide a pre and post diagnosis offer, joining up with the Family Hub and Locality work streams to create holistic support for the people in Gateshead.

Other work across health and social care includes creating easier pathways for accessing suitable housing and support, a review of the current Mental Health

Concern Beds, and a review of the Older Person's MH pathway to increase the ability to access community support to enable people to live in their own homes and the community is underway with partners. Accommodation and support linked to Housing Strategy and developing future accommodation is taking place, as well a Fair Cost of Care Exercise and introduction of new contracts for 18+ adults for residential care provision.

The Crisis Pathway

A 12-month pilot of 8 crisis beds (4 male, 4 Female) to avoid admission to hospital is in place with MHC (within 6 months, the pilot has avoided 13 potential hospital admissions).

We are working with CNTW to develop safe havan/crisis café accommodation, to create an alternative to people attending A&E and offer timely support to keep people at home and access the support they require.

There is a CYP Pilot post crisis with Northeast Counselling Services to support young people who may have recently attempted to take their own lives. (The initial evaluation has found that we have been able to support 15 young people).
Other CYP work includes a full review of the Single Point of Access, due to an increase in referrals in and significant wait times for treatment from both the Getting Help and Getting More Help Service, an evaluation will be completed to understand the reasons for the increase and to identify solutions to reducing pressures on the system. Some early evaluation has identified that services need to join up more, especially with Primary Care.

Inequalities work

Community Mental Health Transformation

- Pilot work with Atypical Support and Tyneside Mind to address inequalities autistic adults face in accessing Mind services

- Deep dive work with South Tyneside & Sunderland Trust to understand why take-up of the IAPT the service is low

- Deep dive work with NRASS to understand and address inequalities faced in accessing mental health services by the deaf community

Learn Disability and/or Autism

Health inequalities is a core theme within the 3-year Learning Disability and Autism Plan with a focus being around parental health as raised by the insights network. We are in the process of developing a women's Living Support Network to support up to 9 individuals with learning disabilities around equal access to health services, sustaining tenancies and addressing gendered health inequalities.

We will launch a 2-year grant scheme for organisations who support carers who themselves have additional needs, including learning disabled and autistic carers.

We have funded a Community Connector post within Your Voice Counts to support the community offer for adults with learning disabilities and support improved health outcomes.

Gateshead System is in the process of developing Autism Hubs to offer support to parents and carers of autistic children across the Gateshead borough. This model will offer pre and post diagnostic advice and support through 1-1 sessions, drop-in, parent and carer support groups, an online platform and workforce development for the wider system.

Year 3 of CMHT programme will be developing the Complex and Emotional Needs pathway

- Working with People @ The Heart
- QE A&E Frequent Attenders
- System Mapping to understand Need & Impact
- Dual Diagnosis – Working with public health on Drugs & Alcohol
- Trauma Identified as a System Training Need

CMHT will begin some Trauma Informed Training for system partners and those that work with complex individuals in Apr/May 23.

To ensure that we can enable the system and partners to work together effectively we will continue to bring people together to enable the opportunity to network and share practice and improve system working through events such as the recent MH Conference. To ensure that we continue to complete the work we will measure ourselves the NHS Roadmap.

By 2023/24 - Priorities for Community Mental Health transformation

For any further information related to Community Mental Health Transformation Programme or the Learning Disability 3 Year Plan, please contact.

Mental Health, Learning Disability and Autism Portfolio Manager Angela.Kumar@nhs.net

Mental Health, Learning Disability and Autism Project Manager gail.ballance1@nhs.net

Associate Director Gateshead Place kirsty.sprudd@nhs.net

TITLE OF REPORT: Corporate Asset Management – Annual Progress Report

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

SUMMARY

This report provides an update on the progress on Corporate Asset Management and ongoing review of the Council's Assets; the Committee is asked to provide feedback and comment.

Background

1. The Council has long recognised that Member engagement is essential in both the monitoring and scrutiny of the way in which the Council uses its property portfolio, to deliver its services and priorities.

2. In 2020, through a Council restructure a new Property and Assets service was created consolidating most property related functions and budgets to enable a co-ordinated and joined-up approach on use of assets.

3. Following the restructure, Property and Assets service undertook a review of the Council's current arrangements for the management, repair, and maintenance of its Property Portfolio, and if such arrangements were the most appropriate in terms of safety, cost effectiveness and efficiency. The initial findings included the need to: -

   - Develop a single comprehensive list of key property data including its condition, compliance, measured drawings, insurance valuations etc.
   - Bring together property budgets and lack of backlog maintenance information leading to lack of consistency of planned preventative maintenance programme. Maintenance prioritised by reaction.
   - Change culture, property looked at as a service resource rather than a corporate resource.
   - Ensure service business planning includes how the assets they use fit their strategy for transformation.
   - Identify a clear resource for corporate asset management.

## Current Position / Progress

Corporate Landlord Model

4. The Corporate Landlord approach taken by Gateshead is that the management and maintenance of assets are transferred from service areas into the corporate centre (under the Property and Assets service). The Corporate Landlord's function is to ensure all services are adequately accommodated and to maintain and manage the property asset covering: -

- Strategic asset management
- Building management
- Statutory compliance
- Commissioning Repairs and maintenance
- Estates management (TNRP)
- Planned, preventative maintenance programme
- Capital Project management and delivery

5. Maintenance and statutory liabilities are currently estimated at an ever-increasing £65 million, with an annual spend of around £8 million against this. Our overall strategy is to ensure that our finite and reducing maintenance resources are prioritised to appropriate buildings, where the money is needed most.

6. We will identify these priorities by conducting a rolling programme of condition surveys which aims to understand maintenance requirements over a period of 10 years, with aspirations to complete lifecycle condition surveys on selected assets to cover a period of 25 years. This will enable a better-informed decision-making approach and maximise efficiencies by planning over a longer time horizon, instead of reacting to emergencies as they happen.

7. Our four key aims are:

   i. To ensure our Buildings are safe and secure for the people who use them
   ii. To allocate funding to projects that will achieve the maximum positive impact
   iii. To achieve an efficient balance between planned and reactive maintenance work
   iv. Achieving maximum efficiencies in the way we procure building maintenance work

8. The council has a duty to manage the risk and assess the impact of statutory regulations on its assets in relation to Asbestos, electrical Fixed Wiring and Legionella, lifts, and Fire Regulation compliance. To ensure that the asset portfolio is compliant with statutory requirements, regular inspection and review of property is carried out and remedial works actioned. The development of our data and systems will enable an end to end reporting of the compliance position.

9. Like most councils, Gateshead Council has experienced significant funding reductions and we need to make careful choices in where we prioritise the money we spend. Since the budget was set for 2022/23, we have experienced further financial challenges relating to the cost of energy which is projected to overspend in by £720k against a budget of £1.354m. This overspend has been offset in slippage in savings in R&M spend and savings in rates.

10. We will work with the Energy Team to maximise grant opportunities for a programme of investment in BMS systems, retrofit projects and

microgeneration projects to help reduce mains electricity and gas consumption at as many sites as possible.

Corporate Asset Management Strategy and Plan

11. The previous Corporate Asset Management Strategy and Plan expired in 2020. Long term priorities such as digitalisation and decarbonisation combine with other factors such as Covid 19 and the rise in energy prices since 2021 present new challenges to the council. These challenges affect both the efficiency and effectiveness of our assets. What was working in the past may not be appropriate for the future due to changing circumstances. Rather than refresh the previous Plan, the council is developing a new Strategic Asset Management Plan (SAMP). The diagram below sets out the types of factors that affect the viability of the council's property portfolio.
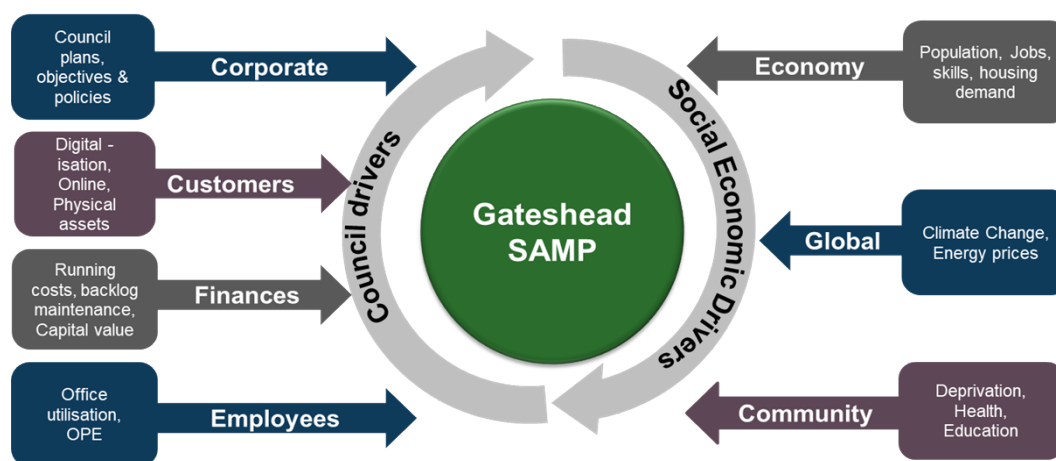
12. This Strategic Asset Management Plan will provide an overview of our land and property estate, together with our main priorities for managing and developing that estate over the next five years.

    i.   To plan and manage property as a corporate resource for the benefit of the people of the Gateshead.

    ii.   To provide the right property, fit for purpose, in the right place, to meet current and future service needs

    iii.   To manage and maintain property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities from the rationalisation and disposal of land and buildings

    iv.   To use land and buildings to stimulate development and growth, together with supporting local business needs and encouraging new business to the area

    v.   To promote joint working where it will provide benefit for service delivery and in securing efficiencies.

13. Asset Review is an embedded process, which means that we will be reviewing all of our asset portfolio on a continuous rolling programme. This ensures that only those assets that are needed are retained. The ultimate aims of Asset Challenge are to reduce costs, identify assets that should be

retained for use and/or invested in, identify those that are surplus to requirements and therefore can be disposed of. To do this, each asset will be assessed using a step-by-step challenge process, ensuring that every asset has been fundamentally tested against a common set of criteria.

14. Careful financial management focusses on answering 3 key questions.

    i.   Do we know why we are holding that asset?

    ii.   If that asset generates revenue for the council (such as receiving rent or lease income), do we have a target revenue figure and are we achieving it?

    iii.   If an asset is deemed as "surplus", do we have a clear strategy for disposing of it? Without careful management, there is potential to waste money by keeping buildings that are not fit for use or unnecessary. Equally, all assets have a value and if they are no longer required we might be able to sell them to unlock that value and use or invest the money elsewhere.

15. The council will develop a targeted disposal programme to support this SAMP, identified through asset rationalisation and the release of surplus assets.

Operational Assets

<u>Civic Centre</u>

16. The Civic Centre is a large building occupying over 3.5 hectares of land. At 40 year old, the building is entering period when it may need significant lifecycle replacement over next 10-20 years, e.g. roof, windows, toilets, kitchen areas. There is a single heating system which means we cannot isolate part of the building to accommodate 24/7 access which does limit our rental opportunities. Annual running costs are £1.2 - £1.4m.

17. Staff utilisation plummeted during the various Covid-19 lockdowns from March 2020 to January 2022, when official UK Government advice was for office workers to work from home where possible and has only partially recovered since the end of lockdowns in January 2022, as many areas of the Council have moved to a hybrid working model (Smart Working).

18. As a result of these new ways of working, and in line with every other local authority, occupancy in the Civic is low. The building contains 2,250 desks. Monitoring over a 27 week period in 2022/23, max occupancy was 480, min was 120 and average was 343. We have worked with all services on their future space requirements, consolidating into smaller areas of the building and following the decant from Dryden we are unlikely to go above 40% occupancy of the civic centre.

19. The Civic Centre does however have ample car parking space, is very near the town centre Gateshead interchange and is walkable to Newcastle Central train station. Whilst the proximity of the Civic to public transport and parking is attractive to other public sector partners, and there is considerable interest, it is proving very difficult to offer a longer-term rental options without understanding the longer term future of the building.

20. The Council needs to review the best options for its customers, its civic role, the work force and the site in general to determine the optimum use of the site for the council and the people of Gateshead. It is intended to carry out an option appraisal on the future of the building which will include investment in the building to make sure it is a viable offer for incoming tenants.

Depots

21. The Council operates a network of 6 main depots, 6 smaller depots and 13 storage areas. Sites are considered spread out and poorly laid out but a lot of depot space relative to other councils.   Result is council is duplicating functions at sites and sites are inefficiently used. The total outturn for these depots in 22/23 is £1.441m.

22. There are high risk traffic flows and insufficient parking for fleet vehicles and an ageing infrastructure. Most of the facilities are no longer fit for purpose with poor vehicle washing facilities, vermin issues, poor insulation, temperature control and energy management.

23. There are significant condition backlog maintenance issues (particular at Park Road). Recent storm damage have affected staff welfare and front-line operational delivery.

24. We need to review these assets to determine the optimum way to deliver services. We will carry out an appraisal and will consult more deeply on proposals to develop existing or re-provide depot facilities elsewhere to cope with future requirements such as electrification of the fleet and on site recycling etc. The aim is to reduce running costs by c. 25% by reducing site operations (£360 p.a.). Actual savings will be based on final design.

Dryden

25. The Dryden Centre is primarily used by Council staff as offices and training accommodation. The section of the building known at State of the Art (SOTA) is utilised by Learning and Skills to deliver training to people with Learning Difficulties and have 150 learners in total. A section of the ground floor is let out to the Northumberland Tyne & Wear NHS Foundation Trust ('NTWFT').

26. The annual expenditure on the building is circa. £367k, offset by income of £282k. Of this income £114k relates to Learning and Skills grant, £60k rental from NTWFT and the remaining is income from internal room bookings and catering. This income can largely be retained by relocating services elsewhere in the council's operational portfolio.

27. In recent years, the approach to management of the building has been based on the understanding that it would only be retained in the medium term which has led to minimal strategic maintenance carried out over the last 12 years. In addition, the ICT infrastructure being 'challenging' as network connections are very slow and training facilities falling behind an

acceptable standard. Essential Strategic Maintenance for the building relating to the roof, electrical installation (including fire alarm upgrade) and IT upgrade are estimated at £800k-£1m.

28. Most of the staff have now been relocated to the Civic Centre. The former Birtley Childrens Centre is currently being adapted to replace SoTA and Kingsmeadow Lifelong Learning Centre will facilitate the majority of the current training provision. Subject to completion of these works the building is likely to be vacated June 2023.

29. As part of the surplus declaration process (to be considered by Cabinet), the Council is finalising an option appraisal on the future use of the site and buildings.

<u>Locality Working / Engaging with our Communities</u>

30. We have developed family / community hubs that provide a range of services to their communities from local libraries through to meeting spaces for community groups. We have designed these to be at the hub of their local communities. Some of the developments so far include: -

   - Birtley Children's Centre have relocated from their former accommodation at Barley Mow to Harris Bank. The new central location has increased their catchment and take up of services.
   - We have recently completed the refurbishment of the empty Nursery Building on the Chowdene Children's Centre to accommodate the Music Service to relaunch and rebrand their service and provision. Previously located within the Dryden Centre, the new accommodation provides a delivery/teaching space, office accommodation and store the musical instruments, which are distributed across Gateshead Schools and Pupils.
   - There is a dedicated space within Chowdene Children Centre for the provision of the Community Fridge and space for the users to make teas/coffees within the Community Café space.
   - The Childrens Centre at Tyne View already accommodates NHS services. Following refurbishment of the previously vacated Nursery accommodation this space will now be a dedicated Contact Session room to replace the provision currently located at the Deckham Family Centre. The Contact Teams and Children Centre will work together to which enhance the provision of Children's Services in the area.
   - Edberts House are operating out of Highfield House to launch their service provision offer, which is aimed at young families and providing support. The Childrens Centre have relocated the Children back into the building to work alongside Edberts House and Contact Sessions will be offered from this once disused asset.

31. Working with the Council's Locality Lead we are assessing how our assets can support Locality Working. Specifically, we are talking to Primary Care Estates linked to GP Surgeries, Mental Health, Midwife Service, Age UK, Cumbria & Tyne and Wear NHS Foundation Trust maximising the opportunity to deliver health services in the community and to be

collocated alongside other services. There is also interest in the Civic from these organisations.

32. We are fully committed to using our assets to form long-term partnerships with suitable community organisations, to create stronger, more cohesive and more sustainable communities.

33. The objectives of partnership working are to:

- Provide improved joined-up and customer-focussed services
- Provide improved access to public services in the borough
- Deliver public service efficiency savings
- Deliver greater savings in running and maintenance costs - through sharing public service buildings.
- Work closely with community organisations - optimising the use of assets where most benefit can be realised.
- Contribute to wider economic, social and environmental outcomes for the borough – for example, creating new jobs
- Optimise building occupancy and space utilisation.

34. Over the past few years, the way in which we engage with our communities has changed. We have transferred the operations of 38 community centres and libraries to local groups through a process called a 'Community Asset Transfer' (CAT). CATs reduce costs to the council and also allow for the continuing operations at these sites, which may otherwise have closed. Gateshead has been one of the leading councils at enacting CATs.

35. In addition, 21 x pavilions/changing rooms will be handed over to community organisations further to final compliance checks. This needs to be in place as the budgets are no longer available from end March 23.

36. Local people are often best placed to manage community facilities in their area. They already make extensive use of these assets and their local knowledge and hands-on management often results in lower overheads and better value-for-money. Community organisations also use volunteers and take great pride in their local area. Managing these facilities can help to empower local communities and can bring opportunities for greater independence and financial sustainability. When done well, CAT can create lasting change in local neighbourhoods however we are also engaging in 'health checks' of these organisations to ensure they are still fit for purpose and delivering against the community based outcomes.

Non-Operational Buildings

Tenanted Non-Residential Properties (TNRP)

37. In April 2019, PSP Gateshead (TNRP) managed the majority of the TNRP assets e.g. industrial estates, ground leases, offices, shopping centres and garages/garden land. The partnership was targeted with driving income up, costs down and trading out poorly performing asset/securing new income opportunities. The partnership was predicated on the Council

receiving a Guaranteed Base Rent together with a share of any Profit Rent generated.

38. However, in November 2020, HM Treasury issued new guidance to Local Authorities, to stem the acquisition of investment properties by Councils, using cheap borrowing through the Public Loan Works Board. This has had the effect of stopping any trading of assets by the partnership and the viability of PSP's continued involvement in the management of the TNRP.

39. In September 2021, Cabinet agreed to serve notice to bring the partnership to an end and bring back in-house the management of the Council's Tenanted Non-Residential Portfolio ('TNRP') which transferred back to the Council in January 2022.

40. Following the insourcing of the estate, and a review of the portfolio, initial findings are the Council needs to radically improve Management information and systems. Whilst a re-procurement is underway for a new estate management database, significant work needs to be undertaken on property management controls over lease renewals, high risk tenant monitoring, bad debts and debt collection.

41. The Council will be setting a strategy for each property within the TNRP. We will identify whether the properties are delivering a financial return or are being held for socio economic reasons. Those assets which do not meet acceptance criteria will form a disposal strategy.

42. One key way in which the council can maximise its financial effectiveness is to ensure its TNRP is being managed effectively. The council is committed to a programme of reviewing its investment estate assets and reviewing leases and rents to maximise the income to the council from the investment estate portfolio. The aim will be to generate at least 10% more rent due to improved management.

Surplus Estate

43. The surplus estate is any site that is not used by the Council to provide services (operational) or is not deemed as an investment asset (non-operational). Surplus assets can be either strategic or non-strategic. Strategic surplus assets are assets that the Council may have a need for in the near future.

44. The following table reflects the 350 sites contained within the Council's property database which the Council deemed as either surplus, a potential redevelopment site or a regeneration site: -

	West & Inner West			South, Central & East			Total		
	Number	Area (Ha)	Avge size	Number	Area (Ha)	Avge size	Number	Area (Ha)	Avge size
Surplus Land	2	3.6	1.8	1	0.0	0.0	3	3.6	1.2
Vacant land	1	1.2	1.2	-	-	-	1	1.2	1.2
Closed Building	4	0.1	0.0	9	6.3	0.7	13	6.4	0.5
Development site	15	28.0	1.9	14	26.8	1.9	29	54.8	1.9
Surplus Building	9	12.5	1.4	5	1.4	0.3	14	13.9	1.0
Potential Development Site	136	333.5	2.5	126	174.5	1.4	262	508.0	1.9
Regeneration site	2	12.7	6.3	26	36.6	1.4	28	49.2	1.8
Total	**169**	**391.5**	**2.3**	**181**	**245.7**	**1.4**	**350**	**637.2**	**1.8**

45. For each site we will carry out a line by line assessment to validate the data, determine which land is of strategic value i.e housing sites, employment land. We also need to understand if the Council may use the site to support its strategic projects (ecological/tree planting etc).

46. The rest of the surplus estate is non-strategic and a disposal strategy developed to raise capital receipts for the council.

47. There is an Asset Development Group who are challenged with preparing development frameworks ahead of surplus declaration in order to however minimise the timescale of holding surplus assets and associated holding costs,

Financials

48. Since 2021, we have achieved annual £410k of savings and efficiencies against as a direct result of adopting the Corporate Landlord model.

49. The table below reflects further annual savings of £560k included in the MTFS for 23/24. This includes property savings relating to the closure of Dryden as an operational asset, savings in the holding costs of Prince Consort Road and savings in Building Cleaning costs.

50. The additional c. £1m savings 2024-2027 reflect the potential outcomes of the Actions Plan and are subject to further detailed review and appraisal.

51. There will be capital receipts as the asset review progresses.

Year - figs in £k	22/23	23/24	24/25	25/26	26/27	Totals
Reorganise Depots					340	340
Rationalise the civic			200	100		300
Investment Rent			100	75	75	250
Savings in premises costs/business rates	250	160				410
Savings in surplus property holding costs		80				80
Building Cleaning		70				70
Property staffing levels	160					160
SUB TOTAL	410	310	300	175	415	1,610

Next Steps / Forward Plan

52. The Asset Management Strategy and Action Plan will be presented for approval to Cabinet April / May 2023.

53. Subject to approval the Asset Management Strategy will be reviewed annually, whilst the Asset Management Action Plan will be managed, monitored and updated continuously to report on progress and

achievements. This means that the document will be continually changing to reflect achievement of actions and capturing new priorities and initiatives as they are identified.

54. The table below summarises represents the Key Projects detailed within the report: -

	Project	Key elements	Timeline
1	Improve Management	Improve data and systems Develop KPIs and use these for management. Ensure key governance and processes use KPIs Ensure end to end reporting functionality for Statutory Compliance.	Aim for improvements by end 2023/4.
2	Civic Options	Determine future space need. Determine site, and occupancy method. Review disposal options	Determine strategy by end Dec 24 with implementation plan within 24 months
3	Depot Review	Determine 1 or 2 main depot approach or retention existing sites. Design the sites Determine location & acquisition method for new site. Set disposal strategy for old sites.	Determine strategy by end Dec 23 – aim to leave within 24 months.
4	Non-operational estate review	Set KPIs for estate Determine core and non core Develop management strategy for core assets to raise yields and disposal strategy for non core assets	Implement KPIs by Q3 2023/4 determine management strategy by end 2024/5
5	Surplus assets programme	Review all surplus estate Determine appropriate disposal plan for surplus	Strategy Q2 2023/4 and implementation to follow.

Recommendations

9.   The Overview and Scrutiny Committee is requested to:

(i)   Note the progress achieved over the period
(ii)   Comment on the level of progress and next steps.

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Gateshead Council

TITLE OF REPORT: Review of Community Wealth Building: Final Report

REPORT OF: Andrea Tickner Service Director Corporate Commissioning & Procurement

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SUMMARY

This final report seta out the findings and recommendations of the Corporate Resources Overview and Scrutiny Committee review on Community Wealth Building

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1.   Introduction

1.1   At its meeting on 13 June 2022, Corporate Resources and Overview Committee agreed the scope for the review focussing on:

- Making community wealth building central to Gateshead strategic direction through its strategy;
- E-learning modules to be developed on community wealth building which are available via the intranet for all staff across the Council;
- Review spend analysis of the top 100 suppliers to identify where contracts could be delivered locally, addressing gaps in the local supply chain and those opportunities offered to local suppliers;
- Explore the development of social enterprises through the work of Economic Development;
- Improve SME's access to contract opportunities through improving our internet pages and having a greater presence on social media;
- Supporting the development of a more inclusive economy by working with other organisations to embed community wealth building through the Community Practice meetings and discussions at Anchor institute meetings.

1.2   The review was facilitated through a series of Evidence Gathering sessions

2.   Review Methodology

2.1   The review comprised of two evidence gathering sessions. Evidence was sought from the internal council services, including Corporate Commissioning and Procurement, Economic Development and Human Resources. Centre for Local Economic Strategies (CLES) prepared a presentation for the Committee and the North East Business and Innovation Centre also presented to the Committee.

2.2 All of the sessions included presentations by each of the above followed by a question and answer session.

3. Summary of the Evidence Gathering Sessions

3.1 <u>Session 1</u>, held 24th October 2022, provided Committee with a summary of the Council's approach to community wealth building and briefly explored the 5 pillars of community wealth building:
- **Commissioning and procurement**
- **Fair employment and just labour markets**
- Socially productive use of land and property
- Making financial power work for local places
- **Grow local and community ownership of the economy**

3.2 A range of activities had been undertaken including reviews into spend, officer interviews and workshops. Gateshead had prioritised the above pillars of commissioning and procurement, fair employment and just labour markets and grow local and community ownership of the economy (all highlighted in bold).

3.3 An anchor network was initiated in 2020, however a number of the anchor institutions were not able to share data and the network stalled during COVID due to each organisation having other priorities. Work is ongoing to reconvene the anchor network.

3.4 Stuart MacDonald from Centre for Local Economic Strategies (CLES) prepared a presentation to the Committee that explained the 5 pillars of community wealth building in more detail, providing examples about how each pillar contributes to building or retaining wealth within communities and setting out both the work that the Council and CLES have undertaken. The presentation was delivered by Andrea Tickner, Service Director, Corporate Commissioning and Procurement as Stuart's train was delayed, however he attended in time to answer questions

3.5 During COVID, a Social Value framework was developed which will help to deliver community wealth building and work had been undertaken to develop the community wealth building narrative.

3.6 Reported progress with the implementation of community wealth building included:
- CLES commissioned to support the development of a Community Wealth Building agenda for Gateshead in April 2019;
- Delivery of CLES initial report outlining recommendations in November 2019;
- Development of internal commissioning and procurement proposals for capacity to support community wealth building in Gateshead in November 2019 (however this was delayed until April 2021);
- Greater emphasis on pre-procurement engagement with local organisations, quotations being ring fenced to local companies and a switch towards dynamic purchasing systems (DPS's) being made where appropriate to try to specifically target local organisations and encourage them to trade with the Council since December 2019
- Action plan developed to implement community wealth building in March 2020;
- COVID struck, March 2020;

- Established Gateshead Local Enterprise Group to carry our enterprise support mapping and develop action plan in July 2021;
- Social Value Toolkit approved for all procurements exceeding £100k in October 2021;
- Established procurement anchor network to review spend analysis and develop an action plan in December 2021;
- Established employment anchor network group to carry out employment analysis and develop and action plan in December 2021;
- Work commenced on designing the community wealth building e-leaning module June 2022;
- Work commenced on updating the procurement internet pages in July 2022;
- Establishment of social value database and more proactive approach to including required social value via a "wish list" in July 2022;

3.6 <u>Session 2</u>, held on 23 January 2023, provided additional evidence to demonstrate how the Council is implementing community wealth building across a range of activities.

3.7 <u>Commissioning and Procurement</u>. Janine Copeland explained that the Corporate Commissioning and Procurement Strategy is built on community wealth building principles, and it ensures that Council priorities including the implementation of community wealth building are incorporated into all commissioning and procurement activity.

3.8 The Council has also developed a Social Value Toolkit that also incorporates community wealth building principles and will drive this agenda forward. To date social value commitments aligned to a value of £3.8m had been offered through a range of procurement processes and a fixed term social value co-ordinator post had been established to manage the allocation and delivery of social value offers.

3.9 <u>Grow local and community ownership of the economy</u>. Andrew Tate from Economic Development also presented to the Committee, and highlighted the three strands that have been developed to improve this element of the work:

- Build a more generative economy
- Build a more democratic economy
- Build financial resilience

3.10 A Gateshead Local Enterprise Group has been established with the objectives of:
- Increasing the number of generative enterprises in Gateshead and supporting their development
- Ensuring that local enterprises can compete for both public and private sector contracts and that opportunities are accessible to them in order to maximise the retention of wealth locally

3.11 Progress made to date is as follows:
- The Generative Economy in Gateshead has been baselined at over 80% of all businesses;

- EU funds have been levered to provide self-employment support and start up bootcamps;
- 79 new businesses have commenced trading so far in 2022/23;
- An accelerator programme has been piloted to facilitate growth in Social Enterprise;
- A Gateshead Connect service has been introduced with 4000+ supplier matches to 22 contract opportunities;
- There has been improved visibility of live and pipeline tender opportunities via social media, and e-newsletter
- Work has been undertaken to market test low value contract opportunities through the group's networks;
- A guide has been updated on how to do business with the Council.
- The procurement and economic development teams are actively supporting businesses to register on the Council DPS and NEPO Open portal (the new tendering portal soon to be implemented across all local authorities in the region)

3.12 The Committee also heard from Michelle Booth from the North East Business and Innovation Centre on some of the work they have been doing with businesses in Gateshead. They established a social enterprise team in 2018 and are one of the largest in the country. The centre is recognised both regionally and nationally as leaders in the field.

3.13 The team set up an Innovate for Good Incubator pilot in Gateshead at the start of covid, bringing together 11 social enterprises as a learning circle. The businesses get 1:1 business support, co-working opportunities, and come together once a week and a series of workshops were held including:

- Exploring your products/services
- Exploring impact
- Business planning
- Funding, markets and social media
- Developing your strategy

3.14 The Committee also received a presentation from Corporate Procurement regarding the Gateshead Anchor Network organisations which include the Council, Gateshead College and Gateshead NHS Foundation Trust (GHFT), NE and Cumbria Integrated Care Board, Connected Voice, Newcastle United Foundation, Bloom and NEPO. The anchor organisations have all agreed participation going forward and opportunities are being explored to collaborate with the already established North of Tyne Anchor Alliance.

3.15 Further ongoing work within Gateshead includes:
- Embedding of community wealth building e-learning modules
- Opportunity to embed community wealth building training across anchor organisations
- Promotion of the How to do Business Guide
- Continuing to promote contract opportunities through social media platforms
- Continuing to collaborate with the anchor organisations

3.16 The Committee were shown the Community Wealth Building e learning module.

3.17 <u>Meeting on 6 March 2023</u>
The Committee received an interim report at this meeting and requested information about gender equality in local economies. CLES released an announcement on 8th March 2023, National Women's Day, based on research that it had carried out jointly with The Women's Budget Group that suggested that the barriers to paid work encountered by women means that £88.7bn GVA is lost to the economy in England, Scotland and Wales annually. A link to the detail of this work can be found here.

4. Findings, issues and challenges arising from the review

4.1 The following were discussed during the review process:
- The landing pages for doing business with the Council do not mention social value;
- Members were keen to see the Social Value Toolkit and a demonstration was incorporated within the second evidence gathering session;
- Members were keen to explore how we enable smaller organisation to bid for work and that was incorporated within the second evidence gathering session;
- It was suggested that there is a lot of expertise in the form of Ward councillors who have had previous roles in non-profit and other voluntary and social enterprises that is not currently tapped into;
- There is a whole new health structure which covers the whole of the North East and whose Chief Executive is really conscious of their role as community wealth builder and officers should engage with the Director of Place for Gateshead.
- We need to get better at understanding why companies are not submitting bids to us, although it was acknowledged that a huge amount of effort goes into trying to attract local companies where appropriate.
- It was queried whether there is a role for the council in connecting informal networks where no money changes hands and goods are exchanged in lieu of money (example one person pays for apples to feed their livestock with jars of jam, or one person has a garden but is no longer able to tend it allowing other people to use this resource)
- We need a much better understanding of what businesses exist in Gateshead and what they can supply as there is an issue around market intelligence and the creation of a database was not considered to be the answer because it would be difficult to maintain.
- One ward councillor brought together all of the voluntary organisation within his/her ward and was surprised at how many of the organisations did not know each other.
- The business networking programme that was led by the Council has not been re-established since COVID, however it will commence in March 2023.
- Members believed that we are a bit late in supporting co-operatives in the Borough in the same way that other authorities currently are despite us having Social Enterprise status since 2014.
- Too much emphasis is given to the legal status of organisations and it is important that the most appropriate legal status is used.

- There was concern that not for profit companies are not always the best types of organisation to deal with as some pay themselves huge amounts of money.
- It was suggested that we undertake a piece of research through Northumbria University to look at all of our contracts and see what the directors of not for profit organisations are being paid.
- In order to work better with small and micro business we need to increase our engagement with them as we have better intelligence for local businesses due to the Pandemic as we supported them with funding.

5. Recommendations of the review

Recommendation 1 – continue to drive community wealth building through commissioning and procurement, recruitment and economic development activity.

Recommendation 2 – procurement documentation and communications should be reviewed to ensure that there are no barriers for local SME's.

Recommendation 3 – undertake further investigation as to why local organisations do not engage with tender processes.

Recommendation 3 – further networking activity for local suppliers and CVS's should be explored by Economic Development.

Recommendation 4 – ensure that all officers engaged in commissioning and procurement activity across the Council undertake the e-learning community wealth building module.

Recommendation 5 – continue with the engagement with anchor organisations to explore joint working on the following:
- Commissioning and procurement activity
- Recruitment drives and skills development
- Reviewing of land and property assets held by anchor organisations in Gateshead to see if they could be re-purposed;
- Develop a carbon reduction/energy transition approach with anchor organisations
- To undertake workforce analysis, identification of gaps with parts/cohorts of citizens more distant from the labour market

Recommendation 6 – further develop the social value work through the newly appointed Social Value co-ordinator role and by working with the VCSE sector, schools and internal colleagues to maximise social value benefits through future procurement opportunities.

Recommendation 7 – Continue to develop and grow the generative economy working with local organisation to ensure they are fit to compete to maximise their success in future tender and quotation opportunities through pre-procurement market engagement sessions and by encouraging suppliers to attend the NEPO Business Club events.

Recommendation 8 – support the development of the social economy and alternative business models, including cooperatives and community interest companies that have the potential to provide goods and services that meet community need and address gaps in Council and anchor organisation supply chains.

Recommendation 9 – consider developing a social value framework for all planning and development to maximise future planning activity to maximise social and community benefits including residents access to employment opportunities arising from major regeneration projects through the Gateshead Works Service.

Recommendation 10 – Continue to explore opportunities for collaborating with the Anchor Alliance set up by the North of Tyne Combined Authority to enable us to build on the Anchor organisations we work with.

6. Recommendation of this report

6.1 Corporate Resources Overview and Scrutiny Committee is requested to:

- Consider and comment on the information provided in the report, the findings and the recommendations.
- Agree the final report be presented to Cabinet for consideration.

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Gateshead Council

TITLE OF REPORT: **Work Programme 2022-23 and Development of Work Programme for 2023-24**

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

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Summary

This report is set out in two parts. The first part sets out the current work programme for the Corporate Resources Overview and Scrutiny Committee for the municipal year 2022-23 and the second part details the current position and next steps in the development of the work programme for this OSC for the municipal year 2023-24.

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2022-23 Work Programme

1. During 2022-23 the OSC has sought to influence and shape policy development, decision making and performance improvement work.

2. Throughout the year the OSC has carried out a Review on "Community Wealth Building" focusing on further developing the Council's approach to social value through a new people-centred approach to local economic development, which redirects wealth back into the local economy. This OSC agreed its interim findings and recommendations in relation to that Review at its meeting in March and will agree its final report at its meeting today. These recommendations will then be presented to a future Cabinet meeting for approval and, subject to these recommendations being agreed, the OSC will then monitor implementation of the recommendation during its 2023-24 work programme.

3. During this period the OSC has monitored Council performance generally, in those areas falling within its remit, at its meetings on 13 June 2022 and 28 November 2022. Cabinet has had regard to the OSC's views when considering Council performance overall.

4. The OSC has also monitored progress in relation to the following specific areas of performance and the OSC's comments have been fed into the improvement work progressed by relevant service areas and fed back to relevant partners;

   - Resilience and Emergency Planning
   - Monitoring of Review of Locality Working
   - Health and Safety Performance
   - Budget and saving delivery
   - District Heating Scheme
   - Welfare Reform / Universal Credit / Review of Energy Fund
   - Implementation of Workforce Strategy
   - Capital Programme
   - Digital Programme

- Corporate Asset Management Plan
- Arena and Conference Centre plans

5. The Committee's current work programme is set out at Appendix 1 and any changes to the programme have been highlighted in bold and italics for ease of identification.

Development of 2023-24 OSC Work Programmes

6. An initial consultation with OSC Chairs, other elected members and officers, on the proposed priority issues for the new 2023-24 work programmes, was carried out between 13 February and 24 February 2023.

7. It was highlighted that any suggestions for the work programmes should focus on priority issues that would support the Council's Thrive agenda and add value, taking account of the priority areas outlined in the budget consultation; the Council's Performance Framework; the Gateshead Strategic Needs Assessment and the Council's Health and Wellbeing Strategy.

8. At this OSC meeting on 17 April 2023 there will be an opportunity for the OSC to comment on and discuss emerging issues for this OSC and to put forward any additional issues for consideration.

   Next Steps

9. Partner organisations will be consulted on the emerging issues for each OSC for 2023-24, with a view to OSC's considering any feedback and endorsing its respective work programmes at June 2023 OSC meetings. At which time Committee will be asked to refer its new work programme to Council for agreement.

Recommendations

10. The Committee is asked to:-
    a) Note the work programme for 2022-23;
    b) Comment on the emerging issues for this OSC's 2023-24 work programme and highlight any additional issues for consideration.

Contact: Rosalyn Patterson   **Ext**:   2088

Draft Corporate Resources OSC Work Programme 2022-23	
13 June 2022 10.00am	**Performance Management & Improvement Framework – Year End Performance 2021-22** **Community Wealth Building** (incorporating spend analysis and focus on spend and impact on CVS and social value) **– scoping session** **Resilience and Emergency Planning annual update** (including focus on recent storms and forward planning around such events in the future) **Results of Covid 19 Survey** **Work Programme**
5 September 2022 10am	**Monitoring of Review of Locality Working** **Health and Safety Performance – Annual report** **Work Programme**
24 October 2022 10am	**Community Wealth Building - Evidence Gathering** **Budget annual report including saving delivery** **Update on District Heating Scheme (and impact on energy price rises)** (to include energy costs and reducing usage within Council buildings) **Verbal Update – Locality Working** **Work Programme**
28 November 2022 10am	**Performance Management & Improvement Framework –2022-23 - Six Month Update** ***Welfare Reform/Universal Credit and review of Energy Fund*** (Moved from October meeting) **Annual report on implementation of Workforce Strategy** (including age and gender profile, where vacancies are, age groups, and why people are leaving, sickness, health of workforce, and other equality issues reporting) **Work Programme**
23 January 2023 10am	**Community Wealth Building – Evidence Gathering** ***Update on Old Town Hall*** (moved from September meeting) **Work Programme**

6 March 2023 **5.30pm**	• **Community Wealth Building – Interim Report** • *Update report on the Capital Programme with specific focus on the Arena and Conference Centre, Town Centre and geographical distribution of the Capital Programme spend (deferred – to be included in 2023/24 work programme)* • **Resilience and Emergency Planning for Droughts**
17 April 2023 **10.00am**	• **Progress on the digital programme** *(moved from January following agreement of the Chair)* • **Community Wealth Building - Final Report** • **Information Governance annual update** • *Corporate Asset Management Plan annual update (potential to focus on use of assets in terms of efficiency and/or safety) (moved from March meeting)* • *Implications of hybrid/locality working* (focusing on locality working and impact on communities) *(moved from November's meeting)* • **Arena and Conference Centre**

Issues to Slot In –

• **Geographical Distribution of Capital Programme Spend**
• **Capturing wider regeneration benefits of Gateshead Quays**

<u>Corporate Resources OSC – Potential Issues for Draft 2023-24 Work Programme</u>

Strategic Vision – Making Gateshead a place where everyone thrives

Five Pledges
- Put people and families at the heart of everything we do
- Tackle inequality so people have a fair chance
- Support our communities to support themselves and each other
- Invest in our economy to provide sustainable opportunities for employment, innovation and growth across the borough
- Work together and fight for a better future

OSC Remit

- Management of resources
- Supporting democracy and involving local people
- Social Inclusion
- Equalities and diversity
- Efficiency, VFM and procurement
- Community capacity building, volunteering and resilience

Emerging Issues

- **Budget**

- **Demand pressures**

- **Impacts of Brexit, conflict in Ukraine, legacy of Covid-19** (to look at effect on ability to achieve targets)

- **Workforce Strategy** (to look at age / gender / where vacancies are / age groups / why staff are leaving / sickness / health of workforce / equality issues)

- **Digital and online services**

- **Implementation of the Council's Fuel Poverty Action Plan**

- **Development of PMIF presentation format / members training**

- **Capturing wider regeneration benefits of Gateshead Quays** (to look at the benefits of a wider geographical area including the Old Town Hall, the Town Centre and Baltic Quarter)

- **The geographical distribution of the Capital Programme**

- **Review of the Budget Management process** (to focus on why at quarter 3 each year we forecast an overspend and have to reduce expenditure to bring the budget back in line)

- **Update on voluntary sector resilience** (focus on how voluntary sector are surviving in these challenging financial times)

- **Use of the Civic Centre** – (to focus on whether there are any plans to actively market the vacant space – to be included as part of Corporate Asset Management Plan Annual Update)

- **Resilience and Emergency Planning Annual Update** (to include 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)

Issues where OSC has previously asked for continual updates

- Performance Management and Improvement Framework – six monthly and end of year updates
- Resilience and Emergency Planning Framework – annual update.
- Implementation of Workforce Strategy – annual update
- Corporate Asset Management – Delivery and Performance – annual update
- Information Governance – annual update
- Health and Safety – annual report
- Budget Annual Report (including savings delivery)

It is proposed that these issues are retained as standard items within the OSC work programme