

CABINET AGENDA

Tuesday, 18 July 2023 at 10.00 am in the Whickham Room - Civic Centre

From the Chief Executive, Sheena Ramsey

Item Business

1 Apologies for absence

2 Minutes (Pages 3 - 10)

Cabinet is asked to approve as a correct record the minutes of the last meeting held on 20 June 2023.

Key Decisions

3 Tyne Bridge Restoration (Pages 11 - 18)

Report of the Strategic Directors, Economy, Innovation & Growth and Housing, Environment & Healthy Communities

4 Gateshead Better Care Fund Submission 2023 - 2025 (Pages 19 - 26)

Report of the Strategic Director, Integrated Adults and Social Care Services

Recommendations to Council

5 Annual Youth Justice Strategic Plan 2023-2024 (Pages 27 - 80)

Report of the Strategic Director, Children's Social Care and Lifelong Learning

6 Housing Revenue Account (HRA) 30 Year Business Plan (Pages 81 - 112)

Report of the Strategic Directors, Resources & Digital and Housing, Environment & Healthy Communities

7 Treasury Annual Report 2022/23 (Pages 113 - 126)

Report of the Strategic Director, Resources and Digital

8 Revenue Budget - First Quarter Review 2023/24 (Pages 127 - 134)

Report of the Strategic Director, Resources and Digital

9 Capital Programme and Prudential Indicators 2023/24 - First Quarter Review
(Pages 135 - 148)

Report of the Strategic Director, Resources and Digital

Non Key Decisions

10 Corporate Performance Management and Improvement Framework - Year End Report 2022-23 (Pages 149 - 180)

Report of the Strategic Director, Resources and Digital

11 Integrated Adults and Social Care Strategy 2023-2028 and Action Plan 2023-2025 (Pages 181 - 202)

Report of the Strategic Director, Integrated Adults and Social Care Services

12 Corporate Resources Overview and Scrutiny Committee - Review of Community Wealth Building: Final Report (Pages 203 - 214)

Report of the Strategic Director, Corporate Services and Governance

13 Approval of Schemes, Estimates, Tenders and Consents during the Summer Recess 2023 (Pages 215 - 218)

Report of the Strategic Director, Economy, Innovation and Growth

14 Nomination of Local Authority School Governors (Pages 219 - 222)

Report of the Strategic Director, Children's Social Care and Lifelong Learning

15 Exclusion of the Press and Public

The Cabinet may wish to exclude the press and public from the meeting during consideration of the following item(s) on the grounds indicated:

Item	Paragraph of Schedule 12A to the Local Government Act 1972
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16	3
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Key Decision

16 Hillgate Quay – Future Lease Proposal (Pages 223 - 228)

Report of the Strategic Director, Economy, Innovation and Growth

Contact: Kevin Ingledew - Email: KevinIngledew@gateshead.gov.uk, Tel: 0191 433 2142,
Date: Monday, 10 July 2023

GATESHEAD METROPOLITAN BOROUGH COUNCIL

CABINET MEETING

Tuesday, 20 June 2023

PRESENT: Councillor M Gannon

Councillors: J Adams, M Brain, A Douglas, L Green,
J McElroy, M McNestry and B Oliphant

Also in attendance: Councillors R Beadle, C Buckley, D
Burnett, K Dodds, L Kirton, C Ord, JC Wallace, D
Weatherley and D Welsh

C15 APOLOGIES FOR ABSENCE

Apologies for absence have been received from Councillors C Donovan and G
Haley.

C16 MINUTES

The minutes of the meetings held on 23 and 30 May were agreed as a correct record
and signed by the Chair.

C17 LEISURE REVIEW: RATIONALISATION OF SITES

Consideration has been given to an update of the work carried out to review Leisure
Services and of the outcomes of the extended comprehensive consultation process that
commenced on 8 February 2023 through to 8 May 2023.

The alternative options to those being recommended, but which were discounted included
all leisure centres (excluding Gateshead International Stadium) being included in a
managed partnership with a procured provider and the complete withdrawal of the
provision of leisure centres in the borough.

Representations were received regarding the recommendations of the review.

- RESOLVED -
- (i) That the Council proceeds with the closure of Gateshead
Leisure Centre and Birtley Swim Centre on 21 July 2023.
 - (ii) That the Council continues to explore potential Community
Asset Transfers with community organisations that have
identified an interest in Gateshead Leisure Centre and
Birtley Swimming Centre for a further 6-month period to 31
December 2023, however this should not prevent or delay
the closure of Gateshead Leisure Centre or Birtley
Swimming Centre as agreed at (i) above.

The above decisions have been made for the following reasons:

- (A) To deliver the £0.600m unachieved savings and to assist in enabling the service to operate within its allocated budget, ceasing the current overspend and thereby helping the Council to sustain a leisure offer.
- (B) To reduce the cost of provision of Leisure Services to as close to zero as possible in the longer term, whilst at the same time understanding the impact this will have on Gateshead residents and other users of the service by balancing the contribution of leisure centre provision with the financial sustainability of the Council.
- (C) To resolve the issue of Leisure Service employees being at risk of redundancy for any period longer than necessary.
- (D) To enable the service to offer a comprehensive programme of activities throughout the school summer holidays
- (E) To enable the Council to procure a partner to operate and manage the remaining leisure centres at a reduced cost to the Council as close to zero as possible
- (G) To ensure that all viable alternatives have been fully explored to prevent the permanent closure of any leisure centres.

C18

GATESHEAD INTERNATIONAL STADIUM – OPTIONS APPRAISAL

Consideration has been given to progressing the options appraisal for Gateshead International Stadium (GIS).

- RESOLVED -
- (i) That the commencement of a 90 day consultation process, with effect from 1 July 2023, on the use of the site in the immediate future, in particular to repurpose GIS so that its primary use is for the purposes of education and sport be approved.
 - (ii) That the Council collaborating with Gateshead College to negotiate and then deliver a new operating model for GIS be approved.
 - (iii) That further market investigation into a longer-term solution to put GIS (excluding sports pitches) to the open market to complement and enhance the education and sport offer be approved.
 - (iv) That a further report be submitted to Cabinet in November 2023 following the consultation process and open market exercise.

The above decisions have been made for the following reasons:

- (A) To enable the development of a proposal which achieves

the cost neutral objective to the Council.

- (B) To ensure that any future recommendations for the use of the GIS are made after seeking appropriate information about their potential impact upon the facility users, community groups and those users who are protected under the Equality Act.

C19

PROCUREMENT AND CONTRACTS REPORT

Consideration has been given to the procurement and award of contracts.

- RESOLVED -
- (i) That the Service Director, Corporate Commissioning and Procurement be authorised to invite or negotiate tenders or conduct other procurement processes (or to complete the relevant processes where they have already begun) in respect of the contracts listed in appendix 2 to the report and to award the relevant contracts to the tenderers submitting the most economically advantageous tenders (or otherwise proving successful in accordance with other procurement processes) in accordance with the Contract Procedure Rules.
 - (ii) That Cabinet continues to receive an updated report twice per year.
 - (iii) That it be noted the procurement activity set out in appendix 2 to the report will form the basis of the Council's Procurement Pipeline and will be published on the internet.

The above decisions have been made for the following reasons:

- (A) To enable the procurement of goods, works and services required for the efficient and effective delivery of services.
- (B) To enable Cabinet to be updated with progress and changes to the procurement forward plan.
- (C) To comply with the National Procurement Policy Statement.

C20

PROVISIONAL REVENUE OUTTURN 2022/23

Consideration has been given to the provisional outturn position on the 2022/23 revenue budget, which is subject to external audit.

- RESOLVED -
- (i) That the Council's 2022/23 provisional revenue outturn position as set out in the report and appendices, which is subject to external audit be noted.
 - (ii) That the outcome of a review of Council reserves as set out in this report and appendices be noted.
 - (iii) That budget virements as set out in the report be approved.

- (iv) That the Council be recommended to approve the appropriations to and from reserves as outlined in the report.

The above decisions have been made to contribute to sound financial management and the long-term financial sustainability of the Council.

C21 **CAPITAL PROGRAMME AND PRUDENTIAL INDICATORS 2022/23 – YEAR END OUTTURN**

Consideration has been given to the 2022/23 capital programme outturn position and to recommending the Council to approve the financing of the programme.

- RESOLVED -
- (i) That the Council be recommended to note the capital programme outturn position for 2022/23.
 - (ii) That the Council be recommended to approve the financing of the capital programme.
 - (iii) That it be confirmed to Council that none of the approved Prudential Indicators set for 2022/23 have been breached.

The above decisions have been made to ensure performance has been assessed against approved Prudential Limits.

C22 **SOUTH OF TYNE AND WEAR LOCAL NATURE RECOVERY STRATEGY FOR GATESHEAD, SOUTH TYNESIDE AND SUNDERLAND CITY COUNCILS**

Consideration has been given to the formation of the South of Tyne and Wear Local Nature Recovery Strategy (LNRS) and its boundary, to comply with the new Environment Act, 2021 duty for Local Authorities to prepare LNRS, and the appointment of Gateshead Council as the Responsible Authority for preparing the South of Tyne LNRS with South Tyneside and Sunderland City Councils and Natural England as Supporting Authorities.

- RESOLVED -
- That the formation of the South of Tyne and Wear LNRS Partnership and its boundary, and the appointment of Gateshead Council as the Responsible Authority for preparing the South of Tyne and Wear LNRS with South Tyneside and Sunderland City Councils and Natural England as Supporting Authorities be endorsed.

The above decision has been made to ensure compliance with the Environment Act 2021.

C23 **ADULT SOCIAL CARE - ANNUAL REPORTS ON SERVICES COMPLAINTS, COMPLIMENTS AND REPRESENTATIONS - APRIL 2022 TO MARCH 2023**

Consideration has been given to the Adult Social Care Service Annual Report on Service Complaints, Compliments and Representations for the period April 2022 to March 2023.

- RESOLVED - (i) That the Annual Report as set out in appendix 2 to the report

be endorsed.

- (ii) That the Annual Report be referred to the Care, Health & Wellbeing Overview and Scrutiny Committee for consideration.

The above decisions have been made for the following reasons:

- (A) It is a statutory requirement (Adults Social Care Statutory Complaints Procedure 2009) that the report is considered by a formal committee.
- (B) To ensure member involvement in the statutory complaints procedure.

C24

CHILDREN AND FAMILIES SERVICE - ANNUAL REPORTS ON CHILDREN'S SERVICES COMPLAINTS, COMPLIMENTS AND REPRESENTATIONS - 1 APRIL 2022 TO 31 MARCH 2023

Consideration has been given to the Children and Families Service Annual Report on Complaints, Compliments and Representations for the period 1 April 2022 to 31 March 2023.

- RESOLVED -
- (i) That the Annual Report as set out in appendix 2 to the report be endorsed.
 - (ii) That the report be referred to the Families Overview and Scrutiny Committee for further consideration.

The above decisions have been made for the following reasons:

- (A) It is a statutory requirement (Children's Social Care Statutory Complaints Procedure 2006) that the report is considered by a formal committee.
- (B) To improve practice and the offer to children and families.

C25

NORTH EAST FOSTERING PATHFINDER

Consideration has been given to an update on the work of the North East Fostering Pathfinder project and to the proposal for the Council to sign up to the regional collaboration agreement.

- RESOLVED -
- That the Council signing up to the regional collaboration agreement be approved.

The above decision has been made to improve recruitment and retention of foster carers and improve outcomes for children in care across the region.

C26

NOMINATION OF A LOCAL AUTHORITY SCHOOL GOVERNOR

Consideration has been given to the nomination for re-appointment of a Local Authority Governor to Roman Road Primary School.

RESOLVED - That Mr Gary Carr be nominated for re-appointment as a Local Authority Governor to Roman Road Primary School for a period of four years with effect from 13 November 2023, as stipulated by the School's Instrument of Government.

The above decision has been made to ensure the School Governing Body has full membership.

C27 **EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED - That the press and public be excluded from the meeting during consideration of the remaining business in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972.

C28 **NEST HOUSE / OLD FOLD ESTATES - HEAT NETWORK EXTENSION**

Consideration has been given to a grant to Gateshead Energy Company Ltd, for the purpose of progressing designs for a heat network extension into Old Fold and Nest House Council estates.

The alternative option to that being recommended, but which was discounted, included providing a loan to Gateshead Energy Company Ltd.

RESOLVED - That a grant to Gateshead Energy Company Ltd, of the amount set out in the report, for the proposed design and procurement of a heat network extension to Old Fold and Nest House Council estates be approved.

The above decisions have been made for the following reasons:

- (A) To allow project feasibility to continue.
- (B) To support the Council's Climate Emergency Action Plan and Zero Carbon Heat Strategy.
- (C) To grow jobs and skills in heat networks, to support the Economic Development Strategy.
- (D) To continue to reduce cost and carbon emissions of energy supply for Gateshead residents.

C29 **SCAPE GOVERNANCE REVIEW**

Consideration has been given to proposed new governance arrangements to be implemented by SCAPE following a review.

RESOLVED - (i) That the review recommendations as set out in paragraph 6,

appendix 1 of the report be approved in principle.

- (ii) That the Strategic Director, Corporate Services and Governance be authorised to agree, on behalf of the Council as shareholder, the detailed arrangements to implement the recommendations and enter into the necessary legal agreement(s) to reflect the changes in governance as appropriate.

The above decisions have been made for the following reasons:

- (A) To improve the effectiveness of the SCAPE Board.
- (B) To enable SCAPE to modernise and improve current governance arrangements.

Copies of all reports and appendices referred to in these minutes are available online and in the minute file. Please note access restrictions apply for exempt business as defined by the Access to Information Act.

The decisions referred to in these minutes will come into force and be implemented after the expiry of 3 working days after the publication date of the minutes identified below unless the matters are 'called in'.

Publication date: DeadlinePubminutes

Chair.....

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TITLE OF REPORT: Tyne Bridge Restoration

REPORT OF: Peter Udall, Strategic Director, Economy, Innovation and Growth
Colin Huntington, Strategic Director, Housing, Environment and Healthy Communities

Purpose of the Report

1. This report updates Cabinet on progress with plans for the Tyne Bridge restoration and major maintenance scheme noting the submission of a full business (FBC) case to government. Approval of the FBC by government will enable the release of the funding award.
2. It sets out the proposed approach and programme.

Background

3. The Tyne Bridge is an iconic, Grade II listed structure spanning the Tyne between Newcastle and Gateshead and carries up to 70,000 vehicles per day. The Tyne Bridge is jointly owned by Newcastle City Council (NCC) and Gateshead Council (the Council).
4. The bridge is showing clear signs of deterioration, particularly the breakdown of the paint system and visible corrosion of the steelwork, there is also localised deterioration of the carriageway and footway surfacing.
5. NCC, as the highway authority for the bridge, submitted an Outline Business Case (OBC) bid to the Department for Transport (DfT) Major Road Network and Large Local Majors Fund in 2019.
6. In June 2022 ministers approved the OBC for the Tyne Bridge and Central Motorway Major Maintenance scheme within the Major Road Network/Large Local Majors programme. As part of this approval government will provide a maximum capped funding contribution of up to £35.3 million towards the estimated total scheme cost of £41.48 million, subject to approval of the Full Business Case by government. The balance of the funding, £6.18m, will be provided from local contributions by NCC and the Council from existing Highway Maintenance Block funding. The costs of the local contribution for

the bridge. is funded jointly by NCC and the Council pro rata based on population.

Proposal

7. Cabinet is asked to agree to the recommendations below.

Recommendations

8. It is recommended that Cabinet:

- (i) Notes the submission of the Full Business Case by Newcastle City Council to the Department for Transport.
- (ii) Notes the allocation of the Council's proportion of local funding contribution to the Tyne Bridge element required above the capped DfT amount from the existing Highways Maintenance Block funding allocation from the DfT during 2023/24 and then from subsequent maintenance funding allocations.
- (iii) Notes that preliminary works will commence in September 2023, prior to approval of the Full Business Case by government.

For the following reason

- (i) To carry out works that are essential to maintain the Tyne Bridge so it is safe to use and fit for purpose and secure the long-term availability of the Tyne Bridge for pedestrians, cyclists and vehicles without the need to impose weight or lane restrictions.

CONTACT: Anneliese Hutchinson ext 3881

Policy Context

1. The Tyne Bridge plays a key role as an enabler to the success of the region. Transport links between the Gateshead and Newcastle centres provide the essential connectivity to support the economy of the region. This programme of works aligns with Thrive and the North East Transport Plan. As a multi-modal link it provides a key multi-modal for buses, pedestrians, and cyclists along with vehicular traffic.

Background

2. The Tyne Bridge is an iconic structure often seen as representing Tyneside and a key transport link between Newcastle and Gateshead carrying around 60,000 vehicles per day. It is not only important for general vehicles but forms the main northbound route for buses and an essential link for pedestrians and cyclists travelling between the centres. It forms part of the National Cycle Network.
3. The Tyne Bridge opened in 1928 and is approaching its centenary year, it is now in need of significant maintenance. The work is planned to be complete prior to the centenary of the bridge and will be carried out as part of a programme including the Newcastle Central Motorway (CME) A167(M). The last major Tyne Bridge Major Maintenance works were completed in 2001.
4. In 2022/23 NCC carried out a detailed inspection and investigation works, to develop the works programme, phasing and works costs. The inspection and investigation works are now complete and the methods of repair. The areas of deterioration of the Tyne Bridge identified were as anticipated at scheme development stage however the number and extent of repairs required has increased as it is now four years since the scheme development stage. Additionally, since the OBC submission there has also been a significant increase in construction prices due to inflation.
5. Due to the increase in the Tyne Bridge element costs, NCC have consulted with the DfT. The DfT's contribution towards the Tyne Bridge element of £35.3M, is capped, and the Central Motorway A167(M) element works cannot be omitted. NCC have amended the FBC bid comprising £32.2M for major maintenance of the Tyne Bridge and £9.2M for a programme of maintenance works on the Central Motorway A167(M) in Newcastle.
6. The local funding contribution for the Tyne Bridge element will be £4.8M. The cost will be shared pro-rata to population and the Council's proportion of the local

funding contribution will be £2.0M at the FBC submission stage. It is envisaged the local funding contribution would be spread over four financial years.

7. As the DfT contribution will be capped, any cost increases following the FBC submission stage would be funded as part of the local funding contribution.
8. It is also proposed to undertake preparatory works under the existing contract for the Tyne Bridge, prior to the funding agreement from the DfT, to allow scaffolding works to commence in September to steelwork below the bridge deck after the kittiwake breeding season and the Great North Run.
9. The provisional programme duration is currently 36-48 months.
10. To carry out the work safely and to protect the workforce, lane closures will be required, this will see the main carriageway over the Tyne Bridge reduced to one lane in each direction during certain phases of the works expected to start in early 2024, with additional night-time closures to allow for the erection and dismantling of the scaffolding to the main arch. Lane restrictions and night-time closures will also be required on the road network spanned by the Tyne Bridge on the Newcastle and Gateshead quaysides.
11. Officers have been developing plans to mitigate the impact on traffic of the highway works. The impact is expected to be significant but the lane closures are an essential element of the restoration. These mitigations will be publicised and will encourage the public to change their travelling habits. This may mean changing to public transport, walking or cycling, taking a different route, or even opting not to make the same journeys as currently.
12. In Gateshead, the mitigation plans include investigating improvements on public transport corridors to make bus journeys less impacted by delays; park and ride; cycle hubs and bike hire. Funding is being sought with help from Transport North East, by bringing forward Bus Service Improvement Plan funding and investigating other options. More information will come forward as these plans evolve. A joint communication plan is being developed and is being led by Newcastle.

Consultation

13. Consultation has taken place with the Leader, Environment and Transport Portfolio and Bridges ward members. Consultation on proposed mitigation measures will be addressed as part of detailed design stages.

Alternative Options

14. If the major maintenance works is not carried out the bridge would continue to deteriorate to such an extent that weight and/or lane restrictions would be required.

Implications of Recommended Option

15. Resources:

- a) **Financial Implications** – The Strategic Director, Resources and Digital confirms there is sufficient allocation within the existing Highways Maintenance Block funding allocation from the DfT to meet the local funding contribution as set out in the full business case.
- b) **Legal implications** – The highway authority has a statutory duty to maintain the highway. The Council has an obligation to contribute towards the maintenance costs of the Tyne Bridge.
- c) **Human Resources Implications** – There are no human resources implications.
- d) **Property Implications** - There are no property implications.

16. Risk Management Implication: –

Structural failure – the intention is to carry out the works as soon as possible. In the meantime, continue to inspect and monitor the structure. Failure to carry out the work could lead to consideration of weight and/or lane restrictions.

Funding – A funding bid has been submitted to government. Works will not progress without funding having been secured. Project expenditure will be monitored and reported to the project board led by Newcastle with participation from Gateshead officers. This will seek to mitigate the risk of increase in costs.

Environmental – the FBC has considered environmental impacts. NCC will obtain statutory approvals and carry out works to minimise any impact on the environment. Kittiwake nesting has been accommodated in the programme of works.

Economic and social– maintaining the bridge will mitigate the impact on the economy and jobs. As an iconic structure there will be a high degree of public interest in the Tyne Bridge works, especially with the centenary being in 2028. Carrying out the works will protect the viability of the region and ensure the future of the structure.

Health and safety – NCC will ensure that works are designed, supervised and carried out in accordance with health and safety legislation

Communications – Customer awareness of the works and need to restrict traffic is important to ensure the vitality of the economy and everyday life. A strong joint communications plan has been developed to mitigate this risk.

17. Equality and Diversity Implications – There are no equality and diversity implications identified. An equalities impact assessment forms part of the FBC. An EIA screening has been carried out by NCC and is appended for information.

18. Crime and Disorder Implications – There are no crime and disorder implications identified

19. Health Implications – Air quality may be affected by the works, either positively or negatively; it will be monitored in accordance with legislation and monitoring will take account of the work.

20. Climate Emergency and Sustainability Implications – The scheme will be developed with sustainability in mind and will support the Council's environmental, social and economic objectives. Supporting measures during the programme of work will encourage use of more sustainable modes of travel and may result in longer term change to travel behaviour.

21. Human Rights Implications – No implications have been identified.

22. Ward Implications – The Bridges ward will be directly affected. There will be increase in vehicles queuing and traffic delays on the surrounding road network during the works. Traffic impacts may extend to the wider area also, mitigations and communication plans are under development.

Background Information

23. Further background information is contained in:

- Joint Bridges Committee report dated December 2019
- Joint Bridges Committee report dated December 2020
- Joint Bridges Committee report dated December 2021
- Joint Bridges Committee report dated December 2022

Newcastle City Council Equality Impact Analysis

Equality Impact Analysis Screening Tool

Section 1: Background information

The Public Sector Equality Duty (Equality Act 2010) requires Newcastle City Council to have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people from different groups. Assessing impact on equality and recording this is one of the keyways in which we can show due regard.

Name of completing officer:

Alastair Swan

Date of screening:

20/06/2023

Service area and Directorate responsibility:

Transport, Place.

Approved by (Director/Head of Service):

Pamela Holmes

Date of approval:

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Section 2: Summary of proposal being screened

('proposal' refers to a policy, function, strategy, or project).

Name of proposal:

- Submission of Full Business Case
- Preparatory scaffolding works to the Tyne Bridge.

The aims/objectives of the proposal:

The submission of the Full Business Case meets the funding bid requirements of the Department for Transport to allow the award of their funding contribution towards the Tyne Bridge and Central Motorway major maintenance works.

The preparatory erection of the scaffolding below the road deck to the Tyne Bridge reduces the risk associated with the return of kittiwakes in early 2024 delaying the progression of the planned works.

Section 3: Equality Impact Analysis screening

Is there any actual or potential negative or positive impact on the following protected characteristics?	Negative Impact Indicate: Y = Yes N = No ? = unsure	Positive Impact Indicate: Y = Yes N = No ? = unsure	Comments
Sex (Male or Female)	N	N	
Age	N	N	
Race	N	N	
Religion or belief	N	N	
Sexual orientation	N	N	
Gender Reassignment	N	N	
Disability (Physical, learning difficulties, mental health, and medical conditions)	N	N	
Marriage and Civil Partnerships status	N	N	
Pregnancy/maternity	N	N	
You should also consider: Parents and Carers Socio-economic status	N	N	

TITLE OF REPORT: Gateshead Better Care Fund Submission 2023 - 2025

REPORT OF: Dale Owens, Strategic Director, Integrated Adults and Social Care Services

Purpose of the Report

1. To set out the Better Care Fund Plan submission requirements for 2023-25, how they have been met and to seek the retrospective endorsement of Cabinet to the Gateshead submission to NHS England.

Background

2. The Better Care Fund (BCF) has been in place since the 2013 spending round, with the goal to secure a transformation in integrated health and social care. The BCF created a local single pooled budget to incentivise the NHS and local government to work more closely together around the needs of people, placing their wellbeing as the focus of health and care services, and shifting resources into community and social care services for the benefit of local people, communities and the health and care economy.
3. The most recent BCF submission for Gateshead to NHS England (NHSE) was for 2022/23 which was submitted last September. As part of the current NHS planning round, there is a requirement for areas to prepare a BCF submission for the 2023-25 period. Colleagues across the system have worked together to meet the planning requirements, including the submission of a plan by the deadline of 28th June 2023, set by NHSE.

BCF 2022/23 Planning Requirements

4. NHS England guidance on BCF Planning Requirements for 2023-25 sets out details of national conditions to be met, including around funding requirements, expected capacity and demand, metrics to be included in plans (against which the progress made by local areas will be monitored), the process for agreeing plans and providing necessary assurance to NHSE.
5. The submission is in two parts:
 - A narrative plan that sets out our approach to integration, our priorities for 2023-25 and how we will meet key objectives of the BCF including to enable people to remain independent at home for longer, and to provide the right care in the right place at the right time.

- An excel Planning Template which sets out details of demand and capacity for intermediate care (to support hospital discharge and people in the community), metrics, how national conditions will be met and proposed expenditure.
6. The Gateshead BCF submission for 2023-25 has been completed in line with national requirements, through the Integrated Commissioning Group.
 7. The Council's Corporate Management Team and the ICB Senior Leadership Team for Gateshead Place have been briefed on the BCF submission requirements and how they would be met. They agreed the documents prior to submission to NHS England on the 28th June. The BCF submission is also due to go to the Health and Wellbeing Board on 21st July for endorsement.
 8. At the time of the submission to NHS England at the end of June, we were already at the end of quarter one for 2023/24. As well as ensuring the continuity of existing schemes in the current year, the BCF uplift of 5.7% for Gateshead has been used to:
 - Support a range of discharge initiatives;
 - Strengthen the core Council commissioning service to enable it to deliver its ambitious commissioning and service development programme;
 - Support investment in Occupational Therapy capacity, including improved triage, dedicated Occupational Therapy duty service as well as the introduction of an enablement service.

Proposal

9. The retrospective endorsement of Cabinet is sought to the BCF submission for Gateshead for 2023-25.

Recommendations

10. Cabinet is asked to endorse the 2023-25 Better Care Fund submission for Gateshead as set out in Appendix 1.

For the following reasons:

- (i) To enable the Council, working with local partners to take forward the 2023-25 Better Care Fund plan for Gateshead to support integrated health and care for the benefit of local people.
- (ii) To help ensure that the health and care economy is sustainable for the future and is in a position to respond to demographic and funding pressures across the system.

CONTACT: John Costello (Ext 2065)

Policy Context

1. The Better Care Fund (BCF) submission for Gateshead supports Gateshead's Thrive agenda and our Health and Wellbeing Strategy 'Good Jobs, Homes, Health and Friends' and, in particular, its policy objectives to:
 - Enable all children, young people and adults to maximise their capabilities and have control over their lives
 - Strengthen the role and impact of ill health prevention
2. The narrative BCF Plan recognises that the health and care needs of local people can only be addressed by partners working together through a whole system response. It is also recognised that interventions and approaches that are multifaceted and complementary are more likely to be successful in helping people in Gateshead to thrive. Prevention is embedded within key programmes of work.

Further Background

3. The BCF in 2023-25 will continue to support integrated approaches to health and care to help people to remain independent at home where possible or to return to independence after an episode in hospital. The continuation of the main national conditions and requirements of the BCF from previous years provides an opportunity for health and care partners to build on their plans to further embed joint working and integrated care.
4. The integration of health and care in Gateshead is an evolving journey where the BCF Plan is part of broader programmes of work that seeks to respond to people's needs in a way that is sustainable. A key thread which runs through our submission, therefore, is that the BCF forms part of a broader picture and should not be seen in isolation.

Gateshead BCF Submission for 2023-25

5. The Gateshead BCF submission for 2023-25 has been developed working closely with health partners in line with planning guidance through Gateshead's Integrated Commissioning group.
6. The core requirements of the submission largely remain the same as for previous years:
 - A BCF Planning template that sets out details of income and expenditure against schemes, demand and capacity for intermediate care (to support hospital discharge and people in the community), metrics and compliance with national conditions.
 - A Narrative Plan that accompanies the Planning template and which provides details of:
 - Our approach to integration
 - Our priorities for 2023-25
 - How we will meet the BCF policy objectives to:

- enable people to stay well, safe and independent at home for longer
- provide the right care in the right place at the right time
- How BCF funded activity will support delivery of these objectives and ensure that duties under the Care Act are being delivered
- The rationale for estimates of demand and capacity for intermediate care to support people in the community and to support discharge from hospital
- How use of the Disabled Facilities Grant (DFG) will support independence at home
- How the needs of particular groups will be met and how the plan will contribute to reducing health inequalities
- Our governance arrangements

7. These completed documents have been submitted to NHSE and can be accessed through the following link: <https://www.gateshead.gov.uk/article/3933/Gateshead-Better-Care-Fund>

National Conditions and Requirements

8. There are four national conditions that all BCF plans must meet to be approved, similar to those for previous years:

- (i) A jointly agreed plan between local health and social care commissioners and signed off by the Health and Wellbeing Board.
- (ii) Plans to set out how services the area commissions will support people to remain independent for longer and, where possible, support them to remain in their own home.
- (iii) Plans to set out how commissioned services will support people to receive the right care in the right place at the right time.
- (iv) NHS contributions to adult social care and NHS commissioned out of hospital services to be maintained in line with the uplift to the NHS minimum contribution to the BCF (for Gateshead, this represents an uplift of 5.6%).

BCF Schemes 2023-25

9. Schemes have been grouped under the following broad areas:

- Managing discharges and admissions
- Service pressures
- Planned care
- Discharge to Access
- Discharge Funding 2023-24
- ICB Growth
- Carers
- Disabled Facilities Grant
- Market shaping and stabilisation
- Transformation

10. A brief description is provided for each scheme within the Planning Template. They are also categorised by scheme type descriptors which have been set nationally.

11. There are five core BCF metrics against which performance will be measured, including a new metric on Falls:

- Admissions to residential care homes
- Avoidable admissions to hospital
- Falls (new) – emergency hospital admissions due to falls in people over 65
- Discharge to usual place of residence
- Reablement/rehabilitation

From Quarter 3, areas will also be required to set ambitions for a new metric that will measure timely discharge.

BCF Funding 2023-25

12. Details of the BCF financial breakdown for Gateshead for 2023/25 is set out below:

BCF Contribution	2022/23 (£)	2023/24 (£)	2024/25 (£)
Minimum NHS Contribution*	£18,715,926	£19,775,248	£20,894,527
Disabled Facilities Grant (capital funding for adaptations to houses)**	£ 2,111,149	£2,111,149	£2,111,149
Improved Better Care Fund	£ 11,386,636	£11,386,636	£11,386,636 <i>(provisional as per guidance)</i>
Discharge Funding***	£ 1,936,358	£2,623,076	£4,354,306
Total	£34,150,069	£35,896,109	£38,746,618

* i.e. an uplift of 5.7% on the Minimum NHS Contribution from 2022/23 to 2023/24

** Additional funding has been announced in relation to the Disabled Facilities Grant from 2023/24. Individual area allocations are not yet available.

*** i.e. an uplift of 35.5% on Discharge Funding from 2022/23 to 2023/24

13. At the time of submission of our BCF Plan (28th June 2023), we will already be at the end of quarter one of 2023-24. As well as ensuring the continuity of schemes in the current year in line with planning guidance requirements, we have also sought to make best use of the uplift to:

- Support a range of discharge initiatives;
- Strengthen the core Council commissioning service to enable it to deliver its ambitious commissioning and transformation programme;
- Further investment in Occupational Therapy capacity including improved triage, dedicated Occupational Therapy duty service as well as the introduction of an enablement service.

Sign-off Arrangements

14. Similar to previous years, there is a requirement that the BCF submission is signed off by the Health & Wellbeing Board, the local authority and ICB Place.

Approval and Monitoring of BCF Plans

15. Assurance of final plans will be led by NHS England Better Care Managers with input from other NHS England colleagues and local government representatives.
16. National monitoring and reporting requirements during 2023/24 will cover progress in implementing BCF plans, progress against metrics and ongoing compliance with the national conditions of the fund.

Plan Delivery and Governance

17. The delivery of the plan will be governed by a Section 75 agreement which will set out respective responsibilities of the Council and ICB (Place). Delivery will continue to be overseen by the Integrated Commissioning Group, including senior officers from the Council, ICB Place and Gateshead Health NHS FT.

Consultation

18. The Cabinet Members for Adult Social Care have been consulted. The submission is due to be considered by the Health & Wellbeing Board at its meeting on 21st July 2023.

Alternative Options

19. An alternative option would have been not to have submitted a Better Care Plan to NHS England for Gateshead. However, this would not be consistent with government guidance to secure approval for use of BCF resources.

Implications of Recommended Option

20. **Resources:**

- a) **Financial Implications** – the Strategic Director, Resources and Digital confirms that provision has been made within the Council's budget for the Better Care Fund in 2023-24.

- b) **Human Resources Implications** – there are no human resources implications arising directly from this report, although the BCF plan as part of longer-term plans will have workforce implications across the local health and care economy.

- c) **Property Implications** – there are no property implications arising directly from this report.

21. **Risk Management Implications** – in order to mitigate the risk of our BCF submission not being approved, we have worked closely with key partners in developing the submission.

22. **Equality and Diversity Implications** – there are no equality and diversity implications arising directly from this report.
23. **Crime and Disorder Implications** – there are no crime and disorder implications arising directly from this report.
24. **Health Implications** – the Better Care Fund plan for Gateshead is aimed at supporting health and social care services to provide more care in out-of-hospital settings, closer to peoples’ homes for the health and wellbeing benefit of local people and in ways that are sustainable for the local health and care economy.
25. **Climate Emergency and Sustainability Implications** – there are no climate emergency or sustainability implications arising directly from this report.
26. **Human Rights Implications** – there are no human rights implications arising directly from this report.
27. **Ward Implications** – all wards will be affected. The models of care set out in the BCF submission provides for health and social care to be wrapped around local populations.

Background Information

28. The following documents were used in the preparation of this report:
 - (i) NHS England Planning Guidance for the BCF submission for 2023-25.

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TITLE OF REPORT: Annual Youth Justice Strategic Plan 2023-2024

REPORT OF: Helen Fergusson, Strategic Director, Children's Social Care and Lifelong Learning

Purpose of the Report

1. To seek approval for the Annual Youth Justice Strategic Plan for 2023-2024.

Background

2. Local authorities have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services. Section 40 of the Crime and Disorder Act 1998 sets out the youth justice partnership's responsibilities in producing a plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan, setting out how youth justice services in their area are to be provided and funded, how they will operate, and what functions will be carried out. The Youth Justice Board for England and Wales requires the following information to be included in the plan:

- Introduction, Vision & Strategy
- Child First and Voice of the Child
- Governance, Leadership and Partnership Arrangements
- Board Development
- Progress on Previous Plan
- Resources and Services
- Performance
- National Key Performance Indicators
- Children from Groups Which are Over-represented
- Prevention and Diversion
- Education
- Restorative Approaches
- Serious Violence and Exploitation
- Detention, Remands, Custody and Constructive Resettlement
- Standards for Children in the Justice System
- Workforce Development
- Evidence Based Practice, Innovation and Evaluation
- Service Development
- Challenges, Risks and Issues
- Priorities

3. The Plan must be signed off by the full Council in accordance with Regulation 4 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000'.

Proposal

4. The Annual Youth Justice Strategic Plan has been prepared by the Youth Justice Service in collaboration with the Youth Justice Board. The annual plan reports on performance, financial management and the work of the Youth Justice Service and partners during the previous year and identifies recommendations, priorities and risks for the service in the coming year. It is also aligned to the Council's Thrive agenda.

Priorities

5. The key priorities for 2023 - 2024 are:
 - Improve the education, training and employment offer to young people
 - Improve the health offer for young people
 - Understand and provide an effective response to youth violence
 - Further develop our diversity, inclusion and equality strategy
 - Strengthen our resettlement policy

Recommendations

6. Cabinet is asked to recommend the Council to approve the Annual Youth Justice Strategic Plan 2023-2024 as attached at appendix 2.

For the following reason:

To allow the Youth Justice Service to fulfil its strategic and operational responsibilities.

APPENDIX 1

Policy Context

1. It is a requirement of grant funding that an annual strategic plan is produced for all Youth Offending Teams/Services. The annual plan supports Thrive.

Background

2. The Plan has been submitted to the Youth Justice Board who will forward the Plan to Her Majesty's Inspectorate of Probation (HMIP) and Ministers.
3. The Plan will be used by HMIP to help monitor the Youth Justice Service to ensure that it continues to improve and have evidenced based outcomes. The plan will also be scrutinised and used within any Youth Justice Board inspection as part of the inspection framework.

Consultation

4. The Cabinet Members for Children and Young People and the Youth Justice Board have been consulted.

Alternative Options

5. There are no alternative options. The Strategic Plan requires updating on an annual basis and is a statutory requirement for the Youth Justice Service.

Implications of Recommended Option

6. **Resources:**
 - a) **Financial Implications** – The Strategic Director, Resources and Digital confirms there are no financial implications arising from this report.
 - b) **Human Resources Implications** – There are no specific implications arising from this report.
 - c) **Property Implications** - There are no property Implications.
7. **Risk Management Implication** - Potential budget efficiencies and changes within the Youth Justice Board could impact on overall performance and maintaining and improving performance in a changing political landscape could dilute the youth justice services provided to young people and families.
8. **Equality and Diversity Implications** - The work of the service contributes to Families Gateshead and improves emotional health and well-being for children, young people and their families. An Integrated Impact Assessment has been completed as is attached at appendix 3.
10. **Crime and Disorder Implications** – The service includes professionals who specialise in parenting, drug and alcohol use, emotional mental health,

education and offending behaviour work. The service supports multi-agency interventions and will work with families where issues around anti-social behaviour and those young people on the cusp of offending have been identified, or where there is a potential risk that there may be in the future. The service has developed areas of business which include: Child to Parent Violence work; sexualised behaviour work in partnership with the NSPCC; and staff have benefitted from Extremism and Anti Radicalisation Training which does not feature highly in our work but remains an area which we regularly review.

11. **Health Implications** - The service works to improve and minimise the potential for substance misuse and emotional mental health of all the young people where this is identified as an issue.
12. **Climate Emergency and Sustainability Implications** – There are no climate emergency or sustainability implications.
13. **Human Rights Implications** - There are no human rights implications arising from this report.
14. **Ward Implications** - The service covers all areas and wards within Gateshead. Reparation projects cover all areas and wards.

Background Information

15. See attached copy of Youth Justice Strategic Plan for 2023/24.



GATESHEAD YOUTH JUSTICE SERVICE

Youth Justice Plan ■ June 2023



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Foreword

As chair of the Gateshead Youth Justice Board, I am both pleased and proud to be able to present this Youth Justice Plan, which articulates the approach the partnership will take, to support children, young people and their parents / carers to maximise their life chances away from the formal Criminal Justice System. Our overarching shared vision is to make Gateshead a place where everyone thrives and our Gateshead Youth Justice Board has pledged to ensure a child centred approach, recognising the needs and rights of every young person and their potential to make a constructive, positive change and engage with their community.

The annual Youth Justice Plan is a requirement of the Crime and Disorder Act 1998. This plan is owned by Gateshead Youth Justice Board and has been formulated following development opportunities involving both the YJS and Board members. Consultation and engagement regarding the contents of the plan has been undertaken with a wide range of different people including children and young people, their families, staff, volunteers and partner agencies.

In the past 12 months Gateshead Youth Justice Service has continued to work with young people and their families to reduce offending by engaging with them in innovative and creative ways and delivering appropriate interventions to meet their needs. The introduction of new preventative initiatives such as Turnaround and Divert supports our ambition to intervene earlier and reduce the number of young people formally entering the Criminal Justice System

Gateshead Youth Justice Service was inspected by HMIP in February 2023, HMIP rated the service “Good” overall.

The Chief Inspector of Probation Justin Russell said: “This is a much-deserved ‘Good’ rating for Gateshead Youth Justice Service – they are a credit to the local community and to Tyne and Wear. They are successfully preventing children being involved in reoffending, often going above and beyond to support each child and give them every chance of a brighter future.”

HMIP commented on the “staff team being committed to achieving the best outcomes for children and families. There is a strong connection between the board and wider service, and practitioners feel heard and valued. The partnership is invested in and advocates for the YJS. We saw effective collaboration between the YJS and the police, children’s social care, and the probation service”.

There were a number of recommendations following the inspection which have been incorporated into this Youth Justice Plan.

I would like to thank the staff of the Youth Justice Service and all our partners, on behalf of the Youth Justice Management Board, for their ongoing resilience and passion in delivering child centred and effective interventions for young people, families, and victims.

Helen Fergusson
Chair – Youth Justice Board

Introduction

About Gateshead

Total number of young people under 18 in Gateshead
38498
(0-17 ons mye 2021)



1007
Children in receipt of early help



38.6%
Local children aged under 16

in relative low income families (child poverty)



1524



Number of children in need

212

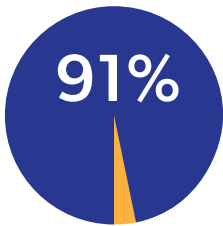


Number of children on a child protection plan

529
children in care



91%



of schools good or better

20

Number of first-time entrants to YJS



117

Number of care experienced young people



7836

Number of children accessing Free School Meals



1513

Young People and Adults with an EHCP (0 to 25)



234

Number of children with a disability in Social Work Teams



About our Youth Justice Service

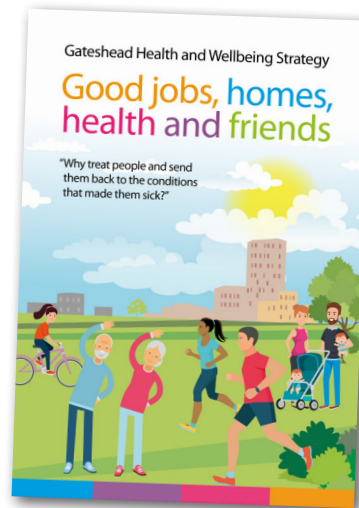
The Youth Justice Service is positioned within Gateshead Council's Children's Social Care and Lifelong learning Directorate. This has facilitated strong working relationships with education colleagues, early help and safeguarding teams including Contextual Safeguarding and those supporting Children in Our Care.

Our Partnership Vision and Priorities

Making Gateshead a place where everyone thrives



Our vision has been developed in collaboration with partners and is aligned to Gateshead Council's overarching strategic approach (Thrive), our Health & Wellbeing Strategy and our Children's Social Care and Early Help strategic plan.



Children's Social Care and Early Help -

'Children and young people in Gateshead enjoy their childhood and have the opportunity to THRIVE and be their best selves'

Gateshead Youth Justice Service -

'We will ensure a child centred approach recognising the needs and rights of every young person and their potential to make constructive, positive change and engage with their community'

Child First

Gateshead Youth Justice Service is committed to the Child First principles:

- 1. See children as children: Prioritise the best interests of children, recognising their needs, capacities, rights, and potential. All work is child-focused and developmentally informed.**
- 2. Develop pro-social identity for positive child outcomes: Promote children's individual strengths and capacities as a means of developing their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.**
- 3. Collaboration with children: Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers.**
- 4. Promote diversion: Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.**

A guiding principle for Gateshead Youth Justice Service is to have a child centred approach in all areas of our work. We recognise that children in the justice system often have multiple and complex needs. Where possible, we seek to divert children from the justice system entirely and address these needs through diversion and prevention. Youth Justice Service staff continue to work effortlessly to ensure best outcomes for the children that we work with.

Recent feedback from an external organisation praised the child first approach the case manager had taken:

"I just wanted to pass on my sincerest thanks to [YJS Worker] and the work he has done with the young person. [YJS Worker's] dedication to his role as his YOT worker has been incredible and he has gone above and beyond to ensure the young person and his family have been supported throughout this whole process. His genuine care for the young person and his family is evident and something we have all commented on. I have worked within this field for twenty years and [YJS Worker's] is one of the very best, if not the best, YOT workers I had the pleasure to work with".

Voice of the Child

They listened to me

My case manager helped to take me to school and counselling appointments

I got help with my substance misuse

I was helped to get a job and I am now setting up an online business

My case manager helped me to get a passport, and got me into going to the gym

My case manager helped me to be able to keep playing football.

The Youth Justice Service helped me to attend school and help me not to drink as much.

My worker had an "ACE" attitude

Staff helped me to attend my appointments and stick to my plan when I broke my leg.

Staff were down to earth, I could talk, and they would listen, they helped me to engage.

Listening to Young People

Gateshead Youth Justice Service works closely with the internal Children's Rights Service to ensure the voices of children are heard. Children and young people who are in contact with the Youth Justice Service have several opportunities throughout their involvement with the service to have their views listened to and acted upon. To allow young people to contribute their views, the methods used to gather Children and Young People's views. These include:

- **Young people attending the Youth Justice Service Board** - Young people attend Gateshead Youth Justice Board meetings to tell their stories and outline their experiences of the Youth Justice Service. This has offered the opportunity for board members to understand the journey of the child from their perspective and has helped them to understand how their agencies have had an impact on their life. By meeting with young people face to face it has been possible to ask questions about service delivery and areas for improvement and development.
- **Parent/Carer Representation** – Parents attend Gateshead Youth Justice Board meetings to speak about their experience of the Youth Justice Service. This has helped us to understand what works well and to consider areas for development.
- **Self-assessments** - Case managers employ interviewing skills which allow them to support young people to explore their own story. Each young person completes a YJB self-assessments as part of their assessment which helps understand the young person's perspective and their strengths and challenges. Parents and carers also complete self-assessments which help understand how the needs of the young person's family can also be supported.

- **Exit interviews** - Towards the end of their involvement, young people are invited to put forward their views through an exit questionnaire. This questionnaire helps us to understand what the young person perceived their order to be, what interventions they participated in and how useful they found this in avoiding further offending. Young people are also asked how services could be improved to better meet their needs.
- **Championing our young people** - Case managers and advocates are extremely skilled in engaging with young people. By listening to the young person and putting them at the centre of all the work we do we can build trusting relationships and promote positive change. Working together with statutory agencies and voluntary organisations makes it possible to ensure that the voice of the child is heard and a co-ordinated approach to intervention is achieved. Members of the Youth Justice Service sit on various panels across Social Care, Education, and Community Safety to advocate on behalf of young people and ensure their voices are heard.

You said...



You should check that we are ok when we're locked up

How can you help me? What do you do?



I came to the board to share my story. You should hear from more young people like me

I was bored in my rep, you should have more choice of things to do!



We did...

We introduced safeguarding interviews for young people in custody

We produced a child friendly copy of our strategic plan

We worked with Digital Voice for Communities, to ensure that the YJS Board and others hear your voices

We have teamed up with family hubs to provide reparative opportunities in your community

We developed a reparation information pack

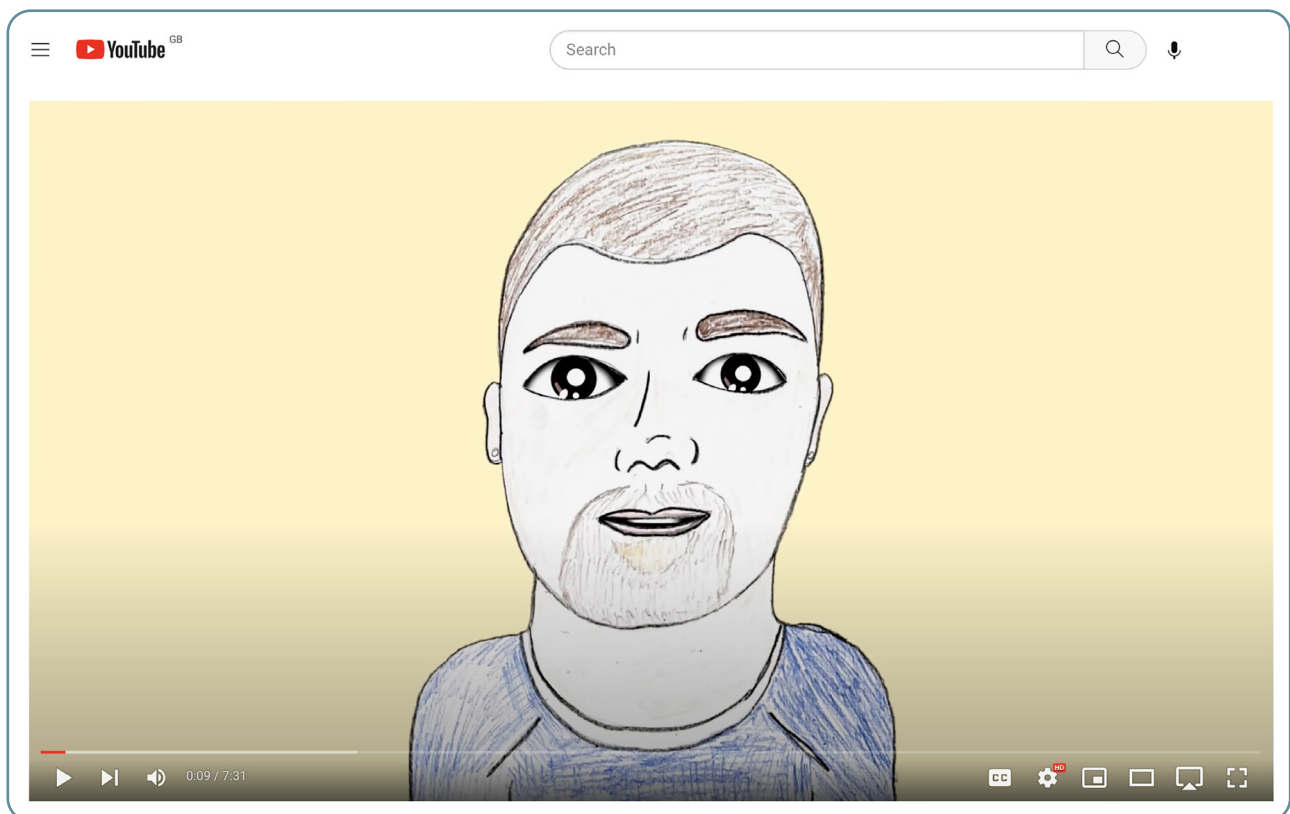


Listen to me

In January 2023 Gateshead Youth Justice Service produced a Digital Me video with Digital Voice. Several young people helped to co – produce an animated film capturing their experiences of how they became involved in offending behaviours, their experiences of the Youth Justice Service and what worked for them to stop offending.

The video was scripted and animated by the young people. Key themes around peer pressure, substance misuse and education were reoccurring issues that the young people have experienced. The young people told us that building trusting relationships with their cases managers was important to them, this enabled them to move forward and understand how to change their behaviour.

The video can be found at <https://youtu.be/tnoyL3OhF5A>.



Gateshead Youth Justice service wanted to co-produce this piece of work so it would help other young people avoid offending behaviours. Using the young people to voice the script was important as there are very few resources available with local accents, it was felt other young people listening to this would be able to easily identify with it.

This video has been shared across Gateshead Children’s Social care, it is being used as a training tool and as a resource for working with young people at risk of offending. It has also been shared externally with partners and other services so other children, young people, victims, and the general public can see the positive impact Gateshead Youth Justice Service has on young people.

Governance, Leadership and Partnership Arrangements

The Youth Justice Service is positioned within Gateshead Council's Children's Social Care and Early Help directorate. This has facilitated strong working relationships with Early Intervention and Safeguarding teams including Contextual Safeguarding and those supporting Children in Our Care.

The service is led by the Youth Justice Team Manager, an Assistant Manager, 6 Youth Justice Case Managers, 3 Young People's Advocates and a Restorative Justice Practitioner. As a multi-agency partnership, Gateshead Youth Justice Services contains specialists, or access to specialist provision for children being supervised, this includes:

- **Two Police Officers are seconded from Northumbria Police and co-located into Gateshead Youth Justice Service.**
- **A Probation Officer is seconded from the National Probation Service (North East) and co-located into Gateshead Youth Justice Service. The Youth Justice Service also has access to a Probation Support Officer (shared regionally).**

Governance

Governance of Youth Justice Service in Gateshead is delivered by a defined Gateshead Youth Justice Board. The Youth Justice Board is chaired by the Director of Children's Services, Helen Fergusson. Councillor Gary Haley, Portfolio Holder for Children and Young People is also a full and active member of the Board. All statutory partners are represented alongside, Police, Probation, Children's Social Care, Health and Education. Members hold sufficient seniority to be able to commit resources and make necessary decisions. The board meets face to face on a bi-monthly basis.

Gateshead Youth Justice Board have a forward planner which is used to schedule reports and updates from internal and external partners. Terms of reference and membership of the Gateshead Youth Justice Board were reviewed in January 2023.

In addition to bi-monthly meetings, bi-annual development sessions take place to review membership, consolidate partner relationships, strengthen roles and responsibilities of board members, and develop priorities for the year ahead.

The Gateshead Youth Justice Board membership is linked with other local inter-agency structures ensuring clear lines of communication and a collaborative approach to shared responsibilities and aims. These include:

- **Gateshead Safeguarding Children Partnership**
- **Gateshead SEND Board**
- **Gateshead Community Safety Partnership**
- **Families Overview and Scrutiny Committee**
- **Gateshead Corporate Parenting Board**
- **Newcastle Gateshead Integrated Care Board**
- **Gateshead Health and Wellbeing Board**
- **Gateshead Multi Agency Exploitation Hub**

Gateshead performance subgroup supplements the delivery of youth justice provision in Gateshead and enable the Gateshead Youth Justice Board to effectively fulfil the statutory duties as set out in the practice guidance for England and Wales: Youth Justice Service governance and leadership. Membership consists of representatives from statutory and non-statutory partners and are accountable to the Gateshead Youth Justice Board. The function of the group is to,

- Review performance data
- Shape the analysis and agree the content of the Board reports in advance of Gateshead Youth Justice Board meetings.
- Monitor progress against strategic priorities.
- Ensure performance standards are met against HMIP inspection criteria.
- Support the Board in preparing for any inspection activity
- Inform service improvement

Board development

Following some changes in the Board membership, in September 2022 Gateshead Youth Justice Service held a Board Development Day, this was well attended by all statutory partners and the majority of other board members. This session focused on providing the Board with a good induction into the role of members and the importance of advocating for young people within the Youth Justice Service, in their respective organisations. The session used the YJB's Youth Justice Service governance and leadership guidance, HMIP inspection criteria and reports to plan and deliver the session. In May 2023 HMIP found

“There is a thorough induction and continued development for board members, who understand their role and responsibilities well. The partnership is invested in and advocates for the YJS. We saw effective collaboration between the YJS and the police, children’s social care, and the probation service”.

In line with the YJB new Key Performance Indicators, Gateshead YJS will record the number of senior partners attending board meetings and will report on partners which have presented data which has identified areas of disproportionality. In the recent HMIP inspection they found there was “representation of appropriate seniority from all partners”.

The annual YJS Strategic Plan is developed with partners and key priorities are identified jointly and progress against these are monitored through the board. Board members, YJS staff and volunteers are all invited to these sessions to provide joint planning and development. HMIP reflected that “there are effective relationships between the management board and the wider service. Staff are invited to and attend the board regularly; they feel that their views are heard and responded to. They have a good understanding of the board’s activity. Board members are aware of the day-to-day activity of the YJS and have shadowed work”.

Members of Gateshead Youth Justice Service Board are involved in audit of cases and practice. This ensures board members have a good operational understanding of the service and it develops relationships between operation staff and strategic leaders. Audits are reported through the board to ensure a wider understanding of the findings.

Progress on previous plan

Gateshead Youth Justice Service consulted with partners and agreed nine key priorities as defined in the Strategic Plan for 2021 - 2023.

Priority 1

Ensure our young people are “children first and offenders second”

Progress

Gateshead Youth Justice Service worked with Digital Me to produce a short film asking young people about how they became involved in offending and their experiences of being involved with Gateshead Youth justice Service. The film focuses on some of the key issues that lead them into offending behaviors and allows them to reflect on opportunities for change. This is a local resource which can be used by partners and across the children's workforce including schools, health, police, and MASH.

HMIP found “Understanding the experiences of children, families and victims is a priority for the YJS. It is proactive in ensuring that their voices are continually heard at the board and used to influence service delivery. This ethos is shared by the wider partnership, which also recognises the importance of working and collaborating with children and families”.

Life story work continues to be a key priority for Gateshead Children's Social Care, the Youth Justice Service provide information and material to help to build the young person's story.

Priority 2

Ensure Children in Our Care are not overrepresented in the Criminal Justice Service

Progress

Gateshead Youth Justice Service is acutely aware of the over representation of Cared for Children's in the Youth Justice System. As a result of this the cohort of young people are monitored through the performance framework and weekly risk register. There is a clear understanding of the need to divert Cared for Children and avoid formal intervention. The circumstances of each offence and the young person is assessed at the point of diversion and throughout the Out of Court Disposal process. There are examples of Cared for Children not being progressed through Youth Justice but rather diverted by not coming into service or by using a lower-level intervention such as Outcome 22. Youth Justice Staff have a regular presence in local Children's Homes, meet with young people during their intervention and keep in touch after to provide ongoing support. The 10-point check list ensures that offences within care homes are dealt with by way of a restorative intervention (where appropriate).

Priority 3

Identify and intervene early with young people to address behaviour that could lead a young person into the Criminal Justice System.

Progress

Divert from Charge is a referral process which will no longer see young people being charged by police unless in extreme cases, such as offences that could lead to a remand. Youth Justice Service Police Officers apply an eligibility test which will assess whether an Out of Court option is appropriate. If the young person is eligible and willing to engage, they will receive either a Youth Conditional Caution (YCC) or an Outcome 22 (deferred prosecution).

Priority 4

Ensure education teams effectively meets the needs of young people within the criminal justice system

Progress

The Youth Justice Service, along with Information Advice and Guidance service, education partners undertake joint reviews of education for statutory and post statutory age young people and report regularly to the Gateshead Youth Justice Board. Gateshead Youth Justice Service is an active member of education panels including, fair access, complex pupils, exclusion, the attendance strategy and SEND. Education, training, and employment status is assessed with each young person in Youth Justice Service, and support offered in response to individual need. Young people in the Youth Justice Services continue to be disproportionately permanently excluded, have SEND and not being offered or engaging to full time, main stream education. This is an area of further development in 2023 / 2024. There is a strategic plan across Children's Social Care to ensure vulnerable groups of young people are actively supported to access appropriate education, YJS children are part of this group.

Priority 5

Promote the health and wellbeing of young people in the Youth Justice System

Progress

Gateshead Children's Social Care and Early Help and the North Cumbria Integrated Care Board have developed the Trusting Hands service. The service will focus on the children and young people who need it most, providing support to carers, social workers and other advocates of children and young people and their families to enable them to recognize the signs and symptoms of trauma, respond appropriately and seek further help and support when needed. The service will also provide speech and language screening and support recognising the impact on speech, language, and communication of trauma in childhood.

Young people in the police station are offered a Liaison and Diversion health screen, this can be followed up in the community to support the young person.

North East Counselling Service (NECS) have worked with Gateshead Youth Justice Service to support the team in their work with children and young people, specifically in terms of ongoing emotional, mental health and wellbeing needs. Intervention development sessions have been delivered to the Gateshead Youth Justice Service team by the Counselling Lead/ Manager. Gateshead Youth Justice Service has direct access to counselling services with NECS. Young people and their parents have been offered counselling support. There is scope to provide family counselling if needed. These types of wider supportive approaches can often be more impactful than directing counselling interventions towards the individual.

Priority 6

Support young people transitioning between Children's and Adults Service

Progress

The overriding objective of the Joint National Protocol for Transitions in England and behind an effective transition process is that it should be managed safely both for the child and their community. Whilst there are limited restrictions on the type of youth statutory orders that can be transferred to the Probation Service, where the child meets the age eligibility threshold, what remains fundamental is the need to jointly assess the appropriateness of the child's transfer. Gateshead Probation Service and Youth Justice Service have processes in place to make sure relevant young people are regularly discussed and decisions are made as to which service is the most appropriate to meet their needs. Gateshead and South Tyneside Probation were inspected by HMIP in September 2022, it was reported on good practice between the services "there were very low numbers of children transferring from the Youth Offending Service (YOS) to The Probation Service after reaching age 18. Decisions about whether to transfer were made jointly between YOS and the PDU based on maturity and the needs of the young person rather than on rigid." This was seen to be positive practice.

Priority 7

Understand and intervene with young people experiencing criminal exploitation.

Progress

Gateshead Youth Justice Service is an active partner at the Missing, Slavery, Exploitation and Trafficking panel. Young people at risk of exploitation are supported by the Youth Justice Service and referrals made to appropriate services. Gateshead YJS has made a number of referrals to the National Referral Mechanism for young people who we suspected had been exploited into committing crime. Gateshead Children's Social care and YJS are actively involved in the Missing Exploitation hub across Northumbria. There are clear communication routes with the Missing Co-Ordinator and Return Home Officer to ensure information is shared effectively to understand the potential risk to the child or young person. Gateshead Youth Justice Service also works with SCARPA who provide one to one support for young people at risk of exploitation.

Priority 8

Understand Serious Youth Violence in Gateshead and what can be done to reduce harm to the public and manage the risk.

Progress

Serious youth violence continues to be a priority for the partnership. A serious Youth violence strategy is being written by the Violence Reduction Unit, Community Safety, Youth Justice and other partners are involved in this work.

Priority 9

Build our understanding of the specific problems faced by young people in Gateshead

Progress

We need to develop a culturally competent workforce, who are able to work effectively and inclusively with children, young people and families from all backgrounds. Gateshead Youth Justice Service needs to embed a strategic and operational approach to diversity, policies and procedures need to capture how the service will respond to all protected characteristics. This will also include addressing disproportionality.

Resources and services

The Youth Justice Board has not yet confirmed the financial settlement for 2023/2024. However, working in a challenging financial climate the Gateshead Youth Justice Board will work collaboratively to ensure that service delivery is not compromised and that disadvantaged children are not further marginalized. The budget is split between delivering statutory Youth Justice Services and providing a Prevention offer for young people at risk of offending.

Case Managers provide appropriate adult services Monday to Friday 9am – 5pm, the Emergency Duty Team provide cover for appropriate adult requests outside of these days and times. In addition, for a standby fee, Managers and Case Managers provide weekend and Bank holiday cover for remand courts. There are also a number of volunteers supporting service delivery. The Youth Justice Service is a multi-agency team which is supported through contributions of statutory partners including Police, Probation Service and Health.

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Youth Justice Board	467,091	0		467,091
Local Authority	433,856	142,031	45,808	621,695
Police		116,686		116,686
Police and Crime Commissioner				0
Probation	5,000	43,751		48,751
Health	61,676			61,676
Other	0	0		0
Total	967,623	302,468	45,808	1,315,899

The cost of a custodial remand continues to be a financial risk to the service, Gateshead Youth Justice Service can deliver high quality, intensive bail packages, however if the offence was so serious there may be no alternative to a remand.

Gateshead Youth Justice Service uses the JYB grant, partner contributions and available resources to deliver these services and we believe they produce the following benefits and outcomes. Our performance will be improved in 2023/24 by delivering a greater prevention offer which will impact on the number of young people entering the Youth Justice Service.

Performance

Key Performance Indicators:

The Youth Justice Board (YJB) introduced new key performance indicators as of April 2023 to replace those already in place, namely First Time Entrants, Reoffending, and use of Custody. There are a total of ten new indicators that have been introduced to help prove how services and partners are involved with more complex caseloads despite an overall reduction in the number of children coming into services.

The new KPIs set by the YJB are.

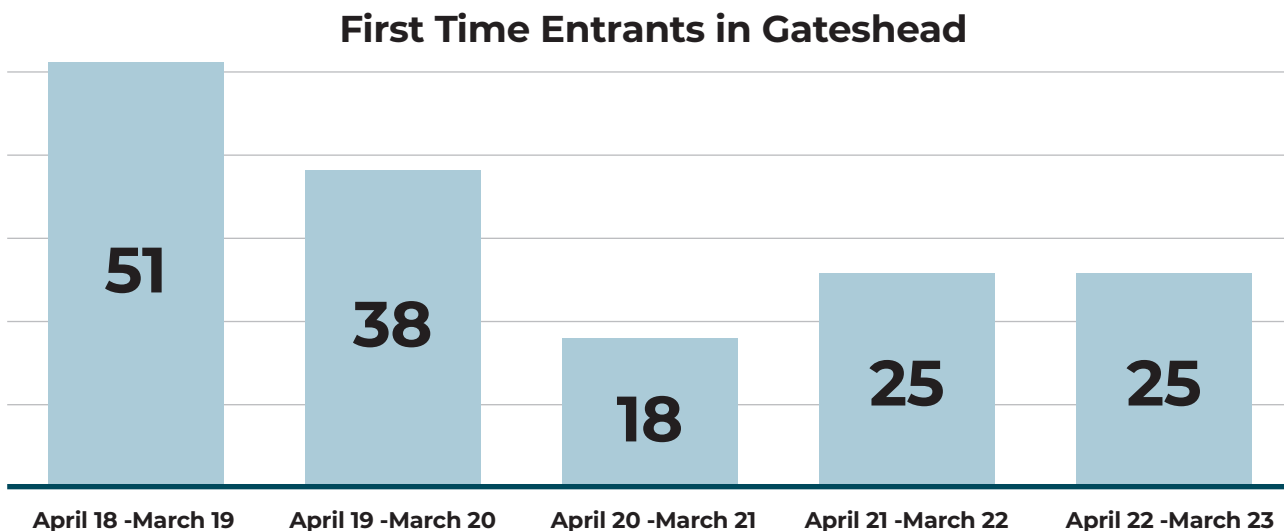
1. Suitable Accommodation – looking at the type and suitability of accommodation for young people in the community and those being released from custody
2. Education, Training and Employment – concerned with the number and proportion of children in ETE and the suitability.
3. Special Educational Needs and Disabilities /Additional Learning Needs – includes the number of children with SEND and whether they have a formal plan and are in suitable ETE
4. Mental Healthcare and Emotional Wellbeing – services are required to record the number of children screened or assessed to understand their mental health and emotional wellbeing needs
5. Substance Misuse – this KPI looks at children with a screened or identified need for an intervention or treatment to address substance misuse
6. Out of Court Disposals – reporting on the outcomes of interventions in each period and the rate of completion by young people.
7. Links to Wider Services – services are required to record the status of children classified as currently care experienced. Those children that have a 'Looked After Child,' Child in Need status or have a Child Protection Plan in place.
8. Management Board Attendance – services are required to record the number of senior partners attending quarterly meetings and the data presented that identifies any areas of disproportionality
9. Serious Violence – requirement for services to record on the caseload children cautioned or convicted of Serious Violence
10. Victims – details of the number of victims created from the offences committed by children on the caseload and the involvement with the service.

As the above KPIs have been introduced by the YJB this year there is not yet a sufficient amount of data to provide any real analysis. Gateshead YJS will be monitoring all ten indicators and using the data to support in the processes and interactions with all those that come into the service.

Existing key performance indicators:

First Time Entrants (FTE) data source – Police National Computer (PNC) & Gateshead YJS (Where stated)

First Time Entrants (FTEs) are young people referred to the Youth Justice Service in Gateshead that have received a substantive outcome for the first time. Substantive outcomes can be Youth Cautions, Youth Caution + Conditions, Referral Orders, Youth Rehabilitation Orders, or custodial sentences.



The chart above shows the numbers of FTE's in Gateshead since April 2018 and is taken from Police National Computer (PNC) data that is published by the Youth Justice Board (YJB). Overall, the number of FTEs in Gateshead has been significantly reduced (51%) since 2018. During the height of the covid pandemic (from March 2020) the country was in lockdown on several occasions which may account for the significant reduction in the FTE numbers in 2020/21 from the previous year.

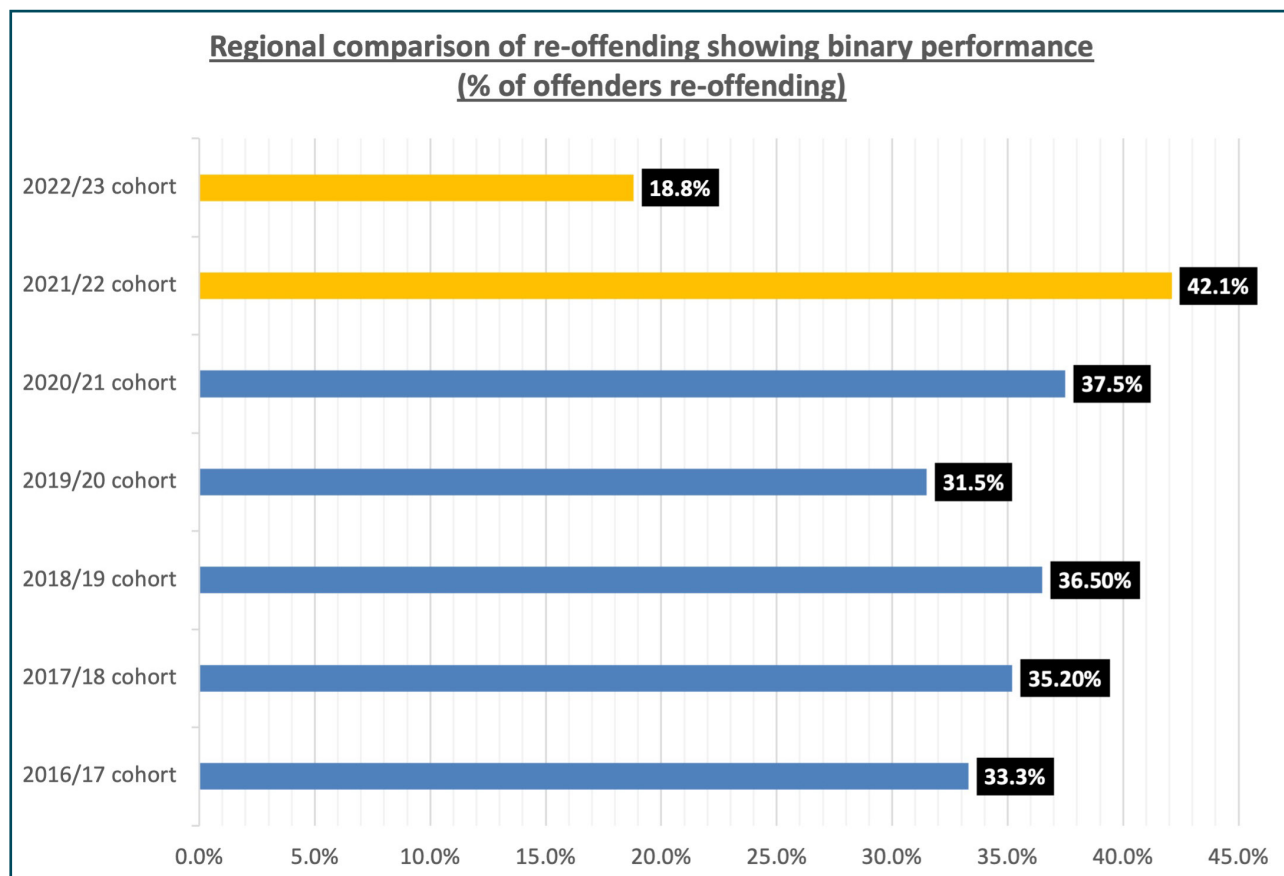
The most recent published PNC data from the YJB is for the period April 2021 to March 2022. The figures in the chart above and table below for 2022/23 have been taken from the Gateshead YJS due to the lag in published data and is therefore provisional but show there has been no increase in FTEs.

The following table shows FTE numbers and rates (per 100,000 of 10–17-year-old population) in Gateshead.

Gateshead's FTE's	2018/19	2019/20	2020/21	2021/22	2022/23
Number	51	38	18	25	25
Rate per 100,000 10-17 population	298	218	103	145	147

Reoffending Data Source – Police National Computer (PNC) & Gateshead YJS (Where stated)

The reoffending rate within Youth Justice is measured as the percentage of young people involved with the service that commit further offences. Published re-offending data is provided on a lag therefore 2021/22 and 2022/23 data is taken from the Gateshead YJS tracking tool as provisional as it is expected to change. The most recently published PNC data period is April 2020 – March 2021. This data shows the rate for Gateshead was 37.5% which shows an increase of 6% on the previous year.



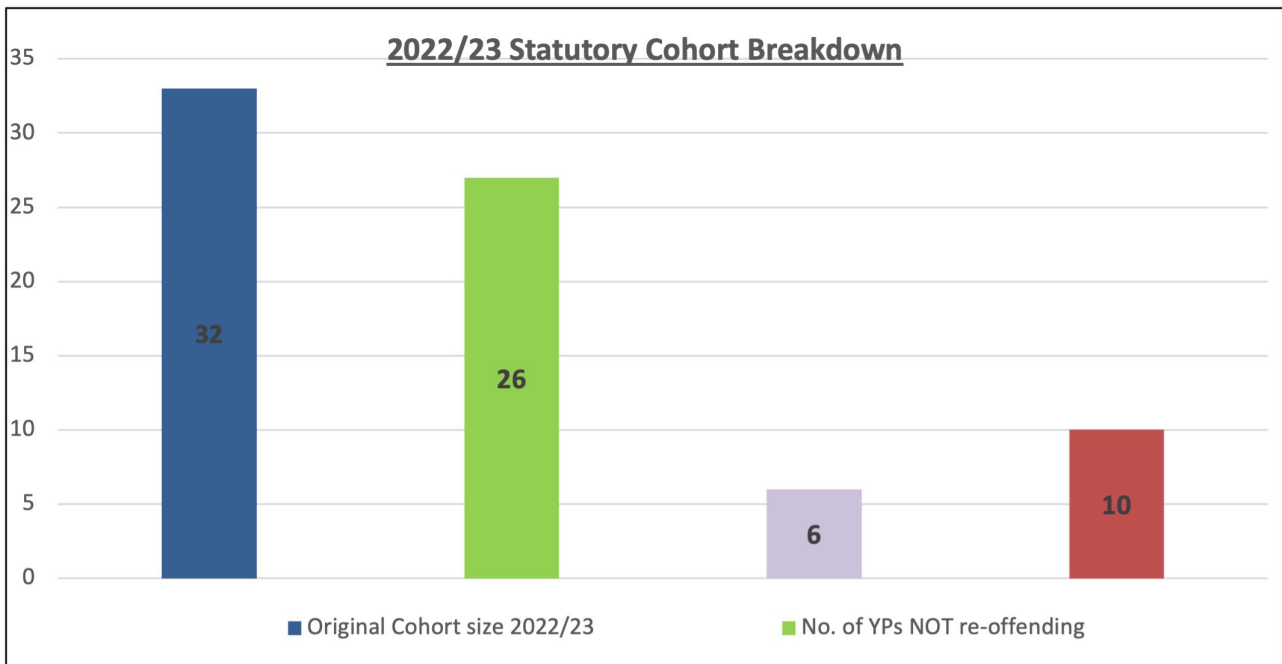
For the re-offending cohort, each young person is monitored for a 12-month period starting from the date they enter the cohort (i.e., when their disposal is received). The published data from the YJB for Gateshead reoffending rates and reoffences/reoffender (total number of further offences committed by young people that have gone on to reoffend) can be seen in the table below upon updating the cohort offending data, the YJS management team reviews those cases each month to ensure the plan in place is robust and includes the necessary objectives to prevent further offending where possible.

Gateshead's Proven Rate of Reoffending	2011 / 12	2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2020 / 21
Reoffences/ reoffender	2.98	2.83	2.57	3.49	3.69	3.51	3.23	2.98	3.89	6.52	6.11
% Reoffending	40.1%	45.7%	40.7%	32.9%	47.8%	33.3%	35.2%	40.1%	36.5%	31.5%	37.5%

Latest Offending Data of Gateshead 2022/23 Statutory Cohort

Young people receiving a caution or court disposal between April 2022 and March 2023 entered into the statutory cohort and are tracked for 12 months from the date they enter (date caution or court disposal is received). The data from Gateshead YJS tracking tool (as of the end of March 2023) shows the provisional reoffending rate at 18.8% (which is currently a 23.3% decrease when compared to the previous year's rate) as 6 cohort members have committed further offences since receiving their original disposal. Compared to the previous year, in total, there have been 10 further offences committed meaning the reoffences per reoffender rates is at 1.67.

The 2022/23 cohort consists of 32 young people of which 28 are still within their tracking period which means the reoffending data for this cohort is provisional and is expected to change.

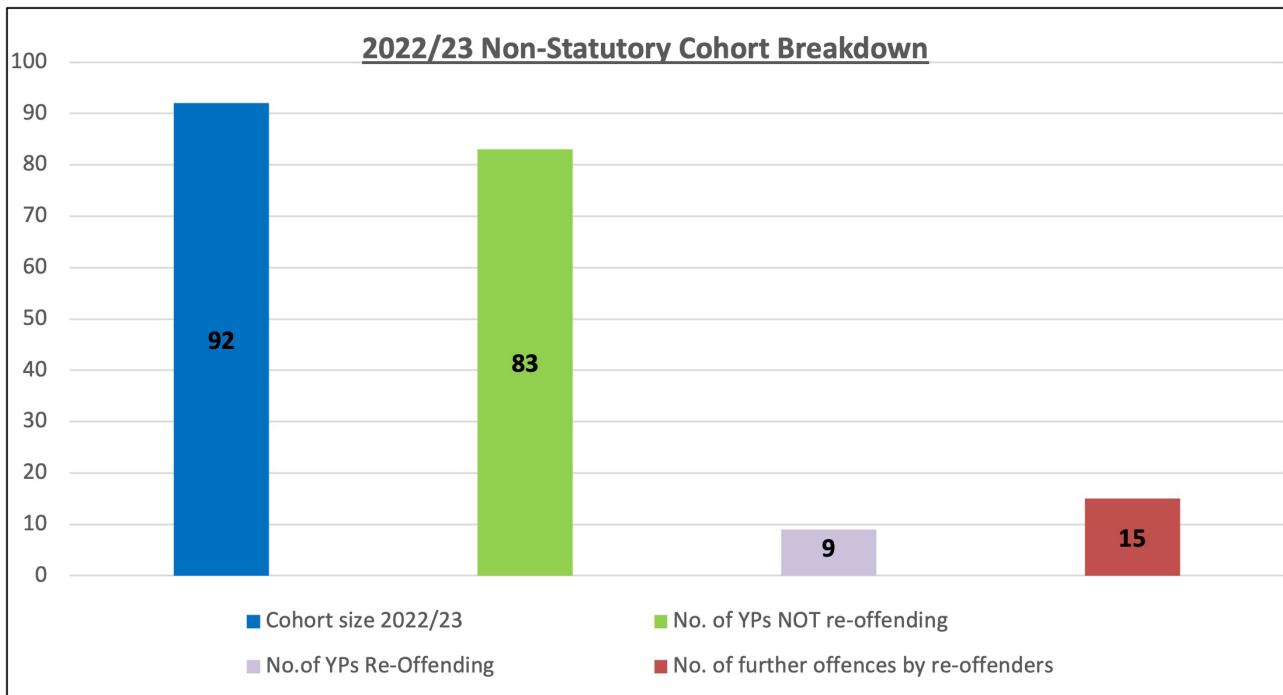


In this cohort all 32 members are male and 88% (28) are from a white British background. This means those with a Black, Asian and Minority Ethnic (BAME) background account for 12% of the cohort which may appear high however, the number of BAME young people is low at 4. 81% (26) are between 14 and 17 years old (at the date of entering the cohort) which has been the trend in Gateshead. Of all the young people over half (56%) were previously known to the service i.e., they had received disposals before entering this cohort.

Offending Data of 2022/23 Non-Statutory Cohort

Like the statutory cohort a tracking tool is used for those young people referred to the Gateshead service that receive an out of court disposal (OCD) between April 2022 and March 2023 and are tracked for 12 months from the date they enter (date OCD received).

This non-statutory cohort comprises of 92 young people with 80 still within their tracking period meaning this data is provisional and expected to change over the course of each member's 12-month period. The most recent cohort of young people that have entered the service receiving a non-statutory outcome (April 2022 to March 2023) shows a reoffending rate of 9.8% compared to 18% in the previous year. Again, this is provisional data and expected to change until tracking periods have ended for all the young people.



Of the 92 young people that received an out of court disposal three quarters (69) are male, 93% (86) are White-British with only 7% (6) from a BAME background. Those aged 14-17 at the date they received their disposal account for 79% (73) of the full cohort members. One in four of this cohort had previously received a disposal from the YJS in Gateshead.

Offending Data of 2022/23 Non-Statutory Cohort

Like the statutory cohort a tracking tool is used for those young people referred to the Gateshead service that receive an out of court disposal (OCD) between April 2022 and March 2023 and are tracked for 12 months from the date they enter (date OCD received).

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	April 2020 - March 2021		April 2021 - March 2022		April 2022 - December 2022	
	Custodial Sentences	Rate per 1,000 of 10-17 population	Custodial Sentences	Rate per 1,000 of 10-17 population	Custodial Sentences	Rate per 1,000 of 10-17 population
Gateshead	2	0.11	1	0.06	1	0.06
England & Wales	728	0.13	645	0.11	468	0.08

From the period above there were a total of 4 custodial sentences between April 2020 and December 2022 all of which were male and all aged 17 at the time of sentencing. In 2022/23 the only custodial sentence (as of December 2022) was given to a young person from a BAME background with all other sentences being given to males from a White-British background.

Over-represented Groups

EHCP & SEN SUPPORT

The table below shows the number and percentage of young people that have been involved with the Gateshead YJS since 2019 that have either had an Educational Health Care Plan in place or have been receiving SEN Support.

	2019/20		2020/21		2021/22		2022/23	
	No.	%	No.	%	No.	%	No.	%
Single Plan (EHC Plan)	3	3%	6	4%	15	10%	10	7%
SEN Support	12	10%	13	8%	3	2%	2	1%
Total	15	13%	19	12%	18	13%	12	8%

Between 2019 and 2022 there were more young people involved with the YJS that were also involved with the SEN Team year on year but fewer in 2022/23. For the whole period the average of young people involved with both services was 11%.

We have identified education as a priority area for development in 2023/24 and have partnered with our Trauma Informed Team colleagues to provide a dedicated speech and language resource.

Black, Asian, and Minority Ethnic (BAME) In Gateshead April 2019 to March 2023

According to the YJB publication of National Statistics 2021/22 13,770 children were cautioned or sentenced in the year ending March 2022 of which those with an ethnic minority background accounted for 29% of cases..

	2019/20	2020/21	2021/22	2022/23
BAME No.	2	4	10	9
BAME %	1.7%	2.5%	7.0%	6.1%

The chart shows a year-on-year increase in the number of BAME cases coming into the Gateshead service with binary percentages for; 2019/20 1.7%, 2020/21 2.5%, 2021/22 7% and 2022/23 6.1%. the 2022/23 rate is just below the BAME estimate of 6.5% by the Gateshead Joint Strategic Needs Assessment (JSNA). The overall figure for the four-year period is 4.4% (25 BAME cases from a total of 566).

This data shows in Gateshead we are seeing more young people with a White European background than previous years along with those from Black African and Other Asian backgrounds. Whilst the service remains mindful of the increase in BAME representation it is aware the actual numbers remain low and form a significantly smaller proportion of those coming into the service. An example of this would be in relation to custodial sentences in 2022/23 as 100% receiving custody were of a BAME background however, this is only 1 young person receiving 1 sentence.

A difference was noted with 34% of BAME young people receiving statutory interventions (e.g., youth Caution, referral orders, custody etc) compared with 32% from a white ethnic background in 2022/23. In the previous year, the BAME figure was 31% whilst white ethnic background was 36%, this shift would indicate BAME young people are slightly more likely to receive a statutory outcome. We must also consider the actual number of cases in Gateshead which are small, so caution needs to be exercised when drawing any conclusions

There needs to be more focus on assessing, identifying and meeting the needs of Black, Asian and minority ethnic children.

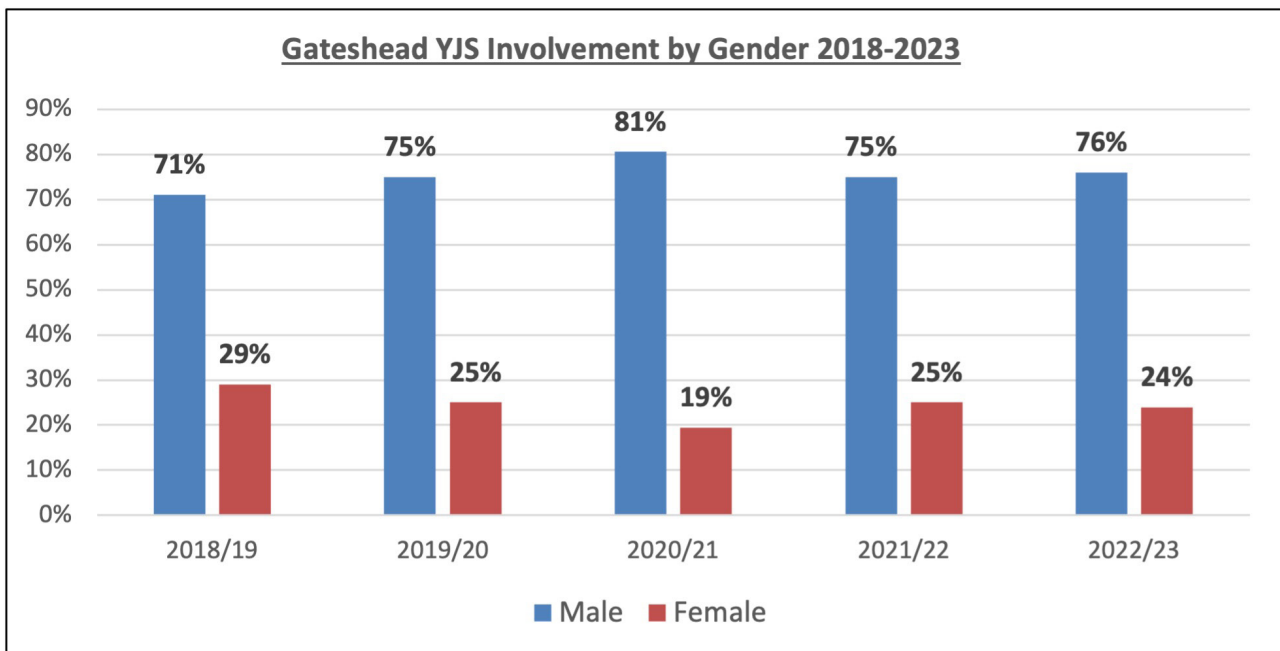
In 2023 / 2024 the YJS board will work with the YJS to develop its diversity strategy and capture this in guidance and processes. The management board will also support the YJS in embedding its strategy and ensure that managers and practitioners are trained and supported to deliver it. Training will be offered to staff to recognise and respond to the diversity needs of children and families. Diversity needs to be fully understood and that practitioners have the skills and continued support to translate this understanding into practice. Recognition of and responses to diversity needs to be strengthened in casework. Greater exploration of religion, sexuality, culture, learning or communication needs will assist in understanding children's lived experience.

Girls

The number of girls within the service are closely monitored through the performance subgroup and the Gateshead Youth Justice Board. Cases are allocated to workers who have a good understanding of the different approaches required to engage young women. Young women are significantly less likely to be sentenced in the court arena and are predominantly dealt with by an Out of Court Disposal. The nature of girls and young women's offending is different to that of young men, this is recognised, and interventions are delivered to reflect this. With female Case Managers and advocates available to support girls within the youth justice service with skills, knowledge and experience to meet the needs of this cohort.

To monitor and highlight changes in trends Gateshead YJS records the characteristics of the young people involved with the service. The following charts outline the demographic trends of the young people that become involved with the service.

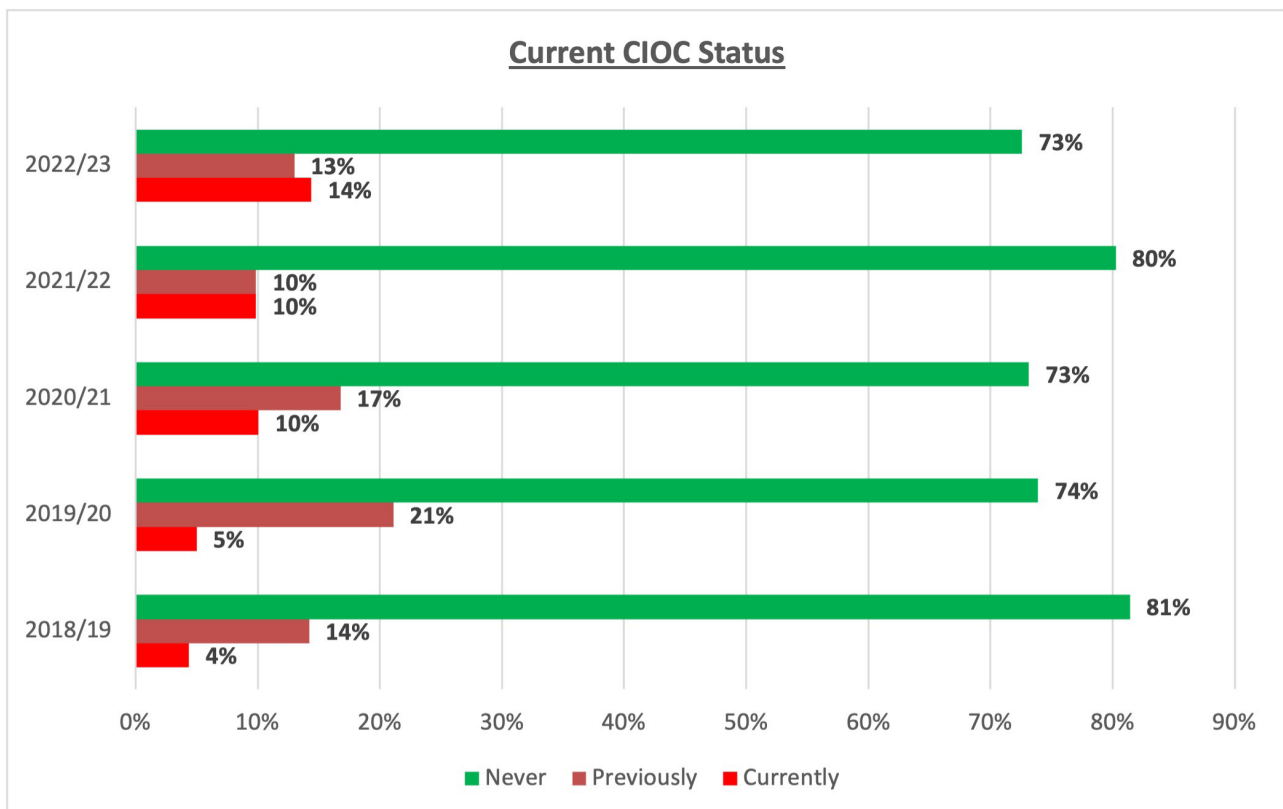
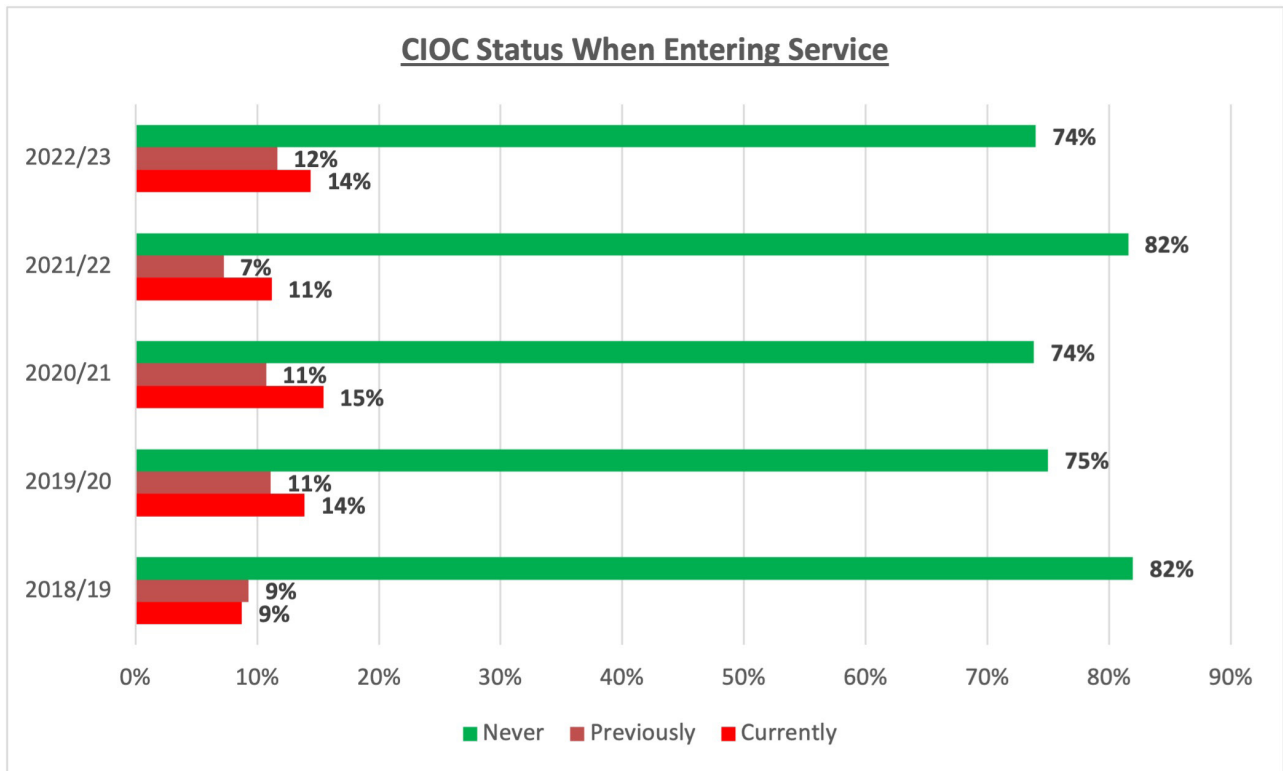
The first charts show the proportion and number of females and males coming into the service and the second shows the same information but as a rate per 100,000 of the 10-17 population for each year.



The chart above highlights the continual trend in the ratio between the genders of young people involved with the service and is approximately 3:1 towards males. The proportion of females coming into the service has remained static over the last two years showing no significant increase or decrease.

Children in our Care

The charts below show the CIOC status of young people at the start of their intervention and their current status (as of March 2023). The data shows the majority of young people coming into the Gateshead service never have a CIOC status and for those that have or have had a CIOC status there are no significant increases or decreases.



Prevention & Diversion

Our local partnerships work to identify children and young people displaying behaviours associated with offending to prevent entry into the formal youth justice system and offer a combination of early and targeted intervention. This is delivered through specific, evidence-based interventions from the Early Help Service, support for young people suffering abuse in personal/intimate relationships from the Domestic Abuse Team, the YOLO Project (You Only Live Once) , Criminal Justice Liaison Service and targeted health and substance misuse services.

Turnaround

Gateshead Youth Justice Service was allocated funding to deliver the Turnaround Programme. "Turnaround was developed by the Ministry of Justice, is based on similar principles to those underlying the Supporting Families programme, including the view that children on the cusp of offending often have complex needs. Turnaround funding will support YOTs, and their local strategic partners, to expand best practice in early intervention" MOJ. The delivery model adopted in Gateshead is through our Early HelpService.

Divert

DIVERT provides support to Children and Young People aged 10 – 18 years who come into police custody for any offence or attend as a voluntary attender for a violent offence that are ineligible for the Turn Around Programme. The primary aim of DIVERT is to contribute to the reduction of, and risk serious violence and knife crime. Gateshead Youth Justice service has committed to offering an accessible service that will support hard to reach and underrepresented individuals across our communities. We will deliver services using evidence-based approaches and to develop innovative practice to reduce individuals being drawn into criminality and reduces serious violence within Northumbria. Gateshead YJS is involved in the co-production of a serious youth violence intervention programme which can be used one to one or in groups.

Divert from Charge

Divert from Charge is used to prevent children and young people being charged by police unless in extreme cases, such as offences that could lead to a remand and instead, cases are referred through to a panel process before a final decision is reached. As a result of the Divert from Charge arrangement, young people are not to be labelled as offenders, this helps to prevent young people from forming deviant or delinquent identities that may impact on their development. The process avoids unnecessary disproportionality in the criminal justice system and enables tailored diversionary interventions which are therapeutic, targeted, and appropriate whilst avoiding the stigma of conviction.

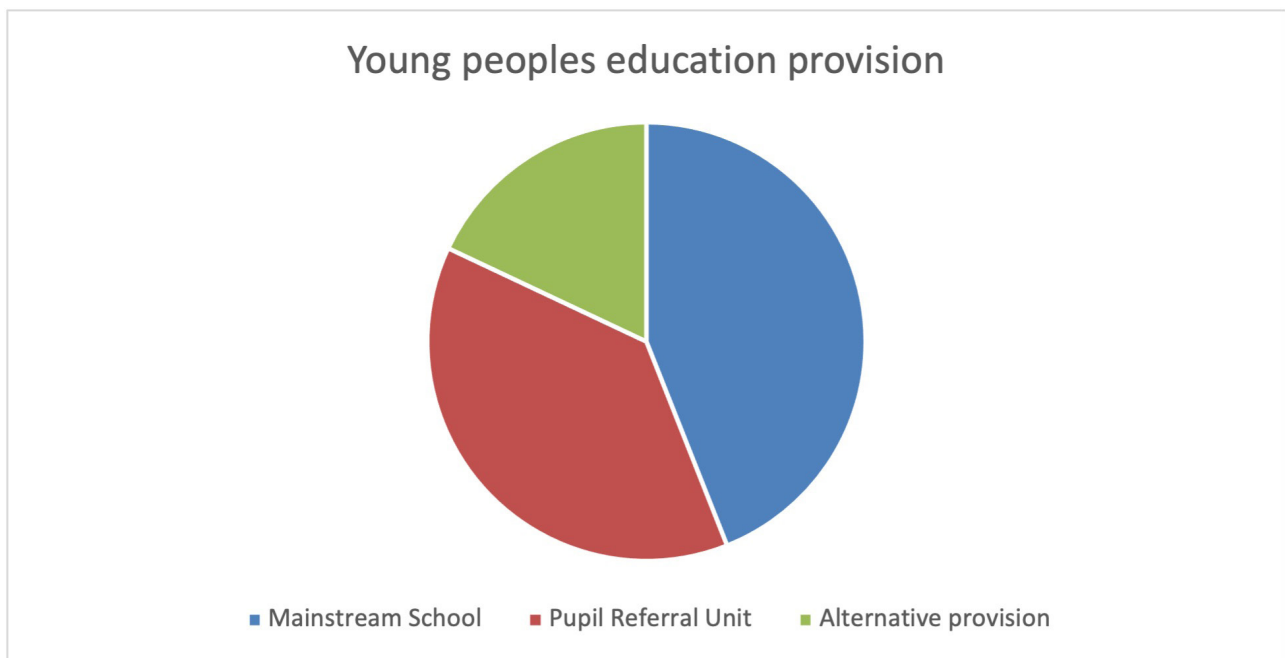
Outcome 22

Outcome 22 continues to be used as an Out of Court disposal. This intervention is a deferred prosecution, meaning the young person will not come through the formal criminal justice system unless they fail to comply with the program. The outcome is designed to be recorded on the Police National Computer as follows: 'Outcome 22 – diversionary, educational or intervention activity, resulting from the crime report, has been undertaken and it is not in the public interest to take any further action'. The use of this disposal has ensured that young people are assessed and have intervention that best meets their individual needs. Working with the young person and their family it has been possible to divert a significant proportion of children away from the formal youth justice system, which has a huge impact on the number of young people becoming First Time Entrants into the Criminal Justice System.

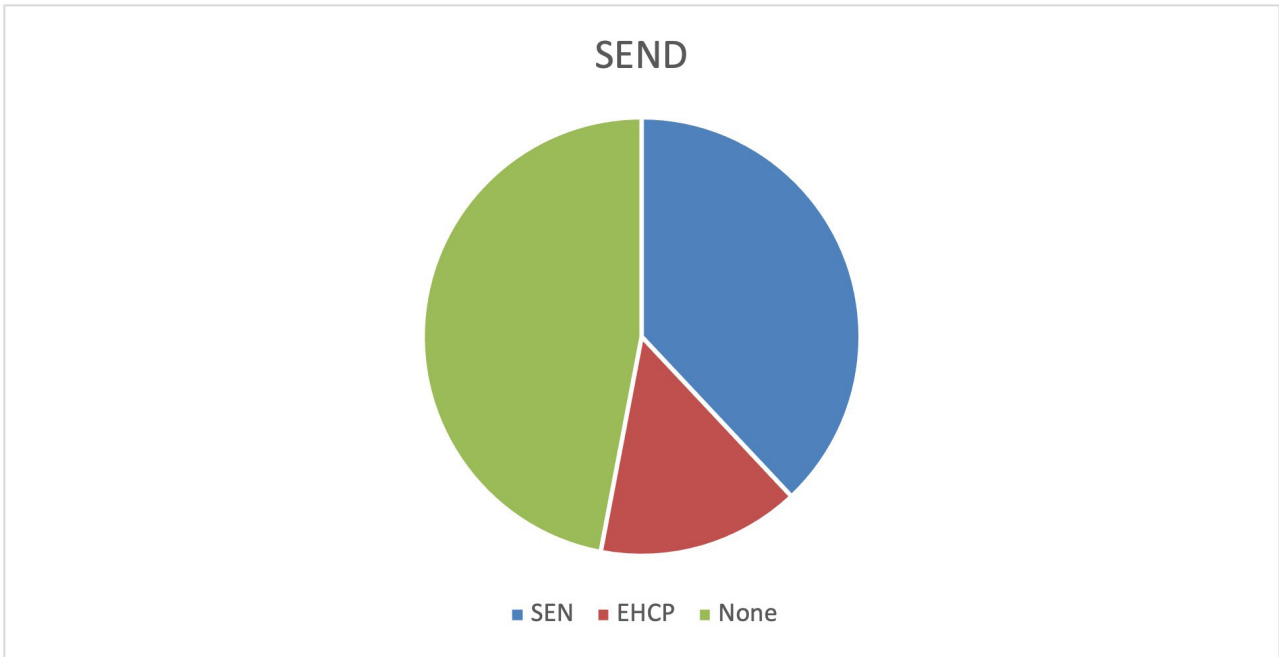
Education

Young people in the YJS cohort

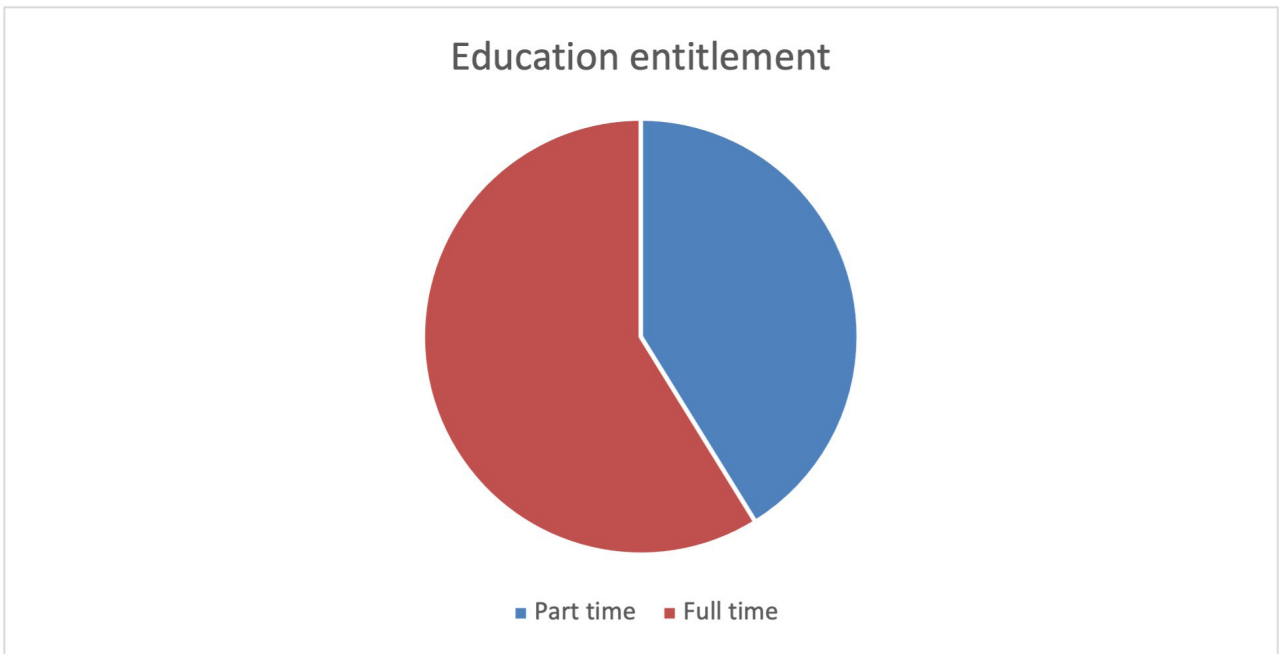
In Gateshead Youth Justice Service 44% of young people open to the YJS of statutory school age were in mainstream school, 38% were in the Pupil Referral Unit and 18% were in an alternative provision. (data taken from open case load in May 2023).



On the current case load 24% had been permanently excluded. In the current cohort 38% have SEN support and 15% have an EHCP, this gives a combined total of 53% this is also an increase from June 2022 when the total was 38%.



In this cohort 41% of the YJS statutory school age case load is receiving part time education, no young people were elective home educated.



Children in our Care account for 15% of the cohort, this figure is high but includes young people currently on remand who now have CIOC status, these young people were not previously open to Children’s Social care. Within in this cohort 3% of young people were BME and 26% were female.

Access to education, training and employment (ETE) opportunities is fundamental to the future prospects of children on youth justice service caseloads and to their desistance from further offending, but the recent HMIP thematic and local inspections show gaps in provision and major barriers to participation for some children. To support young people receiving a suitable education that meets their needs, Gateshead YJS has created a Case Manager post to take the lead on education. The role is split between half Case Manager and half Education Officer.

The role involves

- Point of contact for YJS and building relationships with the schools and staff
- Undertaking SLCN screening tools with young people
- Responsibility for the young person's YJS education plan
- Supporting YJS young people in accessing education provision
- Supporting the school in recognising children's needs in relation to ETE
- Challenge and address any barriers to the young person actively engaging or attending education provision
- Support EHCP reviews
- Working towards YJB ETE KPIs
- Attending relevant ETE meetings, including the pupil placement panel and complex cases meeting.

In the recent HMIP inspection it was acknowledged that "the YJS is working proactively to develop the partnership's response to ensuring education, training, and employment provision meets the needs of children. However, at the time of the inspection we found that escalation routes to raise concerns when provision was not adequate were not always having an impact. The YJS needs to monitor this routinely and provide context about the children's experiences." Gateshead Youth Justice Service is working with education partners to improve better outcomes for young people, ensuring young people have access to suitable education provision is a key priority for the year ahead.

Restorative approaches and victims

Gateshead Youth Justice Service offers every victim of youth crime a voice. Each victim is contacted by the dedicated Restorative Practitioner to seek their views in relation to the offence and try and understand the impact it has had on them. In line with the Victims Code, Gateshead Youth Justice Service offers a variety of reparative interventions including direct and indirect programmes. Where it is appropriate victims are offered face to face restorative justice conferences, shuttle mediation and letters of apology. Gateshead Youth Justice Service is starting to gather data for the new victim's key performance indicator. Gateshead Youth Justice service has created a reparation booklet which showcases the projects that young people can attend to complete activities. The YJS use the booklet to show victims of youth crime the projects that young people are involved in and what the impact is on the local community. There are various projects across the borough, this enables victims and young people to complete reparative activity in their community.

Gateshead Council is one of 75 local authorities who have been funded to develop Family Hubs which will provide a welcoming space for families and the wider community. Gateshead Family Hubs will support families of children up to the age of 19 and to age 25 for young people who have special educational needs and disabilities (SEND). The hubs are also open to other members of the community who may need more help. There are six identified community hubs across Gateshead, the YJS is supporting the centres to provide support through reparative activities. It is envisaged that this will help young people to be more invested in their local communities.

The recent HMIP inspection found that Gateshead Youth Justice service have developed reparation provision, but "further work is needed to ensure that all projects are meaningful, structured, and give children opportunities to learn and develop skills".

In 2023 / 2024 Gateshead Youth Justice Service is going to be working with Birkshead Wild. Birkshead Wild is a community project which enables young people to learn new skills in the upkeep of livestock, growing fruit and vegetables, horticultural projects and the recycling of unwanted or bikes in need of repair.

Satisfaction surveys have told us that victims were very satisfied with the service they had received, and the process helped them to understand the young person's motivation to offend against them. They felt listened to and had their views taken seriously.

Serious violence and exploitation

The Serious Violence Duty has been introduced as part of the Police, Crime, Sentencing and Courts Act 2022 (PCSC), alongside Serious Violence Reduction Orders (SVRO's) and Homicide Reviews. The duty acts as a key part of the Government's programme to adopt a multi-agency approach to prevent and reduce serious violence.

The Duty requires specified authorities to work together to prevent and reduce serious violence, there is a requirement for all specified authorities to prepare a Serious Violence Needs Assessment that identifies the key hotspot areas as well as the specific types of violence that are most prevalent. There is also a need for authorities to develop a Serious Violence Strategy which will bring together all elements of activity and will be monitored throughout the year.

The following authorities are subject to the duty:

- Police
- Local authorities
- Youth Justice
- Fire and Rescue
- Health authorities
- Probation

Educational institutions and prison/youth custodial institutions will be under a separate duty to co-operate with core duty holders. There will be a requirement for the local partnership to consult with such institutions within their geographical area. Duty holders will work together to establish the local strategic needs assessment and will be required to develop and publish a local strategy which outlines the collective action they intend to take, this will include:

- a) A summary of the local need's assessment
- b) How the chosen partnership structure will work together
- c) Actions including specific interventions and agreed preventative action
- d) Engagement plans with voluntary and community organisations as well as young people
- e) Identified funding streams and resources to support this work

Plans for Northumbria Police Area Command

The Violence Reduction Unit are implementing arrangements for the Serious Violence Duty, there is a requirement to produce a revised strategy by January 2024 that encompasses local arrangements and priorities. As part of the process there is a requirement to work with all specified authorities to agree this strategy. This will include agreement on our definition of serious violence and measures of success. There will also be an opportunity for wider consultation and engagement with stakeholders including young people and the wider community to ensure that the strategy meets their needs. It has been agreed that local implementation of the duty will be co-ordinated by the Violence Reduction Unit.

Learning from Serious Incidents

Findings from recent partnership learning reviews triggered by serious incidents have included recommendations in relation to improved use of pre-existing information to support a wider understanding of the young person and their needs. This was found to be important when making decisions around thresholds. When young people move into Gateshead from other areas information is gained from the previous authority to provide a full assessment of the young person needs. Closer working relationships with the missing and return home team have been developed and regular intelligence sharing, and joint working takes place across the teams.

Working with the Violence Reduction Unit

Gateshead Youth Justice Service is working with the Violence Reduction Unit to develop a whole-system approach to children and young people, aged 10- to 18-years, carrying weapons or knives. Gateshead YJS will work collaboratively with the other YJS across Northumbria, the VRU and Public Health to co-produce a consistent person-centred response to knife crime. There is a need for a more consistent trauma-informed approach to support children and young people referred to YJS for weapon/ knife carrying and related incidents. It is envisaged that a six-to-eight week / modular programme with a toolkit, comprising age-appropriate resources will be produced for use by YJS practitioners. The aim is to co-produce an intervention for pilot delivery in September 2023.

Operation Pecan

Operation Pecan is the Northumbria Police and partner response to Urban Street Gangs (USG). To tackle serious violence and related criminality and safeguard those at risk of exploitation. The inception of the dedicated operation arises due to an identified trend of offending, across the Newcastle and Gateshead areas. There are links to USGs within all 6 Local Authority areas within the Northumbria Police area. In conjunction with the violence reduction unit, statutory partners, youth, third sector and voluntary organisations, identify opportunities support and divert vulnerable young persons from engaging in USG criminality in order to prevent offending and re-offending.

Released Under Investigation

Northumbria Police and Gateshead YJS hold regular performance meetings to monitor the number of young people currently released under investigation. Scrutiny is placed on young people who have been RUI for over 6 months, RUI for serious category offences and RUI for multiple offences. Recent changes have come into force following the introduction of the Bail Act 2022 which now has a presumption for bail instead of RUI, this is and will continue to reduce the number of young persons on RUI with no end date and replaces this with effective suspect management through clearly defined bail conditions.

MAPPA and Prevent

Gateshead Youth Justice Service refer cases to MAPPA that have met the MAPPA criteria. All MAPPA meetings are attended and YJS has been represented at a senior level. The service is involved with the Prevent agenda and ensures appropriate information sharing and attendance at relevant meetings to support the government's counter-terrorism strategy and protect the public.

National Referral Mechanism

Northumbria Police service have established the missing and Exploitation Hub and have developed positive information sharing and multi-agency working with the wider partnership which results in more robust co-ordinated partnership response to safeguarding concerns and targeting adult perpetrators who are exploiting children or engaging them in acts of serious youth violence. Gateshead Youth Justice Service have made several referrals to the National Referral Mechanism for young people who we suspect are being criminally exploited. A number of these referrals have resulted in positive decisions which has significantly impacted on sentencing and interventions with these young people.

Contextual Safeguarding

Understanding teenagers is an area of specialism that not all workers have, the Contextual safeguarding team as an adolescent hub that can provide varying layers of support across children services. The team is made up of experienced social workers and family advocates who can assess and intervene to address both intra and extrafamilial harm. A Girl and Young woman's advocate is able to offer a targeted response to those at risk of grooming/ exploitation. The Gateshead Youth Justice Service works closely with the contextual safeguarding team as several young people are open to both services simultaneously. Joint planning and delivery meetings take place to avoid duplication of interventions and to ensure the young person and family receive the right support from the right service at the right time.

Operation Victus

Operation Victus is a multi-disciplinary group set up as part of the VVECG (violence, vulnerability, exploitation, and co-ordination group) with the purpose of early identification and prevention of criminal exploitation of children and vulnerable adults. Through intelligence sharing, data analysis and collaborative working Operation Victus seeks to identify those most vulnerable to exploitation, with key partners involved there is consideration to the safeguarding / support in place. Operation Victus co-ordinates the policing activity to deter and pursue these high harm offenders.

Detention in police custody

Gateshead YJS is working with the police within the custody suites across Northumbria to ensure that young people who are detained in police custody are dealt with as swiftly as possible. There is a memorandum of understanding in place which enable the sharing of relevant safeguarding information at the earliest opportunity. This helps to highlight any potential issues that a young person may face whilst in custody and will enable the local authority to support the police in dealing with the young person and releasing them at the earliest opportunity.

Gateshead Youth Justice Service provides an appropriate adult service Monday to Friday during office hours, outside of this time the emergency duty team fulfil this duty.

Remands

Between April 2020 and March 2023 8 different young people have been remanded in Gateshead showing a low use of remand in the period. Those that were remanded either had a prolific offending history, had committed serious offences, or posed potential risk to others. All eight young people remanded over the three years were male, white and aged 14-18 at the time of their court proceedings and went on to receive lengthy custodial sentences.

Age when remanded	2020/21	2021/22	2022/23
14	0	0	1
15	0	0	0
16	0	0	1
17	2	2	0
18	2	0	0
Totals	4	2	2

Main Offence Type	2020/21	2021/22	2022/23	Totals
Breach of a Statutory Order	1	1	0	2
Motoring Offences	1	0	0	1
Violence Against the Person	2	1	2	5
Totals	4	2	2	8

Constructive resettlement

The recent HMIP inspection recommended that “evaluation and review of resettlement provision is needed to understand if the partnership response to children in custody is meeting their needs. Routine analysis will provide evidence to shape and inform future service delivery.” There is a resettlement policy in place, but HMIP suggested that “further work is needed to clearly articulate how to meet all resettlement needs in practice. To promote consistency, guidance needs to capture the roles and responsibilities of the partnership and how services will work collaboratively to address resettlement.” As a result of this the resettlement policy and provision is being reviewed to ensure that provision and practice consistently meets children’s needs.

Gateshead Youth Justice Board is responsible for ensuring that the approach to custody, resettlement and transitions is evidenced based as well as ensuring that suitable and timely accommodation provision is available for all children leaving custody along with young people having equitable access to services. The Gateshead Youth Justice Board is aware of young people sentenced to custody and their individual circumstances and needs. The board provide support to address any structural barriers that may exist for young people getting back into Education Training or Employment on release and to have access to suitable accommodation.

Gateshead YJS resettlement policy is being reviewed to ensure it provides the detailed framework for this area of work, outlining the service expectations in relation to children and young people serving custodial sentences, remanded to youth detention accommodation and for those leaving custody and resettling back into their communities, including clear guidance and expectations around what support young people should expect from the service and partners.

Developing a pro-social identity, forming positive supportive networks, and addressing relationships are key in terms of supporting an effective Resettlement (Beyond Youth Custody, 2014). The approach adopted by Gateshead Youth Justice Service supports the perspective that young people serving custodial sentences must receive an effective, end-to-end service provision based on a thorough assessment of need and risk, to reintegrate them into the community. We recognise that in order to achieve this, partnership working, alongside the participation and engagement of young people and their families, is essential for Resettlement (Beyond Youth Custody, 2014).

Every young person in custody is offered a safeguarding visit by a manager to capture the views of young people, to ensure there are no concerns about their care and that they understand their rights.

Standards for children in the justice system

National Standards audit findings

Gateshead Youth Justice Service demonstrates good compliance with the National Standards in all five domains. There was significant evidence of young people and families being involved with the assessment, planning, and interventions. There was evidence throughout the standards of good relationships being built with young people, their family and case managers.

National Standard 1 - Out of Court Disposals

Out of Court Disposal assessments were completed in all cases. They were timely, accurate, suitable and a sufficient assessment of risk for all children referred to the Service. HMIP commented that assessments were well informed; practitioners had liaised with other services and used this information as part of their analysis. Practitioners were skilled at developing balanced assessments, drawing out strengths and protective factors as well as exploring areas of concern. Interventions plans were appropriate, met the needs of the child and addressed their offending behaviour. Delivery of interventions was evidenced, and case managers had worked in creative ways to meet the needs of the young person. Reviews were completed in a timely manner and were of good quality.

National Standard 2 - At Court

Gateshead Youth Justice Service ensures the attendance of a case manager at all Youth hearings within the magistrates and Crown Courts. Young people are contacted by the service prior to going to court and are offered an opportunity to attend the court building in advance to try and reduce anxiety. Reports are completed when requested and are subject to a rigorous quality improvement process. All interactions with young people and their parents are recorded on the case management system.

National Standard 3 - In the Community

Intervention commences quickly after the initial Referral Order panel meeting or Court sentence. There is evidence of the Voice of the Child in assessments, intervention plans and reviews. Assessments are completed in time scales and have been quality assured. Intervention plans met the young peoples needs and the quality of contingency planning has improved. There was evidence of strong professional relationships which ensured joint planning and delivery of services to young people.

All identified victims of youth crime are contacted by our Restorative justice practitioner and offered an opportunity to share their views and offered an opportunity to participate in a restorative intervention. Victims needs and those of the young person are both carefully considered when determining the intervention plan. Victims of youth crime are kept informed of the young person's progress if this is requested. The Restorative Practitioner attends the Out of Court Disposal panel to ensure the voice of the victim is heard.

National Standard 4 - In Secure Settings

All documentation was sent to the YJS via connectivity and in a timely matter. There is evidence of good communication between the secure setting and Gateshead Youth Justice Service. Planning for release was evidence throughout the custodial phase of the sentence, this was demonstrated in the initial planning meeting and at each review. HMIP found that YJS practitioners are skilled at developing meaningful relationships with the children and their parents or carers and they found proactive efforts to maintain contact with children in custody and provide support for families who were visiting.

Resettlement work needs to be a priority for 2023/2024, HMIP recommended that Gateshead YJS need to promote consistency and guidance needs to capture the roles and responsibilities of the partnership and how services will work collaboratively to address resettlement. There were examples of effective resettlement work, however, this was not consistent for education, training, and employment and for accommodation.

HMIP felt that evaluation and review of resettlement provision was needed to understand if the partnership response to children in custody is meeting their needs. Routine analysis would provide evidence to shape and inform future service delivery.

National Standard 5 - On Transitions

The transitions element of the audit was completed on eligible cases. Gateshead Youth Justice Service has a transitions policy in place with Probation for young people nearing their 18th birthday, in each case the young people were discussed with the Probation Service and a tailored plan was made which took accounts of various factors including desistance. Where young people have had transitions during an intervention there has been support provided by Gateshead Youth justice Service, this is evident in the case diaries due to the proactive way practitioners work with young people.

Workforce Development

Gateshead Council is committed to developing the Children's Social Care workforce to be able to meet the needs of the local community. Understanding and responding to the developing needs of the workforce is key to ensuring that staff are equipped with the knowledge, skills and competencies needed to perform their role effectively, delivering the standard of quality service expected of them. A robust learning and development programme alongside policy and practice guidance respond ensures we respond to the workforce issues, support the need to meet future challenges, with a continuing focus on promoting equalities, diversity, and inclusive practice.



Understanding and responding to the developing needs of the workforce is key to ensuring that staff are equipped with the knowledge, skills and competencies needed to perform their role effectively, delivering the standard of quality service expected of them. A robust learning and development programme alongside policy and practice guidance respond ensures we respond to the workforce issues, support the need to meet future challenges, with a continuing focus on promoting equalities, diversity and inclusive practice.

As a pro-active learning environment, the YJS also hosts student social work placements.

In the last year, YJS Staff have received training in a range of topics including: AIM3 Training and Technology Assisted Harmful Sexual Behaviour, Attachment and Trauma Training, Neurodiversity; Do It Profiler Training Project, Reflection and Analysis, Domestic Abuse Training, narrative practice, Drug and Alcohol Awareness Training, Speech Language Communication training, PACE training and training in a range of emotional health conditions. The Assistant Team Manager achieved Level 5 Management and Leadership qualification, the Team Manager completed Peer Review training through the YJSIP, and a new member of the team completed the Youth Justice Effective Practice Certificate. All YJS Officers are trained in the full remit of the service from Diversion and Prevention, Out of Court Disposals (OOC) and Post-Court, including custody and transitions.

Priority areas for training and development in 2023 -2024 are:

- Understanding and responding effectively to equality, diversity and inclusion.
- Further trauma informed practice training
- Narrative training

All volunteers and staff will receive safeguarding training in line with Gateshead Council's guidelines and as individual circumstances require.

Evidence-based practice and innovation

Gateshead Youth Justice Service is trauma informed and a key strength is building strong and effective relationships with young people to support them in building on their qualities and resilience to achieve positive outcomes. The service is committed to developing a child centred narrative practice approach to casework.

The service offers every victim of youth crime a voice.

The service is committed to participation of young people and are currently working with digital company DigitalMe to produce a short video documenting young people's experience. This has given young people the opportunity to tell their story and help other young people to understand the impact of their behaviour.

Positive Futures is the drug and alcohol service in Gateshead for children and young people. Together we have developed a strong working relationship which has led to an identified member of staff from Positive Futures who specialises in working with the YJS cohort of young people, this person spending time with the YJS team and will record on the YJS case management system.

The service has developed a dedicated education officer role within the service. This will help to ensure that young people have a suitable education offer and are supported with attendance and attainment.

We are proud of the work we have done this year to meet the emotional wellbeing and mental health needs of our young people. A partnership arrangement is in place with local provider North East Counselling to upskill staff and provide direct access to support for young people.

A significant and exciting development in Gateshead this year is the launch in May 2023 of 'Trusting Hands GATESHEAD' which is a multi-disciplinary team employed by CNTW, and includes Psychologist, SLT Therapists, specialist mental health Practitioners and Social Workers, based in Gateshead Children's Services.

The service will deliver a trauma informed model that will upskill practitioners across Children's services to be trauma informed. The service will support professionals supporting children and young people who are classed as high risk, high harm and high vulnerability from a consultation and formulation basis. The service will be focused on the children and young people who need it most, providing support to carers, social workers, YJS workers and everyone in the child/young person's care team/network of children including their families to enable them to recognize the signs and symptoms of trauma, respond appropriately and seek further help and support when needed. The service will also provide speech and language screening and support recognising the impact on speech, language and communication of trauma in childhood.

HMIP found the YJS manages risk of harm well and consistently, working with partners to monitor the safety of children. In turn, victims of crime are well supported and are involved in many aspects of how the service delivers meaningful interventions to deter children from reoffending. The inspection also found that the YJS is making substantial efforts to work with police and courts to divert children from formal court processes.

Gateshead Youth Justice Service is also actively involved in several evaluation projects.

In line with the imminent introduction of the new YJB out of court disposal (OCD) assessment document, we plan to review our OCD process to measure impact and understand the difference it makes for young.

HMI Probation are currently undertaking a thematic inspection of remand, the North East region is not being visited as part of this programme as there were not enough cases to make fieldwork viable. As a result of this, HMIP are exploring the potential reasons for the low numbers of remand in youth detention. Gateshead YJS will be part of a focus group looking at how young people are supported in the community to avoid remand periods. Gateshead Youth Justice Service has been using Divert from Charge and Outcome 22 for a significant period of time. This is part of a Northumbria wide initiative, we need to understand how successful these diversion opportunities have been especially in relation first time entrants and re-offending. The evaluation will consider any disparities across the six Youth Justice Services within Northumbria to ensure there is consistency of the guidance being applied. The Violence Reduction Unit has been approached to complete this evaluation.

The North East region is part of the Youth Justice Boards' Youth Rehabilitation Order ISS Pilot. As part of this pilot Gateshead Youth Justice Service will provide qualitative and quantitative information to help to understand how the recent changes to intensive supervision and surveillance guidance is impacting on how services are delivered, how young people are supported during interventions and the impact of the changes.

Gateshead Youth Justice Service is working with Northumbria police to complete a neurodiversity screener called the Do-It Profiler. It is anticipated that this screening tool will help to identify individual neuro-divergent traits this will allow the young person and their families to be provided with personalised guidance and support. Newcastle University is evaluating the cohort of young people assessed to identify common needs and traits and to provide an understanding of what support is required.

Our Priorities for 2023 – 2024

Improve the education, training and employment offer to young people

Develop the Education Training and Employment Offer for young people so they can fulfil their full potential. Gateshead YJS and our partners will further develop our response to ensuring all children have access to appropriate education, training, and employment (ETE) provision. This will include improving data analysis and escalation routes to assist effective challenge when there are concerns about ETE provision. Gateshead Youth Justice Service will work with education partners to improve the education offer for young people and increased the amount of suitable provision they can access. The YJS is part of the improving attendance strategy in Gateshead and is collaborating with the virtual school who are developing an implementation plan for education. Jointly collaborating with partners in a focused way will provide support to young people to access education and reduce exclusion. The development of the education worker post with the YJS is crucial to improving outcomes for young people. Children and young people schools and education providers need to be involved in the Out of Court Disposal panels to ensure a joined up approach to working together with the young person.

Improve the health offer for young people

Gateshead Youth Justice Service will work with Trusting Hands GATESHEAD (See innovations section) to ensure that young people have quick access to specialist mental health provision and pathways into speech, language and communication provision is fully embedded. The service will provide the opportunity to develop trauma-informed formulations and speech and language screening for Children and young people. Trusting Hands GATESHEAD will offer a consultation service to consider the wellbeing needs of children involved with the YJS from a trauma-informed perspective.

Youth Justice Service staff will be trained and supported by Clinical Psychologists, speech & language therapists and nurse practitioners to develop an initial screening and triage process for every young person involved with the service. We will strengthen our partnership arrangements and pathways to support with CAMHS, CYPS and Counselling services to ensure young people have direct access to the appropriate counselling and support for emotional health issues.

Understand and provide an effective response to youth violence

Understanding Serious Youth Violence in Gateshead is a key priority for 2023 /2024. Gateshead has had high profile violent incidents in the last 12 months. The YJS will work with the Violence Reduction Unit and the Community Safety Partnership and other partners to complete the serious violence strategy. Gateshead Youth Justice Service will deliver interventions to young people involved in carrying weapons this will be coproduced with young people.

Further develop our diversity, inclusion and equality strategy

Gateshead Youth Justice Board will work with the YJS to further develop its diversity strategy and capture this in guidance and processes. The management board will also support the YJS in embedding its strategy and ensure that managers and practitioners are trained and supported to deliver it. Diversity needs to be fully understood by the service and that practitioners have the skills and continued support to translate this understanding into practice. Recognition of and responses to diversity needs to be strengthened in casework. Greater exploration of religion, sexuality, culture, learning or communication needs will assist in understanding children's lived experience.

In line with the YJB Strategic Plan 2021 – 2024, Gateshead Youth Justice Service will also take a Child First approach to promote young people's strengths and help to develop pro social identity. We will take a strengths-based model to ensure that young people can be part of our service development and they can fulfil their potential. Young people open to Gateshead YJS are proactively involved in developing how services are delivered and have been involved in developing the key priorities for 2023 / 2024.

The Youth Justice Strategic Partnership board has agreed that board members will continue to take lead roles in reporting to the board on key areas identified in the Youth Justice Plan. This will enable the board to have an overview of key wider partnership information so resources within the scope of the board can be better aligned to identified need with a view to achieving the above key priorities.

Strengthen our resettlement policy

Gateshead Youth Justice Service will review our resettlement policy and provision to develop clear guidance in relation to preparing children for release. This will include the responsibilities of the partnership to ensure robust and effective resettlement provision across wellbeing, accommodation, education, training, and employment.

Challenges, risks and issues

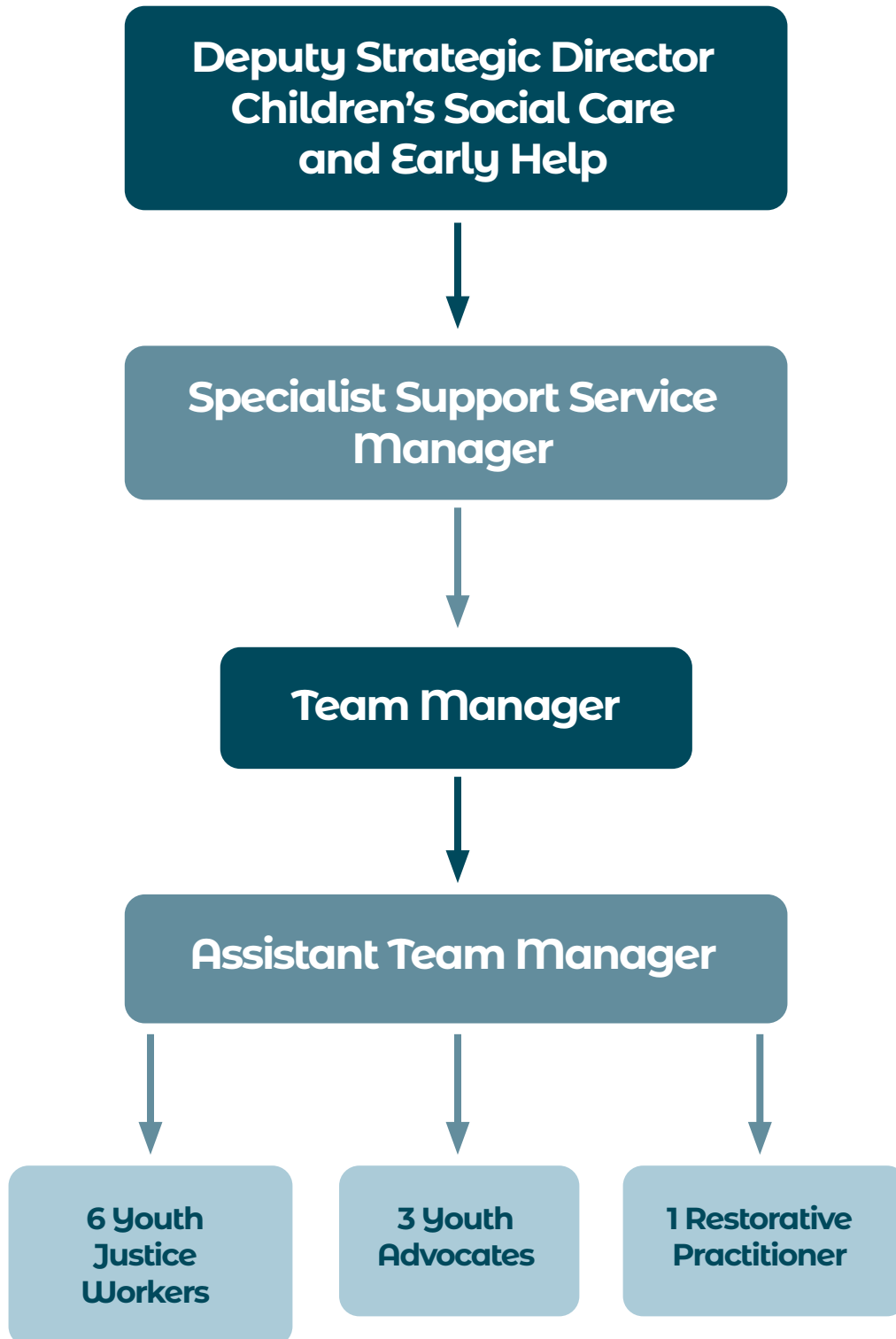
The cost of living is rising rapidly and is having a significant impact on families in Gateshead. Families already experiencing financial hardship will be further affected. A key challenge in the year ahead will be to continue to prevent young people entering the criminal justice system.

The service has reported two serious incidents to the Youth Justice Board for two separate murders, learning reviews are taking place for both young people. The young people are currently remanded into secure accommodation and are being supported by the YJS. The service is working closely with partners and regional colleagues to continue to strengthen our response to serious youth violence in communities.

Gateshead Council and statutory partners continue to face significant budget challenges which may in turn reduce Youth Justice Service funding contributions and/or lead to removal of seconded staff in the future. A reduction in budget would directly impact on the work undertaken with young people and their families.

Appendix 1: Staffing Structure

Youth Justice Team



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All images in this publication are taken from artwork created by young people known to Gateshead Youth Justice Service.



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INTEGRATED IMPACT ASSESSMENT TEMPLATE

Title of proposal: Gateshead Youth Justice Service Youth Justice Plan 2023	Age	Race	Sex	Gender reassignment	Disability	Religion or Belief	Pregnancy and Maternity	Sexual Orientation	Marriage and Civil Partnership	Description of potential mitigation
Equality impact: (ü all that apply. The assessment should also consider impact on council employees and carers where applicable) Description of impact: The impact of the Gateshead Youth Justice Service Youth Justice Plan on the wellbeing and life-chances of Gateshead residents, will focus on victims of youth crime and young people involved in offending behaviour and their families. The Youth Justice Plan sets out: <ul style="list-style-type: none"> the vision and priorities which applies to providing help to 	↘	↘	↘		↘		↘			Positive impact – all progress subject to review.



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<p>young people in the criminal justice system and;</p> <ul style="list-style-type: none"> • a clear development plan to improve access to education, health provision and wider services to meet the needs of this cohort of young people. • Gateshead Youth Justice Board will work with the YJS to further develop its diversity strategy. The management board will also support the YJS in embedding its strategy and ensure that managers and practitioners are trained and supported to deliver it. • The YJS will work with the Violence Reduction Unit and the Community Safety Partnership and other partners to complete the serious violence strategy. • Gateshead Youth Justice Service will review our resettlement policy and provision to develop 											
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INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>clear guidance in relation to preparing children for release.</p> <p>Young people’s and victims diversity and protective characteristics are assessed, and interventions are delivered to meet their needs.</p> <p>Understanding and responding to the developing needs of the workforce is key to ensuring that staff are equipped with the knowledge, skills and competencies needed to perform their role effectively, delivering the standard of quality service expected of them.</p> <p>The impact on employees will be positive because the Youth Justice plan relies upon an agile/mobile working model for those in a frontline, key-working role and increased opportunities for integrated training and working across the workforce.</p>											
<p>Health impact: (eg physical, mental health, wellbeing, substance misuse)</p> <p>The Youth Justice Plan will impact positively on health outcomes because it:</p> <ul style="list-style-type: none"> - provides a strategic focus on diverting young people from the Criminal Justice System - sets expectations around the development of the Trusting Hands 										<p>See left – the Youth Justice Plan will provide a combination of intensive, support and a wide range of direct partnership</p>	



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<p>- reinforces the value of providing restorative interventions for young people and victims</p> <p>Examples of the above include accessing counselling services, increased understanding of delivering services in a trauma informed way, access to Speech Language and Communication services and working towards direct access to CYPS.</p>	<p>interventions focused on improving wellbeing.</p>
<p>Socio Economic impact: (eg neighbourhood, ward, area of deprivation, household group, income, wealth)</p> <p>The Youth Justice Service provides a service to all young people in Gateshead who are involved in the Criminal Justice System. The cost of living is rising rapidly and is having a significant impact on families in Gateshead. Families already experiencing financial hardship will be further affected. A key challenge in the year ahead will be to continue to prevent young people entering the criminal justice system.</p>	<p>See left – the service is delivered across all areas in Gateshead.</p>
<p>Environmental impact: (does the proposal impact on climate change and the Council’s commitment to be carbon neutral by 2030? Is the proposal in line with the Council’s Environmental Policy? Does the proposal increase natural resource use? Does the proposal increase waste? Does the proposal increase pollution? Does the proposal impact on wildlife? Does the proposal increase car use? Does the proposal increase energy use?)</p> <p>There is no known impact to the environment, including pollution levels and local eco-systems.</p> <p>The Youth Justice Service is working with young people in their local communities and are developing relationships with Family Hubs for delivering reparative activities.</p>	<p>See left – no known impact; the Youth Justice Plan is likely to reduce vehicle use due to providing more support in communities.</p>



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Cumulative impact: (consider impact based on successive budgetary decisions relating to the proposal or is the proposal part of wider budgetary considerations that may collectively have an impact on service users, and is potentially at odds with the Thrive agenda)

The Youth Justice Board has not yet confirmed the financial settlement for 2023/2024. However, working in a challenging financial climate the Gateshead Youth Justice Board will work collaboratively to ensure that service delivery is not compromised and that disadvantaged children are not further marginalized. The budget is split between delivering statutory Youth Justice Services and providing a Prevention offer for young people at risk of offending.

The Youth Justice Plan directly contributes to the Thrive agenda and aims to deploy greater resource to our most vulnerable young people. The case for diverting young people from the Criminal Justice System and reducing re-offending off-sets the demand for higher-cost, specialist and statutory services (such as custodial settings). Where implemented effectively, the Youth Justice Plan will reduce the costs to the LA and wider partnerships and reduce the cost to the public purse.

HMIP found the YJS manages risk of harm well and consistently, working with partners to monitor the safety of children. In turn, victims of crime are well supported and are involved in many aspects of how the service delivers meaningful interventions to deter children from reoffending. The inspection also found that the YJS is making substantial efforts to work with police and courts to divert children from formal court processes.

The Gateshead Youth Justice Board membership is linked with other local inter-agency structures ensuring clear lines of communication and a collaborative approach to shared responsibilities and aims. These include:

- Gateshead Safeguarding Children Partnership
- Gateshead SEND Board
- Gateshead Community Safety Partnership
- Families Overview and Scrutiny Committee
- Gateshead Corporate Parenting Board

See left – national (external) funding makes a significant contribution to the system-wide offer (ie) the Youth Justice Plan can be delivered without 100% cost to the LA.

See left – increased focus on diversion and preventing re-offending will off-set medium to long-term costs.



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INTEGRATED IMPACT ASSESSMENT TEMPLATE

- Newcastle Gateshead Integrated Care Board
- Gateshead Health and Wellbeing Board
- Gateshead Multi Agency Exploitation Hub

Summary of consultation/data/research undertaken to inform the assessment:

(eg feedback and engagement with service users, trade unions, employees, partners, public, benchmarking, case studies)

The annual Youth Justice Plan is a requirement of the Crime and Disorder Act 1998. This plan is owned by Gateshead Youth Justice Board and has been formulated following development opportunities involving both the YJS and Board members. Consultation and engagement regarding the contents of the plan has been undertaken with a wide range of different people including children and young people, their families, staff, volunteers and partner agencies.

In the past 12 months Gateshead Youth Justice Service has continued to work with young people and their families to reduce offending by engaging with them in innovative and creative ways and delivering appropriate interventions to meet their needs. The introduction of new preventative initiatives such as Turnaround and Divert supports our ambition to intervene earlier and reduce the number of young people formally entering the Criminal Justice System

Gateshead Youth Justice Service was inspected by HMIP in February 2023, HMIP rated the service “Good” overall.

The Chief Inspector of Probation Justin Russell said: “This is a much-deserved ‘Good’ rating for Gateshead Youth Justice Service – they are a credit to the local community and to Tyne and Wear. They are successfully preventing children being involved in reoffending, often going above and beyond to support each child and give them every chance of a brighter future.”

HMIP commented on the “staff team being committed to achieving the best outcomes for children and families. There is a strong connection between the board and wider service, and practitioners feel heard and valued. The partnership is invested in and advocates for the YJS. We saw effective collaboration between the YJS and the police, children’s social care, and the probation service”.

Signed: Emma Blackwell– completing officer



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INTEGRATED IMPACT ASSESSMENT TEMPLATE

Date: 06.06.2023

Service Director: (approved)

Date:

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TITLE OF REPORT: **Housing Revenue Account (HRA) 30 Year Business Plan**

REPORT OF: **Darren Collins, Strategic Director, Resources and Digital
Colin Huntington, Strategic Director Housing, Environment
and Healthy Communities**

Purpose of the Report

1. Cabinet is asked to recommend to Council the proposed Housing Revenue Account (HRA) 30-year Business Plan 2023-2053.

Background

2. The HRA Business Plan is a key strategic document which sets out the Council's income and expenditure plans for delivering Council Housing Services in Gateshead.
3. On 26 January 2023 Council agreed a fully costed viable 30 year HRA business plan and did not breach the minimum £3 million balance during the life of the plan (30 years). This incorporated the rent cap for 2023/24 and the Office for Budget Responsibility (OBR) inflation forecasts.
4. On 23 February 2023 Council agreed the Housing Revenue Account (HRA) budget for 2023/24 which outlined draft budget estimates for the next 4 years and business plan which continued to be viable over 30 years.
5. On 31 March 2023 the Department for Levelling Up, Housing & Communities (DLUHC) wrote to stock holding housing authorities informing them that for the next two financial years 2022/23 and 2023/24, local authorities will be permitted to retain the share of Right to Buy (RTB) receipts that had previously been returned to the Treasury.
6. On 20 June 2023 Cabinet received the Provisional Revenue Outturn 2022/23 report which included the HRA position. This outlined an increase in the depreciation charge resulting from a change in the value of the assets in 2021/22 which has been incorporated into the refreshed business plan. This increase will also have an impact in 2023/24 and is reported as part of the Revenue Budget - First Quarter Review which is elsewhere on the agenda.
7. Given the HRA business plan is a 30-year plan the longer-term assumptions become more subjective and are likely to change and therefore it is of utmost importance that the medium term planning horizon is robust. It continues to be challenging given the current uncertain financial environment.

Proposal

8. Overall, the revised HRA Business Plan (appendix 2) is a fully costed, sustainable plan and does not breach the minimum £3 million reserve balance during the life of the plan (30 years).
9. The plan is setting out the financial trajectory for the HRA based on specific assumptions which are clearly outlined. Any variation to these assumptions will have an impact on the plan and therefore an impact on stock investment plans, council new build and the provision of housing services.
10. As an indication a 1% reduction in rent in 2024/25 equates to a reduction in income of £4.1 million over the medium term and £29.1 million over the 30-year plan with additional borrowing of £76 million by year 30.
11. In order to incorporate all the cost pressures and anticipated capital investment, including new social housing stock, over the longer term borrowing will need rise significantly above the current levels and medium term efficiency savings will be required.
12. The plan now requires as a minimum efficiency savings over the medium term of £3.859 million with a requirement for this to be front loaded with £1.542 million required in 2024/25. It is important that the savings are underpinned by a robust efficiencies plan which will be developed during the budget setting process.
13. Costs to enable preparation for inspection, together with funding to manage service improvement through the Housing Improvement Programme, will be contained within the priority investment in the 2023/24 budget to review and rebalance the HRA.
14. However, to accommodate the stock investments and associated cost implications borrowing would increase to £757.018 million by year 30 which is £148.518 million more than estimated in February 2023. Additional borrowing will start to accrue in year 6 of the plan rather than year 7.
15. Whilst the borrowing is affordable within this plan, debt needs to be managed in the overall context of affordability for the Council. The risks associated with borrowing will therefore need to be kept under review.
16. The alternative to the additional borrowing would be to make a further £2.1 million of HRA savings over the medium term in addition to that outlined in paragraph 12. Given the additional borrowing accrues in year 6 it is recommended that this is kept under review.
17. This plan incorporates the capital investment requirements of the current dwelling and non-dwelling stock. This programme is fully fundable subject to achieving the required level of efficiencies, rent increase assumption for 2023/24, and achievement of key performance assumptions such as future void loss. This should be read in conjunction with the HRA Asset Management Strategy.
18. There is provision to complete the demolition of Sir Godfrey Thompson Court, Crowhall Towers, Redheugh and Eslington Courts.

19. The plan will also support the Housing Development Strategy enabling the continued development of social housing stock to reach a planned 400 units funded from the HRA.

Recommendations

20. Cabinet is asked to recommend to Council the approval of the Housing Revenue Account (HRA) 30 Year Business Plan 2023-2053 as set out in Appendix 2.

For the following reasons:

- (i) To ensure the medium to long term sustainability of the Housing Revenue Account.
- (ii) To realise the Council's policies and objectives in relation to the Housing Strategy to maintain and enhance Council Housing provision in Gateshead.
- (ii) To assist in the delivery of the Council's vision for Gateshead as set out in Making Gateshead a Place where Everyone Thrives.

CONTACT:

Kristina Robson
Kevin Scarlett

Ext 3943
Ext 5303

Policy Context

1. The proposals support the overall vision for Gateshead as set out in Making Gateshead a Place Where Everyone Thrives including achieving the following outcomes: providing good quality housing with a mix of tenures and affordable options that meet the needs of local people including families and older people enabling them to live healthy lives and to make healthy choices, preventing ill health.
2. The Housing Strategy 2019-2030 identifies clear housing objectives and priorities, puts forward a vision for housing in Gateshead, and sets a framework for how the Council will deliver services and interventions, and work in partnership with others, in a way that will help achieve those objectives using increasingly scarce resources proportionately and effectively. It includes three overarching strategic objectives:
 - Sustainable housing and economic growth
 - Sustainable neighbourhoods
 - Improved health & wellbeing
3. In addition to these overarching objectives one of the key themes embedded in the strategy is supporting the long-term sustainability of the Council's housing stock and the Housing Revenue Account (HRA).

Background

4. The HRA Business Plan sets the Council's long-term investment strategy to maintain the quality of its housing stock. The plan is reviewed, at least, annually and uses current levels of income and expenditure information and projects this for the next 30 years applying several key assumptions. These are in relation to the anticipated stock changes arising from right to buy sales, acquisitions and known new build and regeneration plans, the number of void properties, the policy on rent and service charge increases, repairs and maintenance and property management costs, capital investment requirements based on stock condition information and forecast borrowing costs.
5. On 26 January 2023 Council agreed a fully costed viable 30 year HRA business plan and did not breach the minimum £3 million balance during the life of the plan (30 years). This incorporated the rent cap for 2023/24 and the Office for Budget Responsibility (OBR) inflation forecasts.
6. On 23 February 2023 Council agreed the Housing Revenue Account (HRA) budget for 2023/24 which outlined draft budget estimates for the next 4 years and business plan which continued to be viable over 30 years.
7. A significant number of challenges have been placed on the HRA Business Plan because of:
 - Legislative change such as the impact of the Housing and Planning, and Welfare Reform Acts.
 - The imposition of a social rent cut of 1% per year, for 4 successive years commencing April 2016.
 - Increased buildings compliance and regulatory requirements, particularly post-Grenfell and including new targets for carbon neutrality.
 - Increased Right to Buy sales resulting from the increased discounts

- The impact of Brexit / Covid on inflation in general and particularly in the cost of construction / repairs in terms of materials and labour.
- Ukraine situation and global gas/electricity prices.
- Changes to regulatory standards.
- Repairs backlogs arising from the impact of Covid for which additional investment of £3 million was required in 2022/23.
- A below inflation cap on rent increases of 7% in 2023/24.

8. This is alongside the need to:

- a. Address uneconomic and poor performing housing stock in Gateshead. Stock condition and demand information confirms that the required expenditure on some schemes over the short and longer term significantly exceeds any income from those schemes due to poor or no demand, coupled with the need for high value investment works. There is an outstanding need to appraise all available options for these schemes over the coming months.
- b. Identify operational efficiencies and more effective ways of working to ensure they are providing value for money and maximising HRA performance, particularly in relation to voids, income collection and day to day maintenance.

Refreshed Plan

9. Overall, the revised HRA Business Plan (appendix 2) is fully costed and does not breach the minimum £3 million balance during the life of the plan (30 years). However, to incorporate all the cost pressures and anticipated capital investment, including new social housing stock, borrowing over the long term will need to rise significantly above the current levels and as a minimum efficiency savings over the medium term of £3.859 million with a requirement for this to be front loaded with £1.542 million required in 2023/24.
10. However, to accommodate the stock investments and associated cost implications borrowing would increase to £757.018 million by year 30 which is £411.513 million higher than the current underlying loan debt and £148.518 million more than that estimated in February 2023. Additional borrowing will start to accrue in year 6 of the plan rather than year 7 as it would be now.
11. Whilst the borrowing is affordable within this plan, debt needs to be managed in the overall context of affordability for the Council. The risks associated with borrowing will therefore need to be kept under review.
12. The alternative to the additional borrowing would be to make a further £2.1 million of HRA savings over the medium term in addition to the minimum efficiency savings. Given the additional borrowing accrues in year 6 of the plan it is recommended that this is kept under review especially in the context of the volatile financial environment in which the plan has been developed.

Capital Investment

13. The capital investment included in the plan is based on the stock condition surveys of the current stock and also includes the following:
 - Progress towards net zero carbon
 - Ensuring compliance with building safety measures
 - Investment in garage sites
 - Investment in IT Infrastructure

- Investment in the commercial stock
- Investment in communal areas and the wider environment
- Continued investment in disabled adaptations
- Support to increase the opportunities for Fostering within the social housing portfolio

14. A summary of the planned 5-year (2023-28) capital programme is included in the plan. This programme is fully fundable subject to achieving the required level of efficiencies, rent increase assumptions, and achievement of key performance assumptions such as future void loss.
15. There is provision for the delivery of stock options reviews in relation to both high rise blocks and older persons accommodation and to complete the demolition of Sir Godfrey Thompson Court, Crowhall Towers, Redheugh and Eslington Courts.
16. The continued development of new social housing units to reach 400 by 2033 as from 2022/23 is included and it has been assumed that the Treasury share of Right to Buy receipts will be used to fund the units first and then there will be an opportunity to bid for Homes England grant funding to support the delivery of the remaining units not funded from the receipts.

Consultation

17. Consultation has taken place with the Leader and Deputy Leader, Cabinet Member for Housing and the Strategic Housing Board.

Alternative Options

18. There are no alternative options proposed.

Implications of Recommended Option

19. Resources

- a. **Financial Implications** – The Strategic Director, Resources and Digital, confirms that the financial implications are reflected in the HRA Business Plan document at appendix 2.

The proposed HRA 30 Year Business Plan enables the investment priorities for the HRA to be delivered whilst ensuring the overall HRA reserve balance remains above £3 million.

The plan includes medium term efficiencies of £3.859 million which are required to ensure the HRA plan is fully costed and sustainable over the longer term.

- b. **Human Resources Implications** – Any direct implications will form part of the budget planning framework and identification of budget proposals.
- c. **Property Implications** – Capital investment in HRA assets helps to improve the overall sustainability of the HRA and supports the delivery of corporate priorities under the Thrive agenda.

20. **Risk Management Implications** – In the development of the HRA Business Plan a risk assessment of the assumptions has been carried out. As this is a 30 year plan it is

sensitive to changes in the assumptions and therefore it is important that the plan is kept under review being refreshed at least annually and that savings required are underpinned by a robust savings delivery plan which will be developed during the budget setting process.

21. **Equality and Diversity Implications** – An equality impact framework has been developed to assess efficiency proposals.
22. **Crime and Disorder Implications** – No direct crime and disorder implications.
23. **Health Implications** – No direct health implications. Delivery of the investment priorities supported by this plan are likely to have positive health outcomes.
24. **Sustainability and Climate Emergency Implications** – The report contains measures, which will help deliver a more Sustainable Gateshead and support the delivery of the HRA Asset Strategy which includes net zero carbon measures for the Council's housing stock.
25. **Human Rights Implications** – No direct human rights implications.
26. **Ward Implications** – All wards will be affected by the proposals in this report.

Background Information

Direction on the Rent Standard 2019
The Housing Revenue Account Self Financing Determinations February 2012
Local Government and Housing Act 1989
Localism Act 2011
Autumn Statement 2022

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HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN 2023-2053

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1. INTRODUCTION

- 1.1 The Housing Revenue Account (HRA) is the financial account used to manage the Council's activities as a landlord. It is a ring-fenced account and can only be used to provide services to Council housing tenants through the collection of rent and other service charges.
- 1.2 The HRA Business Plan is a key strategic document which sets out the Council's income and expenditure plans for delivering Council Housing Services in Gateshead.
- 1.3 This refresh of the plan is set against a backdrop of an extremely challenging financial situation. There is high inflation amidst uncertainty around international issues, the national economy and cost of living crisis, notably around food, fuel and utility prices across the country together with increasing interest rates as one measure to reduce inflation.
- 1.4 As this is a 30-year plan, assumptions become more uncertain with each year of the plan. The primary risks are in relation to future inflation and interest rates, however, the most up to date forecast information has been used in the preparation of the plan.
- 1.5 Overall, the revised HRA Business Plan is a fully costed, sustainable plan and does not breach the minimum £3 million reserve balance during the life of the plan (30 years). The plan requires as a minimum efficiency savings over the medium term of £3.859 million with a requirement for this to be front loaded with £1.542 million required in 2024/25.
- 1.6 Whilst the borrowing is affordable within this plan, debt needs to be managed in the overall context of affordability for the Council. The risks associated with borrowing will therefore need to be kept under review.
- 1.7 However, to accommodate the stock investments and associated cost implications borrowing would increase to £757.018 million by year 30 which is £411.513 million higher than the current debt and £148.518 million more than the increase estimated in February 2023 to the then year 30. Additional borrowing will start to accrue in year 6 of the plan rather than year 7 as it would be now.
- 1.8 This plan should be read in conjunction with the other key housing strategies and policies which set out how the above ambition can be achieved.

2 NATIONAL POLICY CONTEXT

2.1 The HRA operates within a political environment and therefore any changes in national housing policy can have a significant impact on the HRA Business Plan.

2.2 National Social Rent Policy

2.2.1 The Welfare Reform and Work Act 2016 included a statutory obligation for registered providers of social housing to reduce their rents by 1% per year, irrespective of inflation, from April 2016 to March 2020.

2.2.2 From April 2020, the Regulator of Social Housing's (RSH) Rent Standard made provision for a maximum annual increase in social housing rents of CPI plus 1% with effect from April 2020 for a period of five years.

2.2.3 In the Autumn Statement 2022 the Chancellor announced a cap on rent increases of 7% for 2023/24. Whilst this applied to current tenancies it did not apply to the calculation of the maximum initial rent when properties are first let or subsequently re-let. In particular, the restriction does not apply to the calculation of formula rent that apply to social rent properties; these continue to increase by CPI plus an additional 1%.

2.2.4 Any increase in rent will mean an impact on tenants' household budgets but the additional income is vital to maintain and improve the services we provide to tenants, invest in our existing housing stock in accordance with the stock condition surveys and develop new social housing to address the needs of local people.

2.2.5 Future rent increases will not mitigate against the reductions during 2016-2020 or the rent cap in 2023/24 and it now means that rents are now set against a lower baseline than they would have been.

2.3 HRA Borrowing Cap

2.3.1 In October 2018 the Government issued a determination removing the HRA debt cap. The HRA debt cap for Gateshead was £345.505 million, but current borrowing is below that level.

2.3.2 The removal of the cap provides the Council with more freedom and flexibility to undertake additional borrowing subject to the principles of the Prudential Code for Capital Finance in Local Authorities of affordability, sustainability and prudence.

2.3.3 Primarily this will help the Council in its commitment to deliver more affordable housing. However, we can only use this flexibility to finance activities that generate sufficient income for the HRA to offset the required upfront capital and management costs associated with the investment within the HRA business planning horizon. Using the borrowing capacity in any other way will bring additional financial risk to the HRA Business Plan.

2.4 Welfare Reform

2.4.1 The measures introduced in the Welfare Reform Act 2012 represented the biggest change to the benefits system in a generation. There have been repeated delays to

the full implementation of the changes, particularly the rollout of Universal Credit to those already claiming legacy benefits. The latest information is that the migration will continue until 2028/29. During the current year the focus of the migration will be on Tax Credit cases only.

- 2.4.2 At the start of the current year (April 2023) 38% of council tenants were in receipt of Universal Credit, and 36% were still receiving Housing Benefit. In the coming years, the proportion of tenants on Universal Credit will increase as those still on Housing Benefit are moved over.
- 2.4.3 Universal Credit is paid in arrears and in most cases directly to the recipients rather than to the landlords. Rent arrears of those tenants on Universal Credit have increased, especially in the early weeks of a claim. At the end of year 2022/23, the average rent arrears of tenants on Universal Credit were £565, almost six times that of those still on Housing Benefit (£95).
- 2.4.4 This combined with the benefit cap and the under-occupancy charge continues to be a challenge and poses a risk to the level of potential rent arrears that may accrue. The risk is made even more acute in the context of cost of living increases for residents.

2.5 The Charter for Social Housing Residents (Social Housing White Paper)

- 2.5.1 In November 2020, the Government issued its Social Housing White Paper – The Charter for Social Housing Reform, in which it sets out fundamental reform to ensure social homes provide an essential, safe, well managed service for all those who need it, including an enhanced regulatory regime for local authorities. The paper set out seven principles which will underpin a new, fairer deal for social housing residents:
- To be safe in your home – to ensure every home is safe and secure
 - To know how your landlord is performing – including on repairs, complaints and
 - To have your complaints dealt with promptly and fairly – with access to a strong Ombudsman
 - To be treated with respect – backed by a strong consumer regulator and improved customer standards
 - To have your voice heard by your landlord – for example through regular meetings and scrutiny panels
 - To have a good quality home and neighbourhood to live in – keeping homes in good repair
 - To be supported to take your first step to home ownership – a ladder to other opportunities, should tenants circumstances allow
- 2.5.2 Whilst the Government has still to confirm its legislative timetable for enacting the White Paper, more clarity has emerged on some aspects of the likely legislation including:
- Regulatory confirmation of new tenant satisfaction measures from 2023/24.
 - Conclusion of the initial stages of the review of the Decent Homes including confirmation of a requirement to install smoke and carbon monoxide alarms to all homes.
 - Strengthening of the Housing Ombudsman service, including a new Complaint Handling Code.

- Establishment of a new, national Social Housing Quality Residents Panel.
- Introduction of 4 yearly inspections, including the ‘naming and shaming’ of non-compliant and failing landlords, and potentially unlimited fines.
- A review of the consumer standards during the Autumn of 2023.

2.5.3 Funding has been identified within the HRA Business Plan to support compliance with the consumer standards, ensuring service improvement aligns the ‘tenant voice’, and to prepare the overall Housing Service for inspection/

2.6 Housing Growth

2.6.1 Addressing the housing shortage is a priority issue for the Government and one that carries clear expectations on how housing supply is increased to meet local housing needs. The Government is also keen that people can be supported into home ownership and have made available a number of packages and initiatives to enable social landlords to deliver new homes which specifically support this agenda.

2.6.2 In March 2012 the Government published a policy paper ‘*Reinvigorating Right to Buy and One for one Replacement*’ and statutory instrument (2012 No. 711) which amended the capital finance regulations. As part of this Councils were able to sign an agreement with government to retain additional right to buy (RTB) receipts known as 1-4-1 receipts which have certain conditions attached to their use. In 2021 in response to a 2018 consultation these conditions were amended to give Council’s more flexibility and extended the period for which they could be used. The aim of this was to enable more affordable homes to be built effectively replacing those bought through RTB.

2.6.3 In March 2023 the Department for Levelling Up, Housing & Communities (DLUHC) wrote to stock holding housing authorities informing them that for the next two financial years 2022/23 and 2023/24, local authorities will be permitted to retain the share of Right to Buy (RTB) receipts that had previously been returned to the Treasury. These receipts can be retained on the same conditions as additional 1-4-1 receipts

2.7 Climate Change and the Low Carbon Future

2.7.1 The Government has committed to tackling climate change and intends to set a target of reducing domestic emissions to zero. The Government has indicated the possible revision of the Decent Homes Standard and of this including a requirement to achieve EPC D by 2025 and EPC C by 2030, thereby obliging us to meet these targets. The RSH therefore expects social landlords to be working to understand the potential costs of making carbon reduction improvements to our assets. An interim Net Carbon Zero Strategy will be launched in 2023 be developed to accompany the HRA Asset Strategy. The interim strategy will layout the steps that need to be taken to introduce a full Retro-fit Strategy in 2024, to support the prioritisation and delivery of Net Zero work packages.

2.8 Building Safety Act 2022

2.8.1 The Government passed the above Act in April 2022 and is in effect its response to the Grenfell Tower fire tragedy in 2017.

2.8.2 The Act requires the Council to register its in-occupation, high-rise buildings with a newly established Building Safety Regulator (BSR). All buildings over 18m in height or

with 7 or more storeys are captured in the scope of the Act. The Council's Principal Accountable Person must register each high rise building, provide each building's key information and a building safety case report. The building safety case report will show how building risks are being proactively managed and residents kept safe. High rise buildings will be split into three tranches, with building safety cases for tranche one, buildings over 50m in height, required for March 2024. Gateshead has three tranche one properties with a fourth likely to be included.

2.9 Fire Safety Act 2021

2.9.1 The Act makes amendments to the Regulatory Reform (Fire Safety) Order 2005 ("the FSO") and extends the provisions of the FSO to the following parts of a multi-occupied residential buildings:

- the building's structure, external walls and any common parts. The external walls include doors or windows in those walls, and anything attached to the exterior of those walls, e.g. balconies and cladding.
- all doors between the domestic premises and common parts.

2.9.2 Under Article 3 of the FSO, the "responsible person" of a premise (either a building or any part of it) is the person who has control of the premises ("the Responsible Person"), which may include building owners, leaseholders or managers.

2.9.3 The Council will take a pro-active approach to ensure compliance with the provisions. This has included a full and intrusive survey of the construction of the external wall system of each building, and an ongoing fire door inspection programme.

3. LOCAL POLICY CONTEXT

3.1 The HRA Business Plan is set within a wider strategic context of the overall ambitions of the Council and those of the Housing Service.

3.2 Strategic Approach

3.2.1 The Council's strategic approach, Making Gateshead a Place Where Everyone Thrives provides a framework to demonstrate how the Council will work and make decisions.

3.2.2 Thrive is underpinned by five key pledges:

- Putting people and families at the heart of everything we do;
- Tackling inequality
- Supporting our communities to support themselves and each other;
- Investing in our economy to provide sustainable opportunities for employment, innovation and growth; and
- Work together and for a better future for Gateshead Council

3.2.3 The HRA Business plan supports the delivery of these pledges.

3.3 Health and Wellbeing Strategy

- 3.3.1 The Health and Wellbeing Strategy identifies clear outcomes to support the delivery of “Gateshead Thrive”. Housing is identified as one of the wider determinants of health and can play a vital role in the long-term health and wellbeing of an individual.

3.4 Housing Strategy

- 3.4.1 The Housing Strategy identified clear housing objectives and priorities, puts forward a vision for housing in Gateshead, and sets a framework for how the Council will deliver services and interventions, and work in partnership with others, in a way that will help achieve those objectives. It includes three overarching strategic objectives:
- Sustainable housing and economic growth
 - Sustainable neighbourhoods
 - Improved Health and Wellbeing

3.5 HRA Asset Management Strategy

- 3.5.1 The HRA Asset Management Plan sets out the Council’s approach to managing the housing related assets held in the Housing Revenue Account. It covers a range of activities that will ensure that the housing stock meets the needs of residents and the standards required, both now and in the future. Its five key aims are;
- Delivering Decent Homes
 - Maximising Energy Efficiency
 - Ensuring Compliance
 - Regeneration of Estates and Assets
 - Investment in IT Infrastructure
 - Developing New Homes

3.6 Homelessness and Rough Sleeping Strategy

- 3.6.1 The Council’s Homelessness and Rough Sleeping Strategy aims to eradicate rough sleeping in Gateshead, make homelessness a rare and one-off occurrence, and achieve positive outcomes for anyone who is homeless. The HRA will help to support delivery of this strategy through the provision of much needed new affordable homes, and in contributing to the delivery services to support and realise sustainable tenancy solutions for those who may be at risk of homelessness.

3.7 Housing Development Strategy

- 3.7.1 The Housing Development Strategy confirms priority actions to be undertaken over the next five years to maximise housing supply on existing and new sites. This strategy also aligns with the Council’s medium-term position and investment plan.

3.8 Tenancy Strategy and Allocations Policy

- 3.8.1 The Tenancy Strategy which was recently approved in October 2022 together with the Allocations Policy will help to deliver on the strategic aims of the Housing Strategy. It will ensure statutory and regulatory compliance by ensuring our properties are let in a fair, transparent and efficient way, make best use of our stock, reduce the amount of

time properties are empty, address under occupation and overcrowding and to meet our strategic housing needs, including homelessness.

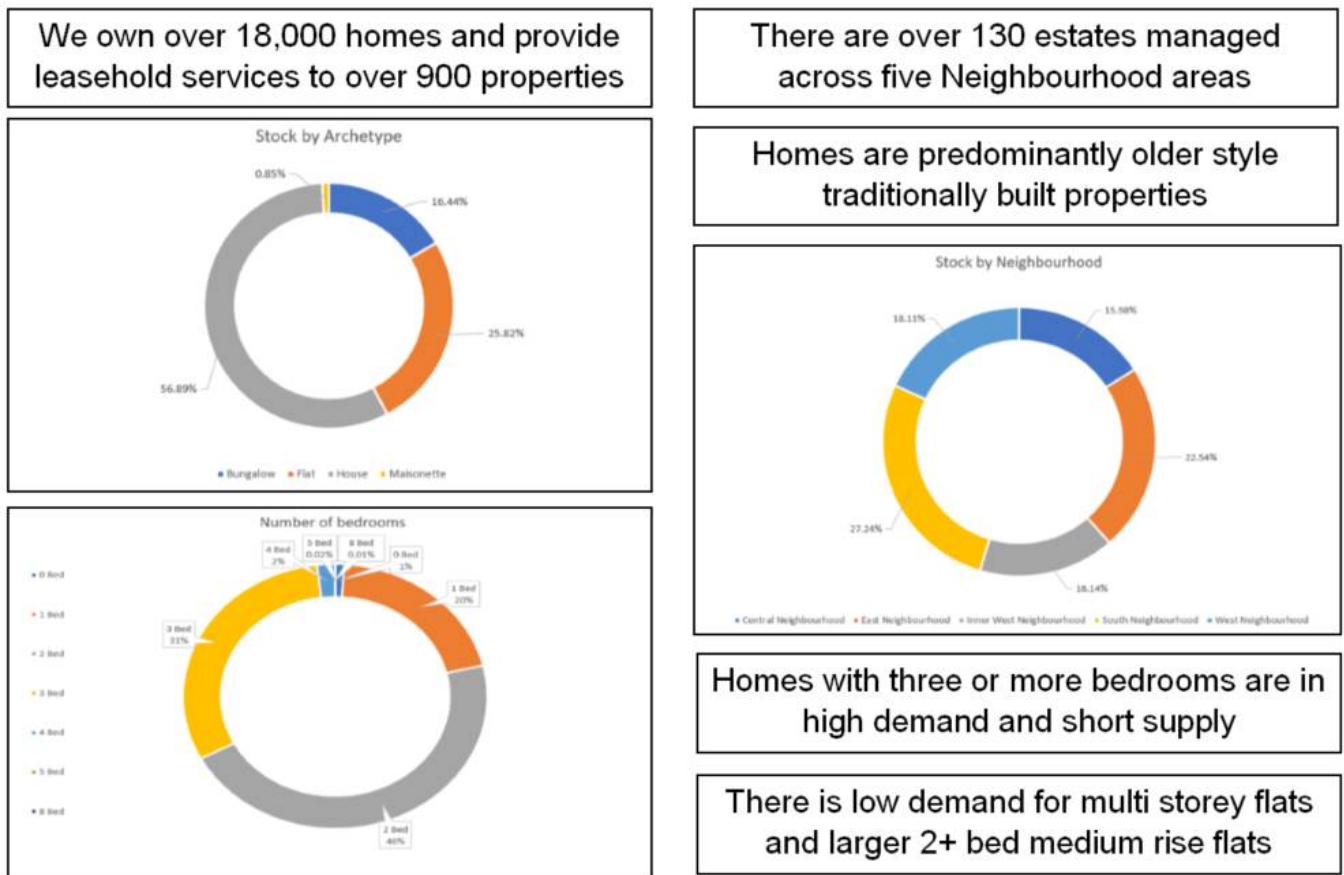
3.9 Resident Influence Strategy

3.9.1 The Resident Influence Strategy and Framework has been developed within the context of a national regulatory framework. The Regulator of Social Housing sets four Consumer standards that applies to all registered social landlords including local authorities. The Tenant Involvement and Empowerment standard is one of the four Consumer standards. It sets out clearly the requirement that registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved influencing decisions, shaping policies, and recommending service improvements.

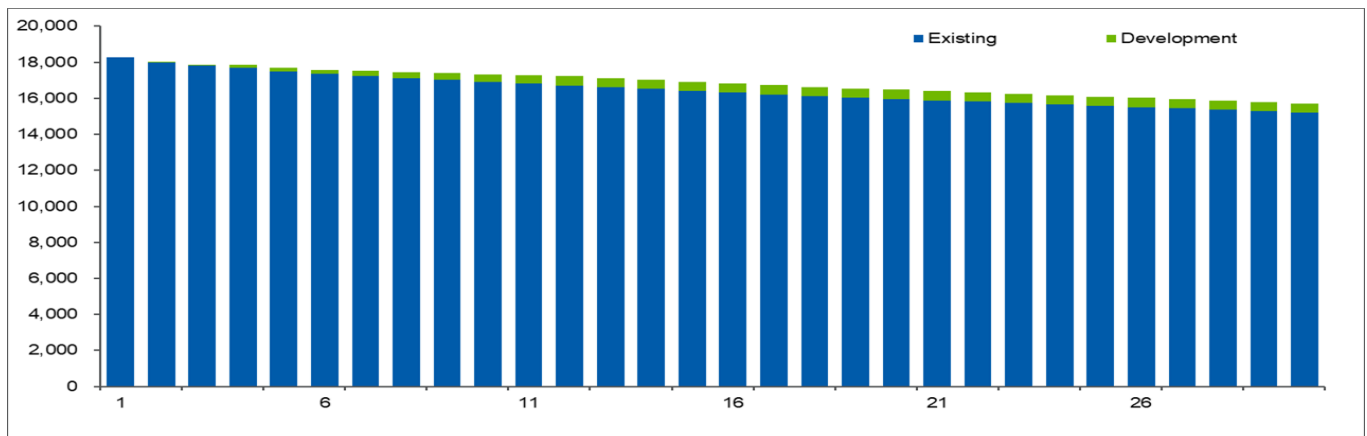
4. HOUSING INVESTMENT PLAN

4.1 Dwelling Stock Profile

4.1.1 The following graphs outline the profile of the HRA dwelling stock within Gateshead.



4.1.2 The predicated 30 year stock position is shown in the graph below. Accounting for the predicted sales of properties through Right to Buy, the potential impact of stock options and predicted development opportunities housing stock is predicted to be 15,645 by year 30 of the plan.



4.2 Other HRA Assets

4.2.2 The HRA also owns a number of non-domestic assets, which are predominantly made up of garages, lounges, shops, land and play equipment. Reviews of the status of non-domestic assets has commenced. These are exploring how these assets are used and whether disposal, demolition or a change of use would bring more value to the HRA to better help, support and sustain neighbourhoods & communities.

4.3 Investment Priorities

4.3.1 The capital investment included in the plan is based on the stock condition surveys of the current stock, and also includes the following:

- Progress towards Net Zero & the mitigation of damp, mould & condensation
- Ensuring compliance with building safety measures
- Investment in garage sites and the HRA public realm
- Investment in IT Infrastructure and digitally enabled blocks
- Investment in the commercial stock
- Investment in communal areas and the wider environment
- Continued investment in disabled adaptations
- Support to increase the opportunities for Fostering within the social housing portfolio

4.4 General Stock Investment

4.4.1 Since the end of the Decent Homes Programme the balance of responsive repairs verses planned works have shifted and excessive responsive repair interventions are being delivered. As part of the Construction Services review work has commence to address the split between responsive and planned so that more work is delivered in a planned way, ensuring value for money and the efficiencies associated with programmed works.

4.4.2 A tool has been developed that will analyse estate-based repairs to gain insight into the numbers of repairs and the type of work being delivered, then assessing it against stock condition data. This tool will be embedded and used to identify trends and drivers for expenditure to aid planning and deliver an appropriate balance of reactive repairs and planned investment and ensure this is aligned with our understanding of stock condition and asset sustainability.

4.5 Net Zero Carbon

4.5.1 The HRA will need to invest c.£265 million into insulation measures, ventilation and new heating technologies. Investment costs average around £16,000 property and in some cases are as much as £37,000. The HRA business plan includes some allowances for costs for energy efficiency measures and improvements but support from public funding will be required to meet our obligations around energy improvements and net zero carbon. A Retro-fit Strategy is being developed to steer how, where, and when works are delivered, maximising the impact of work and the prioritising the interventions that will have the most impact for residents.

4.6 Building Safety Measures

4.6.1 The Council is committed to ensuring tenant safety and the intention is to ensure that assets meet all applicable health and safety requirements so that all residents and visitors are confident that they are in a safe and secure environment. There has been significant investment into strengthening the safety of our assets over the last two years, and the necessary investment will be maintained to continue to ensure all assets are compliant.

4.6.2 As part of the consolidation of housing services into the Council new and strengthened governance and scrutiny processes have been introduced to protect customers and the sustainability of the HRA.

4.6.3 A robust and resourced Building Safety Team continues to be developed to manage the Council's approach to this critical area of safety-based work and assurance. Strong condition data, process drive IT systems, robust building assessments and maintenance information will help protect the HRA from unplanned high cost and non-compliance.

4.6.4 As a building owner of higher risk residential buildings, such as high-rise buildings, we will compile and maintain safety case files and have appointed a building safety manager to support the management of our assets.

4.7 Garage Sites

4.7.1 Garages make up the largest proportion of non-domestic assets. These are assets that are formed of blocks or individual units that are not tied to or let as part of a domestic tenancy.

4.7.2 There are just over 3,600 garages currently in the HRA making up 510 garage block sites. All garage blocks have been stock condition surveyed and sites have also been appraised to assess their potential future use. Almost £1 million has been allocated in the business plan to start delivering on the garage review over the next five years. The first phase of non-viable sites have been decommissioned and demolished, work on phase two is underway. Work is also progressing an external partner to explore the prospect of changing the use of some sites to provide domestic accommodation.

4.8 Investment in IT Infrastructure

4.8.1 The current IT systems are structurally fit for purpose; however, there is insufficient interfacing or linkages to ensure a 360 view of all business intelligence. To strengthen

the approach to data and ensure a robust and resilient approach a systems a review has been undertaken. It has assessed the existing IT strategy and future organisational need. The recommendations from the review are now being worked through to ensure the HRA is supported by a robust IT infrastructure.

4.9 Investment in Commercial Stock & the Wider Environment

- 4.9.1 There are also a small number of fixed play equipment sites that fall within the management of the HRA. These sites carry with them inspection and compliance requirements as well as ongoing maintenance costs. In partnership with communities these sites will be reviewed.
- 4.9.2 It is recognised that there is a need to review the status of non-domestic assets to explore how they are used and whether a change of use would bring more value to the HRA and better help support and sustain neighbourhoods & communities.

4.10 Disabled Adaptations

- 4.10.1 The Council recognises its social responsibility to support vulnerable and disabled residents to remain independent in their home. There is an annual budget for the provision of minor works, like handrails, through to major adaptations such as adapted bathrooms or property alterations.
- 4.10.2 Demand for adaptations in council homes remains high, with a large proportion of residents defining themselves as having a disability. The approach to adaptations must remain sustainable and viable, make the 'best use' of our stock by ensuring that properties are allocated appropriately, that investment is only made into sustainable adaptations, and that value for money is achieved.

4.11 Stock Options

4.11.1 High Rise Blocks

1. The analysis of the future pressures on the HRA highlights high rise blocks as a key area of concern. The high-rise stock is commonly characterised as a liability to the HRA resulting from high investment cost, low demand and high management requirements.
2. Redheugh & Eslington Courts were deemed unviable and are currently being decommissioned, with residents being decanted and will be demolished when empty.
3. Warwick Court is undergoing a decommissioning process and a review of potential alternative uses for the block is being established.
4. Decommissioning work in Sir Godfrey Thomson Court is continuing well. Demolition work should begin before the end of 2023/24, with a contractor anticipated to be appointed before the end of the calendar year 2023.
5. The strategic roadmap, subject to the decision-making process and consultation, is to undertake further options appraisals in line with the priorities laid out in the HRA Asset Strategy 2022-27.

4.11.2 Older Person's Housing

1. Gateshead has seven older persons' purpose-built housing blocks. They include over 200 sheltered 1-bedroomed and 2-bedroomed flats. Angel Court is the only modern purpose-built scheme.
2. There is also a disproportionate spread of blocks across the borough. The East, Central and West Neighbourhoods have one block each, while in the South there are four schemes. It is proposed to undertake a specific Older Persons' purpose-built block review starting in 2023.

4.12 New Development

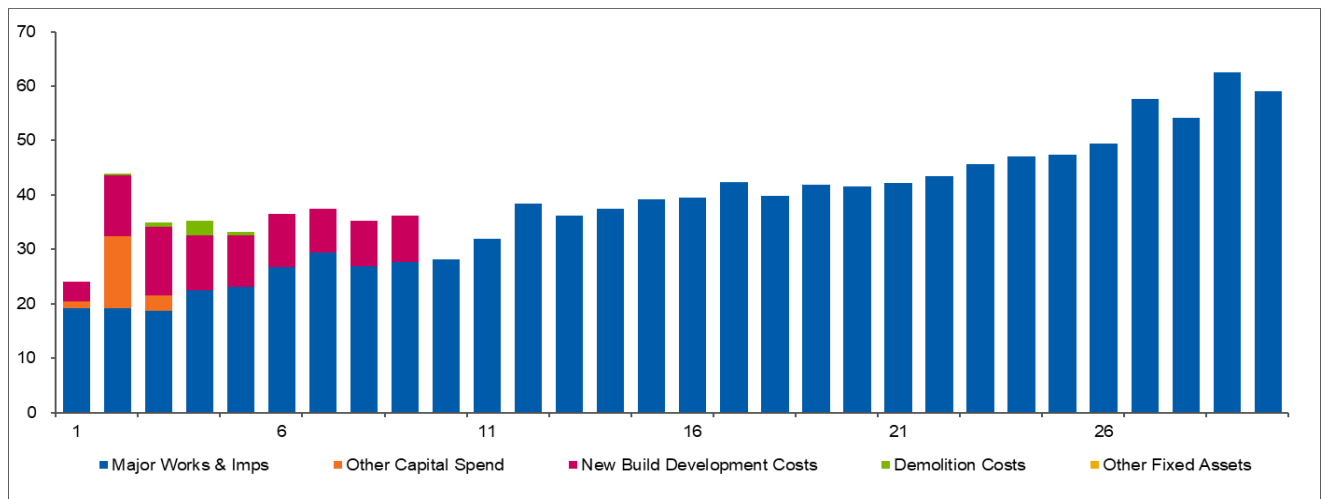
4.12.1 The plan includes the continued development of new social housing units to reach 400 by 2033 as from 2022/23 and it has been assumed that the Treasury share of Right to Buy receipts will be used to fund the units first and then there will be an opportunity to bid for Homes England grant funding to support the delivery of the remaining units not funded from the receipts.

5. HRA FINANCIAL PLAN

- 5.1 The Financial Plan shows how both the Council Housing Investment Programme and the day to day Council housing services will be funded.
- 5.2 Overall, the revised HRA plan is fully costed and does not breach a minimum £3 million balance during the life of the plan (30 years). However, to incorporate the cost pressures and anticipated capital investment, including new social housing stock, borrowing will need to rise significantly above the current levels.
- 5.3 A copy of the HRA Operating Account 2023/24 to 2052/53 is attached at Appendix 1.
- 5.4 The plan requires as a minimum savings of £3.859 million which has been phased as follows:

Year	Total Annual Savings £000	Total Cumulative Savings £000
2024/25	1,542	
2025/26	1,022	2,564
2026/27	773	3,337
2027/28	522	3,859
2028/29	-	3,859
Total	3,859	

- 5.5 The capital investment included in the 30-year plan is £1.242 billion the split of which is detailed in the following graph:

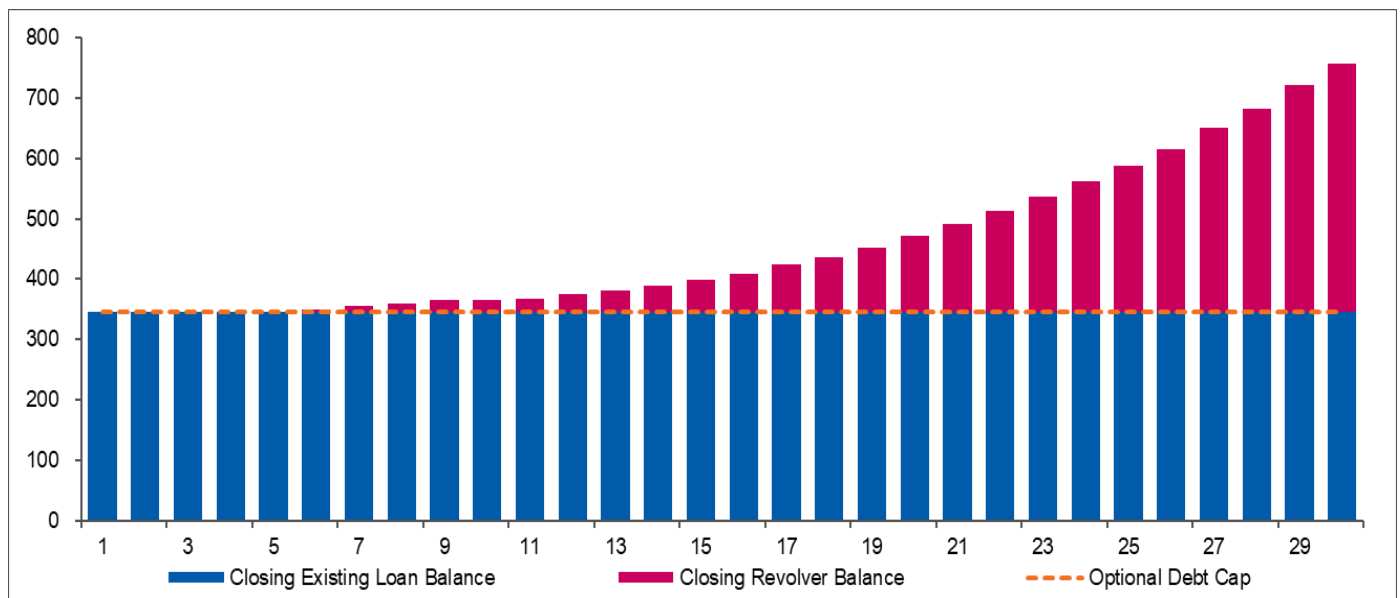


5.6 A summary of the planned 5-year 2023/24-2027/28 capital programme is shown in appendix 2.

5.7 Borrowing Requirement

5.7.1 The proposed plan shows that by year 30 borrowing will increase to £757.018 million which is £411.513 million higher than the current underlying loan debt. Borrowing will however not rise to a level above this until year 6 (see the following graph).

5.7.2 Whilst the borrowing is affordable within this plan debt needs to be managed in the overall context of affordability for the Council. The risks associated with borrowing will therefore need to be kept under review.



5.8 HRA Reserve Balances

5.8.1 The HRA can budget for a deficit in a particular year, but the HRA total reserve balance must not be negative. The business plan is set to assume that if the assumptions resulted in the reserve balance falling below the minimum required of £3 million in any year, then borrowing will be required. Borrowing can only be for capital

purposes. Where revenue reserves are exhausted due to revenue expenditure exceeding income, then mitigating action is required.

5.8.2 The plan shows that over 30 years, the surplus carried forwards stays above the minimum balance.

5.8.3 The plan also shows that there are years where reserves will be used to fund predicted peaks in the capital programme due to lifecycle replacements. This minimises borrowing and reduces the level of interest charges that would be incurred.

5.9 Key Assumptions

- 5.9.1 The financial plan is based on a number of key assumptions to mitigate against risks or changes that may occur over the life of the Business Plan.
- 5.9.2 The assumptions used for the next 5 years over the medium-term period 2024/25 -2028/29 are outlined in the table below. As the HRA plan is over 30 years future assumptions have been made in respect of the key items listed.

Assumptions	2024/25	2025/26	2026/27	2027/28	2028/29
CPI	5.4%	2%	2%	2%	2%
RPI	8.1%	3%	3%	3%	3%
Rent increase	6.4%	2%	2%	2%	2%
Service Charges	6.4%	2%	2%	2%	2%
Energy Increase – included in management non-staff costs	8.1%	3%	3%	3%	3%
Pay Inflation	5.4%	2%	2%	2%	2%
Repairs and Maintenance – non staff costs	8.1%	3%	3%	3%	3%
Supervision and Management non-staff costs	8.1%	3%	3%	3%	3%
Capital Works Costs – except certain fixed elements	8.1%	3%	3%	3%	3%
Void Rates	1.5%	1.5%	1.5%	1.5%	1.5%
Bad Debt Rates	0.95%	0.95%	0.95%	0.95%	0.95%
Interest Rates on Borrowing	4.75%	4%	3.5%	3.5%	3.5%
Right to Buy Sales	115	115	115	115	115

Area of Business Plan	Comments	Assumptions	Risk
Stock Numbers	The number of dwellings drives the level of income and costs which vary with the number of properties. This includes right to buy numbers, demolitions, remodelling of stock and new developments.	Proposed numbers are as outlined in table 1 above.	There is a risk that the number of successful right to buy applications increase and or there are barriers to new development resulting in a variation to the stock base. Any variation will impact both income and costs.
Inflation CPI/RPI	On 21 June May ONS announced CPI annual inflation for May of 8.7% (unchanged from April) and RPI of 11.3%. OBR forecasts for future years predict CPI at 5.4% (Q3 2023) for 2024/25 and average 2% over future years. RPI at 8.1% (Q3 2023) for 2024/25 and average 3% over future years	CPI and RPI rates have been taken for each year as shown in table 1 above.	Hyper-inflation has exacerbated the uncertainties of accurate modelling but is the most accurate in line with current information. OBR are the best estimates for this purpose however this will be kept under review. CPI impacts on both costs and income.
Minimum Working Balance	The HRA has an agreed minimum balance requirement to ensure there is adequate reserves cover.	£3m assumed throughout the plan	There is a risk that this is insufficient and there are unforeseen events that cannot be met.
Salary Increases (Pay award)	This cost pressure relates to the cost of pay award agreed for employees of the Council as well as agreed pay increments. Local Authority pay awards are determined through the national bargaining process rather than being mandated by Government. However, the messaging and government resource allocations for the future are likely to influence that national bargaining process.	Previously an uplift of 1.75% was applied to salaries. However, the 2022/23 pay award was significantly higher than anticipated. The assumption has therefore been increased for this refresh of the plan using CPI forecasts.	Pay increases which are agreed could be much higher than expected. This is unknown given pay uplift for 2023/24 is not yet agreed and is held in contingency. Alternative scenarios can be run regarding pay. There may be some cross over with the job evaluation cost pressure.
Revenue Repairs	2022/23 outturn included £3m one off investment for backlog of repairs. This has not been carried forward into the 2023/24 budget.	Inflation assumption using RPI.	There is a risk that the void work cost and turnover rate does not enable delivery within budget. There is also a balance between void loss and cost of repairs and timing of major estate works.

Area of Business Plan	Comments	Assumptions	Risk
Rent Increases	Rent policy is CPI + 1%. Cap on rent of 7% for 2023/24 but no indication at this stage of a similar position for 2024/25.	CPI is forecast to be 5.4% and there for CPI+1% is assumed in the business plan reverting to CPI only thereafter.	There is a risk of Government intervention and a cap on rent increases lower than presumed in the plan but as the forecast CPI +1% is lower than the 2023/24 cap it is considered a lower risk. A 1% variation on the rental increase would result in £4.1m less income over the medium term and £29.1m over 30 years. This in turn would bring borrowing would need to rise by a further £76m.
Service Charge Increases	Charges are based on full cost recovery however impact assessments are completed, and stepped charges applied where appropriate. Service charge increase should be broadly comparable to rent increases although this does not preclude full cost recovery.	For the purposes of financial modelling charges have been increased by CPI + 1% for 2024/25 and CPI thereafter.	Actual costs may be far higher than charges modelled which could result in a disparity between income and expenditure.
Void Rates	Void rates vary depending upon the stock and within the plan for modelling purposes the stock has been divided to enable different void rates to be applied. This is most important for those subject to demolition or remodelling where void rates will increase as they are decanted.	Void rates used in the plan are outlined in table 1 above. The current void loss (month 3) is 3.33% against a budget of 2%.	There is a risk that void rates increase in areas where properties are more difficult to let or are unachievable and this will impact the level of income.
Bad Debt Rate	This is the value of the increase required to maintain the bad debt provision at an adequate level. Increasing current debt will have little impact as the debt profiling increases the risk of it becoming uncollectable with age.	Bad debt rates used in the plan are outlined in table 1 above. The 2022/23 actual was 0.96%	Income collection rates decrease but there is a lag in the impact on the provision due to the methodology used in maintaining the provision.

Area of Business Plan	Comments	Assumptions	Risk
Other Income	Non dwelling rents such as garages have experienced a reduction in demand and for the purposes of financial modelling have been maintained at the current budget for the life of the plan. The stock loss over the plan does not directly vary other income so this has been managed through inflation	Non dwelling rent not inflated and Water Commission RPI to 2027/28 but no further inflation applied due to reduction in stock so assumed a level of offset.	Positive risk that non-dwelling rents can be increased without impacting demand.
Capital Receipts	There is an accumulated reserve of £16.6m which is estimated to be used over the next 5 years. Receipts received in year will be used to fund the capital programme. In 2022/23 the Government introduced for a period of two years the ability to retain the Treasury share. This has specific constraints to its use around new properties and this is included in the development assumptions.	Current average RTB value £96,282 (2022/23). Projected to increase with CPI.	The sales are higher or lower than modelled which could impact the amount available to fund the capital programme.
Homes England Grant Funding	It is assumed new developments will attract funding The Council has a good track recorded of securing Homes England Funding.	£35,000 per property assumed after using the Treasury retained RTB receipts as you cannot combine the use of them.	There is a lower value of grant awarded There may need to be a conscious decision to not bid for grant and utilise the receipts if the Government were to extend the ability to retain the Treasury share.
Major Works	The HRA capital programme is reflective of the agreed 2023/24 programme with slippage from 2022/23 incorporated. Stock condition information has been updated and reflect the most up to date forecasts.	Based on stock condition survey and rise with RPI except for extensive exceptional works such as net zero carbon, aids and adaptations and estate works (non-dwelling works) which are cash limited in the early years of the plan. Fees are aligned to pay increases. Most works vary with the stock numbers which is built into the business plan.	There is a risk that costs increase at a level above the forecast RPI.

Area of Business Plan	Comments	Assumptions	Risk
Depreciation	Depreciation is a real cost in the HRA and is used to fund major repairs (capital). In 2022/23 the level of depreciation was £3.229m higher than originally budgeted which was due to a change in valuation methodology. This has been factored into the revised plan.	Following advice from the Council's Valuers charged in line with actual 2022/23 for 2023/24 but restricted to not increase with inflation but vary with stock numbers.	There is a risk that the depreciation charge is higher than modelled in the plan which would have an impact on the HRA balances as use of receipts would need to reduce, this will need to be kept under review. Undertaking an annual review will assist in mitigating this risk.
Interest rates on Borrowing	Borrowing rates are currently unpredictable and reflective of the consecutive increases in the Bank of England base rate. The rates for borrowing also take account the term of the borrowing and therefore rates can vary.	Interest rates for new borrowing for 2023/24 are estimated at 5% with future years outlined in table 1 above.	There is a risk interest rates increase further however there could be a positive risk of rates reducing for new borrowing.
HRA Debt	The opening HRA CFR is £345,505m. Each HRA loan is separately identified, and debt profiled based on known interest rates. It is assumed that when debt matures it is refinanced.	The level of additional debt accrued over the 30-year plan is significant at £757.018m.	The HRA plan is affordable over the long term however an annual refresh will enable the level to be monitored.

6. Risk Assessment

- 6.1 A comprehensive financial risk assessment has been undertaken to ensure that all risks and uncertainties affecting the council's HRA financial position are identified. These will be reviewed each year as part of the refresh of the HRA Business Plan. The key strategic financial risks to be considered are as follows:

Risk	Risk Management	Likelihood	Impact
Inflation (Negative Risk) Rent increases linked to CPI with the majority of other costs linked to RPI.	HRA Balances are risk assessed and budget contingency built into the annual cost to ensure variations in inflation rates can be managed. Service Charges based on actual cost recovery but linked to the rent increases in the plan.	Moderate	Medium
Interest rate increases (Negative Risk) The impact on the cost of borrowing and therefore assessment of affordability of the capital programme.	Interest rates in the plan have been forecast to decrease over the medium term assuming they will not stay at the current higher rates.	Moderate	Medium
Rent and Service Charges (Negative Risk) The Government could impose further limits on rent increases beyond 2023/24. Service charges may not be fully recovered.	Lower than anticipated rent increases would require reductions in spending plans within the plan and need to reassess the assumptions. Service charge costs are set based on forecast actual costs any increase above the forecast would be considered in the following year with the same applying if there are reductions.	Unlikely	High
Stock Investment (Negative Risk) Investment needs exceed planned expenditure due to unforeseen investment requirements or changes to the prescribed standards.	HRA Asset Management Strategy to be considered alongside this plan. The investment plan is based upon stock condition information. Stock viability assessments are undertaken. There is additional coverage in the plan to deal with cost increases or additional expectations.	Moderate	High
Right to Buy Sales (Negative/Positive Risk) External factors mean that RTB sales in terms of numbers or value are either higher or lower than forecast without a corresponding change to stock through acquisition or new build.	RTB assumptions are adjusted annually based on the prior year trend. There is a tapering assumption built into the plan. The new build in the plan is not a direct replacement for the RTB sales and therefore it is unlikely plans would be altered dependent on the RTB sales.	Moderate	Low

Risk	Risk Management	Likelihood	Impact
<p>Anticipated Savings/ efficiencies are not achieved (Negative Risk) The plan includes efficiency savings required to ensure investment plans are sustainable.</p>	<p>Regular monitoring and reporting takes place. The cumulative impact over the medium term may make savings in the later years more challenging. Non achievement of savings/efficiencies will require a reassessment of investment priorities.</p>	Moderate	High
<p>Welfare Support (Negative Risk) Tenants and leaseholders impacted by welfare changes have insufficient income to pay the rent/service charges. There could also be an increase in the need for Council housing services.</p>	<p>The impact of the welfare support changes continues to be planned for and monitored through the Council Scrutiny Framework.</p>	Likely	Medium
<p>Legislative Change (Negative Risk) New legislation/regulation is introduced which results in increased financial pressures.</p>	<p>Ongoing tracking and horizon scanning in relation to emerging policy and legislation and an annual review through the business plan updated.</p>	Moderate	High
<p>Inspection Outcome (Negative Risk) Inspection outcomes are poor and impact on the reputation of the Council, potentially the imposition of financial penalties.</p>	<p>Creation of an inspection team and self / external assessment against the consumer standards to identify areas for improvement. Improved assurance through reporting to Members and tenants as appropriate. Delivery and embeddedness of the Housing Improvement Programme.</p>	Unlikely	High

7. Conclusion

- 7.1 The revised HRA business plan together with the HRA Asset Management Strategy ensure that the HRA investment plans are sustainable over the medium and longer term. This plan confirms the priority given to ensuring the Council's homes are safe and fully compliant with building legislation and regulation and will make a significant contribution to the Housing Development Programme with a planned HRA funded development programme of 400 new homes by 2033.
- 7.2 Despite this there are still challenges within this plan and assumptions made regarding future costs that will need to be kept under constant review. Savings outlined in the plan will need to be delivered to ensure the sustainability of the HRA and therefore robust savings plans will be developed to underpin their delivery.

HRA Operating Account 30 Years

Year	Year	Rental Income	Service Charge Income	Void Losses	Non-Dwelling Rents	Charges For Services	Other Income	Total Income	Supervision and Management	Repairs and Maintenance	Depreciation	Debt Mgmt Expenses	Bad Debts	Total Expenditure	Net Cost of HRA Services	Interest Charges	Surplus / (Deficit) in Year on HRA Services	Revenue Contributions to Capital	Surplus / (Deficit) for the Year	HRA Reserve Opening Balance	HRA Reserve Closing Balance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	2023/24	81,939	2,862	-1,822	1,297	2,905	1,094	88,274	-29,803	-27,090	-19,264	-78	-804	-77,039	11,235	-12,218	-984	0	-984	19,561	18,577
2	2024/25	88,038	2,951	-1,805	1,297	2,421	1,183	94,085	-30,520	-27,069	-18,980	-82	-863	-77,515	16,570	-12,486	4,084	-8,672	-4,588	18,577	13,990
3	2025/26	87,792	2,928	-1,904	1,297	2,469	1,218	93,800	-31,014	-27,021	-18,834	-86	-861	-77,815	15,985	-12,606	3,379	-4,934	-1,555	13,990	12,435
4	2026/27	89,317	2,998	-1,726	1,297	2,519	1,255	95,659	-31,663	-26,925	-18,822	-87	-876	-78,372	17,287	-12,713	4,574	-9,095	-4,521	12,435	7,914
5	2027/28	90,454	3,010	-1,511	1,297	2,569	1,292	97,112	-32,251	-26,817	-18,667	-89	-887	-78,711	18,402	-12,718	5,683	-8,145	-2,462	7,914	5,452
6	2028/29	91,802	3,051	-1,789	1,297	2,620	1,331	98,312	-33,026	-27,359	-18,525	-91	-900	-79,900	18,412	-12,909	5,503	-7,955	-2,452	5,452	3,000
7	2029/30	93,387	3,098	-1,819	1,297	2,673	1,371	100,007	-33,820	-27,927	-18,461	-93	-915	-81,217	18,790	-13,042	5,748	-5,748	0	3,000	3,000
8	2030/31	96,919	3,211	-1,887	1,297	2,726	1,412	103,678	-34,637	-28,514	-18,393	-94	-950	-82,588	21,089	-13,160	7,929	-7,929	0	3,000	3,000
9	2031/32	96,689	3,199	-1,882	1,297	2,781	1,454	103,538	-35,468	-29,120	-18,340	-96	-948	-83,973	19,565	-13,304	6,261	-6,261	-0	3,000	3,000
10	2032/33	98,349	3,250	-1,914	1,297	2,836	1,498	105,317	-36,324	-29,739	-18,277	-98	-964	-85,402	19,915	-13,466	6,449	-5,671	779	3,000	3,779
11	2033/34	100,037	3,303	-1,946	1,297	2,893	1,543	107,127	-37,200	-30,372	-18,214	-100	-981	-86,867	20,260	-13,522	6,738	-7,517	-779	3,779	3,000
12	2034/35	101,602	3,356	-1,978	1,297	2,951	1,589	108,818	-38,099	-31,019	-18,151	-102	-996	-88,367	20,451	-13,733	6,718	-6,718	0	3,000	3,000
13	2035/36	105,092	3,479	-2,048	1,297	3,010	1,637	112,466	-39,024	-31,680	-18,045	-104	-1,030	-89,883	22,583	-13,967	8,616	-8,616	0	3,000	3,000
14	2036/37	104,482	3,466	-2,039	1,297	3,070	1,686	111,962	-39,965	-32,355	-17,940	-106	-1,024	-91,391	20,571	-14,159	6,412	-6,412	0	3,000	3,000
15	2037/38	105,948	3,522	-2,070	1,297	3,132	1,737	113,564	-40,934	-33,046	-17,835	-108	-1,039	-92,961	20,603	-14,473	6,130	-6,130	0	3,000	3,000
16	2038/39	107,430	3,578	-2,102	1,297	3,194	1,789	115,187	-41,927	-33,751	-17,729	-111	-1,053	-94,571	20,615	-14,832	5,783	-5,783	0	3,000	3,000
17	2039/40	108,929	3,636	-2,134	1,297	3,258	1,842	116,829	-42,945	-34,473	-17,624	-113	-1,068	-96,222	20,607	-15,255	5,352	-5,352	0	3,000	3,000
18	2040/41	110,528	3,697	-2,168	1,297	3,323	1,898	118,575	-43,988	-35,223	-17,519	-115	-1,084	-97,929	20,646	-15,722	4,924	-4,924	0	3,000	3,000
19	2041/42	114,474	3,835	-2,248	1,297	3,390	1,955	122,703	-45,062	-36,003	-17,440	-117	-1,123	-99,745	22,957	-16,265	6,692	-5,488	1,204	3,000	4,204
20	2042/43	113,959	3,825	-2,240	1,297	3,457	2,013	122,312	-46,156	-36,802	-17,361	-120	-1,118	-101,556	20,756	-16,871	3,885	-0	3,885	4,204	8,089
21	2043/44	115,710	3,891	-2,276	1,297	3,527	2,074	124,222	-47,281	-37,619	-17,282	-122	-1,135	-103,438	20,783	-17,573	3,210	-0	3,210	8,089	11,299
22	2044/45	117,487	3,957	-2,314	1,297	3,597	2,136	126,160	-48,435	-38,454	-17,203	-125	-1,153	-105,369	20,791	-18,306	2,485	-0	2,485	11,299	13,784
23	2045/46	119,287	4,025	-2,352	1,297	3,669	2,200	128,127	-49,618	-39,310	-17,124	-127	-1,170	-107,348	20,779	-19,098	1,681	-0	1,681	13,784	15,465
24	2046/47	121,113	4,095	-2,390	1,297	3,742	2,266	130,123	-50,831	-40,184	-17,045	-130	-1,188	-109,378	20,746	-19,948	797	-0	797	15,465	16,263
25	2047/48	125,422	4,248	-2,478	1,297	3,817	2,334	134,640	-52,079	-41,079	-16,966	-132	-1,231	-111,487	23,153	-20,816	2,337	-0	2,337	16,263	18,599
26	2048/49	124,842	4,236	-2,469	1,297	3,894	2,404	134,204	-53,350	-41,995	-16,887	-135	-1,225	-113,592	20,612	-21,728	-1,116	-0	-1,116	18,599	17,483
27	2049/50	126,745	4,309	-2,509	1,297	3,972	2,476	136,289	-54,658	-42,932	-16,808	-138	-1,244	-115,780	20,510	-22,819	-2,310	-0	-2,310	17,483	15,174
28	2050/51	128,674	4,383	-2,550	1,297	4,051	2,550	138,405	-56,000	-43,891	-16,729	-140	-1,263	-118,023	20,382	-23,989	-3,607	-0	-3,607	15,174	11,567
29	2051/52	130,630	4,459	-2,592	1,297	4,132	2,627	140,552	-57,376	-44,872	-16,650	-143	-1,282	-120,323	20,229	-25,235	-5,006	-0	-5,006	11,567	6,561
30	2052/53	135,262	4,626	-2,687	1,297	4,215	2,706	145,418	-58,792	-45,876	-16,571	-146	-1,328	-122,713	22,706	-26,267	-3,561	0	-3,561	6,561	3,000

Appendix 2

Housing Capital	Description	2023/24	2024/25	2025/26	2026/27	2027/28	Total
		£'000	£'000	£'000	£'000	£'000	£'000
Improvement Works							
Aids & Adaptations	To carry out identified adaptations to Council Dwellings to enable people to live safely and independently within their home.	1,500	1,665	1,664	1,662	1,710	8,201
Communal Mechanical & Electrical works	Essential works to upgrade communal services in accordance with stock condition, building safety & compliance needs.	718	529	541	813	566	3,167
Digital Transformation	Transformational upgrade work to block building management services such as CCTV and door entry services	650	700	700	847	849	3,746
Environmental & Estate Improvement	Improvements to the public realm in and round estates	202	103	100	716	719	1,840
Garage Improvement Programme	Essential works to improve sustainable garage blocks, demolish unviable stock and investigation conversion & change of use where practicable	200	200	220	340	309	1,269
Block communal improvements	Improvements to the communal areas and spaces in blocks	805	649	668	1,180	709	4,010
Building Safety							
Building safety improvements	Essential work to meet building safety and compliance obligations	598	1,079	1,022	458	419	3,577
Safety & Security	Work to install and renew smoke and CO detection.	59	63	65	89	91	367
HRA Commercial Property Improvements	Targeted interventions in the HRA commercial portfolio to meet landlord obligations	79	50	50	50	10	239
Major Future Works							
Energy & Carbon Net Zero	Delivery of work packages to improve insulation, install green technology and energy solutions that will support achieving Net Zero.	80	2,000	2,000	4,088	4,211	12,379
Major Investment Scheme	Targeted Transformation investment work	328	978	0	0	8	1,314
Domestic Heating Improvements	Replacement of failed and obsolete heating systems, upgrading them with more efficient solutions to help address fuel poverty issues.	2,837	2,379	2,434	2,814	2,549	13,013
Door & Window replacements	Continuation of the window replacement door replacement programme. Focused on medium rise blocks, but also picking up 'one off' whole house replacements	876	921	757	333	341	3,229
Decent Homes	Continuation of planned estate-based improvement work to the Council's housing stock in accordance with decent homes and building safety principles, prioritised using stock condition data.	7,958	5,208	5,762	6,318	7,827	33,072
Contractual Obligations	Preliminary costs associated with schemes	1,700	2,108	2,150	2,193	2,237	10,388
Fixed Budget Fees	Continuation of the rolling programme of condition surveys to enable effective asset management, options appraisals and the development of future investment schemes.	550	580	591	603	615	2,939
Expectational Works							
Regeneration and Demolition	Delivery of option appraisal outcomes - acquisition / conversion / demolition of unsustainable HRA assets.	1,259	13,290	3,428	2,684	635	21,296
Housing Developments							
New Build/Acquisition - Various	Investment to create new Council homes.	3,651	11,178	12,582	10,092	9,450	46,953
Other Capital							
ICT Refresh	Replacement of IT Hardware & Software licences	40	298	168	12	0	518
Total Housing Capital Budget		24,090	43,977	34,904	35,292	33,255	171,517

TITLE OF REPORT: Treasury Annual Report 2022/23

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

Purpose of the Report

1. Cabinet is asked to recommend to Council the attached Treasury Annual Report for 2022/23.

Background

2. In line with what the Government defines as best practice and the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management, the Council must consider a Treasury Annual Report each year.
3. The attached Treasury Annual Report has been prepared taking into account the Local Government Act 2003, Ministry of Housing, Communities and Local Government 's (MHCLG) Guidance on Local Government Investments, CIPFA's Prudential Code for Capital and CIPFA's Code of Practice on Treasury Management (2021). The document is also consistent with the Council's approved Treasury Management Policy and Strategy, which require an annual report to be presented to Council prior to the end of September each year.
4. The Audit and Standards Committee reviewed the Treasury Annual Report on 20 June 2023.

Proposals

5. Cabinet is asked to review the Treasury Annual Report attached at Appendices 2, 3 and 4 to ensure that the Council fully complies with the requirements of good financial practice in Treasury Management.

Recommendation

6. Cabinet is asked to recommend to Council the Treasury Annual Report for 2022/23.

For the following reason:

To ensure that the Council fully complies with the requirements of Financial Regulations and good practice as recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) in its Code of Practice on Treasury Management.

CONTACT: John Chirnside, ext. 2713

Policy Context

1. The proposals in this report are consistent with Council priorities and in particular the priority of ensuring a sustainable Gateshead through ensuring the best use of its resources. The proposals are consistent with the framework for achieving the Council's strategic approach "Making Gateshead a Place Where Everyone Thrives". The Council recognises there are huge financial pressures on not just Council resources but those of partners, local businesses and residents.

Background

2. The Council fully complies with the requirements of good practice as recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) in its Code of Practice on Treasury Management and its Prudential Code for Capital Finance and the Ministry of Housing, Communities and Local Government (MHCLG) Guidance on Local Authority Investments, which include the:
 - Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities;
 - Creation and maintenance of Treasury Management Practice Statements which set out the manner in which the Council will seek to achieve those policies and objectives;
 - Receipt by the Council of an annual strategy report for the year ahead and an annual review report of the previous year;
 - Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions; and
 - Delegation by the Council of the role of scrutiny of treasury management strategy and policies to Audit and Standards Committee and receipt of a mid-year review report to Council.
3. Comprehensive details of procedures in place to ensure compliance with the Code are included within the Council's Treasury Management Practices and these procedures are followed without exception.
4. Treasury Management in this context is defined as:

"The management of the organisation's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
5. Taking into account the annual reporting requirements stipulated in the Code of Practice, this Annual Treasury Report covers:
 - The strategy for 2022/23 (including investment and borrowing strategies);
 - Treasury Management approach to risk;
 - Outturn 2022/23 performance measurement (including market interest rates, investment and borrowing performance and compliance with treasury limits set prior to the start of the financial year as Prudential Indicators);
 - Any restructuring and repayment; and
 - Summary of Treasury Management performance for the year 2022/23.

Consultation

6. Consultation on the production of the Treasury Annual Report has taken place with the Council's treasury advisors Link Treasury Services. The outcome of the consultation process, along with guidance issued by CIPFA, has informed the format and content of the annual report.

Alternative Options

7. There are no alternative options, as the Treasury Annual Report is required in order to comply with CIPFA's Code of Practice on Treasury Management.

Implications of Recommended Option

8. Resources:

- a) **Financial Implications** - The Strategic Director, Resources & Digital confirms that there are no direct financial implications associated with this report. The Annual Report sets out a financial summary of Treasury Management activity for the 2022/23 financial year end and compares this to budget.
- b) **Human Resources Implications** - There are no human resources implications arising from this report.
- c) **Property Implications** - There are no property implications arising from this report.

9. Risk Management Implications

The Treasury Annual Report has been prepared to report on performance against the annual Treasury Policy and Strategy. These are prepared with the primary objective of safeguarding the Council's assets and a secondary objective of maximising returns on investments and minimising the costs of borrowing.

10. Equality and Diversity Implications

There are no equality and diversity implications arising from this report.

11. Crime and Disorder Implications

There are no crime and disorder implications arising from this report.

12. Climate Emergency and Sustainability Implications

There are no climate emergency or sustainability implications arising from this report.

13. Human Rights Implications

There are no human rights implications arising from this report.

14. Ward Implications

There are no direct ward implications arising from this report.

15. **Background Information:**

The following documents have been relied on in the preparation of the report:

- Local Government Act 2003
- MHCLG Guidance on Local Government Investments (2018)
- CIPFA's Prudential Code for Capital (2021)
- CIPFA's Code of Practice on Treasury Management (2021)
- Council's approved Treasury Policy & Strategy Statements 2022/23 to 2026/27
- Council's approved Treasury Management Practice Statements

Treasury Management Annual Report 2022/23

The Strategy for 2022/23

1. The 2022/23 to 2026/27 Treasury Management Strategy was approved by Council on 24 March 2022.
2. The formulation of the 2022/23 to 2026/27 Treasury Management Strategy involved determining the appropriate borrowing and investment decisions with the primary objective of safeguarding the Council's assets and a secondary objective of maximising returns on investments and minimising the costs of borrowing.
3. The Treasury Management Strategy fully complies with the requirements of CIPFA's Treasury Management Code of Practice and covered the following:
 - prospects for interest rates;
 - treasury limits in force including prudential indicators;
 - the borrowing strategy;
 - the extent of debt rescheduling opportunities; and
 - the investment strategy.

Investment Strategy

4. Part 1 of the Local Government Act 2003 relaxed the constraints under which local authorities can invest. These investment regulations came into force on 1 April 2004 and in conjunction with supplementary guidance are considered best practice.
5. Investments are managed in-house using counterparties listed in an approved lending list. Investments are placed over a range of periods and are dependent on the assessed security of the counterparty, the liquidity requirements of the cash flow, interest rate expectations and the interest rates actually on offer.
6. The expectation for interest rates within the Treasury Management Strategy for 2022/23 to 2026/27 anticipated interest rates to increase from 0.50% to 1.25% by March 2023 as part of a prolonged economic recovery. During the 2022/23 financial year the Bank of England Monetary Policy Committee (MPC) increased the base rate as follows:

Date	Bank Base Rate
5 May 2022	1.00%
16 June 2022	1.25%
4 August 2022	1.75%
22 September 2022	2.25%
3 November 2022	3.00%
15 December 2022	3.50%
2 February 2023	4.00%
23 March 2023	4.25%

Borrowing Strategy

7. The borrowing strategy for 2022/23 was as follows:
 - Current (February 2022) long term PWLB rates (50 years) are around 2.11%. It is forecast that there will be little upward movement in PWLB rates over the next two financial years, being 2.30% Q1, 2.30% Q2, 2.40% Q3 and 2.40% Q4. Should interest rates fall below these targets borrowing should be considered, with preference given to terms which ensure a balanced profile of debt maturity, this may include Local Infrastructure Rate borrowing. The average interest rates forecast across this financial year for various borrowing periods are as follows: -
 - 10 years – 2.40%
 - 25 years – 2.55%
 - 50 years – 2.35%
 - The use of short-term borrowing (6 months to 18 months) will also be considered with the aim of minimising borrowing costs. This short-term borrowing will be replaced with longer term loans when rates are preferable.
 - External borrowing rates currently far exceed the return that is available for investments, meaning savings can be achieved by borrowing internally from reserves in the short term. The current policy of internal borrowing will continue to be followed as a short-term funding option serving to minimise overall cost.
 - Consideration will be given to borrowing market loans which are at least 20 basis points below the PWLB target rate.
8. Any potential opportunities for repaying debt before the maturity date to reduce borrowing costs was monitored and assessed throughout the year. However, the cost of premiums on any early repayment of debt was considered prohibitive for any debt restructuring.

Treasury Management Approach to Risk

9. The primary objective is to safeguard the Council's assets. Procedures have been put in place to ensure this takes place and these are fully documented in the Council's Treasury Management Practice Statements (TMPS), which are constantly kept under review. These procedures are followed without exception. The Internal Audit report of 23 December 2022 concluded that Treasury Management control systems and procedures are working well. All funds were safeguarded in 2022/23.

Outturn 2022/23 – Performance Measurement

10. It should be noted that procedures in relation to the Prudential Code were effective from 1 April 2004 and continue to apply to this report on 2022/23 performance. The performance, against limits in respect of borrowing set prior to the start of the financial year as Prudential Indicators, will be reported to Cabinet on 18 July 2023 as part of the Capital Monitoring process. None of the approved Prudential Indicators set for 2022/23 were breached in the year. For completeness the Prudential Indicators are shown at Appendix 4.

Market Interest Rates

11. Performance must be considered in conjunction with actual rate movements over the financial year which were as follows:
 - **Shorter-term interest rates** – The expectation for interest rates within the 2022/23 Treasury Management Strategy was that Bank Rate would gradually increase during the financial year to 1.25% in March 2023. During the financial year the MPC significantly increased the base rate, with eight rate increases leaving the bank base rate at 4.25% at year-end 31 March 2023. The increases were made as a direct response to significant changes in the global economic environment, the conflict in Ukraine and the increase in inflation to 10.1% CPI by March 2023.
 - **Longer-term interest rates** – Investment returns increased significantly during 2022/23 as a direct result of the of economic factors mentioned above and the increases in bank base rates. Due to ongoing global inflationary pressures and the conflict in Ukraine it is anticipated increases in the base rate may follow throughout the current financial year before starting to reduce.

Investment Performance

12. There has been a continued use of a range of investment instruments in order to ensure flexibility, spread risk, maximise liquidity and obtain attractive rates. There has been an increased use of overnight deposits and money market funds with high rated banks to maintain the security of the funds and enhance the rate of return on investments.
13. The most significant challenge for treasury management in 2022/23 has been to consider the spread of and return on investments in an environment where regular increases in bank rates have generated additional returns, whilst ensuring the security of investments. Due to the difference between the cost of borrowing and potential to generate investment interest the Council has continued to use investment balances to temporarily fund the capital programme. This has delivered a saving on borrowing costs and increased interest received on investments.
14. The Council's investment policy is governed by MHCLG guidance, which has been implemented in the annual investment strategy approved by the Council on 24 March 2022. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.) The investment activity during the year conformed to the approved strategy and the Council had no liquidity difficulties.
15. A summary of the year's activity is shown at Appendix 3. The investment interest earned in the year was £2.899m (2021/22 £0.307m) with an average interest rate of 2.25% (2021/22 0.25%). Interest earned on loans to third parties, agreed as part of the capital programme and £0.814m accrued interest on loan notes, in respect of Newcastle International Airport, increased total interest to £4.433m, £2.353m more than the original budget of £2.080m.
16. The overall return for the year of 2.25% matches the accepted benchmark for 2022/23, which was the SONIA (Sterling Overnight Index Average) of 2.25%. The average rate of return for new investments made in 2022/23 was 2.76%.

17. Furthermore, the Council is a member of Link Treasury Services Investment Benchmarking Group which assesses both the rate of return and the risk of the counterparty to calculate a weighted average rate of return. This is used for comparison across other local authorities who also subscribe to this service across a number of groups. The Council achieved an average return of 2.25% on its investments for 2022/23, this is slightly above the risk adjusted expectations defined in the LINK Benchmarking Report for our group.

Borrowing Performance

18. The total external borrowing at 31 March 2023 was £684.966m, which was within the operational borrowing limit of £895.000m. This is a net increase of £18.894m from the opening figure of £666.072m.

External Borrowing at 31 March 2022	£666.072m
Add New Borrowing	£20.00m
Less Maturity of existing borrowing	(£1.106m)
External Borrowing at 31 March 2023	£684.966m

19. Investment returns/interest rates increased significantly during 2022/23 and rose to levels closer to long term borrowing rates. Therefore, value for money considerations indicated that best value could be obtained by delaying new external borrowing by using internal cash balances to finance new capital expenditure in the short term (this is referred to as internal borrowing).
20. At the end of the financial year 2022/23 the Council had internal borrowing of £73.680m. This comprised of £48.642m General Fund under borrowing and £27.038m HRA under borrowing. Any short-term savings gained from adopting this approach was weighed against the potential for incurring additional long-term costs by delaying new external borrowing until later years when PWLB long term rates are forecast to be lower.
21. The Council's underlying need to borrow for capital expenditure and long-term liabilities is termed the Capital Financing Requirement (CFR). The CFR arises directly from the capital activity of the Council and the resources applied to fund the capital spend, as follows:

Capital Financing Requirement (excluding PFI)	31 March 2022 Actual £m	31 March 2023 Actual £m
General Fund	386.191	415.141
HRA	345.505	345.505
Total Capital Financing Requirement excluding PFI	731.696	760.646

22. At 31 March 2023 £636.966m of the total borrowing was from the PWLB and £48.000m was in the form of market loans. The average interest rate on current borrowing has decreased from 3.564% in 2021/22 to 3.523% during 2022/23 due to the maturing of higher rate borrowing.
23. No short-term borrowing was taken during 2022/23. Long-term borrowing of £20.000m was taken during 2022/23, all HRA.
24. The overall revenue cost of borrowing in 2022/23 was £24.250m, as a result of the application of the Treasury Management Strategy this was £1.075m less than the budget.

Debt Restructuring & Repayment

25. Due to the reintroduction of redemption rates on the early repayment of PWLB debt it was anticipated that there would be little scope to restructure PWLB debt.
26. The rates payable on the early redemption of debt was monitored throughout the year. The cost of early repayment of PWLB loans outweighed any savings and therefore there was no early redemption of PWLB debt.
27. The council has some borrowing through LOBO and market loans. No calls have been made on the LOBO borrowing.

Summary of Treasury Management Performance for the Year 2022/23

28. Total interest income was £2.413m above budget, the main variances from budget was due to the significant increases in bank base rates during the financial year and the receipt of interest from Newcastle Airport.
29. Overall Treasury Management performance against budget for 2022/23 generated net savings of £3.488m, this is summarised in the following table:

		2022/23		
		Budget	Actual	Saving
		£m	£m	£m
General Fund	Cost of Borrowing	13.316	12.179	(1.137)
	Interest Income	(2.080)	(4.433)	(2.353)
	Net Position	11.236	7.746	(3.490)
HRA	Cost of Borrowing	12.009	12.071	0.062
	Interest Income	(0.060)	(0.120)	(0.060)
	Net Position	11.949	11.951	0.002
Combined	Cost of Borrowing	25.325	24.250	(1.075)
	Interest Income	(2.140)	(4.553)	(2.413)
	Net Position	23.185	19.697	(3.488)

Treasury Management was challenging throughout 2022/23 as the economic environment frequently changed during the financial year. The investment rate increases meant the Council was faced with the challenge of being pro-active in the investment of surplus cash. The Council's cashflow projections were monitored to allow the appropriate balance between maintaining cash for liquidity purposes and "laddering" deposits on a rolling basis to lock in rate increases.

The report highlights the way in which the Council successfully managed these challenges with its day-to-day treasury management strategy and thus delivered the savings highlighted in the table whilst keeping treasury risks to a minimum throughout.

Investment Activity

	2021/22	2022/23
Number of investments made in 2020/21 maturing in 2021/22	14	n/a
Number of investments made in 2021/22 maturing in 2021/22	50	n/a
Number of investments made in 2021/22 maturing in 2022/23	n/a	27
Number of investments made in 2022/23 maturing in 2022/23	n/a	54
Total number of investments maturing in year	64	81
Number of investments made in 2022/23 maturing in 2023/24	n/a	19
Average duration of investments (including overnight)	18 days	10 days
Average duration of investments (excluding overnight)	153 days	137 days
Non-specified investments:		
Rated non-high		
Approved limit	25%	25%
Maximum level invested	5.81%	19.57%
Not Rated		
Approved limit	0%	0%
Maximum level invested	0.00%	0.00%
Investments greater than 364 days		
Approved limit	£15m	£15m
Maximum level Invested	£0m	£0m
Treasury Investments held at 31 st March	£144.093m	£71.904m

PRUDENTIAL INDICATORS 2022/23

The 2022/23 Prudential Indicators were agreed by Council on 22 February 2022 (column 1). This is now compared with the 2022/23 actual outturn position as at the 31 March 2023 (column 2).

Certain Treasury Management indicators must be monitored throughout the year on a regular basis in order to avoid breaching agreed limits. The capital expenditure and capital financing requirement indicators have been revised in line with the revised budget and none of the other approved Prudential Indicators set for 2022/23 have been breached.

Capital Expenditure		
	2022/23 £000 Reported Indicator	2022/23 £000 Actual
Non-HRA	124,432	56,745
HRA	22,281	20,625
Total	146,713	77,370
To reflect the reported capital monitoring agreed by Council during the year		

Ratio of Financing Costs to Net Revenue Stream		
	2022/23 Reported Indicator	2022/23 Actual
Non-HRA	17.37%	11.57%
HRA	34.24%	38.69%

Capital Financing Requirement		
	2022/23 £000 Reported Indicator	2022/23 £000 Actual
Non-HRA	481,100	415,141
HRA	345,505	345,505

There were no breaches to the Prudential Indicators set for 2022/23.

Authorised Limit for External Debt	
	2022/23 £000 Reported Indicator
Borrowing	895,000
Other Long Term Liabilities	0
Total	895,000
Maximum YTD 31/03/23 £684.966m	

Operational Boundary for External Debt	
	2021/22 £000 Reported Indicator
Borrowing	880,000
Other Long Term Liabilities	0
Total	880,000
Maximum YTD 31/03/23 £684.966m	

The Council's actual external debt at 31 March 2023 was £684.966m. It should be noted that actual external debt is not directly comparable to the Authorised Limit and Operational Boundary, since the actual external debt reflects the position at one point in time.

Estimated Incremental Impact on Council Tax and Housing Rents

This indicator is set at the time the Council's budget is set. Therefore, there is no requirement for this Indicator to be monitored on a quarterly or annual basis.

Adherence to CIPFA code on Treasury Management

The Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Services.

Upper / Lower Limits for Maturity Structure of Fixed Rate Borrowing

	2022/23 £000 Reported Indicator		2022/23 £000 Actual Position	
	Upper Limit	Lower Limit	Actual Percentage	Maximum YTD
Under 12 months	20%	0%	2.09%	2.09%
12 months to 24 months	19%	0%	0.70%	3.65%
24 months to 5 years	26%	0%	8.52%	8.52%
5 years to 10 years	276	0%	10.25%	11.71%
10 years to 20 years	22%	0%	6.50%	6.70%
20 years to 30 years	43%	0%	5.19%	5.19%
30 years to 40 years	46%	0%	30.54%	33.40%
40 years to 50 years	48%	0%	33.29%	37.23%
50 years and above	17%	0%	0.00%	0.00%
All within agreed limits.				

Upper / Lower Limits for Maturity Structure of Variable Rate Borrowing

	2022/23 £000 Reported Indicator		2022/23 £000 Actual Position	
	Upper Limit	Lower Limit	Actual Percentage	Maximum YTD
Under 12 months	25%	0%	2.92%	3.01%
12 months to 24 months	20%	0%	0.00%	0.00%
24 months to 5 years	20%	0%	0.00%	0.00%
5 years to 10 years	20%	0%	0.00%	0.00%
10 years to 20 years	20%	0%	0.00%	0.00%
20 years to 30 years	20%	0%	0.00%	0.00%
30 years to 40 years	20%	0%	0.00%	0.00%
40 years to 50 years	20%	0%	0.00%	0.00%
50 years and above	20%	0%	0.00%	0.00%
All within agreed limits.				

On 8 March 2007, Council agreed to the placing of investments for periods of longer than 364 days in order to maximise investment income before forecasted cuts in interest rates. An upper limit was set and agreed as a new Prudential Indicator.

Upper Limit on amounts invested beyond 364 days

	2022/23 £000 Reported Indicator	2022/23 £000 Actual Position	2022/23 £000 Maximum YTD
	Investments	15,000	0

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TITLE OF REPORT: Revenue Budget – First Quarter Review 2023/24

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

Purpose of the Report

1. This report sets out the latest monitoring position on the 2023/24 revenue budget at the end of the first quarter. Cabinet is asked to note the contents of the report and recommend the budget adjustments outlined within the report to Council.

Background

2. As part of the Council's budget and policy framework Cabinet receives quarterly reports on the agreed revenue budget so that any variances can be identified and addressed at appropriate pace with Councillor oversight.
3. Council agreed the revenue budget for 2023/24 on 21 February 2023. This was set at £289.903m. The budget includes £25.883m of Council financing from the planned use of earmarked reserves.
4. The presentation of the monitoring has been reviewed to reflect the need for the budget to be actively managed by managers to ensure that it is delivered. The new format reinforces this management responsibility by recognising interventions that have a positive impact on the overall service budget.
5. Council agreed an HRA income budget of £88.274m to deliver a surplus budget of £1.456m in 2023/24.

Proposal

6. Funding announcements made after the budget was set in February have resulted in increased funding available in relation to Better Care Funding (£0.416m) and ringfenced public health grant (£0.512m). To reflect this additional funding the expenditure budgets are proposed to be increased by this value to reflect new budget plans. The financing will also be increased to reflect the new funding available.
7. Furthermore as part of a review of reserves during the 2022/23 outturn, the pandemic reserves were merged into the budget sustainability reserve. As such the expenditure base budget of £8.996m in relation to pandemic costs is proposed to be removed along with the equivalent budgeted funding from the pandemic reserve (£8.996m) to reflect the approach to use budget sustainability to support the budget in future. The proposed change will mean that all covid related expenditure will be monitored within the base budgets and it will positively contribute to the planned use of the consolidated budget sustainability reserve to support the budget in future years.

8. It is proposed that Cabinet recommend to Council an amendment to decrease the net revenue budget by £8.017m to £281.885m as presented in appendix 2 to include the additional funding to be received in 2023/24 and removal of pandemic budget and reserve funding to allow for effective budget monitoring.
9. Due to the increasing financial challenges faced by the Council it is more important than ever that budgets are delivered. The forecasts at the first quarter have been challenged and Service Directors have identified interventions to deliver their budget responsibilities. This management activity will continue throughout the year.
10. The projected revenue outturn for 2023/24 at the first quarter following management intervention is £1.1m over budget.
11. It is the intention to deliver within the overall revised budget by the financial year end and progress will be reported at quarter two.

Housing Revenue Account

12. At the first quarter review, in line with the Business Plan assumptions, the HRA budget is projected to be delivered on budget.
13. As outlined in the provisional revenue outturn 2022/23 report in June, an upward revaluation of council properties in 2021/22 has increased the amount of depreciation charged to the HRA and unlike the general fund this is a real charge to the HRA representing investment in the assets. This has resulted in an increase in the depreciation in 2023/24 of £2.440m. This additional budget pressure was identified after the budget was set therefore Cabinet is requested to recommend to Council an increase in the 2023/24 HRA budget to reflect the increase in the depreciation charge funded from the HRA reserve.

Recommendations

14. It is recommended that Cabinet
 - i. Notes the Council's revenue expenditure position at the end of the first quarter, as set out in Appendix 1 and 2;
 - ii. Recommends that Council approves;
 - a. an amendment to the net revenue budget for 2023/24 from £289,902,826 to £281,884,964;
 - b. removal of pandemic budget and the equivalent reserve funding as presented in appendix 2.
 - c. a £2.4m increase in the 2023/24 HRA budget to reflect the increase in the depreciation charge funded from the HRA reserve.
 - iii. Notes the budget virement as set out in the report

For the following reason:

To contribute to sound financial management and the long-term financial sustainability of the Council.

APPENDIX 1

Policy Context

1. This report meets the standards required to comply with the Accounts and Audit Regulations 2015 which represent financial management good practice, recommend that councillors should receive regular reports on performance against revenue and capital budgets.
2. It is also consistent with the Council's objectives of making Gateshead a place where everyone thrives by assisting in ensuring a sustainable financial position for the long term.

Background

3. This report sets out the latest budget monitoring position on the 2023/24 revenue budget at the end of the first quarter and projects spending and income to the end of the financial year following management intervention.
4. Appendix 2 details the budget for 2023/24 compared to an assessment of the projected outturn for the year. This position is after the application of reserves and planned management intervention in areas facing budget challenges.

Key Budget Challenges

5. The key financial challenges to note are set out below.
 - Continued significant budget pressures in Adult Social Care in provider services and assessments. This is being managed with vacancies and external income.
 - Significant budget pressures in Children's Social Care relating to high Looked after Children (LAC) numbers and increasing placement costs together with increasing Home to School Transport costs. Actions are being taken to address the overspend with a view to identifying management intervention to reduce the projected overspending in the next quarter review.
 - Budget pressures in leisure due to lost income as facilities are not yet fully operational combined with increasing utility costs which is slightly offset by salary slippage.
 - Projected unachieved planning income.
 - Major projects have a significant solar programme income shortfall and Heights (tower blocks) overpend due to utility costs.
 - Significant management intervention is required in locality services due to bed and breakfast costs which are under review by management.
6. It is the intention to deliver within overall budget by the financial year end and progress will be reported at quarter two. Finance Portfolio will also have oversight of progress.

Corporate Growth – Environmental Standard

7. Allocations for the environmental standard have now been agreed and during quarter two budgets will be moved into the appropriate Service areas as follows;

Priority Area	Responsible Officer	Value £
New Environmental ASB team	Kevin Scarlett	£440,000
New Flood Resilience team	Colin Swinney	£110,000
Planning and highways enforcement team (make permanent)	Anneliese Hutchinson	£140,000
Environmental communications campaign.	Phil Hindmarsh/Anneliese Hutchinson/Kevin Scarlett/Neil Bouch	£65,000
Environmental <i>Street cleansing, graffiti removal, weed control, dog warden, HGV apprenticeship, community development, tree safety team.</i>	Phillip Hindmarsh	£1,245,000
		£2,000,000

Savings Delivery

8. Cabinet agreed £13m of savings in the 2023/24 revenue budget which will be challenging, financial control and monitoring of budgets is crucial. Progress will be closely monitored and those requiring further consultation and engagement will be the subject of future reports to Cabinet.

Housing Revenue Account

9. The HRA faces a number of budget pressures however it is forecast overall to be delivered within the original budget set.
10. As outlined in the provisional revenue outturn 2022/23 report in June, an upward revaluation of council properties in 2021/22 has impacted the amount depreciation charged to the HRA and unlike the general fund this is a real charge to the HRA representing investment in the assets. This has resulted in an increase in the depreciation in 2023/24 of £2.440m. As this additional budget pressure was identified after the budget was set this report recommends an amendment to the HRA budget.
11. Construction Services have almost completed all backlog repairs, some of this work has slipped from 2022/23 into the current year but it is anticipated that these costs will be met from the existing repairs budget.
12. Void loss is currently running at 3.33% against a budgetted position of 2%. A plan is in place to reduce the number of void properties undergoing work down to 200 and the number of void properties Ready to Let (RTL) down to 75 by October 2023. The impact of this is factored into the first quarter review.
13. Due to a fall in in-house void completions Construction Services are engaging additional subcontractors to achieve the target number of 200 properties undergoing work. The service has set out a plan to absorb these costs from savings across the service over the course of the year, which includes improving in-house performance to minimise subcontractor spend.

Summary

14. The projected budget position for the Council after applying reserves and planned management intervention at the end of the first quarter is a £1.1m over budget.
15. The reported position assumes all prior year budget savings will be achieved.
16. Senior management will ensure proactive budget management through regular monitoring will continue to take place with accountable intervention with the aim of containing spending within budget.

Consultation

17. The Leader of the Council has been consulted on this report.

Alternative Options

18. There are no alternative options proposed.

Implications of Recommended Option

19. Resources:

- a) **Financial Implications** – The Strategic Director, Resources and Digital confirms these are as set out in the report and appendices.
- b) **Human Resources Implications** – There are no direct Human Resource implications as a consequence of this report. Budget savings proposals will be subject to separate reporting.
- c) **Property Implications** - There are no direct property implications as a consequence of this report. Budget savings proposals will be subject to separate reporting.

20. Risk Management Implication -

Regular budget monitoring and the associated action planning that arise from this activity assists in reducing the risk of the Council overspending its agreed budget. This enables effective financial planning which allows the Council to deploy resources in line with priorities.

21. Equality and Diversity Implications - Nil

22. Crime and Disorder Implications – Nil

23. Health Implications - Nil

24. Climate Emergency and Sustainability Implications - Nil

25. Human Rights Implications - Nil

26. Ward Implications - Revenue spending supports the delivery of services across the whole of Gateshead.

Appendix 2- Revenue Monitoring Summary 2023/24

Service	Original Budget	Proposed Budget	Projected Outturn After reserves Before Action	Management Intervention	Under/Over Budget
	£'000	£'000	£'000	£'000	£'000
<u>Office of the Chief Executive</u>	979	979	1,017	(38)	0
<u>Integrated Adults and Social Care Services</u>					
Adult Social Care	85,838	85,975	86,022	(47)	0
Quality Assurance & Commissioning	5,839	6,118	6,355	(237)	0
<u>Children's Social Care and Lifelong Learning</u>					
Children's Social Care	46,827	46,827	48,029	0	1,202
Education, Schools and Inclusion	6,605	6,605	7,187	0	582
<u>Public Health & Wellbeing</u>					
Public Health	17,225	17,787	17,787	0	0
Wellbeing - Leisure / Libraries	3,934	3,934	5,357	0	1,423
Wellbeing - Resilience & Other	161	161	183	(22)	0
<u>Housing, Environment & Healthy Communities</u>					
Gateshead Construction Services	414	414	601	(136)	51
Property & Assets	3,588	3,588	3,602	(109)	(95)
Locality Services & Housing	1,479	1,479	2,408	(929)	0
Strategic Services & Residential Growth	1,135	1,135	1,680	(545)	0
Highways and Waste	18,287	18,287	16,857		(1,430)
Environment & Fleet Management	3,196	3,196	3,196		0
<u>Economy, Innovation and Growth</u>					
Business, Employment and Skills	925	925	750		(175)
Planning Policy, Climate Change and Strategic Transport	3,732	3,732	4,240	(40)	468
Major Projects and Corporate Property	(1,142)	(1,142)	(733)	(35)	374
<u>Corporate Services & Governance</u>					
Legal & Democratic Services	4,325	4,325	4,325	0	0
Human Resources & Workforce Development	1,905	1,905	1,926	(21)	0
Corporate Commissioning & Procurement	621	621	621	0	0
Public Service Reform	339	339	236		(103)
<u>Resources & Digital</u>					
Financial Management	2,662	2,662	2,708	(46)	0
Customer Experience & Digital	4,433	4,433	4,682	(249)	0
Housing Benefits	200	200	200	0	0
IT	4,207	4,207	4,094		(113)
Commercialisation and Improvement	2,133	2,133	2,055		(78)
School Meals & Catering	900	900	248		(652)
Other Services & Contingencies	17,340	17,340	17,502	(162)	0
Corporate Budget Growth	5,700	5,700	5,700		0
Pandemic	8,996	0	0		0
Capital Financing	32,818	32,818	31,889		(929)
Expenditure Passed outside the General Fund	(1,855)	(1,855)	(1,855)		0
Traded & Investment Income	(5,865)	(5,865)	(5,551)	(154)	160
Levies	12,022	12,022	12,022		0
NET BUDGET	289,903	281,885	285,340	(2,770)	685
<u>Financed By</u>					
Settlement Funding Assessment (SFA)	(72,787)	(72,787)	(72,365)		422
Other Grants	(62,450)	(62,866)	(62,866)		0
Public Health	(17,225)	(17,787)	(17,787)		0
Council Tax	(110,473)	(110,473)	(110,473)		0
Collection Fund Deficit	(1,085)	(1,085)	(1,085)		0
Earmarked Reserves	(25,883)	(16,887)	(16,887)		0
TOTAL FUNDING	(289,903)	(281,885)	(281,463)	0	422
PROJECTED (UNDER) / OVER SPEND	0	0	3,877	(2,770)	1,107

HRA Proposed Budget 2023/24

	Budget	Budget Q1
	£000	£000
Rents - dwellings	(80,604)	(80,604)
Rents - non dwellings	(1,297)	(1,297)
Service charges	(4,953)	(4,953)
Water & Other Income	(1,420)	(1,420)
Total Income	(88,274)	(88,274)
Supervision & Management	30,011	30,011
Repairs & Maintenance	26,868	26,868
Interest on Borrowing	12,231	12,231
Capital Programme Funding	16,824	19,264
Other Expenditure	805	805
Debt Management Expenses	78	78
Total Expenditure	86,818	89,258
Net Operating Cost / (Surplus)	(1,456)	984
HRA Reserves		
Opening Balance	19,561	
Net Operating Cost for the year	984	
Closing Balance	18,577	

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TITLE OF REPORT: Capital Programme and Prudential Indicators 2023/24 – First Quarter Review

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

Purpose of the Report

1. This report sets out the latest position on the 2023/24 Capital Programme and Prudential Indicators at the end of the first quarter to 30 June 2023. The report assesses reasons for the variances from the approved programme and details the proposed financing of the capital programme. In addition, the report considers the impact of CIPFA’s Prudential Code on the capital programme and the monitoring of performance against the statutory Prudential Indicators.

Background

2. The original budget for the capital programme for 2023/24, as agreed by Council on 23 February 2023, totalled £112.1m. The first quarter review now projects the year-end expenditure to be £113.5m, £89.4m General Fund and £24.1m HRA.
3. The proposed variance in the capital programme at the first quarter comprises of the following movements:

	£m
Slippage of planned capital expenditure from 2022/23	11.118
Other movements	2.942
Re-profiling of capital expenditure to future years	(12.667)
Total Variance	<u><u>1.393</u></u>

4. A total of £11.118m of slippage was identified in 2022/23 on several key schemes, which were carried forward into 2023/24 including:
 - £4.394m Transforming Cities Tranche 2 – due to delays in business case sign off
 - £1.187m Sister Winifred Laver PIC – due to construction delays
 - £0.776m Quays Development
 - £1.206m Decent Homes – due to delays in commencing works
5. Other movements of £2.942m due to:
 - £2.028m additional Schools SEN High needs funding identified
 - £3.302m additional confirmed Transport Funding

- £0.960m additional UKSPF funded projects confirmed
- £0.462m consolidation of scheme budgets within HRA
- (£2.500m) reduction in borrowing due to accelerated drawdown in 2022/23 of the loan to the District Energy Company.
- (£0.821m) Blaydon Business Centre Extension project halted.

6. Planned investment has been re-profiled to future financial years on several schemes, amounting to a reduction of £12.667m in 2023/24, the schemes which have slipped include the following:

- (£0.941m) High Street South – anticipated delays in the delivery of the acquisitions
- (£1.500m) Clasper Housing Development – anticipated delays in the procurement of a developer
- (£0.750m) Replacement Fleet and Horticultural Equipment – anticipated delays in the supply chain
- (£7.590m) Schools Basic Need Funding – anticipated delays in construction
- (£1.157m) Technology Plan Infrastructure – anticipated delays in the supply chain

Proposal

7. The report identifies planned capital expenditure of £113.468m for the 2023/24 financial year. The expected resources required to fund the Capital Programme are as follows:

	£m
Prudential Borrowing	53.763
Projected Capital Receipts	0.750
Capital Grants and Contributions	34.865
Major Repairs Reserve (HRA)	19.264
Capital Grants and Contributions (HRA)	0.822
Right to Buy Receipts (HRA)	4.005
Total Capital Programme	113.468

9. CIPFA's Prudential Code advises the regular monitoring of performance against the prudential indicators which regulate borrowing and investment. Targets and limits for the prudential indicators for 2023/24 were agreed at Council on 23 February 2023 and borrowing and investment levels have remained within these limits. Performance against the indicators for 2023/24 is set out in Appendix 5.

Recommendations

8. It is recommended that Cabinet:

- Recommends to Council that all variations to the 2023/24 Capital Programme as detailed in Appendix 2 are agreed.
- Recommends to Council the financing of the revised programme set out in this report.

- (iii) Confirms to Council that capital expenditure and financing requirements have been revised in line with the amended budget and none of the approved Prudential Indicators set for 2023/24 have been breached.

For the following reasons:

- (i) To ensure the optimum use of the Council's capital resources in 2023/24.
- (ii) To accommodate changes to the Council's in-year capital expenditure plans.
- (iii) To ensure performance has been assessed against the approved Prudential Limits.

CONTACT: Clare Tait

extension: 3716

APPENDIX 1

Policy Context

1. The proposals within this report are consistent with the objectives contained within the Council's corporate Capital Strategy and will contribute to achieving the objectives set out by the Council's Thrive Agenda. The financial implications of the capital programme are incorporated within the Council's Medium-Term Financial Strategy (MTFS).

Background

2. The original budget for the capital programme for 2023/24, as agreed by Council on 23 February 2023, totalled £112.074m. Details of potential future capital schemes for the 2023/24 to 2027/28 Capital Programme were considered alongside the schemes within the existing programme. The capital and revenue implications of each proposed scheme were considered to ensure that they were affordable and could be accommodated within the level of revenue support available within the MTFS.
3. The projected year-end expenditure is £113.468m at the end of the first quarter.
4. The £1.393m is due to a combination of slippage from 2022/23, additional capital expenditure and re-profiling of existing schemes to future years. All variations in the programme during the first quarter are detailed in Appendix 2.
5. Appendix 3 summarises the original budget and the projected year end expenditure by Corporate Priority. The budget, projected year end expenditure and comments on the progress of each scheme are detailed in Appendix 4.
6. The prudential code sets out a range of Prudential Indicators that were agreed by Council on the 23 February 2023. Performance against the indicators for 2023/24 is set out in Appendix 5.

Consultation

7. The Leader of the Council has been consulted on this report.

Alternative Options

8. The proposed financing arrangements are the best available in order to ensure the optimum use of the Council's capital resources in 2023/24.

Implications of Recommended Option

9. **Resources:**
 - a) **Financial Implications** – The Strategic Director, Resources and Digital confirms that the financial implications are as set out in the report

- b) **Human Resources Implications** – There are no human resources implications arising from this report.
 - c) **Property Implications** - There are no direct property implications arising from this report. Capital investment optimises the use of property assets to support the delivery of corporate priorities. The property implications of individual schemes will be considered and reported separately
10. **Risk Management Implication** - Risks are assessed as part of the process of monitoring the programme and in respect of treasury management. The Cabinet will continue to receive quarterly reports for recommendation of any issues to Council, together with any necessary action to ensure expenditure is managed within available resources
 11. **Equality and Diversity Implications** - There are no equality and diversity implications arising from this report
 12. **Crime and Disorder Implications** – There are no direct crime and disorder implications arising from this report
 13. **Health Implications** - There are no health implications arising from this report
 14. **Climate Emergency and Sustainability Implications** - The implications are considered as part of developing and implementing individual capital projects. Planned investment within the capital programme is expected to result in improvements throughout the Borough
 15. **Human Rights Implications** - There are no direct human rights implications arising from this report.
 16. **Ward Implications** - Capital schemes will provide improvements in wards across the borough
 17. **Background Information**

Report for Cabinet, 21 February 2023 (Council 23 February 2023) - Capital Programme 2023/24 to 2027/28.

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Appendix 2

Reason for movement	Portfolio	Group	Project Title	Variance £000
Other movements	Resources, Management and Reputation	HEHC	Installation of Electric Vehicle charging points in Council Depots	(14)
	Resources, Management and Reputation	HEHC	Health & Safety	(91)
	Environment and Transport	EIG	Local Transport Plan - Planned Maintenance	1,709
	Environment and Transport	EIG	Local Transport Plan - Integrated Transport	1,593
	Environment and Transport	EIG	Gateshead District Energy Scheme - Old Ford/Nest House	187
	Environment and Transport	EIG	Loan to Gateshead Energy Company District Energy extension	(2,500)
	Children and Young People	HEHC	Schools SEN High Needs Funding	2,028
	Children and Young People	CSC&LL	Family Hubs	61
	Economy	EIG	UKSPF	960
	Economy	EIG	Blaydon Business Centre Extension	(821)
	Housing	HEHC	Decent Homes	1,206
	Housing	HEHC	Lift Replacement Programme	590
	Housing	HEHC	Passive Air Units	80
	Housing	HEHC	Digital Transformation	(50)
	Housing	HEHC	Contractual Obligations	(300)
	Housing	HEHC	Building Safety Improvements	(782)
Housing	HEHC	Major Investment Scheme	(1,642)	
Adult Social Care	IASCS	Social Care System	468	
Adult Social Care	IASCS	Disabled Facilities Grants (DFGs)	261	
Other movements Total				2,942
Slippage to future years	Resources, Management and Reputation	EIG	Refurbishment of Metrology Lab	(42)
	Resources, Management and Reputation	HEHC	Replacement of Fleet and Horticultural Equipment	(750)
	Resources, Management and Reputation	R&D	IT Strategic Plan	(35)
	Resources, Management and Reputation	R&D	Technology Plan: Infrastructure	(1,157)
	Resources, Management and Reputation	CSC&LL	Specialist equipment to improve inclusion for Children and Young People - High incidence needs	(15)
	Environment and Transport	EIG	Quays fixed and VMS signage	(50)
	Environment and Transport	EIG	Quays traffic signal upgrades	(61)
	Environment and Transport	EIG	Bensham Road Corridor	(350)
	Culture, Sport and Leisure	PH&W	Virtual Reality Fitness Systems	(120)
	Communities and Volunteering	HEHC	Community Hubs	(6)
	Children and Young People	HEHC	Schools Basic Need Funding	(7,590)
	Housing	EIG	High Street South	(941)
	Housing	HEHC	Clasper Housing Development	(1,500)
	Adult Social Care	IASCS	Technology Enabled Care	(50)
Slippage to future years Total				(12,667)
Slippage from 2022/23	Resources, Management and Reputation	EIG	Gateshead Quays	776
	Resources, Management and Reputation	EIG	Baltic Quarter Enabling Infrastructure	8
	Resources, Management and Reputation	HEHC	Strategic Maintenance	416
	Resources, Management and Reputation	R&D	Technology Plan: Transformation Through Technology & New Ways of Working	131
	Resources, Management and Reputation	R&D	Customer Experience	11
	Environment and Transport	EIG	Transforming Cities (Tranche 2)	4,394
	Environment and Transport	EIG	Greenhomes Chopwell	364
	Environment and Transport	EIG	Riverside Park	37
	Environment and Transport	EIG	Unveiling the Angel	10
	Environment and Transport	HEHC	Traffic Signal Renewal	309
	Environment and Transport	HEHC	Unclassified Road Resurfacing - Micro Asphalt	47
	Environment and Transport	HEHC	Traffic Sign Replacement	25
	Environment and Transport	HEHC	Replacement Bins	3
	Children and Young People	CSC&LL	Children's Three bed Residential Home	237
	Children and Young People	CSC&LL	Extensions and adaptations to the homes of foster carers	150

Appendix 3

	Approved 2023/24 Allocation £000	Revised Q1 Allocation £000	Variance £000
COMMUNITIES			
Culture, Sport and Leisure	840	720	(120)
Communities and Volunteering	62	56	(6)
Communities - Culture, Sport and Leisure	0	85	85
COMMUNITIES Total	902	861	(41)
PEOPLE			
Children and Young People	14,800	9,686	(5,114)
Adult Social Care	6,053	7,918	1,865
PEOPLE Total	20,853	17,605	(3,248)
PLACE AND ECONOMY			
Environment and Transport	22,732	30,948	8,216
Economy	1,775	2,283	508
Housing	29,885	29,106	(779)
PLACE AND ECONOMY Total	54,392	62,337	7,945
RESOURCES, MANAGEMENT AND REPUTATION			
Resources, Management and Reputation	31,719	30,956	(763)
RESOURCES, MANAGEMENT AND REPUTATION Total	31,719	30,956	(763)

Appendix 4

	Approved 2023/24 Allocation £000	Revised Q1 Allocation £000	Variance £000
COMMUNITIES			
<i>Culture, Sport and Leisure</i>			
Fixed Play Facility Renewals	720	720	0
Virtual Reality Fitness Systems	120	0	(120)
<i>Communities and Volunteering</i>			
Community Hubs	62	56	(6)
<i>Communities - Culture, Sport and Leisure</i>			
Gateshead International Stadium Investment	0	85	85
PEOPLE			
<i>Children and Young People</i>			
Children's Three bed Residential Home	0	237	237
Extensions and adaptations to the homes of foster carers	160	310	150
School Condition Investment	1,800	1,800	0
Schools Devolved Formula Funding	250	250	0
Schools Basic Need Funding	12,590	5,000	(7,590)
Schools SEN High Needs Funding	0	2,028	2,028
Family Hubs	0	61	61
<i>Adult Social Care</i>			
Disabled Facilities Grants (DFGs)	1,950	2,211	261
Technology Enabled Care	150	100	(50)
Telecare Equipment	75	75	0
Sister Winifred Laver Centre	3,628	4,815	1,187
Social Care System	250	718	468
PLACE AND ECONOMY			
<i>Environment and Transport</i>			
Bensham Road Corridor	676	326	(350)
Flagged Footways	340	340	0
Flood Alleviation Investment	5,483	5,483	0
Local Transport Plan - Integrated Transport	1,233	2,826	1,593
Local Transport Plan - Planned Maintenance	3,288	4,997	1,709
Quays fixed and VMS signage	500	450	(50)
Quays traffic signal upgrades	241	180	(61)
Replacement Bins	130	133	3
Riverside Park	685	722	37
Salix Energy Efficiency Works	150	150	0
Traffic Sign Replacement	150	175	25
Transforming Cities (Tranche 2)	6,904	11,298	4,394
Unclassified Road Resurfacing - Micro Asphalt	500	547	47
Gateshead District Energy Scheme - District Heating connection	0	0	0
Gateshead District Energy Scheme - Old Ford/Nest House	114	301	187
Gateshead District Energy Scheme - Solar Panels	0	0	0
Street Lighting Column Replacement	1,698	1,698	0
Traffic Signal Renewal	350	659	309
Unveiling the Angel	290	300	10
Greenhomes Chopwell	0	364	364
<i>Economy</i>			
Baltic Quarter Remediation	0	88	88
Blaydon Business Centre Extension	821	0	(821)
Broadband Delivery UK	82	82	0
Digital Gateshead	790	869	79
Greensfield Business Centre Refurbishment	62	242	180
High Street North - Future Place	20	42	22

	Approved 2023/24 Allocation £000	Revised Q1 Allocation £000	Variance £000
UKSPF	0	960	960
<i>Housing</i>			
Block Communal improvements	705	705	0
Building Safety Improvements	790	8	(782)
Communal Mechanical & Electrical Works	579	718	139
Contractual Obligations	2,000	1,700	(300)
Decent Homes	5,351	7,958	2,607
Development Site Preparation Works	850	945	95
Digital Transformation	700	650	(50)
Domestic Heating Improvements	2,604	2,837	233
Fixed budget fees	550	550	0
Garage Improvement Programme	200	259	59
High Street South	1,627	686	(941)
HRA Commercial Property Improvements	50	79	29
Major Investment Scheme	1,970	328	(1,642)
Metrogreen	73	99	26
Option Appraisal	0	0	0
Safety & Security	59	59	0
West Askew Road junction improvements	2,786	2,786	0
Clasper Housing Development	2,000	500	(1,500)
Regeneration and Demolition	1,259	1,259	0
Aids & Adaptations	1,500	1,500	0
Basement Improvements	0	100	100
Door & Window replacements	797	876	79
Environmental & Estate Improvement	100	143	43
ICT Refresh	40	40	0
Lift Replacement Programme	0	590	590
New Build/Acquisition - Various	3,295	3,651	356
Passive Air Units	0	80	80
RESOURCES, MANAGEMENT AND REPUTATION			
<i>Resources, Management and Reputation</i>			
Gateshead Quays	20,377	21,153	776
Baltic Quarter Enabling Infrastructure	214	222	8
Customer Experience	112	123	11
Gateshead Quays Multi Storey Car Park	116	116	0
Health & Safety	963	872	(91)
Major Projects - Project Management Costs	290	290	0
Occupational Health Management Software	0	0	0
Refurbishment of Metrology Lab	195	153	(42)
Replacement of Fleet and Horticultural Equipment	2,275	1,525	(750)
Strategic Maintenance	1,485	1,901	416
Technology Plan: Infrastructure	3,840	2,683	(1,157)
Technology Plan: Transformation Through Technology & New Ways of Working	369	500	131
Installation of Electric Vehicle charging points in Council Depots	1,162	1,148	(14)
IT Strategic Plan	261	226	(35)
Specialist equipment to improve inclusion for Children and Young People - High incidence needs	30	15	(15)
Specialist IT equipment for Children and Young People with low incidence needs (hearing and vision impairment)	30	30	0
LOAN			
<i>Environment and Transport</i>			
Loan to Gateshead Energy Company District Energy extension	4,209	1,709	(2,500)
Grand Total	112,075	113,468	1,393

PRUDENTIAL INDICATORS 2023/24

The 2023/24 Prudential Indicators were agreed by Council on 23 February 2023 (column 1). This is now compared with the 2023/24 actual Q1 position as at the 30 June 2023 (column 2).

Certain Treasury Management indicators must be monitored throughout the year on a regular basis in order to avoid breaching agreed limits. The capital expenditure and capital financing requirement indicators have been revised in line with the revised budget and none of the other approved Prudential Indicators set for 2023/24 have been breached.

Capital Expenditure		
	2023/24 £000 Reported Indicator	2023/24 £000 Quarter 1
Non-HRA	89,526	89.378
HRA	22,549	24.090
Total	112,075	113.468
To reflect the reported capital monitoring agreed by Council during the year		

Ratio of Financing Costs to Net Revenue Stream		
	2023/24 Reported Indicator	2023/24 Quarter 1
Non-HRA	15.53%	NA
HRA	40.90%	NA

Capital Financing Requirement		
	2023/24 £000 Reported Indicator	2023/24 £000 Quarter 1
Non-HRA	423,998	455.414
HRA	345,505	345,505

Authorised Limit for External Debt	
	2023/24 £000 Reported Indicator
Borrowing	865,000
Other Long Term Liabilities	0
Total	865,000
Maximum YTD 30/06/2023 £684.966m	

Operational Boundary for External Debt	
	2023/24 £000 Reported Indicator
Borrowing	850,000
Other Long Term Liabilities	0
Total	850,000
Maximum YTD 30/06/2023 £684.966m	

The Council's actual external debt at 30 June 2023 was £684.966m. It should be noted that actual external debt is not directly comparable to the Authorised Limit and Operational Boundary, since the actual external debt reflects the position at one point in time.

Estimated Incremental Impact on Council Tax and Housing Rents

This indicator is set at the time the Council's budget is set. Therefore, there is no requirement for this Indicator to be monitored on a quarterly or annual basis.

Adherence to CIPFA code on Treasury Management

The Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Services.

Upper / Lower Limits for Maturity Structure of Fixed Rate Borrowing

	2023/24 £000 Reported Indicator		2023/24 £000 Actual Position	
	Upper Limit	Lower Limit	Actual Percentage	Maximum YTD
Under 12 months	15%	0%	2.09%	2.09%
12 months to 24 months	19%	0%	1.53%	1.53%
24 months to 5 years	22%	0%	9.15%	9.15%
5 years to 10 years	22%	0%	11.71%	11.71%
10 years to 20 years	17%	0%	5.04%	6.50%
20 years to 30 years	41%	0%	5.19%	5.19%
30 years to 40 years	42%	0%	33.46%	33.46%
40 years to 50 years	41%	0%	30.37%	33.29%
50 years and above	11%	0%	0.00%	0.00%
All within agreed limits.				

Upper / Lower Limits for Maturity Structure of Variable Rate Borrowing

	2023/24 £000 Reported Indicator		2023/24 £000 Actual Position	
	Upper Limit	Lower Limit	Actual Percentage	Maximum YTD
Under 12 months	16%	0%	1.46%	2.92%
12 months to 24 months	11%	0%	0.00%	0.00%
24 months to 5 years	11%	0%	0.00%	0.00%
5 years to 50 years and above	11%	0%	0.00%	0.00%
All within agreed limits.				

On 8 March 2007, Council agreed to the placing of investments for periods of longer than 364 days in order to maximise investment income before forecasted cuts in interest rates. An upper limit was set and agreed as a new Prudential Indicator.

Upper Limit on amounts invested beyond 364 days

	2023/24 £000 Reported Indicator	2023/24 £000 Actual Position	2023/24 £000 Maximum YTD
	Investments	15,000	0

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TITLE OF REPORT: Performance Management and Improvement Framework – Year-End Performance Report 2022/23

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

Purpose of the report

1. This report sets out the year-end 2022/23 assessment of performance against the Council's Performance Management and Improvement Framework (PMIF) along with the recommendations made by Overview and Scrutiny Committees for improvement. Cabinet is asked to approve the report and proposed actions.

Background

2. A new approach to performance management and improvement was approved by Cabinet on 20th April and agreed by Council on 27th May 2021 with the draft measures and interventions agreed by Cabinet in October 2021. The PMIF has a clear focus on policy and priorities, delivery, measurement, and analysis of impact to support effective resource allocation and is based on Thrive and the Health and Wellbeing Strategy.

Year-End Reports

3. Analysis of performance has been undertaken for 1 April 2022 to 31 March 2023, against each of the 6 policy objectives of the Health and Wellbeing Strategy and the Balanced Scorecard. High level analysis of performance highlighted several cross-cutting key issues which are set out in Appendix 1.
4. The 2022/23 year-end performance report is at Appendix 2. The reports outline the challenges, achievements, actions, and resources for each policy objective. It also contains performance data including strategic and operational measures and is informed by qualitative and quantitative assessment to inform policy and resource decisions. In line with approach agreed with Corporate Management Team, these have been informed by services.
5. Each of the Council's Overview and Scrutiny Committees considered the year-end performance report in its entirety and received a 'deep dive' presentation into areas relevant to each Committees remit. A summary of the discussions at each OSC is also set out in Appendix 1.
6. A copy of the draft minutes from each Committee is at Appendix 3.

Proposal

7. It is proposed that Cabinet consider and agree the performance report at Appendix 2 including the analysis, areas for improvement, and the key issues highlighted during discussions by Overview and Scrutiny Committees, which are summarised in Appendix 1.

8. These will be taken forward and the PMIF will be aligned to the Budget approach agreed by Cabinet. Further development will take place to address comments made by Overview and Scrutiny Committees, in preparation for the 6-month performance cycle which will commence in October 2023. The development of the PMIF is iterative and will be a tool used throughout the year to manage performance and improvement against priorities and see the impact of policy and resource decisions.

Recommendation

9. It is recommended that Cabinet:
 - (i) Approves the 2022/23 year-end performance report at Appendix 2.
 - (ii) Notes the key discussions and from the Council's Overview and Scrutiny Committees at paragraph 8 of Appendix 1 and in the minutes at Appendix 3.
 - (iii) Notes the ongoing development work being undertaken at paragraphs 9-11 of Appendix 1.

For the following reason:

To ensure performance supports the delivery and achievements of Making Gateshead a Place Where Everyone Thrives.

CONTACT: Lindsay Murray - Extension 2794

Policy Context

1. The proposal supports the Council's priorities for Thrive by setting out a framework to manage performance against its key priorities for thrive, tackle inequalities and the impact being made on delivery of the Health and Wellbeing Strategy. The Performance Management and Improvement Framework (PMIF) analysis in the report informs future policy decisions as well as resource allocation to ensure these are focused on Council priorities as part of a broader evidence-based approach.
2. The Council's Medium-Term Financial Strategy sets out the financial context for the Council's resource allocation process and budget setting. The proposals support the aims within the Strategy by aligning performance with the overall approach to the budget to support the financial sustainability for the Council ensuring that resources are deployed on the outcomes for making Gateshead a place where everyone Thrives.

Background

3. Performance Management is used by local authorities to identify how well they are delivering outcomes for local people. The Council's current performance framework has been in place for several years and has evolved over time.
4. The PMIF was agreed by Cabinet (20 April 2021) and Council (27 May 2021) and better reflects the priorities of the Council – the delivery of the Council's Thrive policy and Health and Wellbeing Strategy.
5. The engagement along with research into best practice was used to develop the PMIF and was agreed by Council in June 2021. The initial draft measures were considered and agreed by Cabinet in October 2021, with further updates to several measures agreed by Cabinet in July 2022. Since then, progress has been focused on implementation of the framework and the reporting of 2022/23 performance to members, as well as working with services to ensure measures remain meaningful.

Year-End Performance Reports 2022/23

6. The analysis of performance for the year-end stage against each of the 6 policy objectives of the Health and Wellbeing Strategy and the Balanced Scorecard is set out at Appendix 2. It outlines the challenges, achievements, actions and resources for each policy objective. It also contains performance data including strategic and operational measures, resources, and risks.
7. Cross-cutting key areas being highlighted by services are:
 - MTFs estimates a £55m financial gap over the medium term due to significant pressures manifesting over the last 12 months in inflation, pay, utilities and costs of living.
 - The continuing impacts of rising costs facing local people, families, and businesses, as well as in the delivery of services.

- The demand pressures being faced by services such as in children's and adult social care continue to increase, as well as expanding demand for debt advice.
- Staffing pressures are still impacting performance across the Council including recruitment, retention, and sickness.
- Progress in key areas such as workforce strategy, climate change strategy and customer experience.
- Inequalities continue to widen. Thrive data shows a shift (over 2 percentage points) compared with the previous year-end, towards more people being vulnerable, moving from the just coping and managing categories. There is minimal change in the proportion of people 'thriving'.
- Additional support is still being sought and provided to local people and businesses through various grants, although this is affected additional by burdens relating to central Government's initiatives. Household support grant is to continue for a further 12 months.

8. Each Overview and Scrutiny Committee considered the year-end performance report in its entirety and a 'deep dive' into areas relevant to the role and remit of each committee. A summary of the discussions for each OSC is set out below:

Corporate Resources OSC

- Members received a presentation from Michelle Brown, Service Director for Human Resources and Workforce Development, which focussed on the Workforce Strategy and updated on the ongoing employee related issues such as recruitment and retention, and sickness absence.
- Members raised several issues and discussion points including:
 - The comparative pay framework to see if we are on same wavelength as our competitors
 - Whether employee passports included provision for caring responsibility
 - Apprenticeship levy
 - 360 appraisals and the benefits of that approach with appraisal and development
 - IT Infrastructure of the Civic Centre including committee room loop and microphone systems
 - Presenting absence data at service level
 - Health and Safety near miss data
 - Leaver's data required presented both as a percentage as well as a total figure; and
 - PMIF performance reports require further development on the presentation to include additional data.

Care, Health & Wellbeing OSC

- Members received an overview of performance and a presentation on ASCOF data and specifically on waiting times.
- Members commented that:
 - The landscape suggested that the urgency of last winter had, to a degree, abated. Discharge to Assess, which provided an update on the ongoing issues surrounding hospital discharge and residential care numbers
 - Whether Deprivation of Liberty Standards (DoLS) is currently looked at around extra care in people's own homes

- Quality assurance risk assessments undertaken for DoLS and whether they were done for domiciliary commissioning
- Whether there is an ISL (Independent Supported Living) being developed that is culturally appropriate for the Jewish Community; and
- The exploration of direct payments to providers from within the Jewish community itself to support care.

Families OSC

- Members received a presentation from Andrea Houlahan, Deputy Strategic Director for Children's Social Care and Early Help, on the recent Special Educational Needs and Disability (SEND) multi-agency audits.
- Members asked for further information or clarity on:
 - The criteria and processes of selecting which individuals will be included within audits
 - How we ensure that children with SEND requirements are provided with the same standard of support within schools that are entirely independent i.e., the Jewish Community
 - Further information on SEND waiting lists, broken down by the type of support required
 - How decisions are made with regards to Deprivation of Liberty orders; and
 - Whether the Councils budget has increased to reflect the increase in the number of children looked after by the local authority.

Housing, Environment & Healthier Communities OSC

- Members received a presentation from Alison Smith, Human Resources & Workforce Development Manager, on the corporate position around apprenticeships and learning skills.
- Members discussions focussed on apprenticeships with additional information sought around:
 - Requirements and levels needed by apprenticeship applicants around Maths and English
 - Central government set apprenticeships standards as a framework and guidance to follow
 - Pre-apprenticeship programmes as a practical solution to get potential apprentices to be able to move closer to the requirements for commencing an apprenticeship
 - The context as to whether any data showed hybrid working as impacting on apprenticeships - receiving feedback that no data supported this as a reason for a fall in apprenticeship numbers, which are already above national local government levels; and
 - Possible future apprenticeships for young people with SEND and what level would they have to come in and when will it start. Current indications suggested this was a long-term aim over the next three to five years.

Further development and review

9. The approach will be continually reviewed to check how effective it is in enabling performance management and improvement towards better outcomes. The flexible, iterative approach that has been adopted to develop the PMIF, reflects the changing circumstances that the Council works within and aims to ensure that performance

against priorities can be managed in the most efficient and pragmatic way being responsive to changing needs to ensure it will remain fit for purpose.

10. A review of the presentation of performance reports will be undertaken in preparation for the next reporting cycle, following a request at Corporate Resources OSC. It is proposed that the PMIF performance reports contain, as a minimum, the baseline, previous, and latest data.
11. An online/digital format is also under consideration with a pilot approach in its development phase. This will aim to cluster measures around key priority areas and present a visual representation of the performance data to be used alongside the analysis. This is a complex task and will involve areas across the Council, link to existing data approaches such as Local Index of Need (LloN) but will provide performance data at different levels from strategic to operational in an accessible way.

Alternative Options

12. An alternative option would be to identify alternative actions to address performance, however the activities recommended in the report are based on analysis of performance data and would support delivery of the Council's Thrive policy.

Consultation

13. All Overview and Scrutiny Committees have considered the year-end performance reports. A copy of the minutes of each Committee is attached at Appendix 3. The Leader and Deputy Leader of the Council have also been consulted on the proposal.

Implications of Recommended Option

14. Resources

- a. **Financial Implications** – The Strategic Director, Resources and Digital confirms that the proposal will have no direct financial implications as a result of this report. The proposal aims to align performance with resources and enable better informed decision making.
- b. **Human Resource Implications** – There are no Human Resource implications arising directly from this report, although there are areas relating to employees highlighted in the report.
- c. **Property Implications** – There are no property implications arising directly from this report.

15. **Risk Management Implication** - The proposals will reduce the risk of the Council not achieving its priorities by enabling effective performance management across strategy corporate priorities.

16. **Equality and Diversity Implications** –There are no direct equalities and diversity implications arising from this report, however the framework has a focus on addressing inequalities.
17. **Crime and Disorder Implications** –There are no crime and disorder implications arising directly from this report.
18. **Health Implications** – While there are no direct health implications arising from this report, the PMIF is based on the 6 policy objectives within the Health and Well-being Strategy so will help to manage performance at a strategic level across a range of wider determinants of health.
19. **Climate Emergency and Sustainability Implications** – There are no climate emergency implications arising directly from this report, though the PMIF will seek to manage performance across a range of strategic priorities including climate change. There are no sustainability implications arising directly from this report
20. **Human Rights Implications** – There are no human rights implications arising directly from this report
21. **Ward Implications** –There are no implications for a specific ward arising directly from this report, though the framework will include a geographical focus on performance where appropriate.

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Performance Report

Year-end 2022/23

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

Outcome	Intervention	On track	DoT	Strategic performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT			
<p>The circumstances which result in adverse childhood experiences are prevented</p> <p>Parents can access support proportionate to meet their needs, to be the best parents they can be</p> <p>All children start school ready to learn</p> <p>All permanent school exclusions are prevented</p>	<p>Implementation of Gateshead's Economic Strategy</p> <p>Support our schools to deliver an effective curriculum that addresses the skills required for later life and supports emotional well-being</p> <p>C&F Early Help Strategy - providing support to families when a need is identified or as soon as a problem emerges, at any point in a child</p> <p>Focus on supporting confident, positive and resilient parenting, to those who most need our support</p> <p>Reducing the Number of Children in Care Strategy Interventions:</p> <ul style="list-style-type: none"> Keep families together safely A culture that works with safe uncertainty and supports social workers across services in their work with edge of care families Achieve permanency quickly Develop enough and affordable high quality placement options <p>Increase the focus of existing expenditure on early years to reduce inequalities in early development.</p> <p>Ensure maternity services, parenting programmes, childcare and early year's education are of high quality and meet needs of all groups</p> <p>Build resilience and well-being of all children and young people</p>	<p>Economic Strategy being implemented</p> <p>Early Help Strategy being implemented</p> <p>Reducing the Number of Children in Care Strategy agreed by Cabinet</p> <p>Budget review</p>	<p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p>	% of pupils eligible for free school meals	26.44% Oct 2021	28.37%	Tracking	↑	% take up of free school meals in primary schools	72% (2021)	76.9%	Maintain then increase	↑			
				Gap in Life expectancy at birth male/female Inequality in life expectancy at birth Males/Females Annual indicator	10.7 (M) 9.6 (F) 2017-19	10.8 (M) 8.8 (F) 2018-20	Reduce	↑	% of Gateshead local authority schools graded good or outstanding in relevant categories	Reporting to be developed during 2023/24 with defined categories						
				Children in relative low-income families (under 16s) compared to England Average	19.1% 2019/20	24.2% 2021/22	Reduce	↓	% of Early Help cases closed with 'all needs met' as an outcome	55.36%	61.04%	Maintain / Increase	↑			
				% of state funded Gateshead schools graded good or outstanding	93% (21)	91.4%	Tracking	↓	% of cases closed to early help which remain out of statutory services at 6 months and 12 months	88.83% / 81.59%	90.71% / 88.15%	Increase	↑			
				Hospital admissions caused by unintentional and deliberate injuries in children (0-14 years)	113.3 per 10,000 (2019/20)	111.4 per 10,000 (2021/22)	Reduce	↓ Annual	Increase in the number of families who are offered the opportunity to be part of a Family Group Conference	163 referrals submitted for FGC	468 referrals submitted for FGC	Increase	↑			
				Reduction in number of children who need to be taken in to care	184 / 46.7 per 10,000 (at 31/03/21 for previous 12 months)	229 / 59.5 per 10,000 (at 31/03/23 for previous 12 months)	Reduce	↑	Increase in the number of families to take up the offer to be part of a family group conference	79 closures with outcome 'FGC Successful'	192 closures with outcome 'FGC Successful'	Increase	↑			
				Reduction in number of children who need to become the subject of a Child Protection Plan	287 / 72.8 per 10,000 (at 31/03/21 for previous 12m)	300 / 77.9 per 10,000 (@31/03/23 for previous 12 months)	Reduce	↑	Increase in the number of families supported through the FDAC (Family Drug and Alcohol Courts)	5 families supported (End Sept 21)	13 Families being supported (March 23)	Increase	↑			
				Reduction in the rate of children who need to be referred to Children Social Care services	1,621 / 411.6 per 10,000 (at 31/03/21 for previous 12m)	2,054 / 535.5 per 10,000 (@ 31/03/23 for previous 12 months)	Reduce	↑	Reduction in the average time between a child entering care and being made subject of a Special Guardianship Order	427 Days (as at 31/03/2022)	357 Days (as at 31/03/2023)	Reduce	↓			
				School readiness: percentage of children achieving a good level of development at the end of Reception and maternal health	73.4% (2018/19)	63.8%	Increase	↓	The percentage of children assessed by Children Social Care, where 3 or more ACE (Adverse Childhood Experience) factors were identified	Measure to be developed from new Mosaic system for 6-month stage 2023/24						
				School readiness % of children with free school meals achieving a good standard of development at end of reception	52.7% (2018-19)	49.1%	Increase	↓	Reduction in the average time between a child entering care and placed for adoption	416 days (at 31/03/21, previous 12 months)	395 days (as at 31/03/2023) for previous 12 months	Reduce	↓			
				No of permanent exclusions from Gateshead schools	38 (19/20)	26 (21/22)	Reduce	↓ Annual	% smoking at time of delivery	12.58% (2018/19)	11.8% (2021/22)	Reduce	↓ Annual			
									6-8-week breastfeeding rate	38.7% (2019/20)	40.7% (2020/21)	Increase	↑ Annual			
									No. of children looked after by the local authority	435 (Q4 2021/22)	529 (Q4 2022/23)	Reduce	↑			
									Pupils who have missed 10% or more of school sessions during an academic year	18.14% (20/21 academic Year)	25.97% (21/22 academic Year)	Reduce	↑			

Investment Strategy & Resources

Revenue 22/23 (21% of total gross budget)		5yr Capital
Gross	Net	£000
£133	£000	£000
133,056	47,614	19,276

Commissioned Spend: tbc
Employees – 513.17 FTE
Figures based on 2022/23 budget setting

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

- Qualitative Impact**
- Demand for services continues to increase, a trend noted at the last full year report, and is particularly evidenced through the increase in children in our care and the rate of referrals into social care.
 - Early Help Services continue to perform well, and it is hoped that these improvements will support a longer-term reduction in demand, although this will take some time show impact.
 - Despite increases in demand we continue to meet our statutory duties and the impact on children and families.

- Geographic Impact - Explore the data - LIoN data shows...**
- child poverty remains highest in and around the urban centre of Gateshead, with smaller pockets further afield in areas such as Allerdene, Harlow Green East, Elisabethville and Barley Mow.
 - high levels of persistent school absence particularly evident in a number of areas within Bensham and Felling.
 - high numbers of vulnerable children in multiple areas of Deckham, Felling and High Fell. Other areas with large numbers include Staneway East, Elisabethville, Winlaton East and Chopwell North.

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- There has been no slowing down in demand for support from Children’s Social Care. As at March 2023 there were 529 Children in our Care which is a 9.3% increase on the same period last year when we had 484
- This includes a 13.7% increase on children becoming looked after for the first time. There has however been a drop in the number of children being subject to a child protection plan and the numbers starting a child protection plan for the second or subsequent time. There has also been a drop in the rate of children who need to be referred to Children’s social care from 561.21 per 10,000 to 535.5 per 10,000
- There has been an increase in both the numbers of children leaving care to either a special guardianship order or due to an adoption order. However there has been an increase in the average time between a child entering care and being placed for adoption
There has been an increase in the numbers of pupils eligible for free school meals to 28.4% from 26.9% the previous year

Operational

- There has been an increase in the number of children who have been closed to early help and not required statutory services for 6 & 12months.
- SGO orders for children who have required care from family members have been secured timelier.
- Children entering care and being placed for adoption have secured these plans in sooner.

AREAS OF EXCELLENCE

Strategic

- There have been increases in both the numbers of Families being offered the opportunity to take part in a family group conference and the number of families taking up that offer.
- The number of families who are being supported through the Family Drug and Alcohol Court (FDAC) as increased on the same period last year.

Operational

- During February ½ term the Brighten the Day programme delivered 5 specific cooking projects at venues in Gateshead:
 - Children from St Chads Community Project, Blaydon Youth & Community Centre, Nice Swan @ Marley Hill CC Embells CiC tried out our new pop-up cooking programme.
 - 120 children cooked their own 2 course meal of meatballs & couscous followed by strawberry and mango tiramisu. Young people aged 7- 15 years took part. Many of the whom commented that they have “Never had this opportunity before” and would like more.
 - The *Brighten The Day* programme has 5 cooking class kits - one stored in each of the 5 Gateshead Neighbourhood Mgt/locality geographic areas (West, Inner West, Central, East, and South). Each kit consists of 8 stations. 2 children share a station to cook, so 16 children can cook in one class.
 - Easter *Brighten the Day* programme 2023, involved 44 providers delivering holiday activity programmes across Gateshead. New #Brighten the Day web pages went live on Wednesday 8th March, allowing families in receipt of FSM to book onto a programme close to them.
- Free school meal uptake continues to steadily increase, rising from 74% last year to 76.9% for 2022/23.

ACTIONS

Strategic

- A reunification strategy, edge of care strategy and associated practice guidance is being developed to support staff in maintaining children at home and return children to families at the earliest opportunity and where it is safe to do so.
- Family Hubs are being launched across the council which will increase opportunities for early identification of needs and reduce the number of families escalating into statutory services for support
- Placement provision and placement sufficiency is under review and a commissioning strategy will be developed and implemented to ensure that demand does not outstrip capacity.
- Short break care has been reviewed and capacity increased to meet the rise in demand

Operational

- Work is ongoing to increase free school meal take up within primary schools:
 - Social Media promotions for themed days
 - Working with unit managers to develop the new menu for September 2023, including the introduction of a ‘Cooks Choice’ meal.
 - Including heads and business managers in menu development & trialling new dishes in some sites.
 - School Meals Area supervisors will be attending open evenings for the new reception children alongside the unit managers to encourage children to stay for a school meal.
 - A themed day calendar is being created for the new academic year which will offer alternative themed menus.

SUMMARY

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

Whilst the rate of referrals into social care has not significantly increased over the last 12months, demand in relation to complexity of work has increased significantly. This has resulted in a rise in children coming into care, particularly for children aged 5-9yrs old and 16yrs+. The % of Early help cases that were closed with an outcome of “all needs met” has increase from 60.79% in March 2022 to 61.04% in March 2023.

What will we be doing in response?

Strengthening the edge of care response and intensifying work with families in crisis is a priority. Through the development and implementation of a reunification strategy, tackling the issue of reunification will ensure that children are not remaining in care for long than is necessary.

Future Direction of Travel and Expectations over the next six months

We anticipate that the next 6 months will continue to prove very challenging for Children Social Care whilst the new strategies are developed and embedded across the system.

RESOURCES

Ongoing work around the review of Children Social Care budgets working is a priority and being undertaken following the principles of a zero-based budget approach. As part of the budget approach, transformation work is being undertaken including the introduction of Family Hubs which has been funded by the DfE.

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

Outcome	Intervention	On track	DoT	Strategic performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT	
<p>All young people are resilient, with good physical and mental health and wellbeing</p> <p>All young people are ready and appropriately skilled for the workplace</p> <p>Gateshead is a positive place in which everyone's mental health and wellbeing can flourish</p> <p>Everyone is able to be an active part of their community and feel connected to communities and networks</p> <p>All domestic abuse is prevented</p>	<ul style="list-style-type: none"> Prioritise creating the conditions for people to enjoy positive emotional health & well-being. Support our schools to deliver an effective curriculum that addresses skills required for later life and supports emotional well-being Implement Economic Strategy Research commissioned into wellbeing of children and young people Health and wellbeing intervention Delivery of Health & Wellbeing review Support people through locality case working, even not eligible for statutory services but who require support Ensure views & opinions of local people are represented in all aspects of our work Prioritise preventing & reducing scale & impact of violence & domestic abuse 	<p>Economic Strategy being implemented</p> <p>Children and Young people Survey commissioned by public health with consultation</p> <p>Health and Wellbeing review being progressed</p> <p>Locality working approach being developed working with partners and communities</p>	<p>↑</p> <p>↑</p> <p>↑</p>	Year 6: Prevalence of obesity (including severe obesity) Child and Maternal Health	24.9% (2019/20)	27.5% (2021/22)	Reduce	↑	Households with dependent children owed a duty under the Homelessness Reduction Act Child and Maternal Health	23.0 (2019/20)	To be reported in 2023/24.	Reduce	NEW	
				Gap in life expectancy at birth male/female Inequality in life expectancy at birth males/female (Annual)	10.7 (M) 9.6 (F) (2017-19)	10.8 (M) 8.8 (F) (2018-20)	Tracking	↑	Hospital admissions caused by unintentional & deliberate injuries in young people (aged 15-24 per 10,000)	155.8 (England 2020/21)	149.3 per 10,000 pop (2021/22)	Reduce	↓	Annual
				People reporting low life satisfaction % (compared to England Average)	6.1% (20/21 Eng Ave)	5.6% (2021/22)	Reduce	↓	Children 5-17 years attending holiday activities	126 (Summer 2020)	624 (Full year 2022)	Increase	↑	
				16-18-Year-olds not in education, employment or training (NEET)	5.2% (Dec 19-Feb 20)	4.7% (Dec-Feb 22/23)	Reduce	↓	Inequality in attainment between children looked after by the local authority & those not KS4 Attainment 8 score	CLA 21.8 NCLA 47.2 (2018/19)	CLA 20.4 NCLA - 50.2%	Reduce	↔	
				GCSE achieved 5-9 including English & Maths (%)	To be set	16.3% (2021/22)	Increase	New data	Successful completions from substance misuse treatment	Opiates - 20%, Non-Opiate - 41%, Alcohol - 61%, Non-Opiate & Alcohol - 43% (2020/21)	Opiates - 22%, Non-Opiate - 46%, Alcohol - 57%, Non-Opiate & Alcohol - 39% (2021/22)	Increase	↔	
				Inequality in attainment between children eligible/ not eligible for FSM KS1 Expected Level	FSM 46% NFSM 70% (2018/2019)	FSM 33.2% NFSM 58.1%	Reduce	↓		Education Health and Care Plans issued within 20 weeks (Including / Excluding exception) 97% Inc exception	93% Exc exception (2021)	92.2% including exceptions 89.5% excluding exceptions	Increase	↓
				Inequality in attainment between children eligible for and not eligible for free schools KS2 (RWM Expected Standard)	FSM 52% NFSM 73% (2018/19)	FSM 40.0% NFSM 67.8%	Reduce	↓	Smokers that have successfully quit at 4 weeks compared to England Average	1,808 (2019/20 Eng Avg)	1,979 (2019/20) 1,661 CO validated	Increase	↑	
				% of physically inactive adults compared to England Baseline*(Musculo-skeletal conditions)	22.9% (England 2019/20)	27.4% (2021/22)	Reduce	↑	% of eligible adults with a learning disability having a GP health check	52.3% (England 2018/19)	66.2% (2018/19)	Increase	↑	
				Admission episodes for alcohol-specific conditions - Under 18s per 100,000	50.5 per 100,000 (17/18 - 19/20)	50.8 per 100,000 (18/19 - 20/21)	Reduce	↑	Adult Social Care Self-reported user experience: ASCOF 3A Overall Satisfaction of people who use services with their care and support	64.2% (2019/20)	65.4% (2022/23)	Increase	↑	
				Smoking Prevalence in adults compared to England Average Baseline	14.0% (2020/21)	12.4% (2021/22)	Reduce	↓	ASCOF 3B overall satisfaction of Carers with social services	43.6% (2018/19)	No update -		Bi-annual	
				Those with learning disabilities in suitable accommodation & supported into paid employment	8.88% (2020/21 provisional)	9.2% (March 23) (provisional)	Increase	↑	NEW - % of adaptations fitted to a client's home, and which have made a positive difference to their life	100 (2022/23)	100 (2022/23)	Increase	NEW Annual	
				Proportion of adults with a learning disability who live in their own home or with their family	82.94% (2020/21)	80.2% (Mar 23) (provisional)	Increase	↓	Social isolation % of adult social care users who have as much social contact as they would like	52.3%	47.0% (22/23) (provisional)	Increase	↓	Annual
				Total no. of accessible and adaptable homes built from 1st April 2021/22	Baseline to be set in 2022/23	Data will be reported @ 6-month 23/24	Increase	NEW	% of social care users aged 18+ with personal budgets / direct payments: ASCOF 1C part 1a (adults receiving self-directed support)	98.29% (20/21)	97.09% (22/23)	Increase	↓	
				Number of volunteers recruited through the Volunteer Centre	To be set	326	Increase	NEW	ASCOF 1C part 1b (carers receiving self-directed support)	98.61% (20/21)	100.00% (22/23)	Increase	↑	
				Number of organisations supported to provide/improve volunteering experiences	To be set	139	Increase	NEW	ASCOF 1C part 2a (adults receiving direct payments)	20.5% (20/21)	17.8% (22/23)	Increase	↓	
Number of new volunteer roles created	To be set	60	Tracking	NEW	ASCOF 1C part 2b (carers receiving direct payments for support direct to carer)	63.89% (20/21)	77.14% (22/23)	Increase	↑					

Investment Strategy & Resources

Revenue 22/23 (27% of Council budget)		5yr Capital
Gross £000	Net £000	£000
176,345	84,156	21,718

Commissioned spend: tbc Assets: Asset Strategy Review. Employees 1041.16FTE tbc Figs based on 2022/23.

Risks to Achievement rated after mitigation

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

Qualitative Impact

- Earlier intervention can help to reduce health inequalities faced in later life + improve health and wellbeing outcomes, which can help to reduce demand for services. Gateshead Council is one of ten local authorities to receive £5m over 5 years to increase capability and capacity for research into health inequalities.

Geographic Impact [Explore the data](#)

- High densities of long-term adult social care users across the borough in neighbourhoods within Winlaton, Whickham, Sheriff Hill and Windy Nook, as well as Derwentwater West/Racecourse Estate, Barley Mow and Sunnyside.

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- We are aiming to increase the number of people utilising a Direct Payment and increasing the numbers of carers supported.
- We are working to address the waiting times for assessments and care packages (although we know there is positive movement on the latter).
- Increased use of digital technology within in-house care services.
- Reducing the number of people in residential care.
- Continue to improve the assessment process for Caregiver.
- **Physically Inactive Adults** - The England average for physically inactive adults stood at 22.3% in 2021/22, this compares to a value of 27.4% for Gateshead in 2021/22; an increase from 24.7% the previous year. It is evident that there are more females that are physically inactive (23.7%) than males (20.6%) in England. Those aged 19-64 years fall below the England average for physically inactive adults (18.2%-21.4%) with 75-84-year-olds sitting at 33.4% and 85+ year-olds sitting at 56.8% showing physical activity clearly reduces in older age. Evidence also shows that people in more deprived areas are more likely to be inactive; most deprived decile (IMD 2019) stood at 28.4% for 2021/22 (6.1% above the England average), and the least deprived decile (IMD 2019) stood at 16.8% (5.5% below the England average).

Operational

- **Smoking successfully quit at 4 weeks** - The England average of smokers that have successfully quit at 4 weeks stood at 1,808 per 100,000 for 2019/20, this compares to a total of 1,979 per 100,000 for Gateshead; 84% of which were CO validated, compared to the previous year whereby 2,546 per 100,000 smokers quit successfully at 4 weeks with 83% being CO validated. This demonstrates that as of the most recent update, Gateshead are sitting above the national average.
- The England average for the % of people smoking at the time of delivery was 9.1% for 2021/22, this compares to 11.8% for Gateshead; a minor increase of 0.2% from the previous year. The recent trend demonstrates figures are decreasing and improving (both locally and nationally) albeit slowly; there has been a decrease every year for Gateshead since 2018/19 (13.4%).

AREAS OF EXCELLENCE

Strategic

- ASC perform very well both nationally and in relation to near and statistical neighbours in terms of the numbers of adults with Learning Disabilities in settled accommodation and employment.
- This year for the Adult Social Care user survey, all but one of our indicators had improved; whilst we can't yet benchmark against other LA's as the data hasn't been released, compared to last year's results (where we were already higher than many other LA's) we anticipate we will continue to be performing above our comparators.
- All of our in-house care services are rated as Outstanding or Good by the CQC.
- The Departmental action plan has been adopted as best practice across the rest of the Council.
- Consultation with volunteer involving organisations about their support needs via Gateshead Volunteer Network.

Operational

- Trainee models for social workers and occupational therapists – acknowledge by DHSC to be best practice models.
- Watergate Court opened with the dementia care flats being particularly successful
- **NEET** – Figure of 4.7% figure should be judged against the 5.7% North East Average, 5.5% England average and the mean average of our statistical neighbours 5.0% over the same period
- **Working with community anchor organisations** – the partnership which comprises the Council, a national organisation called Locality and 5 local charitable organisations has received a positive response to the first of 3 annual monitoring reports from its funders - the Council & National Lottery Community Fund. The project focus is around the growth and development and the charitable partners as community anchor organisations, building on their local leadership and connector role, and enabling their exploration of new ways of working with organisations to shape the community led component of locality working approaches in the Borough:
 - **Chopwell community association:** reorganised the Centre's kitchen space to better cater for up to 30 people; trained volunteers to level 2 in Food Handling; established a luncheon club for vulnerable, isolated residents; and reconfigured a room to be more suitable for outreach workers
 - **Winlaton Centre:** expanded our offer of food support specifically aimed at working families. Provided children that attend 'Branches' in our Centre with free breakfasts, lunches, and a variety of food items to take home. Getting people to accept help without feeling embarrassed; letting them know that we have received funding support and that they are not taking resources away from 'more needy' residents
 - **Teams Life Centre:** transformed a closed building to a dynamic, modern, thriving place to be. Profile within the VCS has grown and we have linked up with local organisations to serve the community as never before. A social media presence has been built and a rapport with local people has developed thanks to enhanced communications, Gateshead Council, Locality and Lottery Community Fund inputs
 - **St Chad's Community Project:** built a new flexible working space equipped with 7 workstations & a new conference room; increased toddler sessions to 3 per week through collaboration with Gateshead Council's Children's Centre team; set up a women's group delivered by one of our volunteers; and expanded our Thrift Shop operation on Coatsworth Road.
 - **Birtley Community Partnership:** most customers who initially came in at crisis point, now regularly come into the Hub and continue to be given support and often they already are involved with other professional agencies or services.
- **Warm Spaces;** in January 2023 the Council distributed top-up boxes to all 90 Warm Space partners across Gateshead to ensure that they could continue to offer free hot drinks to residents without judgement or financial implication on the partner.

ACTIONS

Strategic

- We have a Direct Payments working group across ASC and Finance the SLS transitions model which will implement a delivery plan to increase the use of DP's
- The appointment of our OT trainees will support the reduction in waiting times for OT assessments
- Ongoing analysis of caseload data to tackle care assessment waiting lists
- We are exploring a review of our assessment pathways.
- Preparation for CQC inspection
- **Gateshead Volunteer Centre (GVC)** to work towards gaining a nationally recognised VCQA accreditation.
- GVC to continue working on a Corporate Volunteering Register which includes a matching opportunity for corporate and VCSE organisations based on a seasonal calendar of possible opportunities, both one off and regular.

Operational

- Funded via the **Household Support Fund**, a review is underway with community partners about how warm spaces has worked and how it can be maintained or improved.
- Continue the **Warm Spaces** initiative throughout the year as evidence suggests that it also combats social isolation and will allow partners a longer preparation for next winter.
- **Smoking** - There is work currently ongoing in the Public Health Team to re-model the stop smoking service to impact these numbers.

SUMMARY

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

The density of needs presented by people continues to increase. This complexity is requiring increasing levels of support and significantly impacts on budgets and the funding from adult social care required. Waiting lists for assessments and packages of care are monitored and robust risk management arrangements are devised and put in place.

What will we be doing in response?

We are working to address the waiting times for assessments and care packages (although we know there is positive movement on the latter). The increasing technological progress in assistive technology within in-house care services will be explored with the aim of reducing the numbers in residential care.

Future Direction of Travel and Expectations over the next six months

This is a challenging time for Adult Social Care nationally with many competing demands and priorities. The response to these challenges will be managed through the work we are doing and the longer-term impacts and emerging pressures around budget, staffing and complexity of need continue to be monitored and responded to.

RESOURCES

A zero-based budget review is being undertaken with a specific focus on Older People Residential Care, Hospital Discharge to Assess, Mental Health and Section 117 funding, Complex Learning Disability community packages, Transforming Care, transitions and Provider Services.

We are aiming to increase the number of people utilising a Direct Payment and increasing the numbers of carers supported.

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

Outcome	Intervention	On track	DoT	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT	
<p>All working age residents have access to good quality, sustainable work with decent pay and conditions</p> <p>All people in low paid, low skilled jobs have opportunities to improve their skills base so they can more easily achieve personal progression and attain an improved standard of living</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 162</p>	<p>Implementation of Gateshead's Economic Strategy</p> <ul style="list-style-type: none"> • Visitor Economy • Green Economy • Digital Economy • Local Economy (Community Wealth Building) <p>e.g. Delivery of Gateshead Quays development including Conference and Exhibition Centre Gateshead Town Centre Regeneration Masterplan</p> <p>Helping people into work from direct 1:1 support in their own localities.</p>	Strategy agreed and being implemented across core themes	↑	Unemployment rate %	5.5% (2019/20)	4.7% (2022)	Reduce	↓	Individuals helped into work	266 (YE 2021/22)	508 (2022/23)	Increase	↑	
				Apprenticeship starts	1,760 (2018/19)	1,440 (2022/23)	Increase	↑						
				Apprenticeship completion	940 (2018/19)	620 (2022/23)	Increase	↑						
		Gateshead Quays Conference and Exhibition Centre progressing	↑	Business births in Gateshead	800 (2019)	765 (2021)	Increase	Annual	↓	Jobs created	To be set (641 at 6-month stage)	443	Increase	↓
				Total no of enterprises in Gateshead	5,270 (2019)	5,610 (2021)	Increase	↑						
				Jobs density in Gateshead	0.81 (2019)	0.85 (2021)	Increase	Annual ↑						
				Sustain Gateshead's working age population at a minimum of 2018 baseline of 128,300	128,300 (2018)	121,800 (2022)	Tracking	↓						
				Employment Rate	73.3% (2019/20)	70.6% (2022)	Increase	↓						
				Economic Inactivity Rate	22.9 (2019/20)	26.6 (2022)	Reduce	↑						
				Staying visitors to Gateshead (Annual)	665,080 (2019)	645,000 (2022 - up post-Covid)	Increase	↑						
		Locality approach being developed	↑	Visitors to Gateshead attractions	3.01m (2019)	4.129m	Increase	↑	Inward investment success	14 (12 months) (2019/20)	12	Increase	↔	
				Gap in life expectancy at birth male/female: Slope index of inequality	2017-19 10.7 (M)	2018-20 10.8 (M)	Reduce	↑						
					9.6 (F)	8.8 (F)								↓

Investment Strategy & Resources

22/23 Revenue (1% of Council gross budget)		5 Year Capital
Gross £000	Net £000	£000
6,450	646	154,912

Commissioned Spend: tbc
Assets: Asset Strategy Review
Employees 137.38 FTE
 Figures based on 2022/23 budget setting

Risks to Achievement rated after mitigation

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

Qualitative Impact

- Adverse impact on the economy following the Covid-19 pandemic with certain sectors including retail and hospitality impacted. Cost of living rise also impacting on disposable income levels.
- Data gathered found that businesses are suffering from cost increases for materials, while some have found there are labour shortages in some sectors following EU Exit.
- Many businesses are adjusting to the changing economic conditions.
- Progression of major projects including Gateshead Conference and Exhibition Centre.

Geographic Impact [Explore the data](#) LIoN data shows...

- there are high proportions of out of work benefits claimants particularly around the centre and towards the east of Gateshead in areas such as Bensham, Deckham, Felling and High Fell. However, there are also high proportions in areas further afield including Harlow Green East, Allerdene, Elisabethville and Chopwell North.
- transport access to 42 key employment sites in the NE within 30 minutes is worst in the more rural West, Inner West and South, but is also an issue for those living along the B1288 Leam Lane corridor.

**Create Fair Employment and Good Work for All - ANALYSIS – WHAT IS THIS TELLING US?
What do we Want to Achieve? Our Outcomes**

- All working age residents have access to good quality, sustainable work with decent pay and conditions
- All people in low paid, low skilled jobs have opportunities to improve their skills base so they can more easily achieve personal progression and attain an improved standard of living

CHALLENGES AND AREAS FOR IMPROVEMENT

- Rising cost of doing business resulting in delays in business investment activity, small business concerned they do not have the resource to continue trading. Despite this some sectors continue to remain buoyant, particularly creative and tech. Secured additional investment in PROTO and awaiting the outcome of other funding bids.
- Experiencing strong demand for support from residents wanting to explore business start-up and self-employment
- Demand for business workspace outstripping supply, Business Centres nearing full occupancy, few options in the private sector. Challenging to land mobile business investment enquiries.
- Capacity Challenges to meet demand for service exacerbated by recruitment and retention issues and short-term nature of funding
- Business Centre operating costs impacted by inflationary increases, particularly energy.
- Disruption in provision of business and employment support programmes due to transition from EU funding to UKSPF Devolution may provide some stability in the medium term and opportunity to work with partners to develop effective support system.
- Requirement for increased levels of business engagement and advocacy for contribution to local initiative and priorities.
- Economic inactivity continues to rise and is at its highest level since 2007 meaning tens of thousands of residents aged 16-64 are not participating in the labour market. Over a third of economic inactivity is reported as due to long-term sickness.
- Businesses experiencing difficulties recruiting employees, particularly due to a lack of qualified applicants and low number of applications.
- Fewer working age people are receiving job related training, but apprenticeship starts are increasing at all levels.

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AREAS OF EXCELLENCE

- **Visitors** - staying visitor numbers are up towards pre-pandemic levels at >600,000
- **Apprenticeships** – numbers in Gateshead are once again on the increase with over 200 more starts and completions than on the previous year.
- **Unemployment** – The rate is down from 5.5% (2019/20) to 4.7%
- The Strategic Account Management Programme engaging key employers to attract and retain investment and jobs and to promote responsible business practices.
- Launched a social enterprise accelerator working with a cohort of 12 social enterprises to help scale them up to deliver services to meet local need and address gaps in local supply chains
- Support for North East Screen Industries Partnership
- Supporting readiness of local supply chains and promotion of business opportunities
- Council lead for The Growth Fund, a £4.5m grant programme operating across Gateshead, Sunderland, and South Tyneside to support business investment projects that lead to job creation.
- Launch of the Advanced Media Production Studio at PROTO
- 508 residents started work with help from Working Gateshead, nearly double the number in 2021/22. This has been boosted through targeted activity in communities, partnership working, flexible personalised support and a multi-agency approach.
- The Building Better Opportunities Wise Steps programme has helped over 500 residents with multiple and complex issues to move closer to and into work. The European Social Fund project concluded in 2022/23 and provided person-centred support for 112 care leavers, 294 people with disabilities and overall helped residents 128 move into employment.
- Established a 'skills hub' in partnership with the Department for Work & Pensions and training providers at Metrocentre Jobcentre Plus to enable residents to benefit from one-to-one information, advice, and guidance upon becoming unemployed.
- Future You project which aimed to support unemployed and economically inactive residents of Gateshead into employment – 1273 participants engaged with the project. Of these:
 - 30 Participants gained a qualification
 - 1078 Participants engaged in life skills support
 - 107 Participants who were economically inactive engaged with the benefits system
 - 6 Participants who were economically inactive engaged in job searching
 - 22 Participants were successful in gaining employment

ACTIONS

- Increase the rate of business formation particularly among underrepresented groups.
- Launch Enterprise Inspiration campaign to stimulate levels of entrepreneurialism.
- Development of the Social Economy Sector
- Capitalise on strengths in immersive technologies
- Enhance and expand the work to retain and support reinvestment by Strategic Employers
- Improve penetration levels within the business community increasing the number of firms engaged.
- Increase the number of growth potential business support enquiries received.
- Deliver specialised employment support for looked after children aged 16+, care leavers and young people not in education, employment or training experiencing multiple barriers to work to help them navigate the transition to adulthood and achieve sustainable economic security
- Work with developers, contractors, and service providers to create employment and training opportunities for residents and young people through social value.

SUMMARY

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

The rising costs of doing business is continuing to impact on local businesses, and the impacts of the cost-of-living crisis are affecting their ability to continue trading, however interest in self-employment and start-ups has increased. Although Gateshead's working age population has seen a reasonable drop compared to previous years, this reflects the relatively recent Census results which showed an overall drop in Gateshead's population.

What will we be doing in response?

We will continue to work with local people and business to deliver the outcomes of the Economic Strategy, through our planned actions over the next 12 months. We will continue to encourage and support entrepreneurialism within the borough.

Future Direction of Travel and Expectations over the next six months

We anticipate that the next 6 months will continue to prove very challenging for local business and residents.

RESOURCES

Budget review area for the Economy and Business, considering the new Economic Strategy outcomes.

Awarded £4,068,697 in business rate relief to 209 business impacted by COVID restrictions that had not previously been able to access support. Gateshead was one of only 18 authorities nationally to awarded 100% of the grant.

Secured £2.145m funding from CRF for projects including "Future You" (£0.733m) considering unemployment, "Immex City" (£0.732m) considering immersive technology adoption, "Gateshead Riverside Partnership" (£0.55m) enhancing the visitor market, and "Future Markets Acceleration Programme" (£0.128m) considering business innovation.

ENSURE A HEALTHY STANDARD OF LIVING FOR ALL, IN ACCORDANCE WITH INTERNATIONAL LAW ON ECONOMIC AND SOCIAL RIGHTS
WHAT DO WE WANT TO ACHIEVE? – OUR OUTCOMES AND OUT PERFORMANCE–

Outcome	Intervention	On track	DoT	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
6991 All working age residents receive a wage that considers the true cost of healthy living Individuals and families are supported to have the best possible financial well-being to access debt and social welfare advice to maximise household income and improve financial management skills Affordable childcare is accessible to those who need it	Intervention from Economic Strategy •Visitor Economy •Green Economy •Digital Economy •Local Economy (Community Wealth Building) e.g., Delivery of Gateshead Quays development including Conference and Exhibition Centre Gateshead Town Centre Regeneration Masterplan Locality working development Administration of grant funding to support low-income households	Economic Strategy agreed and Quays and major projects progressing Locality working approach developing building on hub work with pilot planned Funding allocated with further funds to be distributed in 2022/23		All residents have the opportunity to thrive: % residents who are vulnerable	39.5%	34.1%	Reduce		Number of people/families helped through locality partnership support to maximise household income Rent collected from tenants as a % of rent due in the financial year Households in Council Tax arrears No of domestic properties supplied by District Energy Scheme Average number of days taken to process Housing Benefits claims and changes Average days taken to process Council Tax support claims and changes	1,143	2241	To be set	
				% residents who are just coping	29.5%	40%	Tracking						
				% residents who are managing	13.3%	15.9%	Tracking						
				% residents who are thriving	17.7%	10%	Increase						
				% of population income deprived (IMD)	16.7% (2019)	National data - every 4 years	Reduce	No comparative data yet					Annual
				£ Gap in average household income between highest and lowest areas of need in Gateshead	£27,043 (2021)	£28,302	Reduce						Annual
				Households in Fuel Poverty (%)	15.1% (2019)	14.2%	Reduce						Annual
				Gap in life expectancy at birth male/female Inequality in life expectancy at birth for Males / Females	10.7 (M) 9.6 (F) (2017-19)	10.8 (M) 8.8 (F) (2018-20)	Tracking	 					Annual

Investment Strategy & Resources

22/23 Revenue 8% of Council Budget		5-Year Capital
Gross £000	Net £000	£000
49,775	596	TBC

Commissioned spend: tbc
 Assets: Asset Strategy Review
 Employees: FTE (tbc 22/23)

Figures based on 2022/23 budget setting

Risks to Achievement rated after mitigation

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

Qualitative Impact

- Behind the masks, Gateshead's Covid stories, Gateshead Director of Public Health highlighted that, inequalities had worsened during the pandemic and that low-income households were particularly impacted.
- Build on hub working success which has provided lessons and learning on supporting vulnerable local people in accessing the support they need including services and financial support.

Geographic Impact

[Explore the data](#)

LioN data shows...

- there are clusters of areas with low income households (<£15k annually) in Teams, Felling and High Fell with other individual areas elsewhere.
- many of the neighbourhoods that on average have high Council tax arrears are located in the urban centre of Gateshead. Areas slightly further afield include Beacon Lough East, Springwell Estate, Birtley, Barley Mow and Chopwell North.
- many households in fuel poverty are in/around Felling and Deckham. Other areas are Bensham West, Springwell Estate, Elisabethville, Winlaton East, Bleach Green North and Chopwell South.

What do we want to Achieve? Our Outcomes

- All working age residents receive a wage that considers the true cost of healthy living
- Affordable childcare is accessible to those who need it
- Individuals and families are supported to have the best possible financial well-being to access debt and social welfare advice to maximise household income and improve financial management skills

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- Thrive - 2022 data shows that, overall, a small shift (over 2 percentage points) towards more people being vulnerable compared with the previous year (2021/22 = 31.9%). These people are moving from the just coping and managing categories, which have reduced slightly as a result. There is little change in the proportion thriving.
- Income gap - the average (mean) income for all Gateshead LSOAs that are within the LLoN 10% most in need areas (12 LSOAs) and do the same for all LSOAs within the LLoN 10% least in need areas (13 LSOAs) - so you're looking at over 8,000 households in both groups. Using LLoN 2022 data and CACI Household Income data for 2022 you get - Average household income in the:
 - 10% most in need areas = £26,031 / 10% least in need areas = £54,333
 - Gap = £28,302. Indicator is dependent on continued purchase of LSOA level income data (Current supply is from CACI Paycheck)"

Operational

- Rent – The cost of living and energy cost increases are having an impact on tenants' ability to pay rent. Requests for debt advice are increasing along with referrals for help with energy issues such as emergency top-ups for prepayment meters.
- 6,878 tenants are currently in receipt of Universal Credit, & 3,029 of these have an Alternative Payment Arrangement in place, with a further 10 pending.
- 1,108 tenants are known to have benefit reductions for under-occupation and 126 are affected by the benefit cap. There have been no evictions for rent arrears so far this year.
- Tenants in receipt of UC tend to have much higher rent arrears than those on Housing Benefit or not in receipt of benefit. The number in receipt of UC increased from 5,733 to 6,440 during the year.

AREAS OF EXCELLENCE

Strategic

- **Locality Working** - initial roll out of the locality team is underway in the South with an initial team being in place from January 2023. Induction has included significant relationship building with partners across the locality and beyond, engaging a wide range of voluntary and statutory sector partners, including Elected Members, blue light services, and early intervention.
- Anecdotal feedback illustrates how services are ready for a reinvigoration of local partnership working, often based upon existing pockets of 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
- 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 in this area. This activity includes a specific project funded by the Police and Crime Commissioner (Safer Streets Project) to address and prevent ASB focusing on the Birtley and Lamesley Wards. The project is serving as an excellent opportunity to showcase the benefits of structured locality partnership working and partner services including the police have openly welcomed the move to a more localised, asset-based approach.

Operational

- **Digital Experience** - during the pandemic the use of online services increased significantly. We have seen a small drop in digital uptake in the last year as some residents have chosen to contact us over the phone instead. However, some of our new digital services have attracted high numbers of online uptake, for example 71% for Blue Badge applications and 98% for Household Waste and Recycling Centres bookings.
- **Telephony** - in October 2022, a new improved system for taking payments over the phone went live, this has resulted in a comparative shift away from online payments following record levels of online payments during the pandemic.
- **Rent collection** - at the end of Qtr. 4 2022/23 stands at 97.79%.
- **Locality Working** - 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.

ACTIONS

Strategic

- 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 in this area.
- Delivery of a specific locality project funded by the Police & Crime Commissioner (Safer Streets Project) to address and prevent ASB focusing on the Birtley and Lamesley Wards.

Operational

- The Council is currently assessing when and how to bring forward a 'borough-wide' survey.

RESOURCES

The DWP Household Support Fund has been extended for a further 12 months.

Ongoing work around the review of Economy & Business considering the new Economic Strategy outcomes, the approach to jobs and support to businesses which can help local people to improve their income and standard of living through employment. 3-year plan with savings identified for each year.

As part of the budget approach, transformation areas (Assets and Locality Working) will make better use of assets to help support people through local hubs with ongoing advice being critical to local people.

SUMMARY

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

Overall, the 2022 Thrive data shows a small shift (over 2 percentage points) towards more people being vulnerable compared with the previous year (2021 = 31.9%). These people are moving from the just coping and managing categories, which have reduced slightly as a result. There is little change in the proportion thriving. Impacts of the cost-of-living crisis meaning some residents standard of living has worsened and increased demand for support.

What will we be doing in response?

Locality working continues to develop and this should provide further support to families, to help improve their standard of living. This support includes locality team, housing, Police, Citizens Advice, Mental Health Social Prescribers, and a range of VCS partners.

Future Direction of Travel and Expectations over the next six months

Its anticipated that the cost-of-living crisis will continue to impact on the standard of living for some residents. Improved outcomes from the ongoing development of locality working expected. as well as continuing to increase the number of people/families helped through localitv partnership support to maximise household income.

CREATE AND DEVELOP HEALTHY AND SUSTAINABLE COMMUNITIES AND PLACES

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

Outcome	Intervention	On track	DoT	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT			
Local communities and social networks are strong All residents have access to a high quality, affordable, warm and energy efficient home All communities have access to good quality natural environment Gateshead has clean air with low levels of pollution Gateshead has low levels of crime and anti-social behaviour Gateshead is carbon neutral by 2030 definitely	<ul style="list-style-type: none"> Support development of community activities - remove barriers to community participation & support people to be involved locally and develop Community Wealth Building. Completion of workstream on locality working. Ensure provision of homes to meet current and future needs Promote low carbon housing development and improve insulation to Council owned properties and install low carbon heat and energy where feasible Improve and invest in the local environment and increase woodland coverage by 250ha by 2050 Make Gateshead accessible to all, achieving a shift to sustainable forms of travel and increase Council use of low carbon vehicles Support agile working by expanding use of digital tech, minimise paper & reduce the need for staff to travel Promote community cohesion + prevention of crime & anti-social behaviour. Take forward Climate Change Strategy Continue to deliver low carbon heat and power via district heating networks Identifying funding to assist with recycling & waste minimisation projects & implement behavioural change initiatives Ensure goods & services procured by the Council are compatible with our Climate Emergency commitments 	Community wealth building progressing Closer to housing requirement but not yet at target Environment investment schemes delivered Electric feet vehicles on order but supply issues persist Consultation progressing District Heating Scheme progressing Commissioning Strategy implementation	↑ ↑ ↑ ↔ ↑ ↑ ↑	% satisfaction with neighbourhood as a place to live	64%	No new data	Increase	No data	% of Council housing stock empty for 6 months	0.55%	0.73%	Reduce	↑			
				Net additional homes built (against annual housing requirement)	301 (2019/20)	406	Increase	↑ Annual	Activity to support community capacity building	New measure to be defined 2022/23						
				% of new homes built that are affordable	13.8% (2020/21)	18%	Increase	↑ Annual	No. of private dwellings identified as having a Category 1 hazard and No. had this hazard removed	137 / 87	82 / 56	Tracking	↓			
				% of homes (remaining tenures) empty for 6 months or more	2.3% (2019)	To be reported Q1/2 2023/24	Reduce		% of Council commercial fleet operating on electricity	2%	12%	Increase	↑			
				Gap in life expectancy at birth male/female: Slope index of inequality	10.7 (M) 9.6 (F) (2017-19)	10.8 (M) 8.8 (F) (2018-20)	Reduce	↑ ↓	Progress towards GMBC being carbon neutral by 2030 (% achieved as per annual audit external assessment)	70%	70% (2022)	100%	↔ Annual			
				% of Council homes that meet the Decent Homes Standard	94.46% (2020/21)	96.3% (2022/23)	Increase	↑ Annual	No of trees planted on Council land per annum towards target	0	>20,000 Cumulative	100,000 by 2030	↑ Annual			
				% of functional green space amenable to healthy lifestyles in the 25% most deprived wards				New measure to be defined 2022/23 – based on Marmot								
				Number of public transport passenger journeys in Gateshead (millions)	26.749 (2020/21)	20.714 (2022/23)	Increase	↓ Annual	% repairs completed within timescales: Highways (within 10 days)	71% (21/22)	82% (22/23)	> 90%	↑			
				Gateshead areas compliance with Local Air Quality Management Framework	Compliant	Compliant	Compliant	Annual	% repairs completed within timescales: Streetlights (within 5 days)	91% (21/22)	88% (22/23)	> 90%	↓			
				% of household waste sent for reuse, recycling and composting	32.3% (Jun 21)	31.6% (2022/23)	Towards 50%	↓	Council emissions reduction from 2008 baseline	0% (2008)	63.6% 2022/23 not yet available	100%	↑ Annual			
Total recorded crime in Gateshead	91.2 crimes per 1,000 pop (2021/22)	99.1 crimes per 1,000 pop (2022/23)	Reduce	↑	% of the overall tonnage in recycled waste collected that is contaminated with non-recyclable materials	15.8% (20/21)	16.74% (22/23)	16% / Reduce over 3 years	↔							
Recorded instances to the police of violence against the person - crimes	43.7 per 1,000 pop (2021/22)	44.4 per 1,000 pop (2022/23)	Reduce	↑	% of homes with SAP energy rating score above 65	64%	62.75% (Local Auth) 90% Housing assoc. 72% Owner-occupied 41% Private rented 48%	Increase	↔							
Serious acquisitive crime incidents (excluding shoplifting)	4.8 per 1,000 pop (2021/22)	7.1 per 1,000 pop (2022/23)	Reduce	↑												
Anti-social Behaviour (All incidents)	38.4 per 1,000 pop (2021/22)	26.6 per 1,000 pop (2022/23)	Reduce	↓												
Anti-social Behaviour (All incidents NOT youth related)	40.1 per 1,000 pop (2021/22)	20.6 per 1,000 pop (2022/23)	Reduce	↓												

Investment Strategy & Resources (25% of Council gross budget)

22/23 Revenue		5 Year Capital
Gross	Net	£000
£000	£000	£000
158,815	28,236	113,672

Commissioned Spend: tbc
 Assets: Asset Strategy Review
 Employees 1206.46 FTE Figures based on 2022/23 budget setting

- Risks to Achievement rated after mitigation**
- Failure to address financial gap in the Council's budget & systems **Amber**
 - Failure to provide a response during major incident impact on ability to deliver critical services or impact on a community. **Green**
 - The implications of EU Exit potentially affecting availability of resources to deliver services which may impact on communities **Amber**
 - Failure to manage demand/expectations could result in the Council not achieving its Thrive agenda **Amber**

- Qualitative Impact**
- Director of Public Health Annual report "Behind the Mask" identified the importance of good public space and homes to health and wellbeing and mental health.
 - The report highlighted how communities came together more during the pandemic strengthening local areas and people found new meaning in volunteering.

- Geographic Impact** [Explore the data](#)
- LloN data shows...
- There is high housing turnover in and around the centre of Gateshead. Outside of that Blaydon also shows significantly high turnover rates.
 - many of the areas with high victims of crime rates are central, within Bensham, Deckham and Felling, and also within High Fell and the Chowdene area.
 - housing is generally less affordable in the most in need areas of Gateshead, although there are some exceptions such as Glebe West and Barley Mow.
 - Although access to usable open space may be seen as an issue for built up areas, it can affect rural areas such as Crawcrook South.

Create and Develop Healthy and Sustainable Communities and Places - ANALYSIS – WHAT IS THIS TELLING US?

What do we want to Achieve? – Our Outcomes

- Local communities and social networks are strong
- All residents have access to a high quality, affordable, warm and energy efficient home
- All communities have access to good quality natural environment

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- Cost of living crisis continues to have significant impact on council tenants' ability to thrive and sustain tenancies. High energy bills adding to ongoing challenge.
- The housing register is growing and there are more applicants with urgent housing need (who are often waiting longer to have a successful bid in the choice-based lettings scheme) Properties for larger households rarely become available.
- The repairs service is tackling the number of empty homes undergoing repair, which will increase the number available to let. More adverts will be targeted at applicants in housing need.
- The Tyne & Wear lettings scheme was disbanded at the end of 2022 and a new lettings policy and lettings system will come into force from May 2023. Registered Providers are being asked to be more involved in meeting housing needs as part of the new arrangements.
- The increase in serious acquisitive crime looks to be driven by increases in vehicle crime which is up by 49% (thefts of vehicles and thefts from vehicles). Police have put messages out reminding people about locking their cars and not leaving valuables inside as a lot of the thefts from vehicles are often opportunistic rather than planned events.
- Recorded ASB has fallen again, although we do tend to see increases in youth related ASB over the summer, so things might look a little different by September.

Operational

- Limited resources resulting in some areas of climate action are not being implemented in the short term, project management and monitoring mechanisms need improvement.
- Issues still exist over securing control of approximately 20ha of Council owned land that has been identified for woodland creation.
- Construction Service: increased number of voids undergoing works, increased reports from customers and involvement from the regulator around damp and mould, cleansing of data ongoing, and we are making sweeping changes to improve the level of customer service provided.
- Cost of living challenges becoming increasingly apparent: rent collection is reducing, demand for debt advice is increasing, energy bill referrals increasing,
- Direct debits have previously been a more stable source of rent income, but we have seen a substantial increase in DD failures
- There are an increased number of urgent rehousing cases awaiting offers

AREAS OF EXCELLENCE

Strategic

- Delivery of low carbon a renewable heat and energy, recognised through receiving an Investors in the Environment Award for greatest carbon reduction in 2022. Adoption of a borough wide Climate Strategy in 2022. Improved carbon monitoring mechanisms including commencing monitoring of scope 3 carbon emissions. Continuing to embed carbon and climate change throughout Council activity and decision making, which has been recognised through being a finalist in the MJ Awards 2023 in Leadership in climate action. Collaboration with the region through Net Zero North East England.
- A new minewater heat pump - the UK's largest - was added to Gateshead District Energy Scheme, providing renewable heat to the network for the first time. The Council also installed 4MW of urban solar PV parks, and added four more buildings to the energy network
- Assistance to tenants in response to rising energy bills, working in partnership with agencies such as 2 Way Tenancy Solutions
- Continued decant of Redheugh, Eslington & Warwick Court to enable site assembly for future new housing. Completion of Astell House, Felling, providing 12 self-contained apartments for women with supported housing needs. Commencement of development at the former Dunston Hill school site, which will result in the provision of 36 affordable homes. Continued completion of homes at the Whitley Court site, including 8 for shared ownership, all of which have now been reserved. Progression of procurement to enable development on both the former Shadon House, Birtley and some garage sites in the Borough. Completion of the in-house development at the former Lyndhurst site in Low Fell, providing 36 new homes including 6 for affordable rent.

Operational

- 25% of Council electricity demand from local generation.
- Construction service have listened carefully to what our tenants had to say about their experiences in engaging with our repairs and maintenance service, and we are investing heavily in improving the service to meet their expectations:
 - New ICT systems implemented into the Voids section to assist with better management of operative's time, allowing for higher property turn over
 - New damp and mould process and improving the online forms for reporting damp and mould to assist with diagnosing repair issues at first point of contact.
 - Continued management and reduction of the current works in progress.
 - Redevelopment of the online repairs reporting system almost at completion, providing better diagnostics of repairs and an improved experience for the customer.
 - Large decrease in backlog repairs outstanding.
 - Rolling out the installation of Positive Intake Ventilation Units to homes across Gateshead to assist with the reduction of damp and mould.
- Emergency top ups for prepayment meters and increased grant applications to have energy arrears reduced. Support for residents with prepayment meters with unexpected standing charges. Support for gas-capped residents.

ACTIONS

Strategic

- Ongoing contribution to council response to cost of living and energy bills
- New lettings scheme "Gateshead Home Choice" and lettings policy coming into force from May 2023
- A Chopwell specific Housing Needs/Market Assessment has been commissioned, to be delivered by Arc4. This work should conclude by early Summer.
- Planning permission to demolish Sir Godfrey Thompson is now confirmed with a start on site of no earlier than October 2023. Planning permission has also been sought for the demolition of Crowhall Towers.
- The future of Warwick Court in respect of whether the building will be reconfigured or demolished for other development is currently being worked through.
- New homes will be connected to the District Energy Scheme - works will start on connecting 270 new build homes at Freight Depot. Also, a scheme to connect the Old Fold and Nest House estate, will be developed, which if viable, will bring 550 homes onto the network over the next 2 years.

Operational

- Continue to make climate change improvements through the Investors in the Environment auditing. Work with schools to develop school climate action plans, develop ward level action plans
- We have sites lined up for planting this coming winter and have consulted Councillors on these. Further public consultations on design plans will take place over the coming months.
- Additional sites are being surveyed for potential tree planting in winter 2023-24 or 2024-25.
- Provision of advice and support and referrals for tenants struggling to pay bills
- Prepare to launch Gateshead Home Choice
- Construction Service will continue to develop ICT systems to create a better experience for customers and a right first-time service and are in the process of implementing late evening appointments. The service will continue to recruit and appoint to the remaining vacancies, and are investing in comprehensive ongoing staff training, with a focus on performance management.
- Migration of applicant data from existing standalone lettings IT system to existing integrated housing management system.

SUMMARY

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

Rent income is affected because of the cost-of-living crisis, as well as requests and referrals for advice and support with bills having increased. Vacant property rent loss still high but targeted to reduce as void repairs backlog tackled. Supply of sufficient properties to meet urgent housing needs not always sufficient and will require support from Registered Providers. In relation to housing repairs, we are beginning to see noticeable improvements across the service, and this is anticipated to continue through 2023/24 with the implementation for the Repairs Review. Adopted a borough-wide Climate Strategy in 2022 and continuing to progress towards our objectives.

What will we be doing in response?

Over the next 12 months, our capacity, skill base, and responsiveness will increase so that we offer a much-improved repairs service for our housing tenants, and we have introduced a Customer Promise that sets out the standard of service customers can expect. Implementing a range of support measures for residents in relation to energy charges should help with the challenges being faced by tenants. We will be increasing the proportion of property adverts placed with preference to those applicants for housing with an assessed housing need. Registered Providers are being "onboarded" to new Home Choice lettings system. Housing Agreement (with providers) to be reviewed.

Future Direction of Travel and Expectations over the next six months

Rent collection is expected to remain a significant challenge, and more vacant properties to be repaired and made ready to reduce vacant property rent loss and enable rehousing of applicants with housing needs. Further planned work to be done on climate change as per the Climate Strategy.

RESOURCES

Demand for debt advice is increasing. Partnership activity underway with CAG. Demand for assistance with energy bills is also increasing.

Receipt of over £3m of Homes England grant towards the building of homes at Freight Depot and Whitley Court. New lettings system will need period of "bedding in". Resources temporarily directed at letting additional properties as void repair backlog reduces.

Secured £7.5m grant to install solar PV parks in Gateshead town centre, to supply council buildings. A funding bid has been successful to secure the services of two Community Forest Trust Woodland Creation / Tree Planting Officers who will be starting work at the end of June.

STRENGTHEN THE ROLE AND IMPACT OF ILL HEALTH PREVENTION

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

Outcome	Intervention	On track	DoT	Strategic Performance	Baseline	Latest	Target	DoT	Operational Performance	Baseline	Latest	Target	DoT
All preventable ill health is reduced, to end the gap in inequalities within the borough No-one will be homeless or living in accommodation that does not provide a safe and healthy environment All residents will be able to access flexible health and care support, when and where they need it	Develop and implement Health and Wellbeing Review	Health and Wellbeing review progressing	↑	Gap in life expectancy at birth male/female: Slope index of inequality (Annual)	10.7 (M) 9.6 (F) 2017-19	10.8 (M) 8.8 (F) 2018-20	Tracking	↑ ↓	Population vaccination coverage - Flu (aged 65+) Compared to England rate as baseline	83.5% (2019/20)	85.4% (2021/22)	Increase	↑ Annual
	Accelerate preventative programmes;	Locality working approach developing building on hubs		Estimated smoking prevalence Cardiovascular Disease Compared to England average as baseline	15.9% (England 2020/21)	16.9% (Newcastle/Gateshead ICG 2020/21)	Reduce from 17.5% (19/20)	↓ Annual	Age standardised mortality rate for deaths related to drug misuse - persons by local authority	11.3 per 100,000 - England (2018-2020)	11.5 per 100,000 - Gateshead (2019-2021)	Reduce	↑ Annual
	Deliver Community Based approaches as a core principle;	Lessons being learned and impact being understood	↑	Suicide rate Public Health Profiles Compared to England rate as baseline	10.4 per 100,000 (England 2018-20)	9.6 Per 100,000 (England 2019-21)	Reduce	↓ Annual	Chlamydia detection rate / 100,000 aged 15 to 24 Compared to England rate as baseline	1,532 per 100,000 (2020)	1,334 per 100,000 (2021)	Reduce	↓ Annual
	Learn lessons from the pandemic;	Approach being developed including delivery of Health and Wellbeing Strategy with partners	↑	Admission episodes for alcohol-specific conditions - Under 18s Compared to England rate as baseline	50.5 per 100,000 (2017/18 – 2019/20)	50.8 per 100,000 (2018/19 - 2020/21)	Reduce	↔ Annual	The proportion of older people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	77.97% (20/21)	75.3% (22/23)	Increase	↓ Annual
	Embed health inequalities within, wider public services & recovery plans		↑	Under 75 mortality rate - Cancer considered preventable- Compared to England rate as baseline	51.5 (England 2020)	66.7 per 100,000 (2021)	Reduce	No previous data	% of clients using technology assisted care	Reporting to be developed during 2022/23 when Mosaic system goes live			
	ASC interventions And ASC Budget implementation		↑	Total households assessed who are owed a duty, who were sleeping rough at the time of application	35	24	Reduce	↓	Total households initially assessed as owed a homeless duty	824 (2020/21 baseline used)	1,690 households were assessed, of which, 1,588 were initially owed homeless duty	To be set	↓
				(A) % of households where homeless prevention duty ended that maintained / secured accommodation for 6+mths. (B) % of these identified maintained/secured accommodation that remained in existing accommodation.	(A) 54% (B) 15% remained in existing accommodation	(A) 47% (B) 17% remained in existing accommodation	Increase	↓ ↑	% of council dwellings with a valid gas safety certificate	99.80%	100.00%	100%	↑ Annual

Investment Strategy & Resources

22/23 Revenue (4% of the Council's gross budget)		5 Year Capital
Gross £000	Net £000	£000
23,425	15,282	835

Commissioned Spend: tbc
Assets: Asset Strategy Review
Employees: 263.23 FTE (tbc)
 Figures based on 2022/23 budget setting

Risks to Achievement rated after mitigation

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

Qualitative Impact

- People living in the most deprived areas of England have seen a significant recent decrease in life expectancy (LE). The upcoming new data release will include the period of COVID and indicate the impact of this period on LE.
- Areas with higher deprivation also have larger differences in LE between males & females than areas with lower deprivation (difference most deprived females to males 4.8yrs, compared to 3.1yrs least deprived).
- Females living in most deprived areas expected to live less than two-thirds (66.3%) of their lives in good general health (three-quarters for males), compared with 82.0% in least deprived areas.

Geographic Impact

[Explore the data](#) - LIoN data shows...

- High levels of alcohol related hospital admissions are evident in many of the most in need areas of Gateshead. However, there are also large proportions of higher risk drinkers in least in need areas such as Stella, Crawcrook South, Sunnyside, Whitehills, Low Fell East, and Wardley Central.
- Smokers are more likely to be towards the east of Gateshead in areas like Deckham, Felling, High Fell, Allerdene, Harlow Green, Elisabethville and Winlaton East.

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

What do we want to Achieve – Our Outcomes

- All preventable ill health is reduced, to end the gap in inequalities within the borough
- To prevent and end homelessness, in all forms in Gateshead
- All residents will be able to access flexible health and care support, when and where they need it

CHALLENGES / AREAS FOR IMPROVEMENT

Strategic

- Physically Inactive Adults have increased. Evidence shows that people in more deprived areas are more likely to be inactive; In Gateshead there is a 10% difference in levels of activity between our most deprived and least deprived communities, with our least deprived being more physically active.
- Smoking successfully quit at 4 weeks – Gateshead is above the national average; however the value has decreased, this may be due to adjusted service delivery models during the pandemic.
- Suicide - The England average suicide rate was 10.4 per 100,000 for 2019/21, compared to 9.6 per 100,000 for Gateshead; illustrating Gateshead are below the national average. This figure has increased from 9.0 per 100,000 in 2018/2021. Due to small numbers, the rate cannot be calculated for females, however, the rate for males was 16.7 per 100,000.
- Actions as set out for each of the 4 aims within New Homelessness and Rough Sleeping Strategy. Delivery of the Homelessness and Allocations Review (March 2023)

Operational

- Lack of suitable or appropriate accommodation and support for those who are homeless or at risk of homelessness, including direct access into appropriate emergency and crisis accommodation
- Lack of throughput and system flow = sustained system and budget pressures
- No existing 'Gateway' model to manage accommodation and support.

AREAS OF EXCELLENCE

Strategic

- Implementation of the Health and Wellbeing Strategy – with oversight of the Health and Wellbeing Board, a multi-agency Health and Wellbeing Strategy Implementation Group was established in May 2022 to review the strategy and develop an approach and plan to implementation. Strategic mapping exercise has taken place and the views of staff on their knowledge, understanding, training and development needs in relation to the strategy have been gathered. As the Strategy sets out address complex, multi-factorial issues that cut across organisations and systems, developing an approach to implementation and how we collaborate, and work together is important and is set out in 3 parts; (1) way we work together to help to deliver the strategy and support implementation; (2) Building a picture of action across the system and point to key workstreams ; (3) builds on the challenges and key areas that have been identified by the implementation group. The plan is to be a live and iterative document, shared and owned by partners, with ongoing review, annual reflection, and reporting on progress to the Health and Wellbeing Board
- Homelessness and Rough Sleeping Strategy agreed by Cabinet January 2022. Homelessness Charter launched March 2022
- Implementation of Changing Futures Programme has begun Campbell Tickell contracted for Homelessness and Allocations Review. Joint cross department Project Team Meetings ongoing.
- Bids successful for RSI, RSAP and SHIP funding and funding allocated to Home Group to improve response for victims of domestic abuse.
- Co-production meetings with DLUHC commenced on single homelessness accommodation fund programme (SHAP).

Operational

- Proactive approach to homelessness prevention beyond statutory requirement. Excellent partnership working established linked to homeless pathway for offenders and ex-offenders; delivery of private rented sector funded project for ex offender, and prevention pathways for hospital discharge and mental health. Strong partnership arrangements with Oasis Community Housing supporting those at risk of homelessness and rough sleeping with multiple or complex needs= low numbers of rough sleepers. Fortnightly rough sleeper action group – coordination of the rough sleeper pathway in Gateshead, including case management
- Delivery of existing RSI and NSAP funded accommodation programmes
- Coordination and delivery of regional armed forces outreach service
- Domestic abuse outreach work, including security and sanctuary measures preventing homelessness and increasing safety

ACTIONS

Strategic

Public Health:

- Substance Misuse - Ensuring that the increased investment in Substance misuse is planned for the next two years and is aligned to other workstreams.
- Sexual Health - Targeted specialist delivery via commissioned clinics, RSH education support in schools, sexual health campaigns, both national and targeted to groups suffering sexual health inequality, such as MSM, BME groups and the younger population.
- Health Improvement Training - Collaborations and partnership asset-based community development approach to health improvement and training through MECC champions platform
- Physical Activity - Implementation of the Gateshead physical Activity Strategy
- Community Safety - Finalise and implement the findings from the ASB review
- Social prescribing - Develop Gateshead Strategic approach to Active travel and community engagement
- Alcohol - Developing pathways and closer partnership working between the Alcohol Care Team at the QE and community treatment providers
- Tobacco Control - Exploring ways to adapt our current stop smoking service offer to enable enhanced support targeted at populations where smoking prevalence is highest.
- Poverty - Work with members of the Poverty Truth Commission to ensure voices of lived experience are heard
- Apprenticeships - Promote Public Health Apprenticeships and Public Health Practitioner Registration
- Health Determinates Research Collaboration (HDRC) - Implementing the foundations to deliver high quality research and evidence, that will shape policy and practice

- Implementation of actions outlined in new Strategy, which sets out our four key strategic aims to tackle homelessness.
- Completing actions within our Homelessness and Allocations Project Plan. This includes remodelling and recommissioning homelessness accommodation and support and developing a homelessness Gateway.

- Implementation of the Changing Futures Programme

Operational

- Remodelling and recommissioning provision and develop a Gateway model
- Operational Service Plan 2023-25 underway including - review of policies & procedures, development of dashboards, integrating new projects into existing pathways
- Creation of a Fixed Term Homeless Prevention Officer post supporting the development of the Refugee Pathway. Reviewing approach to temporary and emergency accommodation
- Continue to embed and develop partnership working
- New Mosaic Social Care System being developed for Adult Social Care and now due to be live in 2023/24. This will help to streamline processes and payments improving the service to social care users and carers.

SUMMARY

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

Health related measures often fluctuate, for reasons beyond local control e.g., pandemic, economy, and government policy, therefore, to effectively understand progress a more detailed contextualised conversation is required. Ill health prevention by its nature considers the longer-term impacts of health and tackling issues that can result in poorer outcomes over the course of a lifetime. This means it can take a while for changes at population level to be seen. A new strategy will support the service and partner agencies to respond to all the needs of those facing homelessness and rough sleeping in addressing the underlying causes of homelessness and provide appropriate accommodation and support.

What will we be doing in response?

Public health actions provide some insight into the depth of breadth of planned activity but is in no way comprehensive. Delivering on the 4 key aims and associated actions within the new Homelessness and Rough Sleeping Strategy, which include remodelling and recommissioning accommodation and support as well as developing a gateway to support any new model. This will continue to be delivered in 23/24 through the Homelessness and Allocations Review. We are still responding meaning the full impact in the longer terms still needs to be determined. A key area will be focusing on the response and recovery from the pandemic, focusing on ill health prevention.

Future Direction of Travel and Expectations over the next six months

A new Allocations Policy and a new Tenancy Strategy have been created as part of the Homelessness and Allocations Review and were approved by Cabinet in October 2022. We are also developing a Gateshead Allocations Model, undertaking homelessness remodelling/recommissioning, and developing a 'marketplace' and 'homelessness gateway'.

RESOURCES

- Earlier intervention can help to reduce health inequalities faced in later life and improve health and wellbeing outcomes, which can help to reduce demand for services.
- Two of the Priority Based Transformation Areas as part of the budget approach are Adults Social Care and Housing Improvement which will directly inform this priority objective.
- Locality Working pilot in Birtley begun. In short term it will support early intervention with longer term goal of improving life chances and reducing dependence on council services.
- Homelessness funding confirmed from Housing Prevention Grant for the next two years (£563,834 2023/24 and £594,390 2024/25). Annual/bi-annual grant allocations make long term investment decisions difficult. Rough Sleeping Initiative Funding (RSI) funding secured to 2025 (joint bid with South Tyneside) Gateshead allocation - £1.85m over three years. RSAP funding secured to 2024 to deliver 4 units (in partnership with Tyne Housing) with support for rough sleepers with complex needs. This is additional to the 15 properties already provided through previous successful funding bids. SHIP funding of £574,096 for three years secured to March 2025.
- Successful funding bid for accommodation for ex-offenders for 2023-25 - £156,670 over two years.

ORGANISATIONAL HEALTHCHECK – BALANCED SCORECARD – SUMMARY OF PERFORMANCE
Ensuring the organisation is in the best position to deliver Council Priorities

EMPLOYEES

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

	Baseline	Latest	Target	DoT
Employee survey – The Council is a good place to work (new measure in future on employee morale and Covid-19 impact)	64% (2016)	Data by end of 2023	90%	
No. of apprentices as a % of total employee headcount (as @ 31 March)	3.29% (Mar 21)	3.30%	6.5%	
% Apprenticeship levy spent (incl transfers) – towards March 2023	50%	71%	70% by 2023	
Employee resignations as % of headcount	3.04% Jul 21	5.11%	2.50%	
Average Sickness Absence days per FTE	10.58	13.22 (11.78 excl. cov19)	9 days	
Agency worker costs as a % of total workforce costs	To be set	1.85%	None set	
% employees completed GDPR training	0%	60.16%	95% (2023/24)	
% employees reporting their protected characteristics	35% Mar 2021	51.93%	70% by 2023	

CUSTOMER EXPERIENCE

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

	Baseline	Latest	Target	DoT
% Residents satisfied with Gateshead as a place to live	64% (2016)	64% (2018)	None set	
% satisfied with the Council	52% (2016)	42% (2018)	None set	
% residents who are vulnerable	39.5%	34.1%	Reduce	
% residents who are just coping	29.5%	40.0%	None set	-
% residents who are managing	13.3%	15.9%	None set	
% residents who are thriving	17.7%	10%	Increase	
% of stage 3 corporate complaints upheld	15% (2021)	39% (22/57)	10%	
% of complaints upheld by the LG Ombudsman	12% (2020)	58% (7/12)	10%	
No of complaints upheld by the ICO	1	1	1	
No of compliments received about Council services	78 (2021)	276	None set	
Digital Customer Experience % of transactions completed online for Garden Waste; Birth/Deaths; Fly-tipping	76%	80%	Increase	
Number / £ of online payments	98,961 / £12.5m	215,704 / £28.2m	Increase	
Telephony contact response answer rate (Average of Customer Contact Unit; Revs & Bens; Housing; Adult Social Care Direct)	86% (2021)	79%	Increase	

FINANCE, GOVERNANCE & RISK

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

	Baseline	Latest	Target	DoT
Revenue Budget position % over/ under	£254.3m 2022/23 budget	0.35% under (Q3)	-	
Capital Programme Position £ Outturn	£85.4m Q2 2022/23	£80.4m (Q3)		-
% Council spend with Gateshead based organisations	To be set (14.5% for 2021/22)	15.31%	Increase	
% Invoices paid within 30 days	87.32% (2021)	81.83%	95%	
% Council Tax collected	94.1% (20/21)	93.2% (cumulative)	Increase	
% Business Rates collected	88.4% (20/21)	95.0% (cumulative)	Increase	
Financial Assessments and social care finance - % of debt in year collected	92.89% (20/21)	88.74%	Increase	
Value of Services provided by the Council to schools	£11.2m	£12.793		
No of serious data breaches reported to ICO	0 (20/21)	5	Decrease	
Health and Safety near miss / hazard reports	116 / 45% of near misses	306 of 692 (44%)	Increase	
Audit High Priority Recommendations made and those outstanding	28 0	20 0		

EXTERNAL ASSESSMENT

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

	Baseline	Latest	Target	DoT
CQC Council Registered Schemes (11 total)	Good	Good (2022)		
Ofsted Learning Skills	Good	Good (2020)		
Ofsted Children's Social Care Services	Good	Good (2019)		
Ofsted SEND (Narrative assessment)	Significant strengths. No areas for priority action	Strong & effective support provided		
External Audit (Mazars)	Unqualified	Delayed - national pensions issue		
Regulator of Social Housing Consumer Standards	Compliant – 5 Progressing – 3 Non-compliant - 1	Compliant – 0 Progressing – 5 Noncompliant – 0		
Housing Health & Safety Compliance (New White Paper)	-	Progressing / partially achieving	Achieving	
HSE Enforcement Actions	0 (2021)	1 FFI		
Council working in partnership (Survey VCS; Private and Public sector partners)	Baseline to be set	Update Sept 2023	-	-

Key Tolerance Key

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

ORGANISATIONAL HEALTHCHECK – BALANCED SCORECARD – SUMMARY OF PERFORMANCE

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

Employees

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

Finance, Governance & Risk

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

Customer Experience

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

External Assessment

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

CHALLENGES / AREAS FOR IMPROVEMENT

- **Thrive** – overall, the 2022 Thrive data shows a small shift (over 2 percentage points) towards more people being vulnerable compared with the previous year (2021/22 = 31.9%). These people are moving from the just coping and managing categories, which have reduced slightly as a result. There is little change in the proportion thriving.
- **Sickness days** – the days lost per employee include Covid related absences. The days lost per employee reduces to 11.78 from 13.22 excluding Covid. Covid was the third highest reason for sickness absence. Employees who work in roles where they have contact with vulnerable adults are required to still take 10 days away from work if they have covid. Adult Social Care has the highest number of days lost per employee @ 20.94 which is a service where a lot of employees work with vulnerable adults.
- **Agency Costs** – some of the agency spend will likely be a direct correlation between sickness absence and the need to cover days lost with agency workers.
- **Data Breaches** – whilst it may appear that the increasing numbers are a concern, a cautious approach is taken to reporting matters to ensure transparency. No action has been taken by the ICO where a data breach has been reported.
- **Telephony contact** – there has been a significant increase in digital contact and online self-service however overall, the number of incoming calls has only decreased by 4% since 2021-22. In some areas calls have increased Revenues (8%) and Housing (4%). The volume of incoming telephone calls in 2022/23 remains high.
- **Average call duration** is longer than in 2021-22: calls to Repairs and Customer Services are typically up to 1 minute longer, call lengths to ASCD, Benefits and Revenues are static.
- A turnover in staff in repairs and the resultant requirement for induction and training and our operational delivery teams managing our back log of works has affected contact performance in this area.
- **Business Rates** – despite an increase in the % business rates collected, it should be noted that post-covid impacts have been seen with more businesses failing and going into insolvency. A Retail, Hospitality & Leisure discount was retained by central government but was less generous than in previous years with the award being cut from 75% to 50%, meaning many businesses had more rates to pay than in the previous 2 financial years.
- Increase in proceedings and claims against the council; Housing Disrepair, SEN Tribunal, and COP (Section 21A).

AREAS OF EXCELLENCE

- **Health & Safety** – near miss reporting; positive to see the numbers of near miss reports continuing to increase, although the percentage of Near Miss reports compared with all incidents had remained virtually the same as 2021-22. We would expect to see this percentage increase next year as we look to develop a positive Health & Safety Culture. Enforcement Action Reporting; 1 FFI issued in July following a visit by an HSE Inspector, this concerned asbestos management at Ace Joinery at Shearlegs Road. Recommendations were actioned and HSE confirmed as acceptable, and no further action taken. This represents an improvement from last year when the council was issued with two FFIs. The HSE also randomly visited two schools during this same period with no enforcement action taken.
- Although 2022/23 has seen a small drop in digital uptake as some residents have chosen to contact us over the phone, some of our new digital services have attracted high numbers of online uptake; 71% for Blue Badge applications and 98% for Household Waste & Recycling Centre bookings. The increase in telephone contact is linked to a new improved system for taking payments over the phone which went live in October 2022. This has resulted in a comparative shift away from online payments following record levels of online payments during the pandemic, however, delivers an improvement to the customer experience.
- Housing Improvement Project teams have been established, working with and in parallel to specialist consultants, performing dedicated service reviews, with the necessary strategies, policies and improvement plans being developed. These have included approval by Cabinet of a Tenancy Strategy; Homelessness & Rough Sleeping Strategy; Allocations Policy, Tenancy Management Policy, New Tenant Engagement Framework & Strategy; Council Complaints Policy & Asset Management Strategy.
- Data Protection – a large project (Information Asset Register/ROPA) undertaken by the DPO team including drafting guides, delivering Training, and reviewing hundreds of documents across every team in the Council.

ACTIONS

- **Surveys Employee/ Residents** targeted to be completed by end of 2023/24. The Council is currently assessing when and how to bring forward a 'borough-wide' survey and residents. This would incorporate how we currently work in partnership with our key stakeholders and resident's views.
- **Housing** - continue to make significant areas of improvement through our housing improvement programme including the Gateshead Home Choice system, development of Marketplace and Gateway, establishment of a Home Improvement Agency and the development of a single front door and investigation unit for all anti-social behaviour reports.
- **Business Rates** - A new resource was recruited late in the year (Income & Avoidance Officer) and who will help to generate additional income and reduced fraud and avoidance tactics.

SUMMARY

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

Performance through 2022/23 has continued to be affected by additional burdens relating to central Government's initiatives.

The cost-of-living crisis is continuing to have an impact on residents, with an increase in the number of residents classed as vulnerable. It is also affecting the way in which residents contact the Council and the ability of residents and businesses to pay. The continued roll-out and improvement of online services is assisting greatly in managing the volume of inbound telephone contacts allowing residents to contact the council at a time and location convenient to them.

What will we be doing in response?

Support will continue for residents most affected by the cost-of-living crisis with the household support fund being funded for a further year, and work to improve housing within the borough is continuing. We will be looking to gather valuable insight on the views of our residents through the development of a borough-wide survey.

Future Direction of Travel and Expectations over the next six months

It is anticipated that the challenges will continue to grow for both our residents and the council. The temporary cessation of debt recovery practices has been reviewed and therefore collection rates are expected to increase in future.

RESOURCES

The Council's Medium Term Financial Strategy was reported to Cabinet on 25 October. The MTFS estimates a £55m financial gap over the medium term, a worsening position due to significant pressures manifesting over the last six to twelve months in inflation, pay, utilities and cost of living. Although the financial context continues to be challenging and uncertain the Council has a strong track record of meeting its financial obligations and maintaining financial sustainability through delivery within budget. A Council wide approach to the budget, which is priority driven and over a medium-term planning horizon will ensure that this continues to be the case.

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Appendix 3

Below are the minutes of the Overview and Scrutiny Committees which each considered the year-end Performance Management and Improvement Framework reports.

Corporate Resources OSC – 12th June 2023

The Committee received a report and presentation on the end of year Performance Management and Improvement Framework reporting on the delivery of Council priorities for the period April 2022 to March 2023. It also provided an overview of the performance relevant to the role and remit of this committee.

Cross-cutting key areas already being highlighted are:

- MTFS estimates a £55m financial gap over the medium term due to significant pressures manifesting over the last twelve months in inflation, pay, utilities and costs of living.
- The continuing impacts of rising costs facing local people, families, and businesses, as well as in the delivery of services.
- The demand pressures being faced by services such as in children's and adult social care continue to increase, as well as expanding demand for debt advice.
- Staffing pressures are still impacting performance across the Council including recruitment, retention, and sickness.
- Progress in key areas such as workforce strategy, climate change strategy and customer experience.
- Inequalities continue to widen. Thrive data shows a shift (over 2 percentage points) compared with the previous year-end, towards more people being vulnerable, moving from the just coping and managing categories. There is minimal change in the proportion of people 'thriving'.
- Additional support is still being sought and provided to local people and businesses through various grants, although this is affected additionally by burdens relating to central Government's initiatives. Household support grant is to continue for a further 12 months.

Following a request in June 2022 for additional support in relation to the Performance Management and Improvement Framework, the Commercialisation and Improvement team are working with the Workforce Development team on a focussed training session for councillors. A training brief had been drafted and is being shared at the next meeting of the Councillor Support and Development group.

The Committee received a presentation on the current position with regards to the Workforce Strategy.

Michelle Brown (Service Director for HR, Workforce Development and H & S) took OSC through an update of the Workforce Strategy which included an update on progress in the last 12 months, work in progress, and what's coming next for 2023. It was highlighted that some of the action plan for 2024 is underway also. Some of the work

completed so far included, but is not limited to; delivering the apprentice awards, organising the leadership keeping in touch sessions, creation and rollout of the Smart Working Framework, launch of the cost free employee benefits platform – VIVUP, the development of a policy review schedule to update current key people policies and develop new ones, a new modern approach to the layout of job descriptions, the launch of the new learning system Learning Hub, developing and negotiating the Construction Joint Local Agreement and skills gap/multi-skilling framework, the opening of the new learning venue – Kingsmeadow, changes to low pay, refreshing the corporate induction scheme, launching of the jobs fair at the Gateshead International Stadium and much more.

A detailed update was given on sickness absence which highlighted some interesting trends, for example, during Covid post operations sickness absence went down along with viral infections and post Covid when NHS appointments are now being facilitated and people are socialising as normal again, the Council has experienced an increase in post operation sickness absence and viral related absences also.

A query was raised in relation to stress being identified as personal or stress and how the Council can know that. It was advised that either the GP will confirm that on the employees sicknote or the employee themselves will advise if the reason for their stress is work or personal.

It was asked what happens if an employee is stressed and it was confirmed that each case may be different, and meetings are held with the employee to understand how the Council can help. Where stress is work related a stress risk assessment is undertaken.

A number of queries were raised in relation to sickness absence data, specifically:

- At the next update could the Committee have a breakdown of grades for stress related absence figures - Is it mostly lower paid employees?
- Can the data be split by service?
- Is it possible to understand if there is a correlation between sickness absence in hybrid areas v's non hybrid areas?

It was advised that absence by grades should be possible, data by service should be also and understand which absences are for staff who work in a hybrid way may not be as employees are not identified in the HR system as a hybrid worker or not.

The top four reasons for near miss reporting across the Council remains unchanged. Work has been underway to change the culture in relation to reporting near misses as reporting near misses prevents accidents longer term as learnings and actions can be taken from a reported near miss. There has been a 231% increase in near misses reports for the same period in 2022/2023. This is a positive trend in mitigating harm, learning from what could have happened and preventing

accidents. The increase in reporting demonstrates a shift in behaviour to one of trust in reporting.

Half of the near misses reported were cases of threatening behaviour with the majority occurring within Adult Social Care and Housing. Reference was made to repeat offenders and that H&S are working with the services to try and find ways to reduce the incidents and mitigate risk.

A number of queries were raised in relation to H & S which included:

- Can the number of accidents be included
- Can an update be provided in relation to risk assessments.
- Can an overview of how accident reporting is undertaken including the timeframe for reporting and completing an accident report form?
- Could the Council explore having a recorded message for callers to hear, when they ring the Council that to say that the Council do not tolerate any kind of aggressive or abusive behaviour towards our staff etc?
- Could we have a detailed overview of school near miss reporting figures for the previous 12 months and how schools report?

Employee turnover was covered and that the current leavers form only allows for people to provide a high-level reason for reason and no specifics. For example, an employee can confirm that the reason for leaving is resignation, but not specifically why the employee has resigned. A more detailed and modernised approach to capturing leaver information has been developed and will be rolled out in July 2023. The data captured will be stored electronically allowing the Council to analyse the feedback and consider changes to ways of working to improve recruitment and retention.

An update was provided on apprenticeships, outlining that there are currently 108 apprentices employed in an apprenticeship role and 123 who are completing additional apprentice qualifications for personal development. Reference was made to the apprentice awards and that there had been 109 nominations made and the standard of nominations was very good.

It was queried whether we have compared pay and conditions with other authorities if we are unable to recruit and retain staff. Reference was made to the fact that while pay is important it is not the only factor that influences an organisations ability to recruit and retain and that all elements of the employee life cycle play a significant role as a whole offer and package. It was noted that the Council have commissioned a piece of work to undertake a pay benchmarking exercise which is being undertaken by Campbell Tickell which will compare the Council's salary framework against the market, not just in the public sector but in the private sector also where there are comparable roles.

It was queried what the system was when someone handed in their notice in terms of completing an exit interview. It was noted that the exit interview process is not

mandatory, it is paper based, an interview held with a Service Director and that the new format will provide for an online form to be completed, a paper-based form, an interview if requested and the use of a QR code if needed. This provided various options for an employee to provide feedback, all of which is aimed at increasing the number of interviews completed and to make it easy for an employee to say how they feel.

A request for staff turnover data to be provided as a percentage figure as well as an absolute number be provided at the next update.

It was also queried when you look at meeting rooms and facilities compared to other authorities, we are not up to modern standards, the question was asked as to whether or not this was going to be looked at as part of the plan.

It was explained that the IT Strategy is looking at modernising our approach, and if someone has a particular need, we can talk to that person to help them.

A queried was raised in relation to the appraisal process, specifically, what action does an employee take if they disagree with what is being discussed and recorded at an Appraisal and if there was an appeals process. The members of OSC were advised that an employee does not have to sign the appraisal if they do not agree with the contents and that there was no appeals process. However, if an employee has concerns that their appraisal is not representative of them, their performance etc. then they can discuss this with HR, their trade union rep and where necessary and appropriate raise their concerns through a formal route.

It was queried whether a staff survey was going to be looked at in particular around employee wellbeing. We need to know why people are leaving in order to be able to put it right. It was noted that the new exit interview does include the detail related to exact reasons for leaving (a copy of which was handed to OSC members in the meeting), if we are going to do a staff survey the preference would be to use one which asks specific questions.

It was queried whether the fact that stress and anxiety going up could have something to do with the pandemic, peoples finances have had a pounding, could it be that lower paid members of staff are getting stressed. It was noted that a further examination of the figures could look at the grades to see whether this was linked.

It was queried whether it would be possible to have the sickness absence figures by service level again, it would hopefully help us to understand the picture.

It was queried whether there was an issue for front facing staff who have to come into a workplace and whether the sickness numbers were higher than those who were able to work from home as if they weren't feeling too good they could still work from home and not have to ring in sick. Training is given to all managers to make sure the absence procedure is applied consistently.

It was queried whether we spend the full apprenticeship levy. It was noted that we don't, we have a high spend compared to other LA's but that we do have the ability to transfer the funding to smaller organisations within the Borough, including voluntary organisations.

RESOLVED - (i) that the comments of the Committee be noted.
(ii) that the Performance Report be presented to Cabinet on
18 July 2023.

Care, Health, and Wellbeing OSC – 13TH June 2023

The Committee received the year end performance report for the period April 2022 to March 2023.

A deep dive look into waiting lists in terms of Adult Social Care was previously requested and the Committee received a presentation on this area of performance.

ADASS benchmarking survey information was provided which looks at comparators both locally and nationally and with statistical neighbours. ADASS is looking at waiting lists across Adult Social Care and it was noted that there has been a significant increase since Covid, with people coming forward earlier into care.

In terms of those on the waiting list for an assessment there has been a slight reduction on last year's figure, however it remains relatively static. It was noted that the bulk of the list, 58%, is for Occupational Therapy (OT) assessments. There is no DoLS waiting list. It was reported that there has been a 50% increase from last year of those waiting over 6 months for an assessment.

There has been a significant decrease in the numbers waiting for care and support, and it was acknowledged that now care can be accessed more easily the system will start moving.

The number of overdue reviews of care plans has reduced significantly following targeted work.

Waiting lists are a national concern and work has been ongoing in Gateshead to address this issue. There has been agreement for additional investment in OT trainees, which has worked well in terms of the Social Worker trainee model, with much higher levels of interest than for other posts. The additional capacity as a result of the trainees will be used to reduce waiting times.

There is additional investment in hospital discharge capacity and reablement capacity, with the new Promoting Independence Centre opening in the Autumn, which will increase bed capacity and avoid hospital admissions. Community reablement has been strengthened through the OT team, thus diverting people from assessments and long-term care packages. Consequently, this will relieve the bottle neck in referrals for assessments and free up Social Worker capacity.

Work is ongoing to address sickness levels. In addition, caseload monitoring and tracking is underway. A pilot is also underway using assistive technology to inform assessments and therefore improve timescales.

It was reported that annually an NHS Digital Social Care survey is required. In terms of Gateshead, there has been an improvement across the board for all but one of the survey indicators; the proportion of people who use services who say that those services have made them feel safe and secure. Positively the indicator which measures the proportion of people who use services who feel safe has improved, therefore the indication is that it is other factors which make them feel safe, rather than the service specifically. Work is underway with Healthwatch and partners to improve the offer around health and advice. Overall satisfaction of people who use the service in Gateshead is at its highest level since 2017/18.

The Committee was provided with the PMIF Plan on a page which is a quarterly publication from the performance team outlining the indicators in relation to; people, prevention, practice, provision, pounds and partnership. This provides a balanced look at performance of Adult Social Care across the whole service.

It was reported that in terms of DoLS (liberty protection safeguards), this is the first time there has been a decrease in the number of applications received. It was noted that section 42 enquiries have increased since last year and are at the highest level in the past five years. In addition, the percentage of concerns which progressed to an enquiry has increased and is now at the highest level since 2018/19. In terms of safeguarding concerns, this figure has reduced therefore this shows there are less inappropriate referrals.

It was questioned as to why the number of people waiting over six months has increased. It was noted that for some this is due to waits of OTs or Social Worker assessments. It was confirmed that prioritisation tools are used and there will be a number of people waiting for assessment who will be receiving temporary services. People are also triaged to ensure they understand when and who to contact.

The point was made that some authorities are looking at home care providers in respect of the Deprivation of Liberty Safeguards (DoLS). It was noted that there has also been an indefinite hold on the Liberty Protection Safeguards which were due to come in to replace DoLS because it was recognised some time ago by Government that the DoLS process is not fit for purpose. Therefore, work is ongoing locally (and in conjunction with regional and national partners) to understand the implications of the Liberty Protection Safeguards delay.

It was questioned whether there are separate community services for different communities. It was confirmed that there is a specific ISL within the Jewish community in order to be culturally appropriate.

RESOLVED - That the Committee noted the Year End performance and recommended the report to Cabinet for consideration on 18 July 2023.

Families OSC – 15th June 2023

The Committee received a report and presentation on the Council's Performance Management and Improvement Framework, reporting performance on the delivery of Council priorities for the period April 2022 to March 2023. It also provided an overview of performance relevant to the role and remit of this committee.

The Committee were advised that the analysis of performance for 1 April 2022 to 31 March 2023 against each of the 6 policy objectives of the Health and Wellbeing Strategy and the Balanced Scorecard was set out and attached to the main report at Appendix 1. Areas of particular relevance to this Committee were highlighted in the report, however, the full Performance Management & Improvement Framework is provided to enable members to see the full picture of performance across all priority areas at Appendix 1.

The Committee were advised that the report outlines the challenges, achievements, actions and resources for each policy objective. It also contains performance data, including strategic and operational measures and is informed by qualitative and quantitative assessment to inform policy and resource decisions.

The Committee were advised that following a request in June 2022 for additional support in relation to the Performance Management and Improvement Framework, the Commercialisation and Improvement team are working with the Workforce Development team on a focused training session for councillors. A training brief has been drafted and is being shared at the next meeting of the Councillor Support and Development Group (date tba) for their contribution. It is intended that this training opportunity will be delivered in late September.

Work is ongoing to improve the presentation of performance information and analysis, particularly as a catalogue of data is gathered over time through performance reporting phases and it is important the PMIF is flexible and able to evolve to ensure it remains relevant.

- RESOLVED -
- i) That the information be noted
 - ii) The Committee welcomed the year end performance report attached to the main report at Appendix 1.
 - iii) The Committee recommended the performance report to Cabinet for consideration on 18 July 2023.

Housing, Environment and Healthy Communities – 19th June 2023

The Committee received a report which provided them with the Council's Performance and Improvement Framework, reporting performance on the delivery of Council priorities for the period April 2022 to March 2023. It also provided an overview of performance relevant to the role and remit of this Committee.

The analysis of performance for 1 April 2022 to 31 March 2023 against each of the 6 policy objectives of the Health & Wellbeing Strategy and the Balanced Scorecard was set out at Appendix 1. Areas of particular relevance to this Committee were highlighted in the report however, the full Performance Management & Improvement Framework is provided to enable members to see the full picture of performance across all priority areas at Appendix 1.

The report outlined the challenges, achievements, actions and resources for each policy objective. It also contains performance data including strategic and operational measures and is informed by qualitative and quantitative assessment to inform policy and resource decisions.

A review of measures is being undertaken to understand where changes may be needed to ensure the PMIF remains robust, particularly where data is still not available for reporting.

Following a request in June 2022, for additional support in relation to the Performance Management and Improvement Framework, the Commercialisation and Improvement team are working with the Workforce Development team on a focussed training session for councillors. A training brief has been drafted and is being shared at the next meeting of the Councillor Support and Development Group (date TBA) for their consideration. It is intended that this training opportunity will be delivered in late September.

In addition to the report the Committee received a presentation on the Deep Dive area: Update on Apprenticeships. The Committee were advised on the national picture and the current position in the Council with regard to apprenticeships.

Details were also outlined on recent trends in number of apprentices and levy spend, the barriers to apprenticeships and entry requirements as well as actions to increase apprenticeship numbers and the apprenticeships delivered by colleagues from Learning and Skills.

- RESOLVED
- i) That the information be noted
 - ii) The Committee welcomed the year end performance report attached to the main report at Appendix 1 and deep dive presentation: Update on Apprenticeships
 - iii) The Committee recommended the performance report to Cabinet for consideration on 18 July 2023

TITLE OF REPORT: **Integrated Adults and Social Care Strategy 2023-2028 / IASCS Action Plan 2023-2025**

REPORT OF: **Dale Owens, Strategic Director, Integrated Adults and Social Care**

Purpose of the Report

1. To seek approval from Cabinet for the Integrated Adults and Social Care Services Strategy and Action Plan.

Background

2. Integrated Adults and Social Care Services came together as a single department in August 2022 with the appointment of a new Strategic Director.
3. Over the last 6 months work has taken place to understand the department's position, areas of strength and improvement. This has included taking part in a regional assurance review in October 2022, holding a development day in November 2022 with support from the Local Government Association and understanding further our performance data.

Proposal

4. A five-year strategy has been developed setting out our areas of focus, direction and ambitions. There is a public facing action plan to accompany this. This will be reviewed annually, and an update provided.
5. The strategy and action plan will be used to drive forward work across the department and will form the basis for priority and goal setting with our workforce.
6. The strategy and action plan have been shared with Portfolio and our key partners for their consideration and amended in line with suggestions.

Recommendations

7. It is recommended that:
 - (i) Cabinet approves the strategy and action plan.
 - (ii) Notes that performance in relation to the action plan will be reported via the Performance Management and Improvement Information Framework.

For the following reason:

To support the strategic transformation of Adult Social Care and Commissioning.

CONTACT: Steph Downey

extension: 3919

Policy Context

1. To develop an overarching strategy for the new Integrated Adults and Social Care Services Department. The proposed strategy supports Thrive and the Health and Wellbeing Strategy.

Consultation

2. The Portfolio Holders for Adult Social Care and key partners have been consulted.

Alternative Options

3. There are no alternative options.

Implications of Recommended Option

5. Resources:

- a) **Financial Implications** – The Strategic Director, Resources and Digital confirms the plan will support the delivery of the Medium Term Financial Strategy and demand reductions in Integrated Adults and Social Care Services.

- b) **Human Resources Implications** – None

- c) **Property Implications** – None

6. **Risk Management Implication** – None

7. **Equality and Diversity Implications** – An integrated impact assessment is attached at appendix 3.

8. **Crime and Disorder Implications** – None

5. **Health Implications** – The strategy and plan will support the delivery of the Health and Wellbeing Strategy where it interfaces with Integrated Adults and Social Care Services

6. **Climate Emergency and Sustainability Implications** – None

7. **Human Rights Implications** – None

8. **Ward Implications** – None

9. Background Information

- Thrive
- Health and Wellbeing Strategy
- People at the Heart of Care White Paper

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Gateshead Council

Integrated Adults and Social Care Services

Living Thriving Lives Plan (2023 – 2028)

Our Vision:

To work with our communities to enable residents to live thriving lives, be independent and individual, support themselves and each other, and access personalised quality support when they need it.

Our Vision is About:

- The people, partners and place of Gateshead.
- Valuing people for who they are, the strengths and potential they have, supporting them to improve and maintain their wellbeing to lead healthy and happy lives, where they are in control and able to make the best choices for themselves and their families.
- Equity, and recognising that not everybody in Gateshead is starting from the same point and some people will need more help than others.
- Recognising and rewarding the people working in the social care and health sector, whilst building a well-trained and resilient workforce that has a range of exciting and interesting roles, career pathways, progression and opportunities at all levels.
- Putting people at the heart of everything we do, ensuring the voice of people with lived experience is heard and working with them in true partnership to co-produce our Adult Social Care offer.
- Working in partnerships such as Gateshead Cares Alliance (health partners, Local Authority and voluntary sector) to ensure that our services are aligned to reduce duplication, improve services and are responsive to what people need and work in an integrated way to achieve the best outcomes for individuals.
- Ensuring Gateshead is a great place to live irrespective of illness, disability or caring responsibilities.

Thrive

Gateshead Council's overarching strategy 'Thrive' has ambitions to make Gateshead a place where everyone thrives. It drives our major policy decisions, aiming to redress the imbalance of inequality and championing fairness and social justice. We know that over half of people and families in Gateshead are either just managing or just coping, but more than 30% are in need or are in vulnerable situations. We want to work differently, with partners and others, to target our resources to get the best outcomes for those people and families who require more support. There is a commitment to five pledges which can be found [here](#).

The Joint Strategic Needs Assessment (JSNA) and Health and Wellbeing Strategy

[The Gateshead JSNA](#) publishes current data, intelligence and analysis of our Gateshead population. Ageing Well information displays what we know about frailty, long term conditions, and mental health and wellbeing in adults and predicts future vulnerabilities. The JSNA forms the evidence base for our strategic planning and drives development of the council's policy framework including our Health and Wellbeing strategy for Gateshead - [Health and Wellbeing Strategy](#), Good jobs, homes, health and friends. The strategy was agreed in 2020 by the [Health and wellbeing board](#) following a detailed consultation programme across the health and care system to engage the views and commitment of not only those partners involved in the delivery of health and care but most importantly those partners whose services directly impact on the wider determinants of health.



Partnership Working

Organisations and systems can be complex and difficult to navigate. By working in partnership with others we aim to make accessing support and services as easy as possible. In Gateshead we have developed a vehicle for integrated partnership working across health, housing and social care partners, known as the [Gateshead System](#). Local health and care partners come together as a system board to deliver change, by working together to achieve better outcomes and reduce health inequalities for local people. The Gateshead System board is accountable to the Health and Wellbeing Board, and Boards of individual organisations.

Prevent, Reduce and Delay the Need for Support

We recognise that prevention spans across many levels and that whilst preventing any need for support would be the ultimate goal, there is significant value in prevention at any stage; preventing a deterioration in someone's pre-existing condition can be as important to them as preventing the occurrence of a condition for someone else. Our aim is to ensure that people receive support that is appropriate to them and that enables independence rather than fostering dependency. There are different factors that can help prevent, reduce and delay the need for support:

◆ Information and Advice

We know that good and accessible information and advice is a cornerstone to the successful delivery of our Care Act duties, supporting people to make good decisions about their care and support and what is available to them. We will be working to strengthen this to ensure:

- People, carers and families can access information when they need it, using easy to navigate systems to support them to have control and make decisions at key points in their lives.
- That our information and advice is joined up; working with key partners in Gateshead to utilise the "Our Gateshead" website as a key resource supporting the people of Gateshead to discover what is on their doorstep ([OurGateshead - Gateshead's community website](#))
- That our information and advice offer does not exclude those who cannot access digital/online resources. The Council and the ICB are working with the Community and Voluntary Sector to better understand and address Digital Exclusion.
- People have a positive experience when contacting Adult Social Care, they receive support to help resolve the issues they face, emphasising what they can do for themselves and what support is available from other organisations and in their community.

"I can get information and advice about my health, care and support and how I can be as well as possible – physically, mentally and emotionally"



◆ Promoting Independence through Enablement

Enablement gives people the opportunity to live their most independent life. Our aim is that anyone who would benefit from enablement is supported to access it at the right time and right place. Our enablement offer is broad and dependent on the individual, it can result in some people gaining full independence, but for others it may mean that they still require some form of support, but the aim would be that they are more independent than they were or maintain their current level of independence. Our ambition is to:

- Continue to strengthen our in-house provider services offer via the PRIME service and Promoting Independence Centre, both of which are almost exclusively focused on enablement.
- Seek opportunities to expand, diversify and support the community and changing needs, including working with our Transitions colleagues for those reaching adulthood and providing a model of enablement for them to thrive in adulthood.
- Continue our work across the service to embed an enablement ethos and approach within all areas of practice, which links closely with our strengths based approach.

Equity is key, and support is tailored to the individuals starting point, needs and goals.

◆ Promoting Independence through Technology

Technology can support people to remain at home and be independent in a way that is right for them.

We recognise the importance of technology enabled care and are excited about the opportunities new and emerging technologies present. We know that the market is moving at pace and have invested in dedicated capacity to react to and harness the innovative tech opportunities available to support our residents to be more independent and look at preventative solutions. We will be working to develop our offer through:



- Creating a Technology Enabled Care strategy to drive forward our ambitions.
- Working differently with the market and look to developers for solutions for areas where we think tech could help and pilot innovative solutions.
- Working with our partners in the NHS and community and voluntary sector (with support from the Academic Health Science Network) we want to understand and map digital poverty and exclusion in Gateshead and co-design solutions. We want people to be able to use technology in their homes to support their independence, but we know the cost of living crisis is exacerbating the gap as people struggle to fund connectivity and devices.

◆ Strength Based Practice

Gateshead has a wealth of community assets that can support people at all stages of their life. For those people who approach Adult Social Care these community services may help to prevent the need for formal care, or improve the wellbeing offer for people with support needs. Our model looks to explore these community assets and opportunities with individuals, as well as their own individual strengths and assets.

Our model of strengths based practice is based on the Department for Health and Social Care's strengths based approach practice framework and handbook and has been informed by our work with organisations such as Social Care Institute for Excellence and local community partners. Through the continuation of our strengths based journey our aim is that:

- A strengths based approach is embedded across the whole service, at the forefront of our practice and seamlessly links with our work around enablement and the use of technology.
- People value the strengths based approach to assessment and we can continue to improve their experience through learning from people and train our workforce in line with this.
- The services we provide and commission support a strengths based approach to care delivery.

"I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals"

◆ Home First

The government's vision for Adult Social Care (People at the Heart of Care) recognises that every decision about care should be a decision about housing. In Gateshead we want people to be able to remain in their own homes for as long as possible. Where this is no longer possible, we want people to live as independently as possible with as little restriction on their liberty. We have a range of housing with care options that allow people to choose to live a thriving life in the community, with their own front door, whilst having support on hand, however we want to do more:

- We want to continue to explore the existing and future needs of our population and develop further housing options which focus on the home first principle.
- Work closely with our housing and planning colleagues to future proof the offer with additional extra care facilities and other alternatives, including how we can use technology.
- Have a vibrant domiciliary care market that focuses on enablement and reducing people's need for support, with direct payments more accessible for people to use as they wish to meet their needs.
- Work with NHS and VCSE colleagues to ensure that the needs of Caregivers are fully embedded within Discharge processes.

We are working collectively to make Gateshead a great place to live for everyone, whether they have care needs now, might have them in the future or are carers themselves

Caregivers

Without the army of unpaid caregivers, we know our health and social care system would be unable to cope and provide that important care and support to all those who need it. Many caregivers do not recognise or identify themselves as carers or caregivers and do not access the support that they may need, or even be aware that there is support there for them.

We are committed to improving and developing services to better support unpaid caregivers. We are determined to help caregivers continue caring if they are willing and able, and to support their health and wellbeing by achieving outcomes they have identified that matter most to them.

We are working with a range of partners including Gateshead Carers Association and the Gateshead Carers Trust Tyne and Wear to ensure they can access help and support to carry out their caring responsibilities. We want to build on the work so far:

- Our co-produced Caregivers strategy will be published this year alongside an action plan, we commit to having co-produced annual reviews so it remains fit for purpose.
- Continue to look at how to improve the Carers Assessment process to ensure it is fair, consistent and meets the needs of Caregivers.
- Strengthen the link between Adult Carers and Young Carers by working with colleagues from Children's Services and improving our online content to make information and advice relating to caregivers more accessible for all.



Workforce

Our workforce is our greatest asset, and we know that the delivery of our vision of 'Living Thriving Lives' will only be achieved through an empowered, enabled and skilled workforce. We know that we need to continue to be a good employer to retain our existing colleagues but to also attract new colleagues into the service, and we strive to create a culture of continuous learning and create opportunities for development amongst our teams.

We have embarked on several innovative ways in which to develop the social care and health workforce, including utilising the apprenticeship levy to create development opportunities for those already in the service who have ambitions to move into social work, and by creating a Graduate Management Trainee programme across the whole service. We have worked in partnership with North East Association of Directors of Adult Social Services on a regional workforce strategy and this aligns with the work in the Gateshead Cares Partnership. This considers the workforce across the region for the health and social care system.

We will continue to develop and invest in our workforce through:

- Working with HR colleagues to build on our offer and ensure our workforce are aware of the benefits available to them.
- Equipping our workforce with the right skills and knowledge in order to deliver strengths based assessments and successful enablement approaches.
- Continue to develop innovative ways to create opportunities for development and career pathway options for the sector, utilising Apprenticeships and facilitating work based placement opportunities.
- Working with schools, further education, higher education and industry to promote roles in social care.



Commissioning

The purpose of a collaborative commissioning process is to design how we best respond to the needs of people and communities by putting them at the heart of everything we do; the aim of improving outcomes, ensuring the right care, in the right place at the right time, harnessing the power of people and communities by taking an inclusive asset-based approach, and making informed investment to ensure we maximise the value of the Gateshead pound.

Effective commissioning will be driven by a data led, evidence-based approach which also promotes collaboration, integration and innovation across the Gateshead System to meet identified current and future needs, as well as any gaps in provision. Our ambition is to provide a high quality, high performing market through support and collaborative service design with people, providers and communities.

The aims of effectively commissioning in Gateshead will support:

- **Early identification, assessment and diagnosis** – effective working across health and social care to streamline processes, reduce waiting times for assessment and diagnosis, and avoid people having to tell their story multiple times.
- **Continuity of care** – there are arrangements in place to ensure continuity as young people move into adulthood.
- **Information, advice and support** – ease of access to a good range of services and user-friendly information.
- **Early intervention** – support the move towards ‘Prevention’ as well as improving access to and the availability of universal services.
- **The availability and range of services** – services are personalised, flexible and outcome focussed with a range of solutions on offer to meet people’s needs, often moving away from traditional models of support.
- **Opportunities for connecting** – enabling providers and the health and social care workforce to come together to identify opportunities for improved processes and service delivery. Also connecting communities and incorporating peer support into all health and social care pathways.
- **Family and carer support** – there is a range of mechanisms and support in place for caregivers to support them with and/or give caregivers a break from their caring role.
- **A competent workforce** – appropriately skilled and trained workforce.
- **Value for money** – that any services commissioned are done so on the basis of providing the most efficient and effective way of meeting people’s needs.

Leaders work proactively with staff and partners to deliver safe, integrated, person-centred and sustainable care and to reduce inequalities

The Voice of People and Communities

The voice of people and communities should be the key driver in planning, designing and commissioning services. Our ambition is to be a learning organisation that views people and communities as experts in their care and how they can be best supported to improve and maintain their wellbeing. There are several successful partnerships and forums operating across Gateshead however we want to strengthen this further by giving people greater opportunities to be involved in influencing and designing how their needs are met. Over the coming years we will strengthen our approach by:

- Improving our web pages to create opportunities for online feedback, and develop a greater presence on social media, with targeted messaging to encourage people and communities to have their say.
- Conduct direct engagement with marginalised groups.
- Further develop peer support models, and experts by experience in both paid and voluntary roles, which includes a Commissioning Support Officer to work in the team to really carry this forward.
- Taking a community development approach to support people and communities having more choice and control over how their needs are met.

We will be focusing on the voice of people with lived experience and working with them in true partnership to co-produce our Adult Social Care offer of the future.

Accountability

To monitor our commitment and delivery of the vision and ambitions within this plan we have developed an action and delivery plan.

We will report annually on our progress with the production of a local account.

INTEGRATED ADULT AND SOCIAL CARE SERVICES - LIVING THRIVING LIVES ACTION PLAN - 2023-2025

PRIORITY AREAS AND ACTION	CQC 'T' STATEMENTS			TIMESCALE			THRIVE					HEALTH & WELLBEING STRATEGY					NOTES
	2023	2024	2025	PUT PEOPLE & FAMILIES AT THE HEART OF EVERYTHING WE DO	EMPOWER PEOPLE & MAKE THEM EQUALITY	SUPPORT OUR COMMITMENTS TO SUPPORT THEMSELVES & EACH OTHER	INVEST IN OUR ECONOMY TO PROVIDE OPPORTUNITIES FOR EMPLOYMENT, INNOVATION & GROWTH	WORK TOGETHER FOR A BETTER FUTURE FOR GATESHEAD	GIVE EVERY CHILD THE BEST START IN LIFE	EMPOWER ALL CHILDREN, YOUNG PEOPLE & ADULTS TO MAXIMISE THEIR CAPABILITIES AND HAVE CONTROL	CREATE FAIR EMPLOYMENT AND GOOD WORK FOR ALL	ENSURE A HEALTHY ENVIRONMENT FOR ALL	CREATE & DEVELOP HEALTHY & SUSTAINABLE PLACES AND COMMUNITIES	STRENGTHEN THE ROLE & IMPACT OF ALL HEALTH PREVENTION			
PREVENT, REDUCE AND DELAY THE NEED FOR SUPPORT																	
- INFORMATION AND ADVICE	<i>I can get information and advice about my health, care and support and how I can be as well as possible.</i>																
Revise our website pages to be engaging and informative with links to key resources within our local communities					✓			✓		✓			✓				
Provide more opportunities for people to give feedback on our services and engage with us through easy to access online feedback mechanisms					✓					✓				✓			
Develop our Front Door offer moving towards helping prevent needs and provide solutions at the first point of contact					✓			✓		✓				✓			
Develop online assessment functionality including financial assessments and social care assessments					✓	✓		✓		✓				✓			
- PROMOTING INDEPENDENCE THROUGH ENABLEMENT	<i>I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals.</i>																
Open the new Sister Winifred Promoting Independence Centre					✓			✓		✓				✓		✓	
Develop and implement a new Supported Living Scheme enablement model for those transitioning from children to adults and need additional support to gain independence					✓	✓		✓		✓				✓			
Grow and strengthen our PRIME service to offer more enablement opportunities for those accessing services					✓			✓		✓				✓			
Review our day service provision offer					✓	✓		✓		✓						✓	
- PROMOTING INDEPENDENCE THROUGH TECHNOLOGY	<i>I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals.</i>																
Develop a Technology Enabled Care (TEC) strategy to drive our ambitions in this area					✓	✓		✓		✓				✓			
Seek and trial innovative tech solutions which support the reduction in those waiting to access our services, and reduce the reliance on our workforce					✓	✓		✓		✓				✓			
Work with TEC partners to develop solutions to common problems being faced by those needing our services					✓	✓		✓		✓				✓			
- STRENGTHS BASED PRACTICE	<i>I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals.</i>																
Develop the outline of our Strengths Based Practice to allow us to evidence outcomes and identify improvement areas					✓			✓						✓			
Undertake a baseline survey of people with lived experience and their carers to understand their experience of our Strengths Based approach					✓	✓		✓		✓				✓			
Review our assessment documentation to ensure they allow our workforce to work in a strengths based way with people and their families					✓	✓		✓		✓				✓			
- HOME CARE	<i>I have care and support that is co-ordinated, and everyone works well together and with me.</i>																
Review our model of domiciliary care to focus on reablement with more flexibility to be person centered					✓			✓		✓				✓			
Improve promotion and access to Direct Payments for those who would like more flexibility and greater control of their support package					✓	✓		✓		✓				✓			
Develop more Extra Care facilities to allow people to maintain their independence and their own front door but have access to support should they need it					✓			✓		✓				✓			
CAREGIVERS	<i>I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals.</i>																
Publish our co-produced Caregivers strategy and action plan					✓	✓		✓		✓				✓			
Improve our online content to make information and advice relating to caregivers accessible to all from Young Carers to Adult Carers					✓	✓		✓		✓				✓			
Work with Caregivers to continue to improve the Carers Assessment process to ensure it meets their needs and is fair and consistent					✓	✓		✓		✓				✓			
WORKFORCE	<i>Leaders work proactively to support staff and collaborate with partners to deliver safe, integrated, person-centred and sustainable care and to reduce inequalities</i>																
Establish and embed an Employee Engagement Forum to understand the challenges and opportunities across the workforce										✓				✓			
Undertake the actions identified in the Adult Social Care Wellbeing Survey including highlighting staff benefits and wellbeing offers										✓				✓			
Develop and embed regular Director Connect and Collaborate sessions with the workforce										✓				✓			
Continue to develop opportunities for development and career pathway options for the sector										✓				✓			
COMMISSIONING	<i>When I move between services, settings or areas, there is a plan for what happens next and who will do what, and all the practical arrangements are in place.</i>																
Review the discharge processes across the system and seek opportunities to improve this to enable home first from hospital wherever possible					✓	✓		✓		✓				✓			
Build in technology to all new frameworks to support the use of technology enabled care in commissioned services					✓	✓		✓		✓				✓			
Develop a joint care and health academy to create better integration and opportunities for the health and social care workforce in Gateshead					✓	✓		✓		✓				✓			
Undertake a review of the care market in Gateshead, understanding what the future looks like and work with the market to shape the offer					✓			✓		✓				✓			

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Tackle inequality so people have a fair chance
INTEGRATED IMPACT ASSESSMENT TEMPLATE

Title of proposal: Integrated Adults and Social Care Services (IASCS) 5-year Living Thriving Lives Plan	Age	Race	Sex	Gender reassignment	Disability	Religion or Belief	Pregnancy and Maternity	Sexual Orientation	Marriage and Civil Partnership	Description of potential mitigation
Equality impact: (✓ all that apply. The assessment should also consider impact on council employees and carers where applicable) Description of impact: The impact of the IASCS Living Thriving Lives Plan on the wellbeing and life-chances of Gateshead residents, with a focus on adults with care and support needs, would be positive. The vision and ambitions of the plan are to support residents to live a thriving life, be independent wherever possible and have access to personalised quality support when they need it. This will be irrespective of illness, disability or caring responsibilities.	✓	✓	✓		✓					Positive impact – progress will be monitored.



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>We want people to be at the heart of everything we do and will be working towards ensuring the voice of people with lived experience is embedded in our Adult Social Care offer.</p> <p>Impact on caregivers specifically will be positive. There is work and commitment identified within the plan to co-produce a Caregivers strategy which will drive forward actions to improve the offer to Caregivers in Gateshead based on what Caregivers tell us is important to them.</p> <p>Any impact on the workforce will be positive; our workforce is recognised within the plan and we are committed to building and well-trained, supported and resilient workforce with progression and opportunities.</p>										<p>Positive impact – progress will be monitored through the Performance Information Management Framework.</p> <p>Positive impact – progress will be monitored through the Performance Information Management Framework.</p>
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Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>Health impact: (eg physical, mental health, wellbeing, substance misuse)</p> <p>The IASCS Living Thriving Lives plan will impact positively on physical, mental health and wellbeing outcomes through the following priority areas:</p> <ul style="list-style-type: none"> - Promoting independence through enablement – strengthening the in house enablement offer and seeking opportunities to expand and diversify to meet the needs of Gateshead residents - Promoting independence through technology – seeking new and innovative ways to use technology to support people remain at home and as independent as possible - Working in a strengths based way to identify their strengths, needs and wishes; as well as understanding community assets which may help improve individuals wellbeing - Home First – work closely with housing and planning to future proof the offer of housing with care options such as extra care and other facilities, as well as developing the domiciliary care market to focus on enablement and reducing people’s need for support 	<p>Positive impact – progress will be monitored through the Performance Information Management Framework</p>
<p>Socio Economic impact: (eg neighbourhood, ward, area of deprivation, household group, income, wealth)</p> <p>Development of the new Sister Winifred Laver Promoting Independence Centre (SWL PIC), which is due to open Oct 2023. Recruitment is taking place within the local area for the SWL PIC with several new posts created, the centre will be a vibrant part of the local community in Felling with close links to the local primary school, VCSE sector and health services.</p> <p>There will be further extra care developments in the Borough which will impact positively on specific community areas as well as across the Borough, through providing employment opportunities and alternative affordable housing options for residents.</p>	<p>Positive impact – progress will be monitored through the Performance Information Management Framework</p> <p>Plans for development are being discussed, any new facilities will be based in communities where there is an indicated need, however residents from across Gateshead can also benefit.</p>



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>Environmental impact: (does the proposal impact on climate change and the Council’s commitment to be carbon neutral by 2030? Is the proposal in line with the Council’s Environmental Policy? Does the proposal increase natural resource use? Does the proposal increase waste? Does the proposal increase pollution? Does the proposal impact on wildlife? Does the proposal increase car use? Does the proposal increase energy use?)</p> <p>No known impact to the environment, eco-systems or pollution.</p> <p>The SWL PIC site is close to the Queen Elizabeth Hospital which should reduce lengthy travel for those entering the centre from hospital. Recruitment is taking place locally with the aim to reduce the need of travel for LA staff.</p>	<p>No known impact.</p>
<p>Cumulative impact: (consider impact based on successive budgetary decisions relating to the proposal or is the proposal part of wider budgetary considerations that may collectively have an impact on service users, and is potentially at odds with the Thrive agenda)</p> <p>The IASCS Living Thriving Lives plan directly contributes to the Thrive agenda and Health and Wellbeing Strategy and this is demonstrated in the delivery plan.</p> <p>There are budget proposals linked to some areas of the plan, including investment in PRIME, to strengthen the enablement offer, however these proposals are with the intent that this will reduce demand on the LA by supporting people to live independently, recognising their strengths and providing alternatives to traditional care, as well as being able to access services in the community provided by other partners where possible.</p>	<p>See left – increased focus on supporting people to be independent through enablement, technology, use of direct payments and community assets should reduce demand.</p>
<p>Summary of consultation/data/research undertaken to inform the assessment: (eg feedback and engagement with service users, trade unions, employees, partners, public, benchmarking, case studies)</p>	



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

The IASCS plan has been informed by the ASC White Paper and the ambitions of the Department for Health and Social Care, the Care Act 2014 and through taking part in a regional assurance review in October 2022, holding a development day in November 2022 with support from the Local Government Association and using data and intelligence about the services we provide.

Consultation has been undertaken with:

- Partners from across the VCSE sector via the People at the Heart of Care forum
- Strategic Director for Integrated Adults and Social Care Services
- Service Director for Adult Social Care and Service Director for Commissioning, Performance and Service Development
- IASCS Group Management Team and Senior Management Teams
- Corporate Management Team
- Joint Adults and Health Portfolio
- Leaders Meeting - OSC

Signed: (completing officer) Karen Buckham
Date: 29/06/2023

Service Director: (approved) Steph Downey
Date: 04.07.23

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TITLE OF REPORT: Corporate Resources Overview and Scrutiny Committee – Review of Community Wealth Building: Final Report

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

Purpose of the Report

1. This report sets out the findings and recommendations of a review by Corporate Resources Overview and Scrutiny Committee (OSC) in relation to its review of Community Wealth Building

Background

2. Within the 2022/23 work programme Corporate Resources OSC agreed to carry out a review of progress made with implementing Community Wealth Building in Gateshead.

Review Methodology

3. The review comprised 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.
4. All of the sessions included a presentation by each of the groups / organisations listed followed by a Q and A session.

Proposal

5. The final report contains a summary of the evidence gathering sessions, the findings, issues and challenges arising from the review, these are set out in paragraphs 3 and 4 of the report at appendix 2. It is proposed that Corporate Procurement oversee implementation of the 10 recommendations agreed by Corporate Resources OSC as set out in paragraph 5 of the report at appendix 2.

Recommendations

6. It is recommended that Cabinet:
 - (i) Notes the findings gathered from the evidence gathering sessions undertaken by the Corporate Resources Overview and Scrutiny Committee and the 10

recommendations agreed by the Committee on 17 April 2023 outlined in the report attached at appendix 2.

- (ii) Agrees the 10 recommendations from the Corporate Resources Overview and Scrutiny Committee review as set out in appendix 2.

For the following reasons:

- (i) To ensure the Council continues to develop its approach to Community Wealth Building.
- (ii) To ensure the Council can meet its Thrive pledges, in particular to put people and families at the heart of everything we do, tackle inequality so people have a fair chance and support our communities to support themselves and each other.

CONTACT: Andrea Tickner

ext: 5995

Policy Context

1. The proposals support the pledges within Making Gateshead a Place Where Everyone Thrives and the Council's ambition to retain as much wealth within Gateshead as possible.

Background

2. In the review scope, the review focussed 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 those opportunities offered to local suppliers;
 - Exploring the development of social enterprises through the work of Economic Development;
 - Improving 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.

The review also helped develop an understanding of the linkages with Social Value, progress with the Anchor Network and work that is being progressed to grow local and community ownership of the economy.

Consultation

3. The process of the review has involved the presentation of evidence, research and an opportunity to involve a range of partners, notably Corporate Commissioning and Procurement, Economic Development, Centre for Local Economic Strategies (CLES), North East Business and Innovation Centre were actively involved in the review.

Alternative Options

4. The evidence gathering sessions enabled the consideration of a range of issues, with the final recommendations being those considered to be the most appropriate by Corporate Resources Overview and Scrutiny Committee.

Implications of Recommended Option

5. **Resources:**
 - a) **Financial Implications** – The Strategic Director, Resources and Digital confirms there are no financial implications arising directly from this report.

- b) **Human Resources Implications** - There are no direct staffing implications arising from this report.
- c) **Property Implications** - There are no property implications arising directly from this report.
- 6. **Risk Management Implication** - There are no risk management implications arising directly from this report.
- 7. **Equality and Diversity Implications**- There are no equality and diversity implications arising directly from this report.
- 8. **Crime and Disorder Implications** – There are no crime and disorder implications arising directly from this report.
- 9. **Health Implications** – There are no direct health implications arising directly from this report.
- 10. **Climate Emergency and Sustainability Implications** - There are no climate emergency or sustainability implications arising directly from this report.
- 11. **Human Rights Implications** - There are no direct human rights implications arising directly from this report.
- 12. **Ward Implications** - There are no direct ward implications arising directly from this report.

Background Information

Corporate Resources Overview and Scrutiny Committee reports:

13 June 2022

24 October 2022

23 January 2023

6 March 2023

17 April 2023



**Corporate Resources
Overview and Scrutiny Committee
17th April 2023**

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

REPORT OF: **Andrea Tickner Service Director Corporate Commissioning
& Procurement**

SUMMARY

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

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 Session 1, 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 out 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 an action plan in December 2021;
 - Work commenced on designing the community wealth building e-learning 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 Session 2, 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 Commissioning and Procurement. 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 Grow local and community ownership of the economy. 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 Meeting on 6 March 2023

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.

TITLE OF REPORT: **Approval of Schemes, Estimates, Tenders and Consents during the Summer Recess 2023**

REPORT OF: **Peter Udall, Strategic Director, Economy, Innovation and Growth**

Purpose of the Report

1. This report seeks Cabinet approval for the Strategic Directors, Economy, Innovation and Growth and Housing, Environment and Healthy Communities and Service Leads, Energy, Major Projects and Development, following consultation with the Strategic Directors, Resources and Digital and Corporate Services and Governance, to be authorised to approve schemes and estimates, and to invite and accept tenders over certain thresholds, during the summer recess following the Cabinet meeting on 18 July 2023 up to the date when Cabinet next meets (currently scheduled for 19 September 2023).

Background

2. The absence of Cabinet meetings during the summer recess could have a detrimental effect on the delivery of the capital programme.

Proposal

3. In order to avoid any delays in progressing capital building projects it is proposed that the Strategic Directors, Economy, Innovation and Growth and Housing, Environment and Healthy Communities and the Service Leads, Energy, Major Projects and Development, in consultation with the Strategic Directors, Resources and Digital and Corporate Services and Governance, are authorised to approve the letting of any contracts relating to the approved 2023/2024 Capital Programme, which exceed £250,000 in value. Such approval is to be in the form of either:
 - (i) an authorisation to invite or negotiate tenders in accordance with Rule 6 of the Contract Procedure Rules (“the Rules”) or to conduct some other procurement process in accordance with the Rules and to award the contract to the economic operator submitting the most economically advantageous tender as determined by the Service Director Corporate Commissioning and Procurement in accordance with the stated terms of the tender or other process and, where applicable, the Regulations; or
 - (ii) an authorisation subsequent to the conduct of a tendering process or other procurement process in accordance with the Rules to award the contract.
4. The Leader and/or appropriate Cabinet Members will be consulted on delegated decisions taken if possible.
5. The necessary procedures will be followed if key decisions are being made, as set out in the Council’s Constitution.

6. The actions taken under these special delegations will be recorded and reported to the next meeting of the Cabinet in September 2023.

Recommendations

7. Cabinet is recommended to authorise the Strategic Director, Economy, Innovation and Growth and the Service Director, Housing, Environment and Healthy Communities and Service Leads, Energy, Major Projects and Development, in consultation with the Strategic Directors, Resources and Digital and Corporate Services and Governance, to approve the letting of any contracts relating to the approved 2023/2024 Capital Programme, which exceed £250,000 in value. Such approval is to be in the form of either:
 - (i) an authorisation to invite or negotiate tenders in accordance with Rule 6 of the Contract Procedure Rules (“the Rules”) or to conduct some other procurement process in accordance with the Rules and to award the contract to the economic operator submitting the most economically advantageous tender as determined by the Service Director Corporate Commissioning and Procurement in accordance with the stated terms of the tender or other process and, where applicable, the Regulations; or
 - (ii) an authorisation subsequent to the conduct of a tendering process or other procurement process in accordance with the Rules to award the contract.

For the following reason:

To enable projects to progress and to avoid delay in delivery of the capital programme and its related expenditure.

CONTACT: Peter Udall extension: 2901

Policy Context

1. The proposal is consistent with the overall vision for Gateshead as set out in the Thrive Agenda. In particular, creating the conditions for economic growth and improving health and wellbeing. The delivery of the capital programme is a fundamental element in the achievement of the Council's policy objectives.

Background

2. Contract Procedure Rule 3.1 requires Cabinet approval before tenders can be invited/accepted for any works contract over £250,000.
3. The absence of Cabinet meetings during the summer recess could mean a delay in necessary approvals being granted and could have a detrimental effect on the delivery of the capital programme.

Consultation

4. In preparing this report, consultations have taken place with the Leader and Deputy Leader.

Alternative Options

5. The alternative option of delaying decisions for scheme and estimates and tenders would jeopardise delivery of the capital programme and generation of capital receipts.

Implications of Recommended Option

6. **Resources**

- a) **Financial Implications** – The Strategic Director, Resources and Digital confirms that the financial implications of decisions made under delegated powers during the summer recess will be recorded at the time they are made and included in the report to the next Cabinet meeting in September 2023.
- b) **Human Resources Implications** – there are no human resources implications arising directly from this report.
- c) **Property Implications** – there are no property resource implications arising directly from this report.

7. **Risk Management Implications** - there are no risk management implications arising directly from this report.

8. **Equality and Diversity Implications** - there are no equality and diversity implications arising directly from this report.

9. **Crime and Disorder Implications** - there are no crime and disorder implications arising directly from this report.
10. **Climate Emergency and Sustainability Implications** – there are no climate emergency or sustainability implications arising directly from this report.
11. **Human Rights Implications** - there are no human rights implications arising directly from this report.
12. **Health Implications** - there are no health implications arising directly from this report.
13. **Ward Implications** - there are no ward implications arising directly from this report.
14. **Background Information** – None.

TITLE OF REPORT: Nomination of Local Authority School Governors

REPORT OF: Helen Fergusson, Strategic Director, Children's Social Care and Lifelong Learning

Purpose of the Report

1. Cabinet is asked to Nominate Local Authority Governors to schools seeking to retain their Local Authority governor in accordance with The School Governance (Constitution) (England) Regulations.

Background

2. Schools - The School Governance (Constitution) (England) Regulations require all governing bodies to adopt a model for their size and membership. The regulations prescribe which categories of governor must be represented and what the level of representation is for each. The Local Authority's nomination is subject to the approval of the governing body. If approved, the nominee is appointed by the governing body.

Proposal

3. It is proposed that Cabinet approves the nominations to schools as shown in appendix 1.

Recommendations

4. It is recommended that Cabinet:
 - (i) Approves the nominations for appointment of Local Authority Governors as set out in appendix 1.
 - (ii) Notes the Term of office as determined by the schools' Instrument of Government.

For the following reason:

To ensure the School Governing Body has full membership.

CONTACT: John Finch

extension: **8626** (Johnfinch@gateshead.gov.uk)

Policy Context

1. In accordance with The School Governance (Constitution) (England) Regulations, local authorities can nominate any eligible person as a Local Authority governor. Statutory guidance encourages local authorities to appoint high calibre governors with skills appropriate to the school's governance needs, who will uphold the school's ethos, and to nominate candidates irrespective of political affiliation or preferences. A person is disqualified as a Local Authority governor if they are eligible to be a Staff governor at the same school.

Consultation

2. The Cabinet Member for Children and Young People has been consulted.

Alternative Options

3. The alternative option would be to make no nomination/appointment to the vacancies, leaving governing bodies under strength and less likely to demonstrate the correct configuration.

Implications of Recommended Option

4. Resources:

a) **Financial Implications** – The Strategic Director, Resources and Digital confirms there are no financial implications arising from this report.

b) **Human Resources Implications** – None

c) **Property Implications** - None

5. **Risk Management Implication** - None

6. **Equality and Diversity Implications** - None

7. **Crime and Disorder Implications** – None

8. **Health Implications** - None

9. **Climate Emergency and Sustainability Implications** - None

10. **Human Rights Implications** - None

11. **Ward Implications** - None

Background Information

12. The School Governance (Constitution) (England) Regulations.

In accordance with the School Governance (Constitution) (England) Regulations 2012, the following Local Authority governors are nominated for a period of four years (as stipulated in the individual Instruments of Government) with effect from the dates stated below:

School	Nomination	Date from
Emmaville Primary School	Cllr Kathryn Henderson	Autumn 2023
Falla Park Community Primary School	Cllr George Kasfikis	Autumn 2023

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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