



HOUSING, ENVIRONMENT AND HEALTHY COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Monday, 23 October 2023 at 1.30 pm in the Bridges Room - Civic Centre

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies for Absence
2	Minutes of the last meeting (Pages 3 - 6)
3	Construction Services Update - Repairs and Maintenance Improvement Plan Progress Update (Pages 7 - 10) Report of the Strategic Director of Housing, Environment and Healthy Communities
4	Damp & Mould Compliance (Pages 11 - 14) Report of the Strategic Director of Housing, Environment and Healthy Communities
5	Locality Working (Pages 15 - 34) Report of the Strategic Director of Housing, Environment and Healthy Communities.
6	Work Programme (Pages 35 - 40) Joint report of the Chief Executive and the Strategic Director of Corporate Services & Governance.

Email: democraticservicesteam@gateshead.gov.uk, Date: Friday, 13 October 2023

GATESHEAD METROPOLITAN BOROUGH COUNCIL

HOUSING, ENVIRONMENT AND HEALTHY COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Monday, 11 September 2023

PRESENT: Councillor B Clelland (Chair)

Councillor(s): T Graham, A Geddes, F Geddes, D Burnett, H Weatherley, H Kelly, S Dickie, V Anderson, P Maughan, A Wintcher, S Gallagher, P Burns, D Welsh, K Walker and L Brand

APOLOGIES: Councillor(s): J Turnbull and K Dodds

CPL77 MINUTES OF THE LAST MEETING

The minutes of the last Committee held on 19 June 2023 were agreed as a correct record.

CPL78 LIFELONG LEARNING

The Committee received a report and presentation providing an overview of Gateshead Council's post-16 education offer and the impact on residents.

Updates were provided in respect of the following:

- **Delivery areas:** this includes community learning, apprenticeships and essential skills.
- **Local delivery:** it was highlighted that Gateshead support the highest number of learners compared to neighbouring authorities.
- **Success stories:** the Committee noted that Learning and Skills have a success rate 23% above the national average and are Ofsted rated 'good'.
- **Student overview:** 44% of learners have a learning difficulty, disability or health condition. 49% of learners live in a deprived neighbourhood.
- **Impact across the 2022/23 Academic Year:** the Committee were advised that 76% of young people enrolled are attending an employability related course with 98% of 16-18 year old apprentices securing full time employment on completion of their apprenticeship.
- **Staff:** it was highlighted that staff recruitment and retention within the service is excellent.

The Committee questioned how residents can access the learning and skills provision; Mel Crosby (Principal of Learning & Skills) advised that the service use direct and indirect marketing techniques in addition to social media. It was also explained that a lot of learner recruitment is a result of word or mouth and that the service has a good reputation in the local community.

The Committee were also advised that the service does a lot of work within Gateshead's schools to identify trends in learning gaps which can be developed for learners aged 16-18; the impact of the Covid-19 pandemic on educational attainment was also discussed.

The Committee commended the work of the service but queried how the service is funded. Mel Crosby advised the Committee that funding streams come from the Department for Education and the ESFA; it was also explained that funding is allocated annually and there is no requirement for the service to bid for money.

RESOLVED:

- (i) That the Committee noted the benefits to individuals, communities and employers of adult education.
- (ii) That the Committee recognised the unique and high-quality service offered by Gateshead Council.

CPL79 COMMUNITY SAFETY PRIORITIES UPDATE / PROGRESS REPORT

The Committee received a report providing an overview of some key activities coordinated on behalf of the Community Safety Board since April 2023 to tackle strategic priorities outlined in the Partnership Plan 2023/24.

Updates were provided in respect of the following:

- **Crime Performance:** The Committee were given an overview of crime and disorder in Gateshead from April – May 2023. It was noted that recorded crime in Gateshead had increased by 4%, equivalent to 240 crimes.
- **Progress to date:** Details of progress made across the strategic priorities were provided, this included tackling serious violence, thriving communities, protecting people from harm and strengthening governance/accountability.

From the report, the Committee also noted the information provided in relation to domestic homicide reviews that had been conducted within Gateshead. The Committee were also advised that a Members Seminar is to be organised for Councillors to raise issues directly with Northumbria Police colleagues.

The Committee queried whether the current cost of living crisis had impacted on crime levels within Gateshead; Adam Lindridge (Community Safety Manager) explained that instances of shoplifting had increased according to the statistics; Adam advised the Committee that as part of the next update report more information would be provided on the 'drivers of crime';

Concern was noted by the Committee regarding call wait times to contact the Police; a discussion also took place on neighbourhood policing priorities. Councillors also noted that some constituents have had to wait until the next day or longer to receive a call-back or visit from the police when a crime is reported. The Committee acknowledged that Northumbria Police are working hard across the borough to deal with emergencies but commented that more assurances were needed for residents who report non-urgent/life threatening crimes and concerns such as bicycle thefts

and ASB.

A query was raised in relation to the safety of Council staff and Councillors; the Committee were advised that Gateshead Council's HR department are developing the existing policy for staff and member safety to ensure it remains current and relevant. It was also noted that employee policies are being developed to support staff who are victim of domestic abuse/assault. It was highlighted that a comprehensive in-house counselling support service continues to be available for staff and counsellors if needed.

The Committee discussed environmental ASB; it was reported that members had agreed to around £2million of additional funding being used to tackle the impact of environment on health, wellbeing, climate change, economic sustainability and in response to declining resident satisfaction with services. The Committee agreed to review the outcomes of this work in 12 months.

RESOLVED:

- (i) That the Committee noted and commented on the contents of the report.
- (ii) That the Committee agreed to receive a further update in 6 months.
- (iii) That the Committee agreed to receive an update on the outcomes of work being undertaken to tackle environmental ASB in 12 months.

CPL80 PARKING ENFORCEMENT UPDATE REPORT

The Committee received a report providing an update on pavement parking within Gateshead.

From the report it was proposed that the Department for Transport (DfT) plans to introduce legislation to allow all English highway authorities to adopt new footway enforcement powers however the timeline for that is unclear, as are the details about how it will work.

It was reported that DfT had conducted a consultation on pavement parking in 2020 and are still considering the responses to that. It was noted that the Council had submitted a response to this consultation (as agreed by Cabinet on 17th November 2020).

It was explained that if the Council does adopt the new powers, once granted, it is likely that a clear and robust policy would be required setting out the type of circumstances in which it would enforce and those in which it would not. The Committee noted that without this the Council would be overwhelmed with requests and complaints.

The Committee were asked to note that in some areas, parking partly on the footway (so that people can still safely get past) is sometimes a pragmatic solution. It was also stated that it is likely that given government's previous approach and the practicalities involved, that footway enforcement would need to be undertaken by Civil Enforcement Officers (CEOs) in person, rather than by "approved device" (e.g. the camera car).

It was also explained that this implies the need for a significant uplift in the CEO establishment, at time when the Council are finding it difficult to maintain staffing levels within enforcement. This would therefore involve significant additional costs, including additional supervision and back-office support to support these additional duties.

The Committee queried the visibility of current CEO's across Gateshead; some members advised that they rarely, if ever, see them out in Gateshead. Officers reiterated that recruitment and retention of CEO's within the service had been a challenge but provided assurances that the existing cohort of CEO's are working hard to cover hot-spot areas as well as monitoring the rest of Gateshead.

RESOLVED:

- (i) That the Committee noted the report.

CPL81 WORK PROGRAMME

The Committee received a report which provided details on development of the work programme for OSC's and the provisional work programme for Housing, Environment and Healthy Communities OSC for the municipal year 2023/24.

RESOLVED:

- (i) That the Committee noted the Work Programme.

CPL82 BREXIT UPDATE

RESOLVED:

- (i) That the Committee noted the report for information.

Chair.....

TITLE OF REPORT: Repairs and Maintenance Improvement Plan Progress Update

Purpose of the Report

1. To provide an update on outcomes from the Repairs and Maintenance Service Review.

Background

2. A Service Review commenced in Construction Services in March 2022. The purpose of the review was to improve productivity and performance, challenge convention and ensure that the form of the service was fit for purpose.
3. With support and in negotiation with the collective trade unions a Joint Local Agreement was introduced for revised salary structure and working arrangements.
4. A key thread throughout all areas of under performance was a lack of ownership of work. New processes for each area have addressed this.

Recruitment

5. 111 new posts have been recruited to across Construction Services. This includes 53 new trade operatives. 6 new Building Technicians and 7 additional Customer Operations Staff.
6. This has enabled additional resource to manage the 'front end' of repairs.
7. With changes to staff designation in the Joint Local Agreement all trade operatives can move between the different areas of work as needed.

Repairs

8. Trade operatives no longer have a rigid set time for each job. Operatives can request additional work when a job takes less time than expected in our standard minute values or stay longer at a property to complete newly identified work.
9. Ownership of work means where a job cannot be completed in one visit, the same operative will be assigned to go back to complete it.
10. Upskilling of trades operatives has enabled the completion of minor cross trade work in one visit rather than multiple visits. This makes better use of resources and provides better customer service.
11. Building Technicians are embedded in the Customer Operations team to support identification of repair work before a trade operative attends.

12. Repair Schedulers are now part of the Customer Operations team to deliver a more effective service and directly liaise with Building Technicians and Customer Support.
13. When attending to each repair raised, the team take a whole property approach to look at any additional repairs or causes of disrepair.
14. To maximise productive time, stock purchasing arrangements are available with trade counters across the borough, and improved van stock monitoring in place to reduce the need to return to central stores.
15. Evening appointments were trialed between October and December 2023 and have been in place Monday to Thursday since March.
16. Repairs team performance has seen a significant improvement: Jobs completed right first time have risen from 36% in March 2022 to 74% in September 2023, appointments kept from 50% to 93% over the same period, and repairs completed in target from less than 50% to 82%.
17. The level of new repair jobs coming to the team each month has increased from 2000 per month in the first quarter of 2023 to 3500 per month during the summer. Part of this increase is due to the whole house approach now taken during repairs inspection and trade operatives completing additional work during their visits.
18. Levels of major repairs to properties are rising from 1,477 major jobs in 2021/22 to 4,750 major jobs in 2022/2023. Part of this trend is from better identification of works and a whole property approach to repairs. Major repairs include new kitchens, bathrooms, and part and full electrical rewires.
19. Use of contractors is under review due to poor performance, quality issues and rising costs.
20. The Customer Operations Team have seen an increase of over 2,000 calls per month.
21. The Repairs policy is under review to both enable better customer service, and timescales that can be better benchmarked against similar organisations.

Damp, mould and condensation

22. A new process was introduced in April this year. This has enabled more accurate diagnosis and quicker responses to customers. A dedicated Building Technician is in place to coordinate and investigate reports of damp mould and condensation and treats this as a repair issue rather than a housing management function.
23. System reports are still being refined to enable accurate reporting on the type and number of cases, with a clear reporting of mould cases instead of the current combined figures that include any works related to damp.
24. The approach to damp involves finding the source of the problem – repairs, inherent property defects, insulation, extract systems and ventilation.

25. Positive intake ventilation units have been installed in over 100 homes. These are now under review as to their efficiency, impact on electrical cost and how they affect heat loss.

Voids

26. Changes to void processes have increased productivity and decreased delays in work streams. 576 properties were made ready to let in the period April to end of September 2022. 619 properties were made ready to let in the same period for 2023.
27. Levels of repairs needed to empty properties have almost doubled since last year impacting on turnaround times, budget spend and inhouse targets.
28. As with repairs, use of contractors is under review due to poor performance, quality issues and rising costs.
29. Void performance is expected to meet business plan targets at the financial year end.

Proposal

30. Repair and void processes, performance and productivity will remain under review and changes made as necessary.
31. Options to move away from contractors to inhouse staff are under review. This is intended to improve responsiveness, quality, and customer service.

Recommendations

32. OSC is asked to note this report.

Contact: Ian McLackland, Service Director, Repairs and Building Maintenance

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TITLE OF REPORT: Damp & Mould Compliance

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

Purpose of Summary

1. To provide an overview of the Council’s current approach towards ensuring homes in Gateshead are compliant with statutory and regulatory requirements relating to damp and mould.

Background

2. Following the Housing Ombudsman’s Spotlight Report on Damp and Mould, a review of Gateshead Council’s response to reports of damp and mould was undertaken to ensure compliance with guidance highlighted in the report.

Extent of damp and mould hazards in our housing stock

	Total number of Properties with Damp and Mould Inspection or Works Order Raised	Total number of Properties with Damp and Mould Inspection or Works Order Complete	No. of Mould Wash Downs Raised	No. of Mould Wash Downs Completed
November	345	213	122	27
December	554	465	183	110
January	808	683	261	186
February	1015	931	325	289
March	1275	1210	422	401
April	1418	1389	497	460
May	1618	1546	637	529
June	1810	1636	772	552
July	2140	1733	859	582
August	2295	1839	956	622
September	2475	2096	1063	941

2475 properties have reported damp, with 379 remaining in work. 1063 of these have reported mould with 122 in progress and included in the 379 in work above.

Approach to assessing extent of damp and mould

3. When a customer contacts Repairs to report damp mould or condensation, Construction Services raise an emergency order to wash down the mould and eliminate or reduce the risk to the customer. We aim to carry this out within 3 working days. Simple repairs will be raised on a 20-working day priority order. For those properties where it is difficult to diagnose, or appears to be more complex, a Building Technician/ Building Surveyor will attend depending on the

severity. All planned works orders are placed on a 40 working day priority order. The Council will commission from time to time a specialist damp contractor who provide further reports and facilitate required works.

4. As of March 2023, the Council has been trialling Positive Intake Ventilation (PIV) units and are rolling these out to properties where high levels of mould have been identified and void properties, where practicable, to assist with reducing the mould spore and humidity levels.
5. In instances where the install of the PIV units and other works to remedy building defects are unsuccessful in preventing the reoccurrence of damp mould or condensation in a property, the case is referred to the relevant housing management team for further customer liaison, advice, and support.
6. Depending upon the circumstances, the following actions may be undertaken:
 - Rehousing of the household, especially in cases where the damp mould or condensation is exacerbating existing health conditions. If deemed to be urgent, this may be carried out immediately and involve the use of temporary accommodation whilst a more permanent property is identified.
 - Continued engagement with the advice and support team to reduce impacts of fuel poverty on ability to heat the home sufficiently.
 - Appropriate formal or legal action taken where the reoccurrence of damp mould or condensation is identified as being linked to the customers inappropriate use of the property.
7. Alongside this, an options appraisal of the property may be required at this point if it is identified that the same issues are likely to emerge with any re-let to a new customer due to factors affecting the property.
8. The Council has recently reviewed its damp mould or condensation process and a new process is now in place. This has been introduced to allow for first time diagnosis of the issue and quicker response times for customers. A dedicated team has been set up within Construction Services to ensure efficient and effective responses to damp and mould.
9. Other processes are being reviewed and this is creating links with organisations such as the NHS to provide priority routes for reporting cases that involve vulnerable customers and those with breathing difficulties.

Reporting

10. Current repair systems and its collation of damp mould or condensation data will be used to produce a live report within Power BI software. This will enable borough wide accurate and current reports adding an additional layer to identifying trends as they occur.
11. Data and performance figures will be provided to Members as part of the compliance performance monitoring arrangements including periodic reports to Housing Portfolio, the Housing, Environment & Healthy Communities OSC, and Strategic Housing Board. The Resident Influence Panel will also receive

compliance performance reports, ensuring appropriate tenant and leaseholder scrutiny.

Communication, Advice and Support

12. The Council have reviewed their online literature and guidance around damp mould or condensation and updated documentation is now live.

13. The Council will introduce training workshops for damp mould or condensation to provide guidance and advice to customers. This will be alongside continued support from independent advice and support services such as Two-Way Tenancy Solutions CIC, Green Doctor, CAB; as well as the Council's own Advice and Support Team to offer guidance and financial support for those that are struggling with energy bills.

Recommendation

14. To consider this report and provide any questions and comments.

Contact: Laura Atkinson, Service Manager Repairs and Voids / (0191) 433 5851

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TITLE OF REPORT: **Locality Working – Update and Next Steps**

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

Purpose of the report

- This report provides an update on the locality working model which includes the alignment of the emerging Family Hub model within the broader Locality Working approach.
- To support this activity this report outlines a work programme that will:
 - Align the Family Hub model to the broader locality model to support the “whole family / all age” approach and align the activity to VCS partners who will be commissioned to support/ develop the network and the community development approach
 - Implement a locality-based case management approach within the Early Help Service and develop a programme to embed the links with Housing services and neighbourhood management teams/ partners in localities
 - Develop a locality-based plan for the South with the aim that it has synergy with the Primary Care Network plan to tackle health inequalities
 - Incorporate learning activity and opportunities that pave the way for further development of the locality-based approach across Gateshead
 - Recognise the importance of schools and the contribution made to the locality approach and locality working models are mapped to schools to ensure a network of wrap around support for schools to support integrated early help and prevention services which is easy to access and seamless

Background

- The locality work we have done to date builds on the findings of Public Service Reform, lessons learned from Community Hubs, partnership working within our Children’s Centres and Thrive in Beacon Lough East. All of which *identified the importance of de-centralising and placing essential support services into communities*, the benefits of taking time to build trust with residents and partners and the need to challenge the systems, policy and process that keeps people out of essential services until their situation is critical.
- The initial roll out of a locality team is now complete in the South following the appointment of the Strategic Lead for that area, plus the Locality Coordinator and two Locality Connectors. Induction for the team has included significant relationship building with partners across the locality and beyond, engaging a wide range of voluntary and statutory sector partners in constructive dialogue around the benefits

of locality working, including Elected Members, blue light services and early intervention. (Low Fell/ High Fell/Chowdene/Lamesley and Birtley wards)

- Feedback from this early work illustrates how services are ready for a reinvigoration of local partnership working, often based upon existing good practice, and in full realisation that combined resource offers improved value for money, better results and more opportunity to achieve positive outcomes for the whole community
- The south locality plan is up and running and multiagency information sharing events took place in December 2022 and January 2023 that served to re-energise and focus locality working for partners. This activity includes a specific project funded by the Police and Crime Commissioner (Safer Streets) to address and prevent ASB focusing on the Birtley and Lamesley Wards. Learning and activity from this approach is now in development in other parts of the South (High Fell and Chowdene)
- The Safer Streets project is serving as an excellent opportunity to showcase the benefits of structured locality partnership working and partner services have openly welcomed the move to a more localised, asset-based approach. It should be noted that Safer Streets funding has enabled the team to employ the second connector role.
- At an operational level, colocation of services has commenced in the south of the borough with a range of services now operating from both the Birtley Library and Wrekenton Hub. These include the South locality team, housing, Police, Citizens Advice, Mental Health Social Prescribers and a range of VCS partners.
- Family Hubs are already configured into areas with six centres at Deckham, Felling, Birtley HARRAS Bank, Chowdene, Blaydon/Winlaton and Teams now operating under the Family Hubs branding. The online offer was also launched on 31 March 2023 and the Anna Freud National Centre for Family Hubs have completed (16 May) a film project in Gateshead to document our Family Hub journey for their national conference in October. Staff deployments in each Hub across the borough have been shared as part of the area mapping exercise.
- Work has started on preparing the Early Help Service to use an area-based allocation process for families requiring support. Supervisors have been given area designations and the service is looking at the implications for line management when new allocations are made on a ward or area basis. Analysis of current casework would show the number of children divided as follows – with FTE staff required shown in brackets: West, 241 (11.9 FTE), South, 136 (7.1 FTE), Central, 185 (8.9 FTE) and East, 136 (7.1 FTE).
- Next steps include finalising the process for VCS organisations to apply for funding to develop their own capacity to deliver Family Hub services. An expression of interest process and role specification – now in draft form - will be publicised in June 2023.

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

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

- Reduce inequalities; deliver the outcomes set out in the HWB Strategy for Gateshead, tackling vulnerabilities within our communities and to enable more sustainable outcomes for residents; and
 - Improve the standard of places and enable communities to be more resilient; and
 - Create a new operating model for council services, de-centralising the services needed to support residents to Thrive; and
 - Embed more effective ways of working, to identify budget alignment efficiencies, and reduce demand on high intensity, high-cost services.
-
- Measures and data for the evaluation of the programme are being developed and will include the Family hubs measures of success.

Next steps

Key activity supporting the programme of work is as follows:

- The Early Help Service currently provides a cross-borough, peripatetic family support service and have agreed to adopt a locality-based approach to supporting families (ie) begin a phased timeline from Summer 2023 to link frontline practitioners to families residing in specific post code areas. This will enable Early Help colleagues to deepen understanding of/build improved relationships with local assets, including housing, health, schools and VCS networks. A codesigned plan for the delivery will complement this approach with a programme of activity that supports services/partners including early help, housing neighbourhood teams and neighbourhood management to develop shared objectives and ways of working in localities.
- This work would support the implementation of Family Hubs (2023-25) and the proposed model of aligning Hubs with VCS assets in our wards of highest deprivation. The Local Authority aims to utilise elements of Family Hubs funding to develop capacity with VCS partners and develop a 'Hubs and Houses' approach with a locality-based system of help. This element will support the development of the locality working model across the Borough to support an increase in the capacity of voluntary and community sector.
- The Locality programme is designed to support the building of relationships across teams, and partners families and schools with a focus that has both practical benefits with timescales that support the whole team to have a locality focus. This will build on the work in areas for example TIBLE/ Edberts House and our Lottery supported partners where voluntary sector services are working alongside Council services and partners jointly – experience shows these teams are acutely aware of very localised issues and pressures on communities and the programme would be designed to give these teams an opportunity to effectively influence.

- The programme is designed to provide the tools and mechanisms to encourage joined up working and develop the links with wider opportunities
- This approach supports the key aspects of locality working namely “community development” and “community-based working”. It will pave the way for the development of ‘locality teams’ and a culture which responds to and delivers against the needs of the resident.
- Developing the links between schools and locality working has commenced in the South, although there remains much to do to embed the relationships.
- At a local level this work is already aligning with the Community Mental Health Transformation (CMHT) programme and The Learning Disability and Autism 3 Year plan where it has been identified there are many co-dependencies and opportunities to add value such as, co-location, targeted investment, and most importantly better outcomes for people and local communities. Evidence tells us that good mental health and wellbeing is seriously impacted by the wider social determinants of health; bringing locality working, Family Hubs, PCN development together with CMHT will be a massive step towards holistic community-based support to people and communities. An overview of the CMHT programme and key successes to date can be found in **Appendix 2**.
- In collaboration with health partners and others the locality-based plan for the South aims to have synergy with the Primary Care Network plans and the outcomes of the Fuller Stocktake Report as well as Community Mental Health Transformation plans; both which have the fundamental aims of bringing care and support closer to communities, being more person centric and addressing health inequalities – the principles of which are capable of being rolled out across the borough. The five PCNs in Gateshead are working on a Health Inequalities unmet need in their geographical area in conjunction with Social prescribing link workers. **See Appendix 3**.
- Learning and challenge is built into the programme and form an integral part of the activity to inform future developments at both operational and strategic levels.
- We will develop a core training programme with system partners that connects and upskills customer facing teams in localities regardless of who their contract of employment is with.
- Develop key measures that set out a baseline of data metrics from which locality working will be able to be evaluated and developed.
- With such a complex agenda, success will be dependent on creating buy in, ownership and the engagement of staff members to be part of it, help the activity evolve and ensure it remains a sustainable way of working which continues to deliver the benefits it was set out to achieve.

Scope and wider strategic impact

- The programme outlined above will need to consider the development of locality working alongside other related opportunities for inclusion in the initial programme linked to wider potential strategic priorities including:
- **The role of place focused services in a locality services operating model:**

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

- **Customer contact and digital strategy:** a financial driver for locality working is early intervention and prevention leading to less costly intervention in service delivery. Equally there are potential efficiencies through promoting greater 'self-serve' opportunities and a different approach to customer contact for 'transactional' service requirements. Both locality working and customer contact need to be considered as potentially complementary. One is a least cost service option, the other prevents, mitigates or reduces costs.
- **Corporate asset strategy:** spaces and buildings need to support locality working, but also need to be considered alongside the Council's need to rationalise its current building assets and reduce costs. There is potential to consider cost savings by reviewing the whole public sector estate in Gateshead, identify future 'whole system' requirements and potentially 'pool' building assets and costs accordingly.

Recommendations

- Views are sought on the Locality programme as outlined in Appendix 1 with next steps and proposed timescales identified.

Contact: Neil Bouch Ext 5303

Involvement and Consultation on this update included:

Dale Owens

Peter Allen

Alison Dunn

Mark Smith and Charlotte Wainwright

Gavin Bradshaw

Sandra Watson

APPENDIX 1 – Terms of Reference

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

Background:

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

Aim:

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

- Reduce inequalities; deliver the outcomes set out in the HWB Strategy for Gateshead, tackling vulnerabilities within our communities, to create deeper more sustainable outcomes for residents
- Improve the standard of places and enable communities to be more resilient
- Create a new operating model for all council services, de-centralising the services needed to support residents to Thrive
- Embed more effective ways of working, to identify budget efficiencies, and reduce demand on high intensity, high-cost services.

Purpose of the Locality Programme:

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

The Locality Programme will:

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

to achieve locality working

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

Methodology for locality working:

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

Working principles of locality working:

- Trusting relationship with partners and residents take time to build, and a second to damage
- Not council led, but council facilitated
- Increased community engagement, parity in relationships and local decision making
- Wide staff, trade union and Member engagement
- Recognition that operational change requires some staff to be released from the 'day job' for significant periods of time
- Partner engagement via VCSE, health, education, and training networks
- Regular communications and awareness raising

- Implementation of better, more effective ways of working (processes, systems, policies, and job roles) will drive efficiencies
- Wide ranging organisational change is inevitable

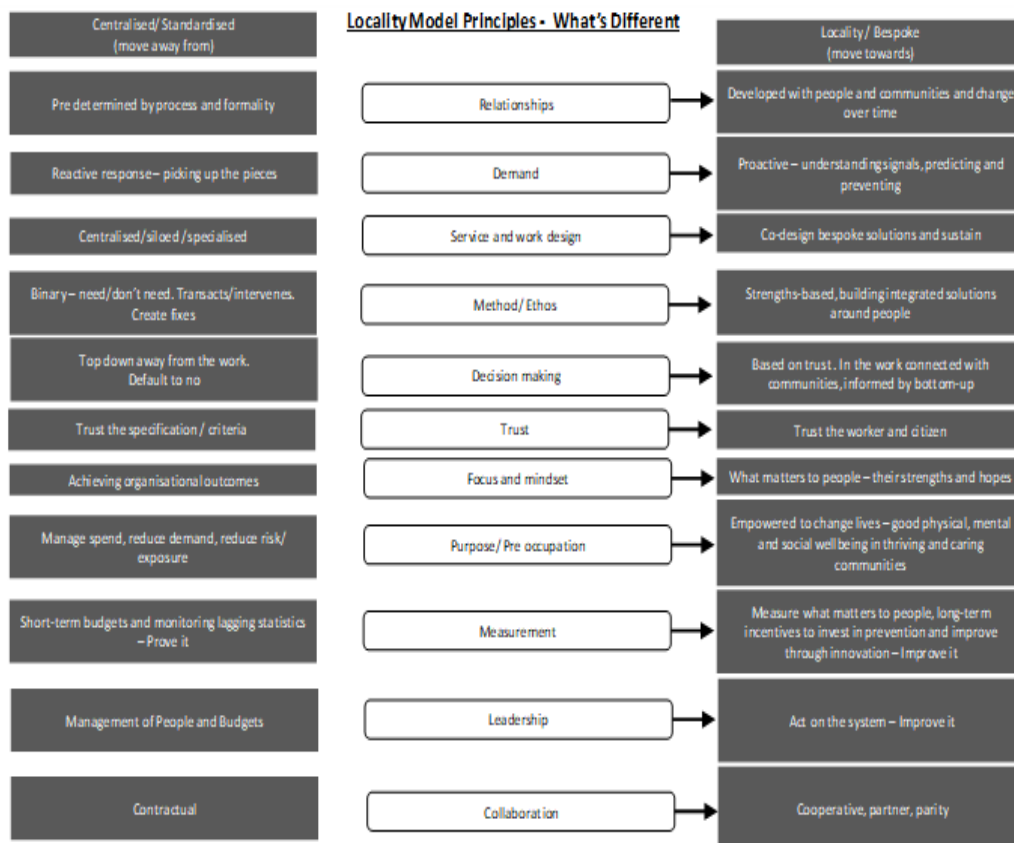
Programmed activity and proposed timescales:

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

Explore opportunities with Primary Care Network colleagues to ensure the locality agenda and the integrated services agenda are complementary to each other.	Neil Bouch / Neil Bunney	From May 2023
Commence a programme that supports services/partners including early help, housing neighbourhood teams and neighbourhood management to develop shared objectives in localities.	Gavin Bradshaw/ Peter Allen/ Gail Ballance	July 2023
Establish the learning approach for Locality working by end of July 2023 and embed the activity at both an operational and strategic level by end of September 2023	Mark Smith / Charlotte Wainwright	September 2023
Set up measures and data for evaluation and iteration of the locality programme	Mark Smith / Charlotte Wainwright/ India Gerritsen	September 2023
Develop the strategy to roll out the locality working model across Gateshead	CMT Neil Bouch/Peter Allen	January 2024

Other items to add to the programme include:

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



Issues:

- Successful delivery is dependent on corporate commitment and commitment to change
- Infrastructure to support the roll out beyond the South will need to be identified from within existing resources
- We now have project management resource/support functions to ensure that the work required to enable the development of the locality model
- Our understanding of communities and how these correlate (or rub up against) council, PCN, and Ward boundaries will need to be shared and understood.
- There is a need to address any required skills and capacity gaps: to ensure systems redesign, data analysis, project & programme management, and organisational development
- Community engagement methods, there is a need to listen more and agree priorities and ultimately budget locally

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

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

The priorities for Year 2 of the CMHT programme are

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

Residential Accommodation Review & Links to Mental Health Rehabilitation

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

Developing an offer for Individuals Experiencing Complex Emotional Needs

Addressing Inequalities

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

7 PCN Mental Health Practitioners

5 Mental Health Community Development workers

10 Peer support workers

5 Children & Young People Trainee MH Practitioners

2 Children & Young People CBT Therapist's

CBC Extended Access Mental Health Practitioner Pilot

2 Children & Young People Mental Health Practitioners

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

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

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

The Crisis Pathway

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

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

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

Inequalities work

Community Mental Health Transformation

- Pilot work with Atypical Support and Tyneside Mind to address inequalities autistic adults face in accessing Mind services
- Deep dive work with South Tyneside & Sunderland Trust to understand why take-up of the IAPT the service is low
- Deep dive work with NRASS to understand and address inequalities faced in accessing mental health services by the deaf community

Learn Disability and/or Autism

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

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

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

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

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

Working with People @ The Heart

QE A&E Frequent Attenders

System Mapping to understand Need & Impact

Dual Diagnosis – Working with public health on Drugs & Alcohol

Trauma Identified as a System Training Need

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

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



By 2023/24 - Priorities for Community Mental Health transformation



Model development	Care provision	Workforce	Data & outcomes	Dedicated focus ⁶		
				CEN / 'personality disorder'	Community rehab	Eating disorders
Joint governance with ICB oversight ¹	"Must have" services ³ commissioned at PCN level tailored for SMI ⁷	Recruitment in line with indicative 23/24 MH workforce profile	Record access data from new model (inc. primary, secondary and VCS orgs)	Dedicated function linked to core model: increased access to dedicated function and consultation, support, supervision and training to core model		
Model design coproduced with service users, carers & communities	"Additional" services ⁴ commissioned at PCN level tailored for SMI ⁷	Expand MHP ARRS roles in primary care	Interoperable standards for personalised and co-produced care planning	Embed experts by experience in service development and delivery		
Integration with primary care with access to the model at PCN level ²	Improved access to evidence-based psychological therapies	Staff accessing national training to deliver psychological therapies	Routine collection of PROMs using nationally recommended tools	Development of trauma-specific support, drawing on VCSE provision	Ensure a strong MDT approach ⁸	No barriers to access e.g. BMI or weight thresholds
Commissioning and partnership working with range of VCSE services	No wrong door approach means no rejected referrals recorded	Multi-disciplinary place-based model ⁵ in place	Waiting time measured for CMH services (core & dedicated focus areas)	Co-produced model of care in place to support a diverse group of users	Clear milestones are in place to reduce reliance on inpatient provision	Early intervention model (e.g. FREED) embedded
Integration with Local Authority services	Tailored offer for young adults and older adults	Staff retention and well-being initiatives	Interoperability for activity from primary, secondary and VCSE services		Co-produced care and support planning is undertaken	Clear arrangements in place with primary care for medical monitoring
100% PCN coverage for transformed model	Principles for advancing equalities embedded in care provision	Dedicated resource to support full range of lived experience input	Impact on advancing equalities monitored in routine data collection		Supported housing strategy delivered in partnership with LAS	Support across spectrum of severity and type of ED diagnoses
Shift away from CPA towards personalised care	Support for co-occurring physical needs & substance use	Staff caseload ratios to deliver high quality care				Joint working with CYP ED services including transitions
Alignment of model with IAPT, CYP & perinatal	Trauma-informed & personalised care approaches	Place-based co-location approaches				Accept self-referrals, VCS referrals and Primary Care referrals.

For any further information related to Community Mental Health Transformation Programme or the Learning Disability 3 Year Plan, please contact.
Mental Health, Learning Disability and Autism Portfolio Manager Angela.Kumar@nhs.net
Mental Health, Learning Disability and Autism Project Manager gail.ballance1@nhs.net
Associate Director Gateshead Place kirsty.sprudd@nhs.net

Appendix 3 – System Development: Primary Care Network (PCN) Development



Gateshead Cares Enabler

Enabler:	System Development: Primary Care Network (PCN) Development
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<p>How does the programme area support and take forward our Health & Wellbeing Strategy ‘Good Jobs, Homes, Health & Friends’?</p>
<p>The needs of our communities, in particular in areas where there are health inequalities are greater than ever before. The creation of Primary Care Networks builds on the core of current primary care services and enables a greater provision of proactive, personalised and more integrated health and social care. There are 5 Primary Care Networks in Gateshead and range from 3 to 10 GP practices in each network working collaboratively and typically covering 30,000 – 50,000 patients.</p> <p>To support PCNs in preventing ill health and tackling health inequalities the Additional Role Reimbursement Scheme (ARRS) provides funding for additional roles to create bespoke multi-disciplinary teams. This includes clinical roles such as clinical pharmacists, mental health practitioners, social prescribing link workers and trainee nursing associates.</p> <p>Primary Care Networks play a fundamental role in the supporting the Health and Well Being Strategy in strengthening the role and impact of ill health prevention.</p>
<p>What did we deliver last year (2022/23)?</p>
<p>Enhanced Access</p> <p>Agreed and implemented a new model for Enhanced Access (previously extended access) increasing the number of appointments available to Gateshead residents in and outside core hours, including Saturdays.</p> <p>Provided resilience and additional appointments to practices experiencing difficulties due to staff shortages or high demand.</p> <p>New roles available in extended access: Mental Health, Health Care Assistant and Phlebotomy.</p>

Health Inequalities

The five PCNs in Gateshead are working on a Health Inequalities unmet need in their geographical area in conjunction with Social prescribing link workers.

Workforce

Further developed workforce support including:

- Designed and implemented a workforce hub that provides administration and nursing staff to practices.
- Employed a Practice Development Nurse to support expansion of training capacity into practices and are undertaking a training needs analysis currently.
- Developed a centralised coordinated approach to work experience in practices and linked with partners to develop a summer school to facilitate local young people understanding the breadth of opportunities in health and social care.
- Brought practices into the new step into work programme.
- Set up a fellowship programme for newly qualified GPs and Practice Nurses.
- Delivered a short leadership programme for primary care in Gateshead

ARRS Staff

PCNs in Gateshead have now recruited over 100 staff on the ARRS programme. Roles recruited include Social Prescribing Link Workers, Clinical Pharmacists, First Contact Physios, Mental Health Workers, Care Coordinators, Physician Associates

Estates

Undertook comprehensive estates survey of all practices to help produce an estates strategy to enable practices/PCNs to plan what changes are needed for their expanding teams and patient list sizes.

Gateshead System Estates Group established between the ICB, Local Authority, QE Estates and NSPS regarding available premises and considerations for health use in line with the strategy.

Mental Health

Clinical Lead for Mental Health supported practices and PCNs to input into the Community Mental Health transformation Programme.

Primary Care Voice

Continued to provide a primary care voice into the health and care system via PCNs, CBC Federation and the LMC.

What will we achieve together in 2023/24? What are the key deliverables?

Integrated Neighbourhood Teams

In 2023/24 monitor and measure progress on the goals identified to establish Integrated Neighbourhood Teams (INT). To work closely with PCNs and key stakeholders for input into the development of INT. By the end of financial year 23/24 establish and implement Integrated Neighbourhood Teams (INT) in Gateshead.

Implementation through:

- Identifying a local focal point for building relationships
- Establishing who will coordinate the support for PCNs/INTs
- Considering potential INT priorities
- Involving all key Partners in the system building and implementation of INTs

Delivery and Implementation of the PCN DES Contract

Service requirements:

- Enhanced Access
- Medication Reviews and Medicines Optimisation
- Enhanced Care in Care Homes
- Early Cancer Diagnosis
- CVD Prevention and Diagnosis
- Tackling Neighbourhood Health Inequalities
- Anticipatory Care
- Personalised Care

Capacity and Access

PCNs are to build plans in conjunction with the ICB and implement to make improvement in the following 3 areas:

- Patient Experience of Contact
- Ease of Access and Demand Management
- Accuracy of recording in Appointment Books

PCN Development

PCNs have completed an updated Maturity Matrix which reviews the development of PCNs in set areas. The common themes from the completion of the matrix are being collated by NHSE and linked to the System Development Funds to support PCN development.

What key issues will require support from the system during 2023/24?

- Support to expand and share the primary care/local authority estate
- Senior support, sign up and commitment to deliver INTs
- System working to support PCNs in the delivery of the DES eg Health Inequalities

What working group(s) are in place to co-ordinate delivery and what is their remit?

The Gateshead Primary Network Strategy Group – Core PCN Members

The Gateshead Primary Network Strategy Group – Core PCN Members and System Partners (currently under review with a view to INTs)

Remit:

- Identifying opportunities for collaborative working and delivery across and between PCNs in Gateshead
- Monitoring delivery of the PCN Transformation implementation plan and receiving regular reports on progress with this
- Removing obstacles to the development of PCNs in Gateshead
- Monitoring and managing the factors outside the PCN's control that are critical to its success and raising these with the wider Gateshead System
- Providing the Primary Care input into the Gateshead Cares Alliance with clear messages and a "single voice"

The Gateshead Primary Care Collaboration Team

Remit:

- As part of CBC Health Federation, Gateshead Primary Care Collaboration Team works jointly with PCNs and practices to support the delivery of primary care to the Gateshead population
- The team has representatives from each of the five Primary Care Networks ensuring equity across Gateshead. Areas of focus include workforce development, research, mental health and health equity
- The PCCT works to facilitate the integration of services in collaboration with other organisations in the Gateshead Health and Care System
- Our values echo those of CBC [OUR VALUES | CBC Health](#) with our purpose and vision ultimately being the health of the Gateshead population

Primary Care Network and Community Services

Remit:

- PCNs and Community Services will work together to improve service provision for the population served by Gateshead Community Services and Gateshead PCN's
- Reduce unwarranted variation and inequality in health outcomes for patients/residents of Gateshead
- Remove duplication of resource across Health and Social Care where possible
- Provide members with opportunities to explore different ways of working
- The PCNs and Community Services will promote the work of group in their respective areas and take advantage of opportunities to work collaboratively to deliver high quality services for the population of Gateshead.

Gateshead Primary Care Access Meeting

Remit

- Regularly review Enhanced Access contract, identifying new opportunities and uptake of appointments
- Review contract requirements for improving patient access across PCNs/Practices – share best practice
- Identifying opportunities to improve access with collaborative working and delivery across and between PCNs in Gateshead

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TITLE OF REPORT: **Work Programme**

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

Summary

The report sets out the provisional work programme for the Housing, Environment and Healthy Communities Overview and Scrutiny Committee for the municipal year 2023/24.

1. The Committee's provisional work programme was endorsed at the meeting held on 19 June 2023 and Councillors have agreed that further reports will be brought to future meetings to highlight current issues / identify any changes/additions to this programme.
2. Appendix 1 sets out the work programme as it currently stands and highlights proposed changes to the programme in bold and italics for ease of identification.

Recommendations

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

Contact: Melvyn Mallam-Churchill

Extension: 2149

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Work Programme – Item Deferral

Letter to Cllr Brenda Clelland from Peter Udall, Strategic Director Economy, Innovation and Growth

I am writing to you as Chair of Housing, Environment and Healthy Communities OSC and further to our discussion yesterday regarding the minutes of HEHC OSC and the note that Economic Development/Physical Development and Regeneration is on the agenda for OSC on 4th Dec 2023. This is a broad topic, incorporating some of the Council's most high profile, outward facing and outcome generating projects and workstreams, aligned with the Council's Economic Development Strategy. The EIG Group co-ordinates this programme of activity, managing progress and performance. I agree that a holistic presentation across the broader area linked to our Economic Development Strategy outcomes and Council priorities would be beneficial.

The whole programme, however, is currently going through a period of review, due to the challenging economic environment (inflation, interest rates) which has affected the delivery ambitions of both the Council and our private sector partners. At the same time, the Council is working through the opportunities that will arise from devolution and access to new funding streams. Both these factors are contributing to a series of re-profiles and new Business Cases for projects that will require key decisions for Cabinet Members over the next six months – including the Quays, Baltic Quarter, High Street South, Chandless, the Housing Joint Venture, Old Town Hall. Therefore, I believe that discussion at OSC in December would be premature in light of upcoming cabinet decisions, and the officer time involved in their preparation.

I remain committed to member engagement, both in the development of proposals and in the decision making process, and also in those decisions being reviewed by OSC Committee, and therefore propose a slight reshuffle to the OSC forward plan to facilitate presentation and discussion of Economic Development/Regeneration matters. The "The Flood and Water Management Act 2010: Annual Progress Report" currently scheduled for 11th March would (I suggest) sit comfortably with the Climate Change Strategy item scheduled for 13th May. That March slot could then be used for our Economic Development/Regeneration discussion, on the same agenda as the "Housing Development Programme Update", so that Members will be able to see the synergies and gain an overview of development activity across the borough.

RECOMMENDATIONS:

- (i) That the Housing, Environment and Healthy Communities Committee agree to defer this item to a later date to be established in due course.

Contact: Melvyn Mallam-Churchill, Ext: 2149.

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DRAFT Housing Environment & Healthy Communities OSC Work Programme 2023-24	
19 June 2023	<ul style="list-style-type: none"> • Performance Management and Improvement Framework – Year End Performance 2022-23 • Housing Design and Energy Efficient Standards • Housing Key Performance Indicator Target Setting 2023/24 • Changing Futures, MCN and Homelessness (<i>focus on linkages and impacts and join up</i>) • Work Programme
11 September 2023	<ul style="list-style-type: none"> • Community Safety priorities update / progress • Lifelong Learning (<i>focus on;</i> <ul style="list-style-type: none"> - <i>what is available academically and physically</i> - <i>Is there a clear picture of provision across the borough</i>) • Parking enforcement – Update (<i>focus on;</i> <ul style="list-style-type: none"> - <i>what can be done to prevent pavement parking</i> - <i>how can we better enforce / do we need additional powers?</i> - <i>Plan / projected timescales / measuring success</i>) • Brexit Update (Information Only) • Work Programme
23 October 2023	<ul style="list-style-type: none"> • Construction Services Update - Repairs and Maintenance Improvement Plan Progress Update • Damp & Mould Compliance • Locality Working (<i>focus on progress and any impacts</i>) • Work Programme
4 December 2023	<ul style="list-style-type: none"> • Performance Management and Improvement Framework – Six Month Update – 2023-24 • Housing and Compliance Performance Monitoring Q2 • Council Voids (<i>deep dive into whole end to end process</i>) • Street lighting (<i>focus on;</i> <ul style="list-style-type: none"> <i>impact of changes to street lighting in line with light pollution considerations perceptions of safety with some lights being turned off during the night</i>) • Work Programme
29 January 2024	<ul style="list-style-type: none"> • Community Safety priorities update/progress • Update on Allotments • Building Safety Compliance and Assurance in Council Homes • Update on new approach to anti-social behaviour • Work Programme
11 March 2024	<ul style="list-style-type: none"> • The Flood and Water Management Act 2010: Annual Progress Report • Housing Development Programme Update (<i>focus on;</i> <ul style="list-style-type: none"> - <i>Progress reporting / breakdown of tenure</i> - <i>Risks issues and challenges to deliver</i> - <i>Gateshead's vision re fall in local population / housing development to facilitate more sustainable living / redevelopment of brown field sites</i>) • Affordable Housing (<i>to include;</i> <ul style="list-style-type: none"> - <i>Profile of existing stock</i> - <i>Housing in pipeline / proposed housing</i> - <i>Organogram showing affordability based on income</i> • Tenant Satisfaction Survey Results 2023

13 May 2024	<ul style="list-style-type: none"> • Work Programme • Housing and Compliance Performance Monitoring Q4 (to include; <ul style="list-style-type: none"> a) <i>Operational Performance</i> b) <i>Compliance Performance</i> c) <i>Regulatory Self – Assessment</i>) • Climate Change Strategy and Action Plan (to include; <ul style="list-style-type: none"> - <i>Fleet, community EV provision and infrastructure</i> - <i>School catering (plant based alternatives to meat / cheese</i> - <i>Impact of domestic fires / log burning</i> - <i>Local transport networks and encouraging connectivity without car dependency</i> - <i>Public transport and connectivity</i> • Work Programme
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Issues to slot in:

- **Street Scene Investment Impacts**
- **Housing Regulatory Standards (Self-Assessment)**
- **Economic Development/Physical Development and Regeneration –**
Focus on:
 - *overview of the policy and strategy*
 - *what the plans are for achieving this and how they align with the NE LEP's defined objectives of more and better jobs*
 - *how is 'success' measured in relation to both the NE LEP and the LA's defined Thrive objectives - actions / anticipated timescales)*

Issues for 2024/25 Work Programme

- **Housing Allocations – May / June 2024**
- **Update on Environmental Enforcement – Sept 2024**