



North Tyneside Council

Overview, Scrutiny & Policy Development Committee

Tuesday, 6 July 2021

Wednesday, 7 July 2021 Chamber - Quadrant, The Silverlink North, Cobalt Business Park, North Tyneside, NE27 0BY **commencing at 6.00 pm.**

Agenda Item	Page
7. Review of Parking Strategy	3 - 4
To receive an update report on parking services in North Tyneside and proposals to review the operation of the North Tyneside Parking Strategy.	
8. Technical Services Partnership - Capita Performance Update	5 - 134
To receive a update report to the performance of the Capita-Technical Services Partnership.	
9. Exclusion Resolution	
The Committee will be requested to pass the following resolution: Resolved that under Section 100A(4) of the Local Government Act 1972 (as amended) and having applied a public interest test as defined in Part 2 of Schedule 12A of the Act, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act.	
10. Technical Services Partnership - Further Information	135 - 142

Circulation overleaf ...

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Members of the Overview, Scrutiny & Policy Development Committee

Councillor Jim Allan (Deputy Chair)
Councillor Brian Burdis
Councillor Julie Cruddas
Councillor Janet Hunter (Chair)
Councillor Andy Newman
Councillor Erin Parker-Leonard
Councillor Willie Samuel
Councillor Matt Wilson

Councillor Mrs Linda Arkley OBE
Councillor Debbie Cox
Councillor Muriel Green
Councillor Joe Kirwin
Councillor Pat Oliver
Councillor Matthew Thirlaway
Councillor Judith Wallace

Mrs Michelle Ord, Parent Governor Representative
Mr Stephen Fallon, Church Representative
Rev Michael Vine, Church Representative

Meeting: Overview, Scrutiny and Policy Development Committee

Date: 7 July 2021

Title: Review of Parking Strategy

Authors: Colin MacDonald,
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Technical and Regulatory Services

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Andy Flynn,
Integrated Transport Manager

Tel: (0191) 643 6083

Service: Environment, Housing and Leisure

Wards affected: All

1. Purpose of Report

- 1.1 This report provides an update on parking services in North Tyneside and proposals to review the operation of the North Tyneside Parking Strategy.

2. Recommendations

- 2.1 Committee is invited to note the information in this report.

3. Details

- 3.1 The North Tyneside Parking Strategy was adopted in September 2017 and is linked to the Authority's long-term aims identified in the North Tyneside Transport Strategy.
- 3.2 The Parking Strategy sets out how the Authority will make parking work for residents, businesses and visitors, to deliver a safe, consistent and transparent parking service.
- 3.3 Around that time, Members of the Overview, Scrutiny and Policy Development Committee undertook a review of the parking permit system and made a number of recommendations which were accepted by Cabinet to improve this system, e.g. to rationalise the number of permits available and to implement a hybrid online system.
- 3.4 Whilst there is no doubt that there have been improvements in the parking service since the adoption of the Parking Strategy and the implementation of the majority of the parking permit system improvements, the former Cabinet Member for Environment and Transport and Members of the Overview, Scrutiny and Policy Development Committee raised some issues surrounding some aspects of service delivery. These included, the time taken to implement parts of the permit system; apparent difficulty in assessing parking requests; and occasions where responses from the parking service were technical and not user-friendly.

- 3.5 At the request of the former Cabinet Member for Environment and Transport, officers implemented a number of measures to address these issues and monitor improvement.
- 3.6 The new Cabinet Member for Environment has noted that the Parking Strategy has been in place for over three years and believes now is the right time to review it.
- 3.7 The Cabinet Members is clear also that she would value the involvement of members as part of that process, particularly those members involved in the 2017 Scrutiny review of parking.
- 3.8 The review process is likely to involve a questionnaire to all members and the setting up of a Reference Group.
- 3.9 On completion of the review the updated Parking Strategy will be presented to the Overview, Scrutiny and Policy Development Committee for examination.

4. Background Information

The following documents have been used in the compilation of this report and may be inspected at the offices of the author.

[North Tyneside Transport Strategy](#)

[North Tyneside Parking Strategy](#)

Meeting: Overview, Scrutiny & Policy Development Committee

Date: Wednesday 7th July 2021

Title: Technical Services Partnership – Capita Update

Authors: Phil Scott, Director
Colin MacDonald, Senior Manager
Margie Burdis, Partnership Director (Capita)
Tel: (0191) 643 7295

Service: Environment, Housing and Leisure

Wards affected: All

1. Purpose of Report

As part of its work programme for 2017/18, Overview, Scrutiny and Policy Development Committee ('the Committee') undertook a review of the Authority's long term strategic technical services partnership ('the Partnership') with Capita Property & Infrastructure Limited ('Capita').

A programme of scrutiny for the municipal year was agreed at the Committee meeting on 18th July 2019 and reporting has continued since this time. This report presents the update planned update to be provided to Committee, detailing partnership performance for 2020/21 against the agreed Annual Service Plan for this year. It also sets out the Annual Service Plan for 2021/22.

2. Recommendations

The Committee is recommended to:

- a) Note the contents of this report;
- b) Consider the 2020/21 service delivery performance presented in **Appendix 1**;
- c) Note the 2020/21 Partnership Annual Review booklet presented in **Appendix 2**; and Highlight report at **Appendix 3**;
- d) Consider the 2021/22 Annual Service Plan included in **Appendix 4**; and
- e) Consider the 2020/21 financial performance outturn presented in **Appendix 5**.
- f) Note that the next review of the Partnership by Committee will be in respect of the regular performance reporting against the 2021/22 Annual Service Plan and to consider the benchmarking outcome reports.

3. Details

3.1 Background

The Authority has a long-term strategic partnership with Capita to deliver a range of technical services. This followed a procurement exercise which led to the contract being awarded to Capita that commenced on 1 November 2012.

In January 2019 Cabinet provided its response to the recommendations of the Study Group, which reviewed the operation of the Partnership and agreed to a programme of continual engagement on the operation of the partnership with this Committee.

That programme consists of the following:

- **Annual Service Plan**
 - **the agreed Annual Service Plan will be reported to the Committee at the start of each financial year:** The Annual Service Plan 2020/21 is included in this report
 - **Monitoring reports against the Annual Service Plan will be made available each quarter:** this has taken place however last year the reporting periods were changed as a result of the Covid-19 pandemic leading to six-monthly reporting rather than every quarter. This report provides the Committee with an update on outturn performance for 2020/21
 - **The annual review of the Partnership will be reported to Committee**
The annual review of 2020/2021 performance outcomes are included in this report.
- **Benchmarking**
 - **Scrutiny Members will be presented with the outcome of the Year 5 benchmarking exercise once submitted to SPB:** this took place at the meeting of Committee on 18th July 2019. The approach to Year 8 benchmarking was considered by the Committee at its meeting of 9 November 2020. The outcome will be presented once it has been agreed by the Strategic Partnering Board.

3.2 2020/21 Performance update

The Authority monitor performance of the Partnership on a monthly basis. Capita are required to meet a series of important performance milestones for each service they deliver on its behalf and these are known as Key Performance Indicators ('KPI's). The KPI's are divided into Category 1 and Category 2 KPI's and each have an explicit target.

Performance scorecards are reported for each of the following service areas:

- Property Services
- Engineering Services
- Regulatory Services

The process of review is via subgroups for each service area, which then report into Operational Partnership Board on a monthly basis and Strategic Partnership Board on a

quarterly basis. In addition to the KPI's, for each of the above service areas there are several action plans that are also monitored and additionally the investment commitments such as jobs and support to the Authority's priorities are also reviewed. Some examples of this have been included in the presentation.

The information attached as **Appendix 1** will be presented to Committee to explain the outcome of 2020/21 performance.

4. Appendices

Appendix 1 – Presentation – Technical Services 2020/21 Outturn

Appendix 2 – Booklet – Technical Services Partnership Annual Review 2020/21

Appendix 3 – Infographic - Technical Services Partnership Highlight Report 2020/21

Appendix 4 - Technical Services Partnership Annual Service Plan 2021/22

Appendix 5 – Presentation – Technical Services Partnership Financial Outturn 2020/21

5. Background Information

The following documents have been used in the compilation of this report and may be inspected at the offices of the authors.

[Cabinet Response to Scrutiny Recommendations, 21 January 2019](#)

[Capita Study Group Report, October 2018](#)

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Service Delivery Performance Outturn 2020/21

Overview, Scrutiny & Policy Development Committee

7th July 2021

Capita Partnership Director
Update

Margie Burdis

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2020/21 OUT TURN

- 01. Operational Highlights
- 02. People and Value - Add
- 03. Covid-19 Support
- 04. Performance update

2021/22 ASP

- 05 2021/22 ASP update
- 06 Benchmarking update



2020/21 Operational Highlights

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Some Operational Highlights 2020/21

All service areas have contributed to delivery of our annual service plan:

Our Annual Statement circulated with papers contains the full report on the past year.



The annual programme of roads and pavement improvements was completed, including Backworth Lane. The HAMP, stated that the condition of most roads and footpaths in the borough continues to be good.



Illegal fireworks and counterfeit clothing were seized from a house in Wallsend just before bonfire night by the Trading Standards team, Northumbria Police, Tyne and Wear Fire and Rescue Service (TWFRS)



The Property team took on the management of the Swans CFI in Wallsend. Vicky Ellis, runner-up in the 2019 North Tyneside Customer Service Awards, was appointed the building manager



Street closures were introduced outside a number of schools to help keep children safer and healthier. The School Streets schemes involves the closure of streets outside school gates to motor vehicles at drop-off and pick-up times each day.

Customer Service Support

Capita have worked to improve customer service throughout the year, and this will continue

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The Planning team was recognised for the way it manages the councils address information database for the third year running.

Support to ward members by Sarah Brown our Customer Service Manager



Fact and figures

- ✓ 2 Guides for Elected Members – Food Safety and New Developments
- ✓ 4 road resurfacing programme updates
- 12 Members Updates
- 5,759 draft members' enquiries reviewed and, of those, improvements suggested to 1,008 enquiries
- ★ 99 per cent of draft members' enquiries reviewed within one working day

Major projects facts and figures

- 🎯 100% of North Tyneside major projects queries acknowledged within one working day
- 🏆 98.7% of North Tyneside major projects queries provided a full response within 10 working days
- ✓ 4 e-bulletins issued
- ★ 5 compliments received
- 💬 11,821 letters delivered to residents and businesses

The major engineering projects have a dedicated Communications Officer
Amy Kennedy

2020/21 Our People
and Value-add
activities

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Supporting the Community in 2020-21



Despite the challenges of Covid-19, Capita donated 697 hours of community volunteering in North Tyneside

Supporting Meadow Well Connected



- The Construction team levelled an overgrown area, constructed a path and excavated a grassed verge, which enabled Meadow Well Connected to plant wildflower turf
- Donated a hand-made awning, providing a covered space for many of the groups the charity supports to safely meet outdoors. Thirty-five chairs were also provided.
- Partnership Director Margie Burdis became the Vice Chair of Meadow Well Connected's Board of Trustees in addition to her role as Finance Chair
- We donated and delivered 250 Christmas cheer boxes to local residents.

Supporting Schools



Capita funded 10 Chromebooks for Norham High School and nine for Percy Main Primary School. 25 new laptops were also donated to Norham High School thanks to a partnership between Capita and the charity Business2Schools. Capita also provided 10 Internet dongles to the school to support students with home learning who do not have access to the Internet

11	promotions
28	new starters
15	Mental Health First Aiders
36	STEM Ambassadors
9	wellbeing events
4	work placements
10	Health and Wellbeing Ambassadors
1	Divisional Engagement and Wellbeing Ambassador appointed
5	apprentices recruited
1	foundation placement
2	graduates recruited
44	laptops/iPads donated to schools
36	hours donated to support links with the Armed Forces
2	long service awards presented
1	North East LEP Enterprise Advisor
1	ICE QUEST Scholarship awarded
8	apprentices completed their qualifications
20	staff recognised through VOICE Awards
5	staff are North Tyneside School Governors volunteering 296 hours
104	hours spent on supporting other charitable causes

2020-21 People and Value-add.



**Better Health
at Work Award**
Maintaining Excellence



56% of our Partnership Board is female



Represented on the North East Graduates, Apprentices, and Students & Technicians (GAST) Committee



Represented on the Civil Engineering Industrial Advisory Panel at Northumbria University



Representation on the Meadowell Connected Trustee Board as a Vice Chair



1 Year Out Placement from Newcastle University



Continued to be a Disability Confident Employer



1 Senior Manager is the Chair of the Forward Assist Trustee Board

INVESTORS IN PEOPLE™
We invest in people Silver

INVESTORS IN PEOPLE®
We invest in apprentices Silver



69 hours donated to support with employability programmes



Better Health at Work: Maintaining Excellence employer



We have a 65:35 male to female ratio



CIHT (North East & Cumbria) Young Professional of the Year awarded



Representation on the North East Business in the Community Advisory Panel



Pledged to support the Kickstart Programme



192 hours donated to Partnership's charities of the year: Meadowell Connected and Forward Assist

9,886

hours booked to formal training and development

£236,996

invested in development and training

£2,370
spent on reward vouchers

£3,883
donated to local charities

£1,900
donated in gifts in kind

£1,200
raised for local charities

697

hours of staff time donated in the local community

We had a big focus on staff wellbeing in 2020-21



- Keep us informed
- Do your best
- Your children and homelife come first



- Work from home wherever possible
- Limit travel and avoid public transport
- Get the right kit to work from home



- Remember not everyone's circumstances are the same
- Check in with your colleagues – even the 'always ok' ones
- Make time for social activities



- Take part in one of the steps challenges
- Get outside at least once a day
- Stand up / move around during your working day



- Prioritise your wellbeing
- Create boundaries between home and work
- Schedule time for things that make you happy



- Follow Government advice
- Wash your hands
- Wear a face covering
- Keep 2 metres apart
- Extra precautions needed for CV / CEV colleagues

Covid Support

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Covid-19 Support

Capita has continued to work with the Council seamlessly to support the Covid-19 effort:



Temporary pavement licences for the public highway were granted by the Streetworks team while the Property team granted licences for non-adopted council land.



Public Protection Manager Joanne Lee heads the team that enforces Covid-19 legislation. A new post has been created within Environmental Health in support of the North Tyneside Covid-19 Outbreak Control Plan.



Our Property and Building Surveying teams were busy supporting the council in ensuring buildings were Covid secure and in opening 3 vaccination centres in the borough.

2019/20
Performance Update

| 04

Impact of covid on partnership performance in 2020-21

There were two consecutive government instructions which guided the operation and management of public sector suppliers during pandemic These have both been fully complied with by both Capita and the Council. These are:

- PPN02/20
- PPN04/20

In compliance with the two public procurement notices and working in partnership, many of our service measures had to be suspended during the pandemic where they were either undeliverable or the council wanted us to focus on other priority things. There are no penalties associated with this and performance is corrected where impacted by means of a record card process.

- There were only two monitoring periods for the year following Q1 - June - September and October - March.
- For an agreed set of KPI's the paymec was suspended and re-introduced as services could be stood back up.
- The operation was overseen by commercial and finance subgroup which continued to meet monthly and all decisions were recorded in a decisions log for future reference.
- This meant the ASP 2020/21 was in effect suspended until June when we entered a period of monitoring, reasonable endeavours and finally standing up all services required by the end of September.
- From October 2020 services were mostly running as normal except where decisions were made by the council to prioritise other activities where staff were diverted from core activities to support covid efforts.

Engineering – Highways and Health and Safety

Property

100%

of asset valuations delivered on time

100%

of housing stock valuations delivered on time

100%

of lease renewals and rent reviews delivered on time

76.64%

of commercial properties let

100%

of debtors had appropriate actions taken against them

100%

of CAT1 defects sorted within 24 hours

99.09%

(average) of routine safety inspections carried out on time (adjusted for impact of Covid-19 and adverse weather – actual figure 72.60%)

99.98%

(average) of CAT2 defects sorted within 10 working days (adjusted for impact of Covid-19 and adverse weather – actual figure 99.21%)

99.98%

of Penalty Charge Notices (PCNs) issued correctly for parking offences

97.25%

(average) of reactive highway repairs that are up to standard

100%

of permit requests responded to within DFT target timeframe

Accident statistics

All accidents

0 Fatalities

0 RIDDOR injury

0 RIDDOR over 7 days

0 RIDDOR over 3 days

0 Lost time (up to 7 days)

2 Lost time (Up to 3 days)

1 Road Traffic Collision (no injury)

4 Minor (no time lost)

0 Dangerous occurrences

Accident Frequency Rate (AFR)

30,0124 Hours worked

0.21 All ARR

0 Reportable AFR

Offices (Quadrant/Killingworth)

0 RIDDOR

0 NON-RIDDOR incident

0 Road Traffic Collision (no injury)

0 Hazards observed/removed

5 Incidents

Highways/Construction services

0 RIDDOR

0 NON-RIDDOR

1 Road Traffic Collision (no injury)

86 Hazards observed/removed

6 Incidents

Environmental incidents

0 Reportable

0 Non-reportable

100%

of major applications determined on time

98%

of minor applications determined on time

99%

of other planning applications determined on time

98%

of minor pre-application enquiries responded to on time

93%

of planning enforcement cases visited within 10 working days

100%

of problem premises received an intervention by Environmental Health

93%

of food premises were broadly compliant

99.83%

of requested building control inspections carried out within target time

100%

of notified dangerous structures assessed within target time

Cross Cutting Action Plan Dashboard 2020/21

AP Number	Description	Y/e	Comments
CC 1	Ensuring that financial targets are achieved and received and that business cases are reviewed and that business cases are aligned with council policy direction	Green	Business cases were fully invested in and were reviewed at a bi-weekly special Commercial & Finance (C&F) sub group prior to upward reporting. In total 12 strategic outline cases were submitted to C&F
CC 2	Enforcement Review – Consistent and transparent approach to enforcement and targeting hotspots more effectively	Green	This has been picked up as a refreshed action plan in 2020/21. Progress has been made rapidly to deal with the covid-19 emergency where Joanne Lee has led a combined council and capita enforcement hub. This will be build on and mainstreamed going forwards and is being carried into 2021/22 accordingly
CC 3	We Listen, We Care - Customer Experience Programme. Capita will provide full support and participation.	Green	Capita attended all workstreams and rolled out at action plans. The planned review of car parking due to begin in October 20 has had to be deferred for a year along with the rest of the Councils programme but will be resumed at that time.
CC 4	Preparation for and deliver of the contractual Benchmarking (Nov 2020)	Green	Benchmarking review was undertaken and concluded in time with the draft report submitted to the Council by 31 st March 2021
CC 5	Supporting fully the councils recover from COVID-19 impacts	Green	Capita has worked seamlessly with the council to undertake everything require of us as a partner. Staff have been re-prioritised into the most critical areas and we have worked adaptably and flexibly across all service areas.
CC 6	Supporting Norham High School – Help the school fulfil its ethos and values	Green	Partnership Director remains on the Board of Governors as a foundation governor finance chair and Vice Chair of Governors. Capita funded a £10k fit out of an area of the school including drama room which was able to be completed whilst the school was closed. We have donated 10 chrome books and 10 dongles to support pupils learning in critical year groups along with 25 new lap tops.
CC 7	Environmental Sustainability - support to the Councils Climate Emergency priority	Green	Capita has reviewed and refreshed our green travel to work plan and has worked with all our staff to support greater working from home where this is feasible. Lockers have been provided for staff to store exercise clothing and cycle to work has been encouraged in many ways. We attended and participated in the climate emergency forum and have cascaded to staff. All off our staff were given a re-useable lidded cup and document storage 'hot box' in addition to lockers.
CC 8	Ambition for North Tyneside – Ensure alignment of services	Green	Capita has supported the Council's Ambition in 'People, Place and Economy' including delivery of a number of priority works. Capita attends IPB and, the joint Major Programmes Board (MPB) in addition to all other governance forums to ensure alignment at all times across our services.

Cross Cutting PI Dashboard 2020/21

SUMMARY							January		February		March	
Defintion	Expected	Min	Weighting	Frequency	Accuracy	Owner	Figures	%	Figures	%	Figures	%
Time taken to respond to Member Enquiries	90%	90%		Mthly	Whole number	Partnership Director	<u>84</u>	95.45%	<u>88</u>	100.00%	<u>91</u>	98.91%
							88	G	88	G	92	G
Time taken to respond to FOI requests	90%	90%		Mthly	Whole number	Partnership Director	<u>23</u>	95.83%	<u>35</u>	100.00%	<u>5</u>	100.00%
							24	G	35	G	5	G
Time taken to respond to Stage 1 Corporate Complaints	90%	90%		Mthly	2 D.P.	Partnership Director	<u>3</u>	100.00%	<u>2</u>	100.00%	<u>5</u>	100.00%
							3	G	2	G	5	G
Land Charges – Time taken to respond to requests for information	90%	90%		Mthly	Whole number	Partnership Director	<u>208</u>	100.00%	<u>210</u>	99.53%	<u>73</u>	100.00%
							208	G	211	G	73	G

Property Action Plan Dashboard 2020/21

Action Plan Number	Description	Y/e	Comments
PROP 1	Property Blueprint	Green	Weekly review meetings take place, project manager and team are in place the activity is progressing well against plan.
PROP 2	Backdated reviews - rent reviews and lease renewals	Amber	This was paused for covid as part of the decision not to chase debt. Once this was resumed, frequent meetings have been held with legal in order to provide updates on the reporting. Summary of all new lettings, instructions to legal, monitoring timescales and target dates. This is reported so completions can be monitored to ensure they are completed within the necessary timescales and if they are not, then an explanation is also provided.
PROP 3	Non-operational premises compliance	Green	This remained on track despite the impact of covid. Good progress was made on tenant and retail handbooks and on a new facilities management process

Property KPI and PI Dashboard 2020/21

Category 2 KPI's								January		February		March		Q4 / Annual	
KPI ref	Defintion	Expected	Min	Weighting	Frequency	Accuracy	Owner	Figures	%	Figures	%	Figures	%	Figures	%
PROP 2.1	Asset Valuations delivered to timescale	100%	100%	40%	Annual	2 D.P.	BD							1	100.00%
														1	G
PROP 2.2	Housing Stock Valuations delivered to timescale	100%	100%	40%	Annual	2 D.P.	BD							1	100.00%
														1	G
PROP 2.3	% of lease renewals and rent reviews dealt with on time	100%	95%	20%	Mthly	Whole number	PM	24	100%	23	100%	25	100%		
								24	G	23	G	25	G		
PROP 2.3	Postponed Rent Renewals and Lease Renewals due to Covid	100%	95%	0%	Mthly	Whole number	PM	7	100%	5	100%	3	100%		
								7	G	5	G	3	G		

Defintion	Expected	Min	Weighting	Frequency	Owner	
% of lettings completed on time	80%	70%		Quarterly	1 D.P.	PM
Debt recovery actions	95%	90%		Mthly	Whole number	PM
% of properties let from the Council's commercial portfolio	75%	70%		Mthly	2 D.P.	PM
Strategic Property Customer Satisfaction	90%	80%		Quarterly	2 D.P.	PM

January		February		March		Q4 / Annual	
Figures	%	Figures	%	Figures	%	Figures	%
						<u>0</u>	0.00%
						5	R
<u>34</u>	100.00%	<u>40</u>	100.00%	<u>32</u>	100.00%		
34	G	40	G	32	G		
<u>207</u>	76.38%	<u>211</u>	77.29%	<u>210</u>	76.64%		
271	G	273	G	274	G		
						<u>3</u>	100.00%
						3	G

Engineering Action Plan Dashboard 2020/21

Action Plan	Description	y/e	Comments
1	Trial of coastal drone inspections.	Green	Trial of drone has been programmed to be undertaken on w/c 9th November 2020 to gauge what data can be collated from the technology and whether it will be usable for inspections. Capita gave a presentation to Client to show the quality of inspections provided by drone. The client has requested a briefing note to explain the recommendations moving forward. If we decide to maintain visual inspections, we would still need option for inaccessible areas.
2	Review of Highway Policies – New VAX requests, illegal VAX, Overhanging Vegetation and Road Traffic Accidents	Green	first draft for overhanging vegetation has been drafted and the VAX policy was going to May 2021 Cabinet. A customer guide is now being produced. A separate policy document will be created for overall enforcement.
3	PROW Report Function and Video Survey	Deferred	Video recording options were investigated. No further progress was been made due to Covid – 19 The subgroup have agreed to remove this action plan from service plan. This wasl be removed from suite of action plans.
4	Electric Vehicles	Deferred	A lot of work was undertaken initially in looking at what others did then the Action Plan was put on hold, this is currently being reviewed as part of 2021/22 annual service plan work.

Engineering KPI and PI Dashboard 2020/21

Category 2 KPI's							
KPI ref	Defintion	Expected	Min	Weighting	Frequency	Accuracy	Owner
ENG 2.1	Roads and Pavements – Percentage of routine street care safety inspections carried out on time	95%	90%	25%	Mthly	2 D.P.	MF
ENG 2.2	Roads and Pavements – Percentage of CAT 1 highway defects that were compliant within 24 hours	98%	96%	25%	Mthly	2 D.P.	MB
ENG 2.3	Roads & Pavements – Percentage of Cat 2 Highways defects made compliant within 10 working days	98%	96%	25%	Mthly	2 D.P.	MB
ENG 2.4	Parking - No. of PCNs correctly issued	99%	95%	5%	Mthly	2 D.P.	GH
ENG 2.5	Roads and Pavements – Quality of maintenance repairs	93%	90%	20%	Mthly	2 D.P.	MB

January		February		March	
Figures	%	Figures	%	Figures	%
872	99.89%	376	83.19%	527	100.00%
873	G	452	R	527	G
23	100.00%	5	100.00%	10	100.00%
23	G	5	G	10	G
132	98.51%	246	92.13%	413	98.80%
134	G	267	R	418	G
17677	99.96%	17,295	99.97%	18,170	99.98%
17684	G	17301	G	18,174	G
35	100.00%	55	100.00%	107	93.04%
35	G	55	G	115	G

Category 1 PI's							
KPI ref	Defintion	Expected	Min	Weighting	Frequency	Accuracy	Owner
ENG 1.1	Roads and Pavements – Time taken to respond to permit request	99%	95%		Mthly	2 D.P.	RR
ENG 1.2	Roads and Pavements – Permit scheme compliance of Capita workforce.	90%	85%		Mthly	2 D.P.	MB
ENG 1.3	Casualty reduction	See PI	N/A		Annual	Whole number	NS
ENG 1.4	Roads and Pavements – Percentage of pothole and footpath enquiries insected within 3 working days	80%	75%		Mthly	2 D.P.	AM
ENG 1.5	Increasing use of Sustainable Transport on Go Smarter Scheme for schools	75%	65%		Annual	1 D.P.	AH
		Average					

January		February		March	
Figures	%	Figures	%	Figures	%
1293	100.00%	1100	100.00%	1392	100.00%
1293	G	1100	G	1392	G
292	91.25%	182	90.10%	372	95.14%
320	G	202	G	391	G
141	90.97%	182	100.00%	165	94.83%
155	G	182	G	174	G

Regulatory Services Action Plan Dashboard 2020/21

Action Plan	Description	y/e	Comments
PLG 1	Planning Policy Development – Progress the delivery supporting the Local Plan	Green	Achieved eg, reviewed the Statement of Community Involvement to ensure it remained fit for purpose; produced the first Infrastructure Funding Statement, produced an updated Character Appraisal for the Northumberland Square conservation area, reviewed four Article 4 Directions relating to some of our designated heritage locations at Preston Park, Spanish Battery, New Quay and Tynemouth Village.
REG 1	Housing Enforcement Policy	Green	Housing Enforcement Policy was drafted the policy, commenced and concluded the consultation and amended the policy to take account of responses. It was approved by Cabinet on 28 June 2021
REG 2	Air Quality Strategy	Deferred	Due to the deferral of the proposed Clean Air Zone we have not been able to progress this until a regional approach is agreed. It has been agreed to postpone this work until 2022/23
REG3	Food Law Plan 2020 – 2022 – Develop and approve a 2-year food law enforcement plan	Deferred	Draft Policy developed but, we have been unable to progress with the Food Law Plan. The Food Standards Agency ceased all inspection work in 2020 and have developed a post Covid recovery plan. This has been moved to 2021/22 and the Food Law Plan will be developed in accordance with the parameters set out by the FSA
REG 4	Cumulative Impact Assessment	Deferred	Delayed action due to Covid. Activities due to commence Q4. In line with this we commenced review of Cumulative Impact Assessment and pre-consultation completed with Northumbria Police. Further actions to be completed in 2021/22.
REG 5	Review of Street Trading Scheme	Deferred	Activity postponed due to Covid-19. We were unable to progress this due to the need to target resources to undertaking Covid inspections. It has been agreed to postpone this work until 2021/22
BC 1	Building Control Enforcement Procedure	Deferred	Activity postponed due to an increase in workload over the last year due to post lockdown peaks in applications. This work has been rescheduled and included within the 2021/22 Annual Service Plan
BC 2	Retention of ISO 9001:2015- Retain quality assurance standard covering the Building Control service	Deferred	The BSI Formal Audit was postponed as agreed with BM Trada. The internal reviews were not completed due to specific staffing issues occurring during the year and prioritising frontline service during the Covid pandemic.
BC 3	Building Excellence Awards – Support the annual Local Authority Building Control (LABC) awards programme	Deferred	LABC postponed the 2020/21 awards scheme due to Covid-19 therefore we were unable to progress with nominations.

Regulatory Services KPI Dashboard 2020/21

Category 2 KPIs								January		February		March		Q4 / Annual	
KPI ref	Defintion	Expected	Min	Weighting	Frequency	Baselined	Accuracy	Figures	%	Figures	%	Figures	%	Figures	%
PLG 2.1	Planning - % major applications determined on time	95%	90%	20%	Quarterly		Whole number	<u>23</u>	100%	<u>25</u>	100%	<u>28</u>	100%	<u>28</u>	100%
		sliding scale	sliding scale					23	↑	25	↑	28	↑	28	G
PLG 2.2	Planning - % minor applications determined on time	96%	90%	20%	Quarterly		Whole number	<u>117</u>	98%	<u>115</u>	98%	<u>118</u>	98%	<u>118</u>	98%
								119	↑	117	↑	120	↑	120	G
PLG 2.3	Planning - % other applications determined on time	96%	92%	20%	Quarterly		Whole number	<u>672</u>	99%	<u>682</u>	99%	<u>700</u>	99%	<u>700</u>	99%
								678	↑	690	↑	709	↑	709	G
PP 2.1	Public Protection -Persistent Environmental Health complaints in relation to domestic or business premises	100%	95%	15%	Mthly		Whole number	<u>4</u>	100%	<u>3</u>	100%	<u>7</u>	100%		
								4	G	3	G	7	G		
PP 2.2	Public Protection -Broadly Compliant Food Establishments	90%	86%	10%	Annual		2 D.P.	1294	93%	1300	93%	1308	93%		
								1398	G	1405	G	1407	G		
BC 1.4	Building Control - Building Regulations decisions issued within statutory target dates	75%	60%	15%	Mthly		1 D.P.	<u>34</u>	94%	<u>42</u>	82%	<u>30</u>	75%		
								36	G	51	G	40	G		

Regulatory Services PI Dashboard 2020/21

Category 1 PI's

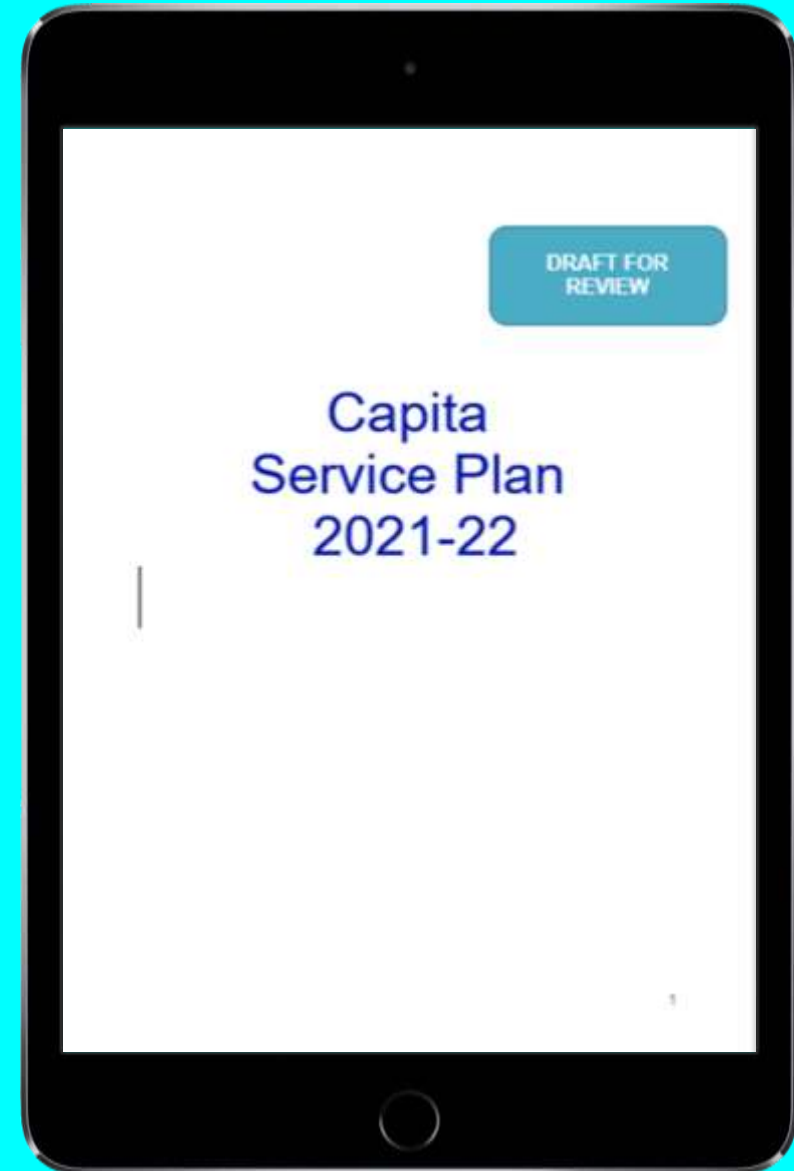
KPI ref	Definition	Expected	Min	Weighting	Frequency	Baselined	January		February		March		Q4 / Annual	
							Figures	%	Figures	%	Figures	%	Figures	%
PLG 1.1	Planning - % appeals contrary to officer decision	28%	32%		Mthly	Whole number	3	27%	3	25%	3	25%		
							11	G	12	G	12	G		
PLG 1.2	Planning - % discharge of conditions determined on target	78%	72%		Mthly	Whole number	92	96%	100	95%	102	95%		
							96	G	105	G	107	G		
PLG 1.3	Planning - % minor pre application enquiries responded to in time	90%	85%		Mthly	Whole number	137	98%	149	98%	163	98%		
							140	G	152	G	166	G		
PLG 1.4	Planning - % stage 1 major pre-applications responded to in 7 weeks	80%	70%		Mthly	Whole number	15	88%	11	85%	12	86%		
							17	G	13	G	14	G		
PLG 1.5	Planning - % Committee decisions made contrary to Officer advice	10%	15%		Mthly	Whole number	7	13%	7	13%	7	11%		
							55	A	56	A	61	A		
PLG 1.6	Planning - % enforcement cases visited within 10 working days of receipt	85%	75%		Mthly	Whole number	393	89%	381	90%	385	93%		
							441	G	421	G	416	G		
BC 1.1	Building Control - % of requests for site inspections responded to within target	98%	95%		Mthly	1 D.P.	190	100%	221	100%	271	100%		
							190	G	222	G	271	G		
BC 1.2	Building Control - % of requests for dangerous structures assessment response to within target	100%	95%		Mthly	1 D.P.	6	100%	7	100%	6	100%		
							6	G	7	G	6	G		
BC 1.3	Building Control - % market share against private sector competition	75%	70%		Mthly	1 D.P.	108	79%	89	77%	143	82%		
							136	G	116	G	175	G		
REG 1.1	Regulatory Services - Customer Satisfaction Rating	80%	80%		Mthly	To be benchmarked 1 D.P.	6688	87%	7243	87%				
							7700	G	8320	G				

05

ASP 2021/22

- Each year Capita is required to submit for approval an Annual Service Plan which then forms the basis of our performance monitoring framework for the coming year
- In getting to the plan, each service subgroup reviews and proposes the performance measures that are put forwards for approval
- The draft ASP was presented to SPB on 16th March 2021 for agreement. It was re-presented to SPB on 5th July 2021, to afford an opportunity for further consideration by the new members of SPB, where it was approved.
- A summary front end document was included with papers and the detailed performance annexes are available to view on a shared drive
- Q1 has been monitored against this plan

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Annual Service Plan 2021/22

The ASP contains contractual deliverables for the coming year. Investment Schedule and Business cases are shown in accordance with the contract and align to the Councils priorities.

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Partnership focus for 2021/22

- Engendering hope and public confidence
- Building back better – post-covid recovery
- Focus on customer service
- Focus on digital innovation
- Support to the climate emergency, carbon reduction and flood mitigation
- Supporting regeneration and transport planning
- Embedding equalities
- Benchmarking action plan
- Education – school and apprentice support
- Community support – charitable activity, poverty and anti-social behaviour reduction

Cross cutting action plans and service focus have been aligned to the above to best support the councils priority areas of focus. There is also an emphasis on flexibility and partnership behaviours. We will look to bring forwards innovation and ideas.

For 2021/22 the Technical Services Partnership will be measured against:

- 5 Action Plans and 3 KPI and 4 PI relating to the Property Workstream
- 6 Action Plans and 5 KPI and 3 PI relating to the Engineering Workstream
- 11 Action Plans and 6 KPI and 10 PI relating to the Regulatory Services Workstream
- 8 Action Plans and 4 PI which are cross cutting

Contract Commitments

1. Honour the no compulsory redundancies for transferring TUPE staff
2. Remain co-located with the Authority in Council offices, in Quadrant West and Killingworth Depot
3. We will invest **£2.258m** the Partnership in line with the Councils priorities
4. We will generate 5 new jobs in year, including apprentice and graduate positions
5. We will provide gross income/savings of **£6.156m** through delivery of Business Cases
6. Continue service improvements measured through our Performance Regime (with a focus this year on innovation and digital improvements). Health and safety focus, Member support and support for major projects will also continue
7. Continue to support our charitable, educational and other social clause commitments

Investment schedule 2021/21

Investment of £2,258,000 will be made across the agreed 3 Council priority areas as follows in line with contractual commitments:

PEOPLE £422,000

Employability sessions

Corporate parenting

STEM ambassadors

Entry to employment

Support to MWC, girls network and forward Assist

Investors in People

PLACES £720,000

Support to Major Projects in the borough

Support to regeneration activity

Community Liaison support

Streetworks, pavements and footpath activities

Support to schools and NT learning trust

ECONOMY £1,116,000

Local employment initiatives

Graduate and apprentice appointments

Training and development activities

Work with NT business forum and SME's

Benchmarking
update

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Benchmarking Update

2020-21 was a contractual benchmarking year.

- Benchmarking approach was agreed by OPB, SPB board and considered by this OSPD also
- External review was undertaken by CIPFA for property and by GoBeyond for Regulatory Services
- Capita conducted the benchmarking and draft reports were submitted by the end of the contract year as required
- Reports were reviewed by OPB and questions responded to
- Final reports will be submitted to SPB at its next meeting and thereafter into OSPD for consideration.

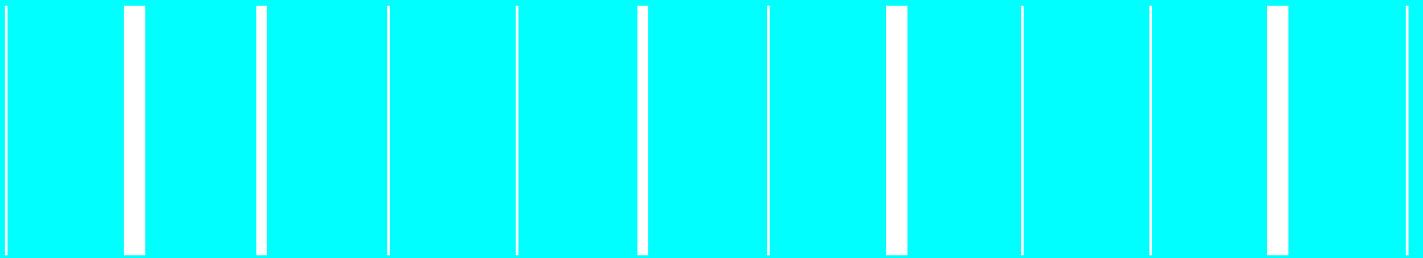
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Annual Statement Booklet 2020/21

North Tyneside

Annual Statement 2021







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Update from Margie Burdis, Partnership Director



I'm pleased to present our latest Annual Statement, which looks back on 2020/21 and sets out the Partnership's objectives for 2021/22.

The past year was, of course, anything but normal due to Covid-19. Just like for the rest of the council, our priorities and ways of working changed almost overnight.

I hope this document gives you a sense of some of the ways we stood alongside the local authority during its response to the pandemic.

For example, we prosecuted Covid-19 rule breakers but we also supported the majority of businesses that wanted to do the right thing; and we managed the closure of car parks as well as helped the council to reopen its buildings safely.

I couldn't be prouder of the part we've played to date and am truly grateful for the immense efforts of our staff who went the extra mile on so many occasions.

However, despite the backdrop of Covid-19, the vast majority of the technical services we provide were still delivered as normal. I hope you agree that this Annual Statement shows that our KPI and PI performance remained strong.

Finally, I'd like to mention a key part of what I believe makes the Partnership

such a success – our community volunteering.

This naturally suffered over the past year but I recognise it's going to be really important that our communities are supported as they begin to recover from coronavirus.

I'm determined that our Partnership makes a big effort to help them over the coming months.

*Thank you.
Margie*

Margie Burdis
Partnership Director
Capita

About the North Tyneside Partnership

On November 1, 2012, North Tyneside Council and Capita entered into a 15-year partnership for the delivery of a range of technical services with the aim of delivering cost savings, improving services and safeguarding jobs.



The Partnership’s services sit within the Environment, Housing and Leisure, and commissioning and asset management. They consist of:

- Engineering & Highways
- Strategic Property
- Planning
- Building Control
- Public Protection (Environmental Health, Licensing and Trading Standards)



2021/22 commitments

- Make the most of opportunities for additional savings and income
- Work with the Council to develop a more holistic approach to enforcement
- Provide services shaped to customers’ needs and support the Council’s Customer Service Programme
- Deliver action plans that have arisen from the Year Eight benchmarking exercise
- Return to business as usual following the Covid-19 pandemic
- Support Norham High School to help improve the life chances of pupils
- Contribute to the target to reduce the carbon footprint of the Council
- Align services to the Ambition for North Tyneside



2021/22 strategic objectives

- Honour the no compulsory redundancies for transferring TUPE staff without prior approval of the authority
- Remain co-located with the authority in council offices
- Invest £2.258million into the Partnership in line with the council’s priorities
- Continuous service improvements measured through our performance regime
- We will generate five new jobs in year including apprentice and graduate positions
- To provide gross income/savings of £6.156million through business case delivery



In addition to these strategic objectives the Partnership will deliver:

- 5 Action Plans and 7 KPIs/PIs relating to the Property Workstream
- 5 Action Plans and 8 KPIs/PIs relating to the Engineering Workstream
- 11 Action Plans and 15 KPIs/PIs relating to the Regulatory Services Workstream
- 8 Action Plans and 4 PIs which are cross-cutting

Who is Capita ?

Capita's North Tyneside Partnership sits within Regulatory and Place Services which forms part of Capita Local Public Services which, in turn, is in the Government Services division of Capita plc.

Capita Local Public Services is dedicated to making processes smarter, organisations more efficient and customer experiences better across the local government, health and education sector in the UK.

Responsible for operating all of Capita's major local, public sector partnerships, we deliver a wide range of specialist services including IT and digital transformation, customer management,

revenues, benefits, finance, infrastructure support and regulatory services, education support and back office processing.

Capita Local Public Services can also draw on specialist capabilities, such as HR, payroll and procurement from across the wider Capita group, to ensure the very best market knowledge and outcomes are achieved.

Our North Tyneside Plan 2020-24

The Our North Tyneside Plan sets out bold ambitions for making North Tyneside an even greater place to live, work and visit by 2024.

It was developed through the North Tyneside Strategic Partnership who work together with the Authority to deliver an improved future for the borough and its residents.



The partnership recognises that this is being reviewed and updated following the election and the partnership is ready to respond during the course of 2021/22.

Benchmarking complete

Work was undertaken to compare the Partnership's costs and quality against the best performing organisations.

Known as benchmarking, the review looked at all three Partnership areas – Engineering, Regulatory and Property services.

The exercise was first carried out in year six of the partnership and a further benchmarking exercise was always planned for 2020/21.

Independent scrutiny was provided by the Chartered Institute of Public Finance and Accountancy (CIPFA) and business management consultants GoBeyond.

The outcomes of the benchmarking exercise will shape delivery of the agreed action plans during 2021/22.

Responding to Covid-19

Capita played a key role in support of North Tyneside Council and the general public during the coronavirus outbreak.

Busy time for hub

The dedicated Enforcement Hub, led by Public Protection Manager Joanne Lee, helped ensure the public followed Covid-19 legislation.

Initially it featured staff from Planning, Public Protection, Parking Control and the council's Community and Public Space Protection team.

Some of these staff then returned to their normal duties, however, the team was bolstered by the recruitment of additional licensing officers.

As well taking enforcement action against businesses which breached Covid-19 rules, such as through issuing improvement notices, the Hub provided support.

This included helping businesses to remain compliant with any Covid-19 measures that are in force and supporting businesses through the road map to reopening.

A new post was also created within the Environmental Health team in support of the North Tyneside Covid-19 Outbreak Control Plan. Lee Wood, a Senior Technical Officer in the Food team, was seconded into the post.

His role included providing regular reports to the North Tyneside Covid-19 Health Protection Board as well as responsibilities for Covid-19 prevention and response.

In total, the Enforcement Hub investigated 1,099 Covid-related issues during 2020/21.

Gym shut after defying lockdown

A prohibition notice issued to a gym through the Enforcement Hub was one of the first to have been served in the entire North East.

The government ordered all gyms to close on March 23 as part of the lockdown to help prevent the spread of coronavirus.

After receiving information that a North Tyneside gym was in use, two Northumbria Police officers visited the premises and saw two men training on equipment inside.

Officers were let inside the locked premises by one of the men who said he was one of gym's owners and only in attendance to clean-up. The other man was found by officers hiding in the gym's toilet. Both men subsequently admitted they should not have been at the premises.

The police informed North Tyneside Council and a prohibition notice was served on the gym's owner by Trading Standards Practitioner Mark Duffy. Failure to comply with a prohibition notice is a criminal offence, punishable by a fine.

In total during 2020/21, two directions, four prohibition notices and three improvement notices were served.

Virtually speaking

A meeting of Licensing Sub Committee in May 2020 was the first in the council's history to be held entirely online.

The meeting, to determine a premises application for a Whitley Bay restaurant, was held over Microsoft Teams.

Members, officers and the applicants all successfully took part in the meeting, which lasted around two hours and was broadcast live to the public via YouTube.



Responding to Covid-19



Sign of the times

The Highways team helped the council reinforce the government's 'Stay at Home' message during the pandemic.

During two lockdowns, the team deployed four large electronic variable message signs on the main routes to the borough's coast.

And for the first lockdown, the team closed more than 20 public car parks by erecting closure signs and installing water barriers.

The team also helped introduce traffic management measures for a temporary mobile testing facility at Royal Quays and for the Household Waste and Recycling Centre in North Shields.

The Property team also facilitated licenses for testing sites at Coronation Street, Wallsend, and The Parks Sports Centre, North Shields.

Meanwhile, to support NHS staff, social care workers and NHS volunteer responders whilst on official duty during the first lockdown, the Parking team suspended restrictions on length of stay in town centre car parks.

Cabs and coronavirus

The Taxi Licensing team provided guidance on the temporary installation of protective screens in Hackney Carriages and Private Hire Vehicles.

It was in response to requests from the trade and was to reduce the risks to drivers and passengers of inadvertently contracting coronavirus.

Any taxi drivers who wished to use screens had them fitted behind their driver and front passenger seat (in-between the rear passenger compartment and the driver).

Meanwhile, the team wrote to 870 taxi drivers to invite them to apply for an Additional Restrictions Grant (ARG) worth £500.

Vaccination centres success



Property Surveyor Alison Cook, pictured, was part of the team that gave a shot in the arm to the opening of three vaccination centres in North Tyneside.

Alison was asked to help with the set-up of the new clinic areas in The Parks Sports Centre in North Shields, The Langdale Centre in Wallsend and The Oxford Centre in Longbenton.

Supported by Zoe Sutherland and Martin Cross in the Building Surveying team, she had previously provided the local authority with capacity drawings for its Covid-secure buildings.

Alison worked with the building managers, NHS clinical leads and the dedicated project manager to assess each site in terms of everything from protective screens to visitor flows.

She also arranged signage with the help of Mark Bland in the Highways team, organised furniture moves, drafted licence agreements and helped work out costs.

Alison also helped the local authority with its planning for counting the votes cast at the local elections in May 2021.



The vaccination team at the Oxford Centre

A licence to chill

Dozens of North Tyneside businesses applied to the Streetworks team for a temporary pavement licence.

The licence enables businesses to place temporary furniture, such as tables and chairs, for the consumption of food or drink outside of their premises.

Businesses that are eligible include: public houses, cafes, bars, restaurants, snack bars, coffee shops, and ice cream parlours.

The Property team also granted licences to hospitality businesses, enabling them to have outdoor seating on council-owned land.

Letters of intent

Hundreds of letters were written to businesses and individuals in the borough to advise of support for them during the pandemic.

Around 350 commercial tenants were informed that formal debt recovery action had been suspended and were also given advice on business support.

And 21 of them were subsequently told about a local authority discretionary grant for businesses ineligible for the Small Business Grant or the Retail, Hospitality and Leisure Grant.

Improving customer service

Capita is continuing to play its part in the delivery of the council's Customer Service Improvement Programme



The proposed strengthening of Pier Road in Tynemouth (above) and further improvements to the A189 Salters' Lane (left) were among the projects communicated by Amy Kennedy.

The Customer Service Improvement Programme was put on hold by the council for the majority of 20/21 due to coronavirus but Capita will rejoin all four of the council's workstreams when they resume in 2021.

Partnership Director Margie Burdis attends Customer First; Communications Manager Duncan Bennett attends Brilliant Basics; and Customer Service Manager Sarah Browne attends Customer Promise and Better Never Stops.

The major engineering projects continued to feature performance indicators relating to the time taken to acknowledge queries from the public and provide a full response.

The aim is for queries to be acknowledged within one working day and a full response to be provided within 10 working days. The major engineering projects have a dedicated Communications Officer – Amy Kennedy.

Major projects facts and figures



100% of North Tyneside major projects queries acknowledged within one working day



98.7% of North Tyneside major projects queries provided a full response within 10 working days



4 e-bulletins issued



5 compliments received



11,821 letters delivered to residents and businesses

Supporting ward members

Providing an enhanced service to elected members remains a key Partnership commitment.

Customer Service Manager Sarah Browne continues to play an important role in supporting the Partnership’s members engagement. Sarah’s responsibilities include:

- Ensuring staff follow the Partnership’s Members Service Standards
- Quality checking officers’ draft responses to members’ enquiries prior to upload onto the Members’ Enquiries System
- Acting as a key contact/escalation point within the Partnership for elected members and internal stakeholders
- Attending ward walkabouts with elected members
- Taking ownership of issues that might otherwise fall between services areas within the Partnership
- Undertaking site visits and meeting residents who have raised a query with members to establish improved understanding of the issue
- Obtaining information for inclusion in the packs for ward members at the bi-annual briefings

An objective for 2020/21 was to continue the trend of increasing the number of face-to-face interactions with ward members but this was not possible due to Covid-19 restrictions. Sarah offered face-to-face drop-in sessions over Teams before the start of Party Group meetings.



Sarah Browne,
Customer Service Manager
Mobile: 07809 321 916
Email:
sarah.browne@capita.com

Fact and figures



2 Guides for Elected Members – Food Safety and New Developments



4 road resurfacing programme updates



12 Members Updates



5,759 draft members’ enquiries reviewed and, of those, improvements suggested to 1,008 enquiries



99 per cent of draft members’ enquiries reviewed within one working day

Member feedback

An annual survey of members is carried out to understand satisfaction levels and help identify areas for improvement. There were 18 returns compared to eight the previous year.

Findings included:

- 70% found the ward walkabouts and site visits useful
- 94% found the Guides for Elected Members useful
- 94% were happy with the engineering information provided in the ward member briefing packs
- 94% felt the service provided by Customer Service Manager Sarah Browne was either very valuable or extremely valuable

Supporting the community and social value

Despite the challenges of Covid-19, Capita donated 661.5 hours of community volunteering in North Tyneside, representing an estimated £16,537.50 worth of staff time.

Staying connected with Meadow Well

Support for North Shields-based charity Meadow Well Connected took a wide variety of forms.

The Construction team helped the charity relocate a shipping container used for storage by clearing and levelling an overgrown area, laying a base foundation, and constructing a connecting path.

The team also excavated part of a grassed verge, which enabled Meadow Well Connected to plant wildflower turf with a team of staff and volunteers.

Capita's Building Surveying team helped with a project to create a new step-free entrance into the café (enabling access when the main building is closed), new accessible toilets and refurbished toilets.

A £1,000 donation enabled the charity to buy a hand-made awning, providing a covered space for many of the groups the charity supports to safely meet outdoors. Thirty-five second-hand chairs were also provided.

And Partnership Director Margie Burdis became the Vice Chair of Meadow Well Connected's Board of Trustees in addition to her role as Finance Chair.



From top to bottom: the new cafe entrance; a path is constructed to the shipping container; the awning enabled outdoor activities; creating wildflower areas

Engineering in the real world

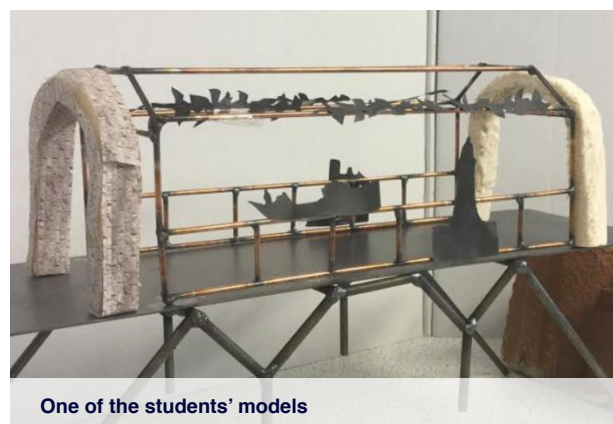
Students from Churchill Community College learned more about engineering with the help of Capita staff.

Pupils were invited to produce a proposal for the redesign and reconstruction of a bridge.

The project was delivered through the Engineering Education Scheme (EES), which is organised by the Engineering Development Trust. Capita has been involved in the initiative since 2013.

The EES provides an annual opportunity for students, aged 16-17, to find out more about careers relating to science, technology, engineering and maths (STEM) by working on an actual project for sixth months.

Jack Graham, of the Network Management team, worked with the students. He said: "It was fantastic



One of the students' models

being able to introduce the next generation of upcoming engineers into the industry and talk them through a real-world engineering project."

Capita also teamed up with Norham High School for the Engineering Development Trust's Bronze Award.



From left: the Christmas cheer packs; volunteers Brett Devenish and Katie Gallagher delivered for Meadow Well Connected



A time for giving

Extra Christmas cheer was brought to people across North Tyneside with the help of Capita and its staff.

Two hundred Christmas Cheer packs were donated to Meadow Well Connected in North Shields.

The packs, which included hot chocolate and Christmas goodies, were delivered by the charity to local children as part of their mobile Santa's grotto.

They were included with special Christmas Cheer family packs, which two Capita volunteers helped the charity to deliver.

Capita also donated over £500 to Meadow Well Connected towards its community Christmas lunches and £50 towards children's Christmas gift packs delivered by Justice Prince CIC in Longbenton.

Elsewhere, nine staff volunteers helped North Tyneside VODA (North Tyneside Voluntary Organisations Development Agency) deliver Christmas hampers to isolated residents. And two staff volunteers delivered treats to older residents on behalf of the Cedarwood Trust in North Shields.

Meanwhile, more than 500 Christmas selection boxes were donated to pupils at Percy Main Primary School and Norham High School. And 100 Christmas selection boxes were given to veterans' charity Forward Assist.

Digital donations to schools



Norham High School students use the Chromebooks

Students at two schools in North Shields have been using Chromebooks funded by Capita

Capita funded 10 Chromebooks for Norham High School and nine for Percy Main Primary School.

Twenty-five new laptops were also donated to Norham High School thanks to a partnership between Capita and the charity Business2Schools.

Business2Schools takes in unwanted office furniture and ICT equipment from businesses and passes

them on to schools that would benefit the most.

At the suggestion of Capita, both Norham High School and Percy Main Primary School registered for the initiative. It led to Norham High School receiving 25 new laptops, which are part of Capita Group’s national donation of 120 laptops to the charity.

Capita also provided 10 Internet dongles to the school to support students with home learning who do not have access to the Internet.

Going back to nature

The Construction team helped lay the foundations for improvements to Gosforth Nature Reserve.

The team donated around 40 tonnes of stone, to provide solid footings for improvements including a relocated information hut, bike racks and utility area used for equipment storage.

Not only did the team provide the materials, they also installed the stone.

The work was on behalf of the charity, the Natural History Society of Northumbria, and was invaluable



Laying stone at the nature reserve

at a time when it has been unable to organise its usual volunteer work parties.

The Construction team had been working near the nature reserve while carrying out sustainable travel improvements along the A189 Salters’ Lane.

Our people

A total of £286,288.20 was spent on training for North Tyneside staff over the past year. Here are some examples of what forms that took in 2020/21 as well as the ways we provide support for staff.

Silver lining for apprentices

The North Tyneside Partnership was recognised by a pilot Investors in People initiative for its work to support apprentices.

It was one of only a few organisations in the country to earn silver level ‘We invest in apprentices’ accreditation. Following a separate assessment, Investors in People also determined that the Partnership as a whole should retain its silver level accreditation.

Investors in People said there was ‘senior level commitment’ in Capita’s North Tyneside Partnership for its apprenticeship programme and the value of apprentices was recognised across the organisation.

INVESTORS IN PEOPLE®
We invest in apprentices Silver

And it found that there was a ‘comprehensive recruitment programme targeting a broad and diverse range of recruits’, while 94 per cent of apprentices surveyed said their apprenticeship experience was a positive one.

Twenty-four staff undertook apprenticeships – this consisted of 10 staff who joined the partnership as apprentices and 14 staff who used the apprenticeship levy to upskill.

Meet two staff who completed their Level 3: Construction Operations apprenticeships with Northumberland College.



Matthew Lloyd,
Construction Operative

Matthew joined Capita in 2017 and works on all aspects of groundwork in carriageway and drainage construction.



Haydon Duffy,
Construction Operative

Haydon, a former student at John Spence High School, also joined Capita in 2017. He is involved in paving, kerbing, concreting and tarmacking.

“ I have learnt many things including concreting, paving flagstone areas and broadening my knowledge in general within the construction industry.

“ Working with more experienced colleagues I have enhanced my skills in highway construction and drainage.

“ Doing an apprenticeship with Capita has helped me to become more confident in my role and carry out everyday tasks.”

“ My progression within Capita has been helped by improving my skills and knowledge in construction.”

Health and wellbeing matters

The North Tyneside Partnership received a seal of approval for how it supports health and wellbeing in the workplace.

It retained the highest status of the North East Better Health at Work Award – Maintaining Excellence.

The North East Better Health at Work Award, a regional partnership between the TUC, 11 North East local authorities and the NHS, is delivered by Northumbria Healthcare NHS Foundation Trust in North Tyneside.

In addition to their day jobs, 10 staff within the Partnership are Health Advocates and helped develop health and wellbeing initiatives. These included a walking challenge and Wellbeing Wednesdays where they provide colleagues with health and wellbeing advice on particular themes.

A survey of Partnership staff was also conducted to



**Better Health
at Work Award**
Maintaining Excellence

find out what issues are important to them when it comes to their health and wellbeing.

There has been a continued focus on stress and mental health through the introduction of new staff training modules. And there has been increased support for colleagues and line managers who are working from home as a result of the coronavirus pandemic.

The Partnership also retained 15 Mental Health First Aiders, now named Mental Health Allies. They are the first point of contact for anyone feeling anxious, stressed or depressed, offering confidential support, sign-posting to the appropriate support professionals and suggesting key activities to help improve mood and stress levels.

Train to gain

Capita does all it can to empower its staff and to help them succeed and thrive in an environment that promotes and unites diverse perspectives.

This can take a variety of forms, including: secondments; rotations; promotions; qualifications; individual development plans; and Continuing Professional Development (CPD).

Staff achievements included:

- 1 became Chartered with the Chartered Institute of Building (CIOB)
- 1 completed their BSC in Civil Engineering through the Degree Apprenticeship Programme
- 6 completed their apprenticeships
- 1 became Incorporated with the Institution of Civil Engineers (ICE)
- 1 completed their academic studies
- 1 became Chartered with the Royal Town Planning Institute (RTPI)
- 1 became Chartered with the Chartered Institute of Environmental Health (CIEH)
- 1 was Young Professional of the Year at the Chartered Institution of Highways & Transportation (CIHT) North East and Cumbria Awards
- 15 colleagues were promoted
- 1 became Chartered as a Transport Planning Professional by the CIHT

Key HR developments in 2020/21

- Capita joined the government's scheme and one person joined the Partnership through the initiative
- A Mental Health Ally training pilot began, which aims to increase the number of employees trained to provide mental health support across Capita's Government Services division
- A flexible approach was adopted for employees working at home enabling them to balance personal and work life during lockdown. This included the offer of sabbaticals or temporarily reducing hours.
- A "Move it Move it" challenge encouraged employees to look after their wellbeing during lockdown
- An Employee Value Proposition was launched for Capita's Government Services division to focus on key people priorities for 2021
- A #love your job campaign encouraged employees to reach their full potential
- Listen and learn sessions were held to understand the impact of BLM and to help establish Capita's Diversity action plan
- Capita launched a new anti-racism, discrimination, harassment and bullying policy
- A training module was made mandatory for all hiring managers to ensure that managers recruit in an inclusive and consistent way
- Capita launched an app called Level, which aims to help staff manage their finances. It includes a personalised budgeting tool and the ability to advance a portion of earned but unpaid salary for the month for a flat fee of £2
- Staff members who bought a desk or chair for working from home received a £150 contribution from Capita

Health and safety

Priorities for 2021/21

- Embed behavioural programme for site-based staff
- Ongoing safety training, including vehicle marshal training
- Senior manager site safety tours
- Ensure Covid-19 requirements are met

Accident statistics

All accidents

0 Fatalities

0 RIDDOR injury

0 RIDDOR over 7 days

0 RIDDOR over 3 days

0 Lost time (up to 7 days)

2 Lost time (Up to 3 days)

1 Road Traffic Collision (no injury)

4 Minor (no time lost)

0 Dangerous occurrences

Offices (Quadrant/Killingworth)

0 RIDDOR

0 NON-RIDDOR incident

0 Road Traffic Collision (no injury)

0 Hazards observed/removed

5 Incidents

Highways/Construction services

0 RIDDOR

0 NON-RIDDOR

1 Road Traffic Collision (no injury)

86 Hazards observed/removed

6 Incidents

Accident Frequency Rate (AFR)

30,0124 Hours worked

0.21 All ARR

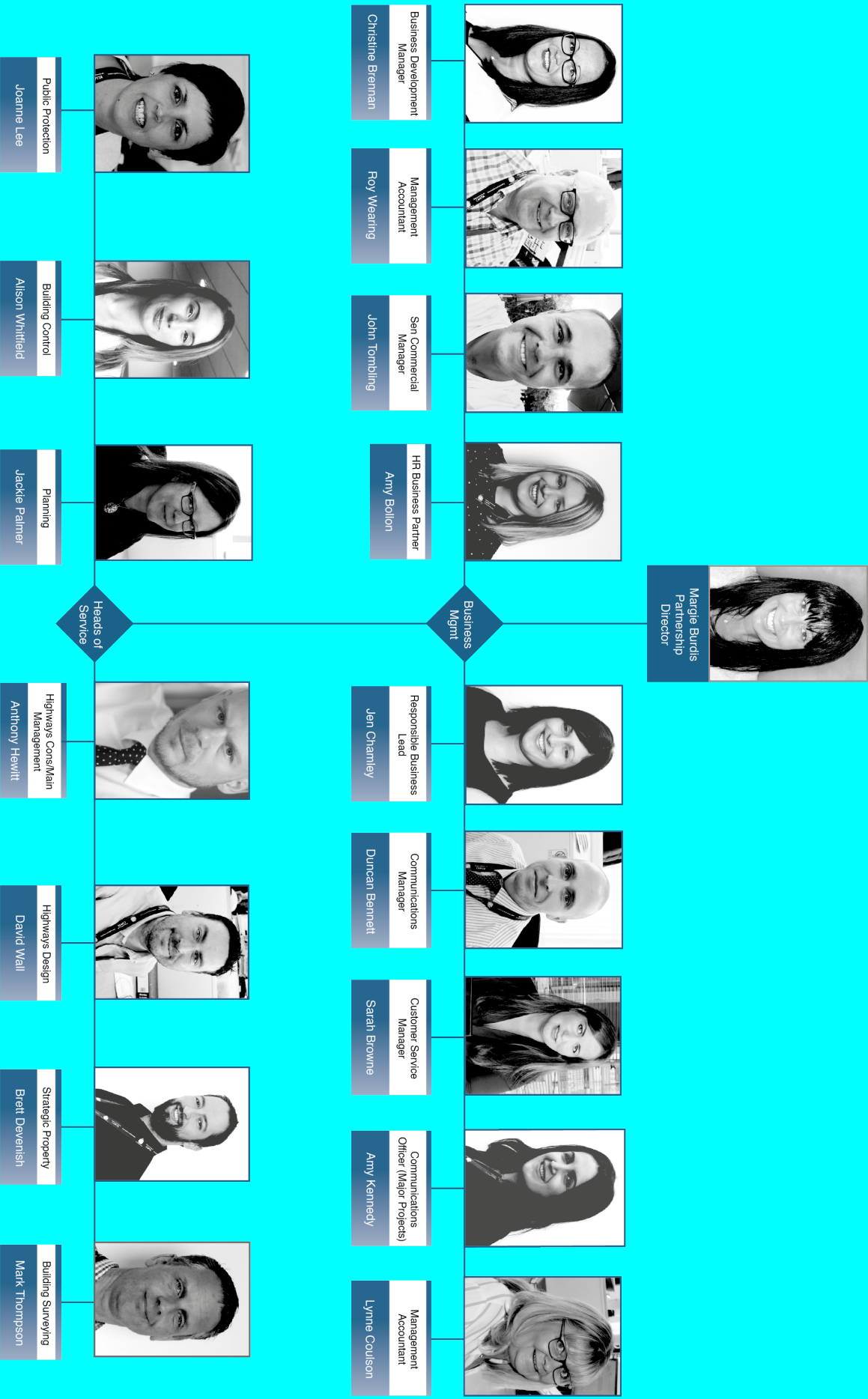
0 Reportable AFR

Environmental incidents

0 Reportable

0 Non-reportable

Our services & structures



Regulatory Services

- Delivery of the local authority’s statutory planning service.
- Ensuring compliance of building work with statutory Building Regulations and the Building Act.
- Enforcement of public health and consumer legislation plus responsibility for administering and enforcing licensing within the borough.



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Our Services

Planning

Delivery of the local authority’s statutory planning service. This includes: responsibility to produce development plans; policy input into development management; built heritage, conservation and design; maintenance of the corporate land and property gazetteer and OS mapping service; processing of recommendations for applications; preparing and submitting the Authority’s case in relation to planning appeals; and dealing with alleged breaches of planning control.

Building Control

Ensure the compliance of building work with statutory Building Regulations and the Building Act. This includes the assessment of Building Regulation applications; site inspection/enforcement of building work; inspection/enforcement of potential dangerous structures; emergency enforcement of buildings open to trespass; enforcement of building demolition; and provision of an advisory service in relation to safety at public outdoor events.

Public Protection

- Enforcement of a wide range of public health legislation and in emergency situations, particularly: food safety and standards; health and safety in the workplace; animal health and welfare; pollution control; and private sector housing standards.
- Responsibility for administering and enforcing licensing within the borough. Core activities are: hackney carriage (taxi) and private hire vehicle licensing; alcohol and entertainment licensing; gambling, street trading, scrap metal and other licences and permit schemes e.g. motor salvage operators and sex establishments.
- Enforcement of a range of consumer legislation and fulfilment of the local authority’s duty to protect the public and legitimate businesses from unfair and unsafe trading practices. Core activities are: fair trading (i.e. the regulation of unfair commercial practices); weights and measures; age-restricted sales; consumer rights and civil contracts; and product safety.

2020/21

performance snapshot

100%

of major applications determined on time

98%

of minor applications determined on time

99%

of other planning applications determined on time

98%

of minor pre-application enquiries responded to on time

93%

of planning enforcement cases visited within 10 working days

100%

of problem premises received an intervention by Environmental Health

93%

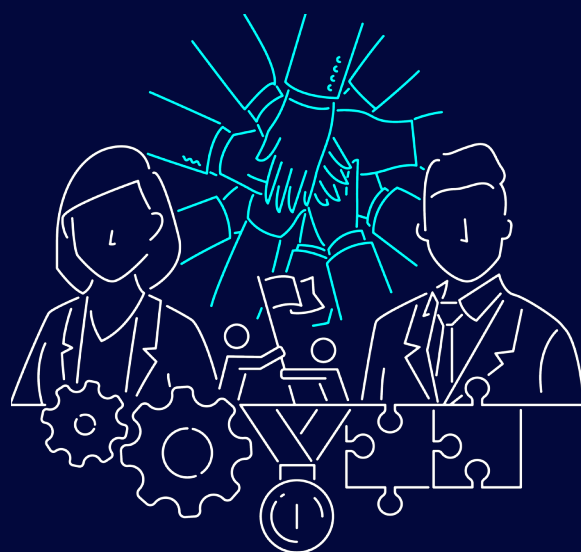
of food premises were broadly compliant

99.83%

of requested building control inspections carried out within target time

100%

of notified dangerous structures assessed within target time



2021/22

service objectives

Develop, approve and implement
an enforcement procedure to address
unauthorised building work

Review
the Building Control service in preparation for
the Building Safety Bill

Retain
ISO 9001:2015 Quality Assurance Status for
Building Control

Progress
the delivery of a range of planning documents

Develop and approve
a Housing Enforcement Policy

Develop
an Air Quality Strategy

Develop and approve
a Food Law Plan

Review
the North Tyneside Licensing Policy
Cumulative Impact Assessment (CIA)

Review
the Street Trading Scheme

Review
the Hackney Carriage and Private Hire
Licensing Policy

Contribute
towards the local authority's Covid-19
Operational Action Plan

Key achievements in 2020/21 | Planning's gold standard

The Planning team was recognised for the way it manages its address information database.

The 'Gold Award' was announced by Geoplace at a special webinar celebrating the achievements of local authority Address and Street Data Custodians. It is the third consecutive year that North Tyneside Council has received the award.

The award is only given to authorities that have consistently reached and maintained the highest standards in national tests on data excellence, supplying regular updates to the national hub managing receipt of street data from all authorities in England and Wales.

North Tyneside's Local Land and Property Gazetteer (LLPG) is the database containing addresses of property in land in the borough. It is maintained by the Planning service, which is provided for the local authority by its partner Capita.



Electrical safety legislation gives new powers

Private landlords were advised of new legislation that aims to protect tenants from faulty electrics.

The regulations introduced mandatory five-year electrical safety checks for rented properties to reduce the risk of electrical shocks and fires.

The legislation is called the Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020.

From 1 June 2020, all landlords had to ensure new or renewed fixed term tenancies issued on or after 1 July 2020 had a valid electrical inspection condition report (EICR) for the fixed electrics in the rented property.

Tenants moving into private rented properties or with new tenancy agreements should be provided with a copy of the EICR report in advance. Prospective tenants can request a copy of the EICR report and landlords must provide the report within 28 days.

Less on your plate

Changes have been made to the licensed vehicle plates displayed on licensed hackney carriages and private hire vehicles.



The Taxi Licensing team has removed the expiry date from the plates - vehicles will now be issued with a single use plate that does not need replacing each year.

It means that plates will not have to be collected from the licensing office every year, saving driver time and reducing journeys, therefore benefiting the environment. The change also supports North Tyneside Council's plan to eliminate single use plastics.

The licence expiry date will still be visible to passengers on the windscreen disc issued with the licence plate and the licence for the vehicle will continue to be e-mailed to proprietors so it may be shown to anyone, for example customers using their smartphone, should this be requested.

Haul of illegal fireworks seized

Illegal fireworks and counterfeit clothing were seized from a house in Wallsend.

The Trading Standards team, Northumbria Police, Tyne and Wear Fire and Rescue Service (TWFRS) executed a warrant at the address prior to Bonfire Night.

The search followed reports the occupant had been advertising fireworks and 'designer' clothes and perfume online.

During December 2020, Trading Standards supported the national Scamnesty campaign by sharing messages via social media.

They encouraged residents to have a conversation with their loved ones about scams and to send any scam or unwanted mail to Friends Against Scams for investigation.



The fire service and police with some of the seized items

Revamp for Killingworth offices

The Building Control team worked closely with the council and private architects on the ongoing redevelopment of the Killingworth site.



The project has a unique set of challenges due to the site's Grade II listing, the complexity of original buildings and proposed multi-use of the location.

Consequently, the Building Control team applied a flexible and sympathetic approach to enable retention of the Grade II-listed features while ensuring compliance with the Building Regulations.

Building Control Surveyors Ian Forsyth and Robert Morris worked closely with Construction Site Manager Peter Kane on the project.

Consultation on rogue landlords policy

Views were sought from the public on the way the council tackles rogue landlords.

The local authority is introducing a new policy that sets out when and how enforcement action will be taken against landlords who do not comply with their legal obligations.

It follows approval by the council's Cabinet of the use of extra powers, including civil penalties of up to £30,000, to enforce private sector housing standards.

Consultation on the Private Sector Housing Enforcement and Civil Penalties Policy was held in February and March 2021.

The policy aims to ensure tenants and landlords are treated in a fair and proportionate manner, enabling tenants to live in homes free of significant health and safety risks.

It also aims to support the reoccupation of empty homes and to deal with statutory nuisance caused by the owner or occupier of the property.

Engineering & Highways



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Our Services

- Responsibility for the management of the highway network to ensure the effective movement of traffic, cyclists and pedestrians on the council's highway network. This includes addressing traffic congestion problems, responding to incidents as well as co-ordinating activities, events and works to minimise disruption.
- Management of requests from utility companies and their contractors to excavate within the highway and footway. A programme of planned works and general inspections seeks to ensure compliance.
- Management of the council's on-street and off-street car parks plus the operation of a series of residents' parking schemes.
- Working with the council's Network Manager in the provision of advice to elected members and planning colleagues on the effect of new developments on the highway network. We also offer advice to developers to obtain satisfactory and compliant forms of development.
- Delivery of road safety education within schools, management of school crossing patrols and the design and implementation of road safety initiatives.
- Provision of school crossing patrol officers to help improve residents' safety on our highway network.
- Resurfacing works (surface dressing, micro asphalt and other treatments).
- Cleansing of gullies on a planned basis and responding to reports of blocked gullies.
- Reactive maintenance of roads and pavements.
- Maintenance of road markings and parking signs as well as some key assets including bridges, infrastructure and coastal structures.
- Management of surface water, which includes flood alleviation works, and the response to flooding incidents.
- Delivery of major civils projects across the borough.

2020/21

performance snapshot

100%

of CAT1 defects sorted within 24 hours

99.09%

(average) of routine safety inspections carried out on time (adjusted for impact of Covid-19 and adverse weather – actual figure 72.60%)

99.98%

(average) of CAT2 defects sorted within 10 working days (adjusted for impact of Covid-19 and adverse weather – actual figure 99.21%)

99.98%

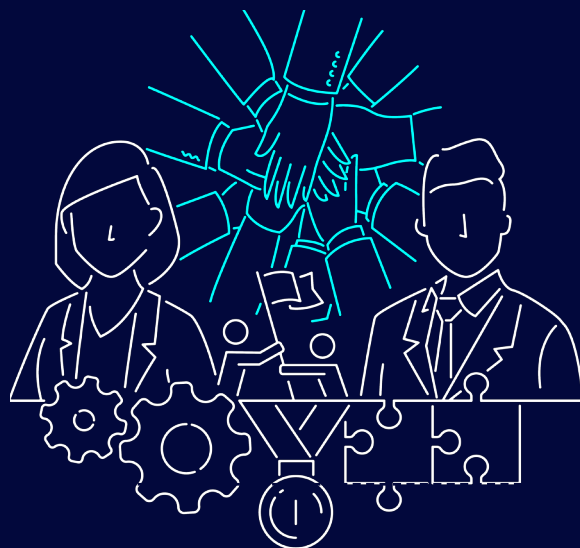
of Penalty Charge Notices (PCNs) issued correctly for parking offences

97.25%

(average) of reactive highway repairs that are up to standard

100%

of permit requests responded to within DFT target timeframe



2021/22

service objectives

Support

an update of the Transport Strategy and a review of associated documents

Consolidate

the legal speed limit orders and ensure associated signage and lining is appropriate

Produce

a signage policy / guidance document plus an inventory of directional signage

Obtain

an inventory of road markings and establish a testing regime for new road markings

Produce

new policies for the management of overhanging vegetation and road traffic accidents

Key achievements in 2020/21



Backworth Lane was resurfaced

Improving roads & pavements

The annual programme of roads and pavement improvements was completed as part of a £4.6million highway investment.

One of the numerous roads resurfaced last year was Backworth Lane, Backworth – its structural repair has restored the condition of the road and reduced traffic noise.

Elsewhere, works at Battle Hill Drive, Wallsend, completed a rolling programme of improvements to this important local route. There were also further improvements in the Killingworth area, including to Citadel West and Southgate.

Meanwhile, the HAMP (Highway Asset Management Plan) Annual Information Report 2020, stated that the condition of most roads and footpaths in the borough continues to be good.

Culvert works completed

Essential repairs were made to a defective culvert in Backworth.

An old masonry culvert is beneath the footpath on the western side of the B1322 Station Road, opposite the Backworth Workshops.

As well as replacing the headwall, which is the structure surrounding the culvert inlet, part of the culvert was replaced and strengthened.

Meanwhile, an annual programme of maintenance works across the borough was carried out. These included CCTV surveys of drainage systems, gully replacements and minor repairs.

And in April 2020, an improved approach to cleaning road gullies was introduced. It followed a three-year initiative to identify those gullies requiring more frequent cleaning and those needing less.

Now, those gullies which are most likely to become blocked are cleaned more often – reducing the likelihood of roads flooding.

Dot's magnificent milestone

Devoted lollipop lady Dot Thompson retired after reaching her 50th year of helping children to safely cross the road.

Known affectionately as 'Dot the Lollipop', Dot performed her patrol duties at St Joseph's RC Primary School on Wallsend Road, North Shields.

In 1977 she came second in a competition to find the best lollipop person in the United Kingdom. And she was awarded an MBE in 2008 in recognition of her road safety and charitable work.

After reaching her fifth decade of public service, Capita presented Dot with flowers and shopping vouchers while the school gave Dot a painting made by the pupils as well as a cake in the shape of a lollipop stick.



Dot is presented with a cake

Oh, I do like to stroll...



The promenade now has a continuous seawall

Work to strengthen a vital sea defence in Whitley Bay was successful.

A redundant stairwell on the Southern Promenade was infilled with concrete to create a continuous seawall, which will help reduce the risk of future storm damage.

The works, which were funded by the Environment

Agency, were delivered on time and within budget.

A compound was set-up on the footpath opposite Rockliffe Gardens during the works and the promenade was closed to the public.

Signage was erected to ensure pedestrians maintained social distancing guidelines when passing by the compound.

Where the streets have no cars

Street closures were introduced outside a number of schools in North Tyneside to help keep children safer and healthier.



Langley First School, Hadrian Park Primary School, Denbigh Community Primary School and Wellfield Middle School were all part of the initiative.

The School Streets schemes involves the closure of streets outside school gates to motor vehicles during drop-off and pick-up times each day.

The closures were introduced for 18 months initially – but could be made permanent if appropriate. Residents of the street and certain other vehicles are allowed entry.

They were the first School Streets in North Tyneside and follow a successful one-day trial at Monkseaton Middle School in 2019.

Joe is on a QUEST

Advanced Technician Joe Knighting was awarded a QUEST Scholarship by the Institution of Civil Engineers (ICE).

The scholarships are awarded to those who are committed to civil engineering and have the potential to excel. They also recognise a candidate's leadership skills, aptitude for teamwork, ambition and initiative.

As well as resulting in financial support, a QUEST scholarship looks great on a CV because it is a sign of excellence.

Joe started with the Traffic Engineering Team in August 2018 and is undertaking a Civil Engineering Degree Apprenticeship at Northumbria University.



Strategic Property & Building Surveying



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Our Services

- Management of the council's property portfolio, including the purchase and sale of land and property, rent reviews and lease renewals.
- Management of the council's commercial and industrial estates.
- Non-core building surveying work such as supporting delivery of the Fire Risk Assessment programme for the council's operational and leased-out buildings.



2020/21

performance snapshot

100%

of asset valuations delivered on time

100%

of housing stock valuations delivered on time

100%

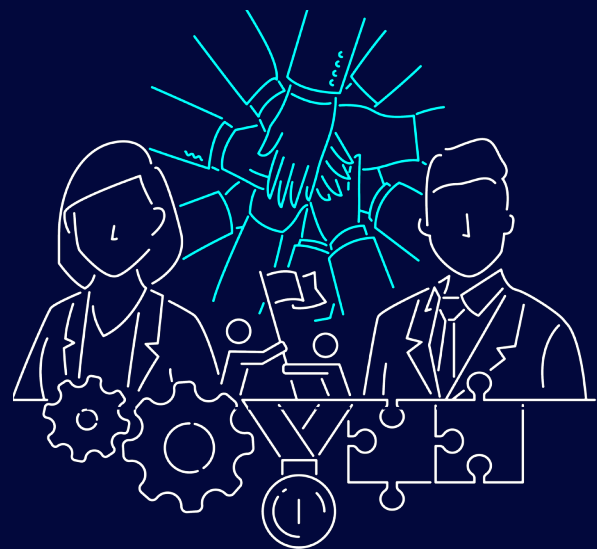
of lease renewals and rent reviews delivered on time

76.64%

of commercial properties let

100%

of debtors had appropriate actions taken against them



2021/22

service objectives

Develop

a property blueprint that supports better use of the council's buildings

Complete/close

outstanding rent reviews or lease renewals

Establish and maintain

the compliance position of the operational portfolio

Set-up

a monitoring process for rent reviews, lease renewals and lease completions

Ensure

a policy is in place to determine how certain activities can be managed on council land

Key achievements in 2020/21 | Centres of life



Howdon Hub



Battle Hill Multi-Use Centre



Royal Quays Community Centre

A pilot initiative that has seen three North Tyneside Council venues run by community organisations was hailed a success.

Since 2017, Family Gateway has managed Howdon Community Centre (now known as the Howdon Hub) while the Linskill and North Tyneside Community Development Trust has operated Royal Quays Community Centre and Battle Hill Multi-Use Centre.

The local authority agreed pilot lettings for the three facilities with the aim of improving their community use.

A review of the scheme demonstrated there

have been a variety of community benefits and consequently the Property team completed long-term lettings of all three facilities.

Since Family Gateway has operated Howdon Hub, there has been the creation of new groups in response to community need plus, prior to Covid-19, there was increased footfall. Gym membership grew, children's and adults' activity classes increased, while new tenants included a childcare provider.

Prior to Covid-19, the Linskill and North Tyneside Community Development Trust had increased permanent tenants and casual bookings at both Royal Quays and Battle Hill sites venues.

Delivering great customer service

The Property team took on the management of the Swans Centre for Innovation (CFI) in Wallsend.

The building opened in July 2016, providing 760 square metres of office accommodation for the offshore energy and subsea sectors.

Its vacant upper three floors were subsequently refurbished in a £1.5million scheme.

Vicky Ellis, runner-up in the 2019 North Tyneside Customer Service Awards, was appointed the building manager for the CFI.



The reception area at the CFI

New owner for industrial estate



Point Pleasant Industrial Estate

North Tyneside Council's largest industrial estate set to change hands.

The Property team has agreed to sell Point Pleasant Industrial Estate in Wallsend to Forth England Limited, a property company that has a track record of successfully managing and investing in multi-use industrial estates.

Offers were invited for the estate because it was felt new owners would be better placed to deliver

the improvements that the site requires. A soft marketing exercise in summer 2019 demonstrated other organisations would be keen to operate the estate.

Plans being considered by Forth England Limited include repairs and maintenance of the units; improving the look of the estate; demolishing four former units and seeking planning permission for new larger units.

Update from Colin MacDonald, Client Manager



It's perhaps no surprise that, like Margie, I begin my message by making mention of Covid-19. I would like to acknowledge the support provided by Capita during the pandemic – they were responsive, flexible and effective.

The working relationship between the council and Capita has always been at its best when the services delivered through the Partnership feel indistinguishable from any other council service.

I can report that this was the approach right from the start as, together, we tackled the significant challenges of Covid-19.

Although the 'day job' still needed to be done, the council recognised that we needed to serve the borough in a different way given that some services couldn't be delivered as normal.

Consequently, we agreed that we would take a pragmatic approach to 'business as usual' service delivery. I'm pleased to confirm that, nonetheless, Capita's KPI performance remained commendable.

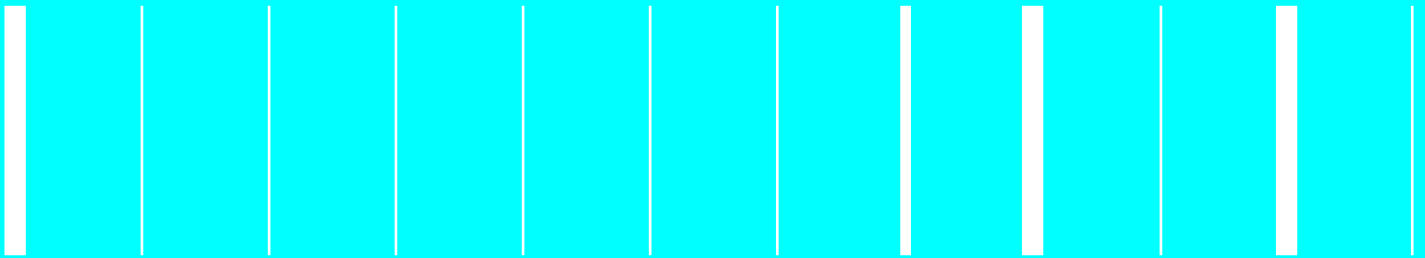
In addition, some of the service area action plans couldn't progress as originally planned due to Covid-19 and will now be taken forward in 2021/22.

Finally, as required by the Partnership agreement, a benchmarking exercise was conducted over the past year to assess the quality of services provided by Capita and provide reassurance that the Partnership continues to provide value for money.

The Partnership is currently reviewing the information gathered and the conclusions will be used to inform and shape future service delivery to ensure even better customer service and outcome for our residents.

Thank you.
Colin

Colin MacDonald
Senior Manager, Technical & Regulatory
Services
North Tyneside Council





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Highlight Report 2020/21

North Tyneside Partnership Highlights 2020/21



56% of our Partnership Board is female



Represented on the North East Graduates, Apprentices, and Students & Technicians (GAST) Committee



Represented on the Civil Engineering Industrial Advisory Panel at Northumbria University



Representation on the Meadowell Connected Trustee Board as a Vice Chair



1 Year Out Placement from Newcastle University



Continued to be a Disability Confident Employer



1 Senior Manager is the Chair of the Forward Assist Trustee Board

9,886

hours booked to formal training and development

11 promotions

28 new starters

15 Mental Health First Aiders

36 STEM Ambassadors

9 wellbeing events

4 work placements

10 Health and Wellbeing Ambassadors

1 Divisional Engagement and Wellbeing Ambassador appointed

5 apprentices recruited

1 foundation placement

2 graduates recruited

44 laptops/iPads donated to schools

36 hours donated to support links with the Armed Forces

2 long service awards presented

1 North East LEP Enterprise Advisor

1 ICE QUEST Scholarship awarded

8 apprentices completed their qualifications

20 staff recognised through VOICE Awards

5 staff are North Tyneside School Governors volunteering **296** hours

104 hours spent on supporting other charitable causes

697

hours of staff time donated in the local community



69 hours donated to support with employability programmes



Better Health at Work: Maintaining Excellence employer



We have a 65:35 male to female ratio



CIHT (North East & Cumbria) Young Professional of the Year awarded



Representation on the North East Business in the Community Advisory Panel



Pledged to support the Kickstart Programme



192 hours donated to Partnership's charities of the year: Meadowell Connected and Forward Assist

£236,996

invested in development and training

£2,370 spent on reward vouchers

£3,883 donated to local charities

£1,900 donated in gifts in kind

£1,200 raised for local charities



Recognised by Investors in People with We Invest in Apprentices accreditation and retained as a Silver Investors in People employer.

Annual Service Plan 2021/21

**FINAL
DOCUMENT**

Capita Service Plan 2021-22

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Please note that there is a separate detailed performance annex to be read in conjunction with this document.

1. Introduction

In November 2012, following a competitive dialogue procurement exercise, North Tyneside Council (the 'Authority') and Capita Symonds (now Capita Property & Infrastructure) (the 'Partner') entered into a long-term strategic partnership arrangement to deliver a range of Technical Services.

Capita's Property and Infrastructure Business is one of the UK's leading multidisciplinary businesses. Capita works across a variety of sectors including central and local government, commercial property, defence, education, healthcare, utilities, housing, and transport. The Technical Services Partnership sits within the Regulatory and Place Services Business Unit within Capita which is part of our Government Services division.

The North Tyneside Technical Services Partnership operates under a matrix management structure; with each Services Workstream having a North Tyneside local Head of Service, supported by a National Lead. Overall responsibility for the contract sits with the Partnership Director, supported by a dedicated local management team.

In line with Council priorities, our partnership focus for the coming year is on the following:

Partnership focus for 2021-22

- Engendering hope and public confidence
- Building back better – post-covid recovery
- Focus on customer service
- Focus on digital innovation
- Support to the climate emergency, carbon reduction and flood mitigation
- Supporting regeneration and transport planning
- Embedding equalities
- Delivering our benchmarking action plan
- Education – school and apprentice support
- Community support – charitable activity, poverty and anti-social behaviour reduction

Our service and cross cutting action plans plan focus has been aligned to the above in order to best support the council's priority areas of focus. There is also an emphasis on flexibility, given the need to adapt and re-prioritise with what can be rapidly changing circumstances as has been the case with the covid response. Our partnership behaviors and values will always align with those of the Council.

Each service sub-group have undertaken a full review of service performance measures and have made the recommendations for 2021-22 performance targets included in this plan. It has been recognised that the majority of or PI and KPI are at this stage in the partnership being met as steady state and are at considerable stretched performance at upper quartile. For this reason, many cannot be increased further so the current run rate has been maintained as the target and there is a focus for the coming year on the partnership demonstrating service improvements in other ways, including bringing innovation, digital and more modern service delivery, increased customer focus and increased alignment to council priorities.

It has been agreed in order to progress the digital innovation element that briefings with officers will take place bi-weekly and a tracker will be established for reporting monthly via Commercial and Finance subgroup into OPB with quarterly reporting into SPB and Scrutiny.

In addition to this drive to bring forwards more innovation and improvement ideas and alongside the benchmarking exercise, a full review of schedule 10 (social clause commitments) is underway as it is recognised that over the years of the contract term to date, priorities have changed and refined so it is important to take stock and re-align the social clauses to the current priorities. Agreement with the Council on the revised targets is to be finalised during Q1 and the new obligations will be reported against once agreed and the required CCN is in place.

For 2021/22 the Technical Services Partnership will be measured against:

- 5 Action Plans and 3 KPI and 4 PI relating to the Property Workstream
- 6 Action Plans and 5 KPI and 3 PI relating to the Engineering Workstream
- 11 Action Plans and 6 KPI and 10 PI relating to the Regulatory Services Workstream
- 8 Action Plans and 4 PI which are cross cutting

In addition to the above, the Technical Services Partnership will also deliver the following 7 contractual Strategic Objectives:

1. Honour the no compulsory redundancies for transferring TUPE staff
2. Remain co-located with the Authority in Council offices, in Quadrant West and Killingworth Depot
3. We will invest **£2.258m** the Partnership in line with the Councils priorities
4. We will generate 5 new jobs in year, including apprentice and graduate positions
5. We will provide gross income/savings of **£6.156m** through delivery of Business Cases

6. Continue service improvements measured through our Performance Regime with a focus this year on innovation and digital improvements. Health and safety focus, member support and support for major projects will also continue
7. Continue to support our charitable and other social clause commitments

Over the past year 2020/21, Capita has been immensely proud to support the Council in delivering key frontline services and strategic priorities through what has been a very difficult year for all.

The following provides a summary of our support by service area:

Engineering

- The annual programmes of road resurfacing and preventative maintenance as well as footway improvements were successfully completed.
- The HAMP (Highway Asset Management Plan) Annual Information Report 2020 was published.
- Council measures to create more space for walking and cycling journeys during coronavirus were installed.
- Statutory duties for highways inspections and repairs continued to be met during the Covid-19 lockdown.
- A defective culvert near the B1322 Station Road in Backworth was repaired.
- School Crossing Patrol Officer Dot Thompson was presented with shopping vouchers and flowers after 50 years in the job.
- Further walking and cycling improvements were carried out along the A189 Salters' Lane after the original scheme finished within budget.
- More free parking was made available to Christmas shoppers in North Tyneside during the festive period.
- Public consultation was completed on the proposed removal of the public footpath over Borough Road Bridge in North Shields.
- Variable message signs encouraging people to stay at home during lockdown were erected on coastal routes while car parks were also closed. The Parking team suspended restrictions on length of stay in town centre car parks.
- Traffic management measures were introduced for temporary mobile coronavirus testing facilities.
- The Streetworks team supported national changes to the permit system by adopting the Department for Transport's Street Manager system.
- Work was completed on a developer-funded scheme to replace the mini-roundabout with traffic signals on the Coach Lane/B1318 junction in Wideopen.
- A chatbot that can advise motorists on whether their appeal against a parking fine is likely to be successful was piloted.
- Civil Enforcement Officers began putting renewal reminder notices on car windscreens if the parking permit is about to expire.
- Street closures were introduced outside four schools in North Tyneside to help keep children safer and healthier.
- Advanced technician Joe Knighting was awarded a QUEST Scholarship by the Institution of Civil Engineers (ICE).

- Graduate Civil Engineer Karl Gibson was Young Professional of the Year in the Chartered Institution of Highways & Transportation (CIHT) North East and Cumbria Awards.
- Dozens of businesses were granted temporary pavement licences by the Streetworks team to enable them to place furniture outside.
- A redundant stairwell on the Southern Promenade was infilled to create a continuous seawall.
- Streetworks liaised with CityFibre ahead of their roll-out of full-fibre broadband infrastructure.

Regulatory Services

- The Planning team received a 'Gold Award' from Geoplace for the way it manages its address information database.
- Private landlords were advised of new legislation that aims to protect tenants from faulty electrics.
- The Public Protection team led the local authority's Covid-19 enforcement hub to help ensure the public followed Covid-19 legislation.
- The Building Control team provided a remote inspection regime during Covid-19 lockdowns to prevent delays to construction projects.
- The Trading Standards team issued one of the first prohibition notices in the North East after a gym remained open during lockdown.
- The licensed vehicle plates displayed on licensed hackney carriages and private hire vehicles were changed to single use, supporting the council's green agenda.
- The Building Control team successfully dealt with 42 dangerous structures within the borough to ensure the health and safety of residents.
- Consultation was carried out on a new policy that sets out when and how enforcement action will be taken against landlords who do not comply with their legal obligations.
- Trading Standards and Northumbria Police seized illegal fireworks and counterfeit clothing in Wallsend.
- The Taxi Licensing team wrote to 870 taxi drivers to invite them to apply for an Additional Restrictions Grant (ARG) worth £500.
- The Building Control team supported the council on a project to redevelop the Killingworth site.

Property

- Long-term community lettings were completed for Howdon Community Centre (now known as the Howdon Hub) Royal Quays Community Centre and Battle Hill Multi-Use Centre.
- Support was provided to set-up three Covid-19 vaccination centres in the borough and the team facilitated licenses for two testing sites.
- Capacity drawings were provided for council buildings so the local authority could make them Covid-19 secure.
- Around 350 commercial tenants were written to during coronavirus lockdown to advise that formal debt recovery action had been suspended and to provide advice on business support.

- Twenty-one of the council's commercial tenants were advised of a new business support grant.
- The council's largest industrial estate, Point Pleasant Industrial Estate in Wallsend, was sold.
- Licenses were granted to allow hospitality businesses to have outdoor seating during the pandemic.

Added Value Support

- The Construction team helped Meadow Well Connected relocate a shipping container used for storage by clearing and levelling an overgrown area, laying a base foundation for the container, and constructing a connecting path to it.
- Ten Chromebooks were funded for Norham High School and nine for Percy Main Primary School.
- Norham High School was provided with 10 Internet dongles to support students with home learning who did not have access to the Internet.
- Investors in People awarded the Partnership silver level accreditation, which means it not only has the right principles in place, but its people and leaders make active efforts to check they're happening consistently throughout the organisation.
- A £1,000 donation to Meadow Well Connected enabled the charity to buy a hand-made awning, providing a covered space for many of the groups the charity supports to safely meet outdoors.
- Thirteen staff volunteers delivered either Christmas Cheer family packs (donated by Capita) or hampers to people in the borough on behalf of Meadow Well Connected, North Tyneside VODA and the Cedarwood Trust.
- Capita donated over £500 to Meadow Well Connected towards the cost of Christmas lunches they provide for the local community.
- More than 500 Christmas selection boxes were donated to pupils at Percy Main Primary School and Norham High School while 100 Christmas selection boxes were given to veterans' charity Forward Assist.
- Partnership Director Margie Burdis became the Vice Chair of Meadow Well Connected's Board of Trustees in addition to her role as Finance Chair. In addition, she became Vice Chair of Norham High School Governing Body, in addition to her role as Chair of the school's finance committee. In total, five members of staff were school governors.
- Anthony Hewitt, Head of Highways and Construction, became chair of Forward Assist's Board of Trustees.
- Twenty-five new laptops were donated to Norham High School thanks to a partnership between Capita and the charity Business2Schools.
- Capita earned the highest status of the North East Better Health at Work Award – Maintaining Excellence.
- Thirty-five second-hand office chairs were donated to Meadow Well Connected.
- Churchill Community College teamed up with Capita for the Engineering Education Scheme (EES) and Norham High School for the Engineering Development Trust's Bronze Award.
- Capita was one of the first organisations in the country to be awarded Investors in People's silver level 'We invest in apprentices' accreditation.

1.1 Who we are and what we do?

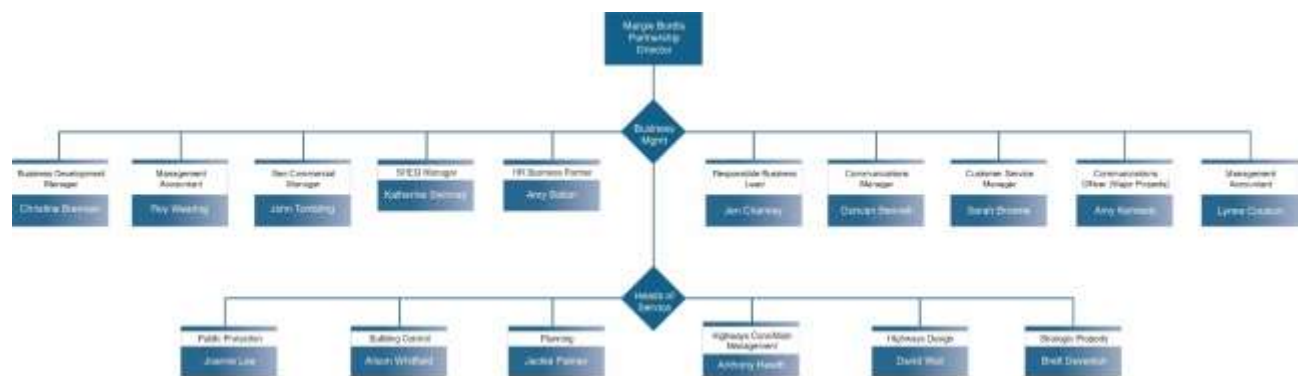
The Partnership sits within the remit of Environment, Housing and Leisure. To contribute to residents' priorities, our Partnership plays a pivotal role in:

- Ensuring that North Tyneside is a great place to live, work and visit
- Reducing the borough's carbon footprint
- Responding effectively to emergency situations
- Building community resilience to respond to flooding, including introducing a network of community flood wardens
- Continually improving the service we provide.

The North Tyneside Partnership operates under a matrix management structure; with each Workstream having a specific local Head of Service, supported by a National Director.

Overall responsibility for the Partnership sits with the Partnership Director, supported by a dedicated local management team.

The following chart shows the current structure and reporting lines of the Partnership:



This is the ninth Annual Service Plan for the Technical Services Partnership. The Service continues to focus on its core functions in the following areas:

- Engineering Services (incl. construction)
- Property Services
- Regulatory Services.

The Partnership has 303 members of staff covering all aspects of the Partnership including; School Crossing Patrols, Civil Enforcement Officers, Paviours, Front Line Construction Workers, Professional Staff, Technicians and Administrative Support.

Engineering Workstream – Leads and Activity

Network Lead – Anthony Hewitt, anthony.hewitt@capita.com

Highways Design Lead – David Wall, david.wall@capita.com

- Responsibility for the management of the highway network to ensure the effective movement of traffic, cyclists and pedestrians on the council's highway network. This includes addressing traffic congestion problems, responding to incidents as well as co-ordinating activities, events and works to minimise disruption.
- Management of requests from utility companies and their contractors to excavate within the highway and footway. A programme of planned works and general inspections seeks to ensure compliance.
- Management of the council's on-street and off-street car parks plus the operation of a series of residents' parking schemes.
- Working with the NTC Network Manager in the provision of advice to elected members and planning colleagues on the effect of new developments on the highway network. We also offer advice to developers to obtain satisfactory and compliant forms of development.
- Delivery of road safety education within schools, management of school crossing patrols and the design and implementation of road safety initiatives.
- Provision of school crossing patrol officers to help improve residents' safety on our highway network.

Construction Workstream – Leads and Activity (Subset of Engineering)

Highways Maintenance Lead – Anthony Hewitt, anthony.hewitt@capita.com

Highways Construction Lead – Anthony Hewitt, anthony.hewitt@capita.com

- Resurfacing works (surface dressing, micro asphalt and other treatments).
- Cleansing of gullies on a planned basis and responding to reports of blocked gullies.
- Reactive maintenance of roads and pavements.
- Maintenance of road markings and parking signs as well as some key assets including bridges, infrastructure and coastal structures.
- Management of surface water, which includes flood alleviation works, and the response to flooding incidents.
- Delivery of major civils projects across the borough.

Property Workstream – Leads and Activity

Strategic Property Lead – Brett Devenish, brett.devenish@capita.com

- Management of the council's property portfolio, including the purchase and sale of land and property, rent reviews and lease renewals.
- Management of the council's commercial and industrial estates.

Regulatory Services Workstream – Leads and Activity

Planning Lead – Jackie Palmer, jackie.palmer@capita.com

- Delivery of the local authority's statutory planning service. This includes: responsibility to produce development plans; policy input into development management; built heritage, conservation and design; maintenance of the corporate land and property gazetteer and OS mapping service; processing of recommendations for applications; preparing and submitting the Authority's case in relation to planning appeals; and dealing with alleged breaches of planning control.

Building Control Lead – Alison Whitfield, alison.whitfield@capita.com

- Ensure the compliance of building work with statutory Building Regulations and the Building Act. This includes the assessment of Building Regulation applications; site inspection/enforcement of building work; inspection/enforcement of potential dangerous structures; emergency enforcement of buildings open to trespass; enforcement of building demolition; and provision of an advisory service in relation to safety at public outdoor events.

Public Protection Lead – Joanne Lee, joanne.lee@capita.com

- Enforcement of a wide range of public health legislation and in emergency situations, particularly: food safety and standards; health and safety in the workplace; animal health and welfare; pollution control; and private sector housing standards (including the administration of Disabled Facilities Grants).
- Responsibility for administering and enforcing licensing within the borough. Core activities are: hackney carriage (taxi) and private hire vehicle licensing; alcohol and entertainment licensing; gambling, street trading, scrap metal and other licences and permit schemes e.g. motor salvage operators and sex establishments.
- Enforcement of a wide range of consumer legislation and fulfilment of the local authority's duty to protect the public and legitimate businesses from unfair and unsafe trading practices. Core activities are: fair trading (i.e. the regulation of unfair commercial practices); weights and measures; age restricted sales; consumer rights and civil contracts; and product safety.

Cabinet Members

As well as supporting the Elected Mayor, the following Cabinet Members have direct interface and relationship with the Partnership.

Cabinet Member responsible for Finance and Resources, Councillor Martin Rankin	<ul style="list-style-type: none"> • Finance, ICT and HR • Audit, Assurance and Risk • Asset and Property Management • Procurement and Supply Chain (including the Capita and Engie Partnerships) • Delivery of the Investment Programme
Cabinet Member responsible for Environment, Councillor Sandra Graham	<ul style="list-style-type: none"> • A Green North Tyneside • Waste Management • Environmental and Local Transport Services (including roads, pavements, parking, and the Capita Partnership) • Cycling Champion
Cabinet Member responsible for Community Safety and Public Protection, Councillor Carole Burdis	<ul style="list-style-type: none"> • Community Safety and Tackling Anti-Social Behaviour • Public Protection (including Capita Partnership) • Emergency Planning and Business Continuity

1.2 Workforce

Our priority is to ensure the team remain committed and are properly equipped to continue delivering an excellent service to the residents and visitors of the borough.

To do this we need to ensure our workforce is geared up to delivering our objectives. Section 6.1 sets out our workforce planning strategy. The current Partnership headcount is provided in the table below.

Headcount of permanent employees as 3 March 2021	<ul style="list-style-type: none"> • Within the Partnership there are 303 employees, including 40 secondees and 10 apprentices
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Our people are critical to our long-term growth as a Partnership. We aspire to be an employer of choice in the North East. To achieve this, we need to ensure that we have committed, skilled and empowered people at all levels of our organisation. We need to attract and retain the best people to deliver our strategy, both now and in the future.

One of our core strategic objectives is to manage our people well by actively attracting and building a quality, diverse workforce of motivated and supported employees through:

- Promoting staff training and development in both technical and leadership disciplines
- Rewarding success for people, projects and performance

- Embedding our equality and diversity principles in our staff recruitment and retention plans
- Listening to our staff and acting on their feedback
- Working with our clients and partners to promote innovation, exchange knowledge, ideas and experience to promote sustainable thinking.

We were delighted that Investors in People awarded the Partnership silver level accreditation, which means it not only has the right principles in place, but its people and leaders make active efforts to check they're happening consistently throughout the organisation.

We are committed to fostering a learning environment as we understand the positive impact that has on our staff, our business and the delivery of services to our customers. As part of the career development programme, we have a yearly appraisal cycle with a mid-year review to identify any training needs/gaps as well as discuss any career aspirations. The People Development Team deliver learning and development programmes as well as bespoke programmes for North Tyneside staff aligned to service needs.

By providing an extensive range of training opportunities we are able to maximise our resources by developing a flexible workforce that is multi-skilled and can respond to the changing requirements of projects, services, clients and the industry as a whole. With such a diverse workforce, we recognise that everyone has different needs, objectives and aspirations so we offer a variety of opportunities for employees to develop manual, technical, professional and personal skills throughout their career.

1.3 Budget 2021/22

The overall budget position for the Technical Services Partnership is detailed in the table below. The represents the extract from the North Tyneside Council ledger. Any amendments to the budget will be undertaken through existing contract mechanisms e.g. Change Control, Managed Budget Protocol etc.

Row Labels	Budget 2021/22 £
Employees	4,617
Fees and Charges	(5,757,551)
Government Grants	(25,000)
Interest	(283)
Other Grants, Contributions & Reimbursements	(147,666)
Premises	6,028,053
Recharges	(915,000)
Rents	(1,342,949)
Supplies and Services	(2,626,704)
Support Services	215,941
Third Party Payments	425,359
Grand Total	(4,141,183)

2. Our North Tyneside Plan 2020-24

The Our North Tyneside Plan sets out the overall vision and policy context of the authority and Borough. It was developed in partnership through the North Tyneside Strategic Partnership who work together with the Authority to deliver an improved future for the Borough and its residents.

Our People will:

- Be listened to so that their experience helps the council work better for residents.
- Be ready for school – giving our children and their families the best start in life.
- Be ready for work and life – with the right skills and abilities to achieve their full potential, economic independence and meet business needs.
- Be healthy and well – with the information, skills and opportunities to maintain and improve their health, well-being and independence, especially if they are carers.
- Be cared for, protected and supported if they become vulnerable including if they become homeless.
- Be encouraged and enabled to, whenever possible, be more independent, to volunteer and to do more for themselves and their local communities.

Our Places will:

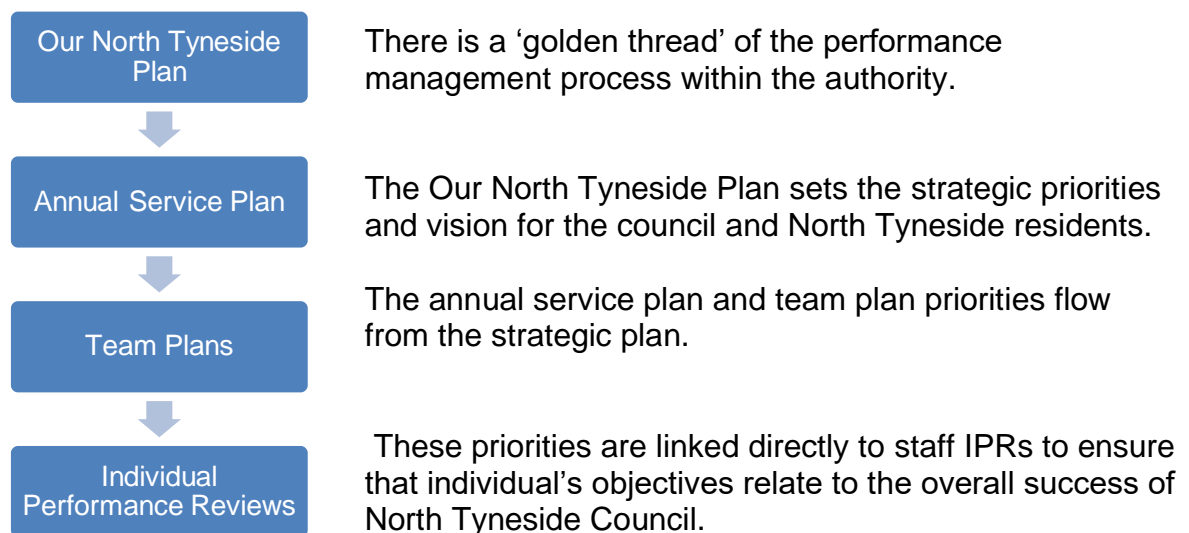
- Be great places to live by focusing on what is important to local people, such as by tackling the derelict properties that are blighting some of our neighbourhoods.
- Offer a good choice of quality housing appropriate to need, including affordable homes that will be available to buy or rent.
- Benefit from the council's housing stock being decent and well managed, as well as maximising the potential use of housing such as through extra care schemes.
- Recognise the climate emergency by further reducing the Borough's overall carbon footprint. This will include reducing the council's carbon footprint, along with encouraging and enabling everyone to reduce their carbon footprint.
- Provide a clean, green, healthy, attractive and safe environment.
- Have an effective transport and physical infrastructure - including our roads, pavements, street lighting, drainage and public transport.
- Continue to be regenerated as part of our 15 year 'Ambition for North Tyneside' plan. This will include the continued development of Killingworth Lake, creation of a Master Plan for North Shields, the delivery of plans for Segedunum and the Swans site in Wallsend, as well as further work to build on the success of the regeneration at the coast.
- Be a thriving place of choice for visitors through the promotion of our award-winning parks, beaches, festivals and seasonal activities.

Our Economy will:

- North of Tyne Combined Authority. We will have a dynamic and more inclusive economy, which will ensure that all residents have a stake in our region's future.
- Grow by supporting new businesses and building on our strengths, including our existing world class companies, and small and growing enterprises.

- Be business friendly, ensuring the right skills and conditions are in place to support investment, and create and sustain new high-quality jobs and apprenticeships for working age people.
- Continue to support investment in our business parks, units and Town Centres.

3. Performance Management



The above process is followed for our secondees and for Capita staff there is a very similar process of twice-yearly reviews where objectives, including developmental and behavioral are agreed at the start of the year and monitored at mid-point and year end with evidence provided. For all staff working on the contract their objectives will be in line with what is needed to ensure the Council's requirements are delivered on.

The Performance Planning Cycle includes:-

- Identifying areas for improvement.
- The Individual Performance Review process with each staff member to align corporate priorities with individual objective setting and learning and development activity.
- Half yearly Individual Performance Review to ensure progress is kept on track.
- Benchmarking activity to compare our costs and quality against the best performing organisations. The contrbenchmarking activity of the prior year will form the basis of an action plan to be delivered against during 2021/22
- Budget setting process to align financial resources with future priorities.
- The preparation of future service plans informed through review activity, benchmarking, customer and staff feedback.
- Regular monitoring and review throughout the year through monthly meetings of the Senior Management Team and monthly meetings with the Cabinet Member.

4. Value for Money

In February 2020, a Medium-Term Financial Plan (MTFP) was adopted to cover a four-year planning period for the revenue Budget and five-year planning horizon for the Investment Plan. The MTFP supports the delivery of the refreshed Our North Tyneside Plan 2020-2024, which is the key driver of the Authority's resource allocation and is critical to ensure that the Authority makes decisions by focussing on strategic priorities and has a clear financial vision and direction for the medium term.

Each year the Budget setting process helps the Authority respond appropriately to responsibilities and duties placed upon local government through legislative requirements, increasing demand, complexity of need and cost for adults' and children's services and the Government's drive to deliver savings.

Capita is held to account on delivery of Value for Money by a stringent performance management regime and regular contractual benchmarking.

5. Customer Service Programme

Capita are committed to supporting the stepping back up of this programme over the coming year. Capita will re-join all four of the council's Customer Service workstreams once they resume:

- Customer Promise
- Brilliant Basics
- Customer First
- Better Never Stops

The Customer Service programme was put on hold by the council for the majority of 20/21 due to coronavirus but the officers will resume their activity when the programme restarts as follows.

Partnership Director Margie Burdis attend Customer First; Communications Manager Duncan Bennett attend Brilliant Basics; and Customer Service Manager Sarah Browne attend Customer Promise and Better Never Stops.

In addition to outcomes that arise from the workstreams, in 20/21 Capita will be participating in the peer review programme with a review of the Car Parking service. We also intend to review and enhance standard letter templates that are most commonly used, including those within the Parking Control team.

The major engineering projects continue to feature performance indicators relating to each scheme commissioned. The key focus centres around delivery to time, budget, and measuring customer satisfaction and health and safety. In addition, end of scheme reviews are undertaken involving both client and Capita officers in order to identify what went well, what didn't go so well and what recommendations and lessons learned should be taken forwards into future schemes. The major engineering projects continue to have a dedicated Communications Officer – Amy Kennedy.

6. Equality and Diversity

The Public Sector Equality Duty (PSED) of the Equality Act 2010 requires public sector organisations to publish and implement equality objectives, which demonstrates how the organisation is seeking to meet the aims of the general equality duty.

North Tyneside Council has five Corporate Equality Objectives, each of which is underpinned by key actions.

- **Objective 1:** Improve North Tyneside Council's Equality Impact Assessment (EIA) process
- **Objective 2:** Be a good employer and promote an inclusive workforce that feels valued
- **Objective 3:** Ensure staff and elected members are kept informed about the requirements of the Public Sector Equality Duty
- **Objective 4:** Improve the collection and use of both internal and external quality data
- **Objective 5:** Ensure our buildings, services and communications are accessible

The Partnership fully support the above and we are confident that our success is a direct result of the experience and quality of our employees. We are, therefore, committed to focusing our employment procedures and practices on maximising the potential of each unique individual. We believe this is best achieved by developing our employees' talents, whilst recognising their differences.

It is the policy of Capita that no person acting on our behalf shall discriminate in any situation against another individual or group, directly, indirectly, because of age, sex, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief and sexual orientation. Capita also endorses the principle that the workforce at each location should reflect, as far as is reasonably possible, the community within which it operates.

These principles apply to recruitment selection, training, promotion, transfer, pay and benefits, performance appraisal procedures, in addition to all terms and conditions of employment.

Over the past year, a mutual mentoring scheme was launched within Capita's Government Services division. The programme involved 30 senior leaders volunteering to be partnered with 30 Black, Asian and other Ethnic Minority colleagues to share their lived experience and thoughts, focused around 10 topics. After a successful pilot, the programme was rolled out across Capita in the UK and Ireland.

Capita has also signed up to the #1000BlackInterns programme. This programme will help transform the horizons and prospects of young Black people in the UK by offering paid work experience across a wide range of industries.

As stated, the North Tyneside Partnership is wholly committed to the principle and practice of equal opportunities and diversity in all aspects of our business and we recognise the benefits that a diverse work force can bring. We support this through a number of activities:

- We engage with schools and universities to promote not only the North Tyneside Partnership and the wider Capita business as a place to work but the professions and industries we represent
- We recognise that many of the industries we serve are often under-represented by certain groups and therefore actively try to address this by joining groups such as Women in Property, Women in Engineering and working with STEM ambassadors
- We offer work experience placements and (paid) internships to young people to provide them with experience and skills to develop their career
- We work with local communities and groups to provide advice and support for work placements and job searching, ensuring we engage with all of the community rather than only those who are already in employment
- We recognise that employees often have commitments outside of work and will support flexible working where possible.

Through these steps the North Tyneside Partnership will endeavour to ensure its workforce is diverse and reflects the communities in which we work. The North Tyneside Partnership recognises the benefits a diverse workforce has to offer in adding value to the business and improving organisational performance. By way of a benchmark our senior leadership team is gender diverse, with our Partnership Director and 3 out of our 5 heads of service being women. We also promote and actively seek diversity in all other protected characteristics

We are fully compliant with the Act and all services areas complete Equality Impact Assessments when required and we contribute to the council's Environment, Housing and Leisure Equality Group as well as Corporate Equality Group.

7. What do our customers think?

- **Residents Survey**

There was no Residents' Survey in 2020 as a result of Covid-19. The 2019 residents survey highlighted that for local people a safe and secure environment are key drivers for improving satisfaction with their local area; while value for money, visible services and capable staff are key drivers for improving satisfaction with the Council.

In recent years, corporate resident satisfaction surveys have shown that a well-maintained highway network is very important to our residents and customer satisfaction in this area has proved to be a challenge.

- **Member Satisfaction**

Providing a quality, efficient and effective service to elected members is a top priority for the Partnership

Our Customer Service Manager, Sarah Browne, continues to act as the key contact for elected members; making sure staff follow Members Service Standards; and ensuring members are provided with timely and quality responses to their queries. In support of this, Sarah reviews all draft Members Enquiries responses before they are uploaded onto the Members Enquiries System.

During 20/21, Sarah reviewed 99 per cent of all drafts that were submitted to her within one working day, ensuring that the timeliness of responses was unaffected by this process. Improvements were suggested to 1,008 responses of the 5,759 received by Sarah for quality checking.

By far the largest numbers of Members Enquiries received within the Partnership relate to the Engineering service. For 21/22, the Head of Highways and Construction Anthony Hewitt has set a new objective for his managers that customer service should be aligned to the council's Customer Promise by ensuring all enquiries (ME, FOI, Corporate Complaint, Mayor, Chief Exec, MP, etc.) are responded to within specific deadlines.

Elected members were asked about the service provided by the Customer Service Manager during 2020. Eighteen members responded, compared to eight in the previous year's survey. Results included:

- **Overall, how would you rate the value of the service being provided by Sarah Browne in her role as Customer Service Manager?**

Extremely valuable 10 – 55.56%, Very valuable 7 – 38.89%, Not so valuable 1 – 5.56%

- **Is there anything Sarah could do differently or additionally to support you in your role as Elected Member?**

No 17 – 94.44%, No 1 – 5.56%

- **If you did attend a ward walkabout or meet on site this year with Sarah did you find it useful?**

Yes 7 – 70%, No 3 – 30%

- **Do you find the guides for elected members useful/helpful?**

Yes 16 – 94.12%, No 1 – 5.88%

- **Were you happy with the content in the Engineering section of the proforma at the 2020 ward member briefings?**

Yes 17 – 94.44%, No 1 – 5.56%

An objective in 20/21 was to continue the trend of increasing the number of face-to-face interactions with ward members, excluding attendance at all bi-annual ward member briefing, however this was unfortunately not possible due to Covid-19 restrictions – over the course of the year Sarah attended one ward walkabout and three site visits with members. In addition, because Party Group and Full Council meetings were cancelled, so were the drop-in sessions Sarah offered prior to them. However, Sarah offered face-to-face drop-in sessions over Teams before the start of Party Group meetings.

Twelve members indicated via the survey they would like to attend ward walkabouts in 21/22 when Covid-19 restrictions are lifted.

Members receive the following update/information from the Partnership:

- Guides to services – A series of guides that provide answers to commonly asked questions. Services/topics featured in guides in 2020/21 were Food Safety and New Developments. A guide to Planning Enforcement has also been produced, however it continues to go through the approval process
- Members Update – A monthly update on what is happening in the Partnership
- Capital resurfacing programme – Updates on the delivery of the annual road resurfacing programme
- Footway programme – Updates on the delivery of the annual footway improvement programme
- Response to Heavy Rainfall – An ad hoc update that sets out work undertaken when the borough has been affected by heavy rainfall
- Highways investment/infrastructure (via bi-annual briefings) – Information on major projects, road resurfacing, footway improvement schemes, LTP schemes, parking and GoSmarter

Members Enquiries

The Annual Service Plan contains Performance Indicators in relation to the timeliness of Members' Enquiries System responses to new queries.

Indicators	2012/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21*
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	(Nov 1 to March 31)								
Technical Services new enquiries	797	2,722	2,768	2,504	2,137	1,961	2,603	2,083	1,448
% of responses within eight working days	87%	98%	99%	98%	97%	97%	98%	99%	98%

* Reported for period 1 April 2020 to 28 February 2021

Complaints

Indicators	2012/13 (Nov 1 to March 31)	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21*
Technical Services new complaints	Unavailable	58	91	111	148	146	119	112	56
% of responses within 10 working days	Unavailable	69%	72.5%	75.7%	84.5%	86.9%	84%	87.5%	83.9%

* Reported for period 1 April 2020 to 28 February 2021

8. Digital Strategy

On 20 January 2020, Cabinet agreed a new Digital Strategy, which covers the next 4 years of the Medium-Term Financial Plan. It is structure around the following four areas

- **Data:** We will keep it safe, use it well, turn it into intelligence and wisdom, share it lawfully and delete it appropriately
- **Customers:** We will work to design services to make interaction with the Authority consistent and as easy as possible in order to deliver our Customer Promise
- **Team:** We will provide a safe and stable technical environment with tools that are fit for purpose and work well, and we will support our team to use them well; and
- **Borough:** We will work to ensure residents, business and visitors are safe, digitally confident and connected both in terms of physical access to technology and digital connection.

Capita is committed to working alongside the Council and its Partner Engie. Our Partnership Director attends the monthly ICT Board and we have monthly engagement meetings in addition. Our own company has stringent policies for data

security which will apply across all our operations including the Technical Services Partnership.

It has been recognised that as partnership we need to improve the use of digital and innovation within the partnership and this is a key commitment for us in the coming year to make our services more digital, where to do so also enhances effectiveness and customer service.

We have set ourselves targets to look at this across all partnership services but there is an initial focus on engineering where we have several initiatives ready to pilot and test. These pilots been reported into SPB and include:

- ResponseEye for remote inspections
- Working with Google Wayz for road traffic impact assessments
- Road Hog for pothole repairs

We will be reporting back on the outcomes of these pilots to OPB and SPB over the course of the year.

9. Environmental Sustainability

North Tyneside Council declared a climate emergency in July 2019 and set a target to reduce the carbon footprint of the authority and the borough by 50% by 2023 and to become carbon neutral by 2050 in line with the national target.

The Authority's carbon footprint is made up of power, heat and water used in our operational buildings, electricity to power 31,000 streetlights, fuel to operate the 400+ fleet vehicles and the business-related mileage staff carry out in their own vehicles.

Capita are committed to looking at measurable ways to support this priority and to make measurable reductions in the carbon footprints of our services for the remainder of the partnership. We are looking at action plans now to take this forward in the coming year.

10. Action Plans

There are five standard action plans for each Council service area to complete: value for money, customer experience, environmental sustainability, digital strategy, and equality diversity. The Partnership fully supports all of these and this is demonstrated within this Annual Service Plan. In addition to these areas the partnership also has its own set of supplementary action plans which are set out later in the document.

Value for Money

The Technical Services Partnership undertook a benchmarking exercise in accordance with Schedule 9 in Contract Year 5, and a number of outcomes of the benchmarking exercise were delivered in 18/19 and 19/20 through Operational Action Plans and revisions to Contract Schedules.

We will have concluded the year 8 benchmarking exercise by the end of 20/21 and there will be follow up action plans arising out of that work that will be taken forwards and delivered over the course of 21/22

Strategic Partnering Board Key Action Plans and Business Cases

The following items are identified as being of significant interest at the Strategic Partnering Board. At each Board, an update will be provided against the key deliverables outlined below:

- a)** Action Plan CC1 - Savings and Income
- b)** Action Plan CC2 - Enforcement
- c)** Action Plan CC3 –Support for Customer Experience
- d)** Action Plan CC4 – Action Plan arising from Benchmarking
- e)** Action Plan CC5 – Building Back Better Response to Covid-19 impacts
- f)** Action Plan CC6 - Norham School
- g)** Action Plan CC7 – Environmental Sustainability - Support for Climate Emergency
- h)** Action Plan CC8 – Ambition for North Tyneside

Cross cutting action plans with Q1 activities are detailed in the following section. In addition to the action plans and performance metrics set out so far, the partnership has a number of other commitments that will follow on from the cross-cutting action plans:

- Business Assurance Framework
- Schedule 10 Commitments Dashboard
- Investment Schedule
- Business Case Savings Summary

11 Partnership Cross Cutting Action Plans

The Partnership has committed to the following Cross Cutting Action Plans. In each instance it is the intention that activities that take place in Q1 will determine the specific targets to be set for the remaining quarters for approval by OPB with oversight from SPB.

Priority	CC1: Savings and Income				
ONT Priority:	<i>Cross Cutting – People, Places and Economy</i>	ONT Outcome:	Financial benefits accrue to the council from partnership activity		
Start Date	<i>April 2021</i>	Completion Date	<i>March 2022</i>	Lead Service Area/Officer:	<i>Margie Burdis Roy Wearing</i>
What is the priority designed to accomplish?					
<ul style="list-style-type: none"> Ensuring that financial targets are being achieved and enable review and challenge at Service Area and Partnership level Ensuring the 'live' business cases are still aligned with the policy direction of the Council Ensuring that investment, innovation and added value activities are visible, recognised and celebrated Bring forward new business cases to fill gaps Review approach to future service deliveries 					
Checklist					
Factors to consider	Considered Y/N or N/A	Requirements:			
IT	n/a				
Financial	Y				
Training	n/a				
Involvement of customers	Y				
Other stakeholders	Y				
EIA to be carried out	n/a				
Planned actions to go on the risk register	Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable			
Quarterly Profile of Planned Actions				On track? Yes/No	Progress

Quarter 1	<ul style="list-style-type: none"> • Capita is committed to delivering financial benefits to the Council which is overseen by C&F group. • In agreement with the client we will develop a tracker during Q1 that will be monitored via C&F subgroup over the course of the year. This will allow for flexibility • Bi-weekly meetings will take place where business cases will be put forwards by Capita for consideration by the Council • Performance reporting • Benchmarking report to be approved and action plan developed 		
Quarter 2	<ul style="list-style-type: none"> • Bi-weekly meetings will take place where business cases will be put forwards by Capita for consideration by the Council • Performance monitoring against the agreed tracker for actions due this quarter • Ongoing monitoring framework and existing governance around Managed Budget and Business Case 		
Quarter 3	<ul style="list-style-type: none"> • Bi-weekly meetings will take place where business cases will be put forwards by Capita for consideration by the Council • Monitoring of benchmarking action plan actions due in this quarter • Performance monitoring against the agreed tracker for actions due this quarter 		
Quarter 4	<ul style="list-style-type: none"> • Bi-weekly meetings will take place where business cases will be put forwards by Capita for consideration by the Council 		

	<ul style="list-style-type: none"> Monitoring of benchmarking action plan actions due in this quarter Performance monitoring against the agreed tracker for actions due this quarter Performance reporting 		
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Priority	CC2: Enforcement Review				
ONT Priority:	Cross Cutting – People, Places and Economy	ONT Outcome:	This plan has been rolled forwards as activity was agreed to be paused in 20/21 to support covid priority work. prior year activity to propose a transformed enforcement operation pan-council.		
Start Date	<i>cJuly 2021 (subject to covid activity)</i>	Completion Date	<i>March 2022</i>	Lead Service Area/Officer:	<i>Margie Burdis Joanne Lee Ant Hewitt</i>
What is the priority designed to accomplish?					
<ul style="list-style-type: none"> Looking across all enforcement activity in the council – can it be better? Develop a more holistic Authority wide approach to Enforcement, with a specific focus in Planning and Parking A more consistent, transparent and appropriate approach to Enforcement Ability to target hotspot areas more effectively (including footways) More effective signposting for the public to the most appropriate team or service This is a joint activity with the Council 					
Checklist					
Factors to consider	Considered Y/N or N/A	Requirements:			
IT	Y				
Financial	Y				
Training	n/a				
Involvement of customers	Y				

Other stakeholders		Y	Police and other agencies	
EIA to be carried out		n/a	Not at this stage	
Planned actions to go on the risk register		Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable	
Quarterly Profile of Planned Actions			On track? Yes/No	Progress
Quarter 1	<i>Note this action plan commencing is dependent on the public protection and other teams being freed up from urgent covid current and catch up work and as such to be agreed with the Council. Dates are therefore flexible of necessity.</i> <ul style="list-style-type: none">• Agreement of the approach and the plan to be developed once covid restrictions cease and the team are able to move to consider this. Initial output will be a tracker to be agreed by the council to effectively monitor actions and outcomes as they progress.			•
Quarter 2	<ul style="list-style-type: none">• Reflection on covid impacts on this matter including elements such as street licencing but considering lessons learned from the co-operative working that has taken place throughout the pandemic• Review progress from earlier activity in 2019 and agree where changes are needed due to the new environment• Review of car parking kicks off – enforcement element to be reported back into this action plan			•
Quarter 3	<ul style="list-style-type: none">• Complete revised tracker of all enforcement activity across the council			•

	<ul style="list-style-type: none"> Set hypothesis for improvement to test Examine best practice elsewhere in the region and beyond, considering how covid response efforts have impacted 		
Quarter 4	<ul style="list-style-type: none"> Interim report with initial findings to be circulated Draft action plan to be considered. 		•

Priority	CC3: We Listen, We Care – Customer Experience Programme				
ONT Priority:	<i>Our People</i>		ONT Outcome:	Be listened to so that their experience helps the council work better for residents.	
Start Date	<i>April – July 2021(subject to when the CS programme re-starts)</i>	Completion Date	<i>March 2022</i>	Lead Service Area/Officer:	<i>Margie Burdis Duncan Bennet Sarah Browne</i>
What is the priority designed to accomplish?					
<ul style="list-style-type: none"> Provide services shaped to customers' needs Deliver customer improvements Learn from customer complaints and feedback Capita look, feel and behave like a Council service 					
Checklist					
Factors to consider		Considered Y/N or N/A	Requirements:		
IT		Y			
Financial		Y			
Training		Y			
Involvement of customers		Y			
Other stakeholders		n/a			

EIA to be carried out		n/a	
Planned actions to go on the risk register		Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable
Quarterly Profile of Planned Actions		On track? Yes/No	Progress
Quarter 1	<ul style="list-style-type: none"> • A work programme to be set out and agreed with the client • At the point that the Councils workstreams are re-established the partnership will attend, support and participate in all 4 Council workstreams including the Steering group <ul style="list-style-type: none"> ○ Customer Promise ○ Brilliant Basics ○ Customer First ○ Better Never Stops 		•
Quarter 2	<ul style="list-style-type: none"> • Work programme agreed in Q1 commences with regular progress reporting via C&F into OPB • Review of car parking to begin in final month of Q2 of as peer review within Council programme 		•
Quarter 3	<ul style="list-style-type: none"> • Review of car parking continues • Work programme detailed above continues and concludes • Action plans established from the above, will be agreed with the Council 		•
Quarter 4	<ul style="list-style-type: none"> • Outcomes from action plans to be implemented • Action plan following car parking review to be agreed and begun 		•

Priority	CC4: Delivery of Benchmarking Action Plans				
ONT Priority:	Value for Money		ONT Outcome:	Evidence continued value for money from the technical services partnership	
Start Date	<i>April 2021 (subject to timeline for approval)</i>	Completion Date	<i>March 2022</i>	Lead Service Area/Officer:	<i>Margie Burdis Heads of Service John Tombling</i>
What is the priority designed to accomplish?					
<ul style="list-style-type: none"> Ensure that areas for proposed improvement arising from the year 8 benchmarking are actioned and improvements made 					
Checklist					
Factors to consider		Considered Y/N or N/A	Requirements:		
IT		n/a			
Financial		Y			
Training		Y			
Involvement of customers		Y			
Other stakeholders		Y			
EIA to be carried out		n/a			
Planned actions to go on the risk register		Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable		
Quarterly Profile of Planned Actions				On track? Yes/No	Progress
Quarter 1	<ul style="list-style-type: none"> Benchmarking reports reviewed by client and feedback provided and returned to capita for action Further actions concluded and additional information sourced Committee reports prepared and agreed ready for submission to SPB and scrutiny in Q2 				<ul style="list-style-type: none">

	<ul style="list-style-type: none"> Draft benchmarking action plan is drawn up ready for approval 		
Quarter 2	<ul style="list-style-type: none"> Benchmarking reports submitted to and approved by SPB and OSPD Action plans approved with associated timeframes agreed Reporting plan for actions agreed Commence delivery on actions from Benchmarking 		•
Quarter 3	<ul style="list-style-type: none"> Delivery of benchmarking action plans due for this quarter 		•
Quarter 4	<ul style="list-style-type: none"> Delivery of benchmarking action plans due in this quarter Demonstrable progress against any action plans that are agreed to take place over a longer timeframe 		•

Priority	CC5: Building back better - recovery from COVID-19 Impacts				
ONT Priority:	Cross cutting		ONT Outcome:	Drive recovery to business as usual and stabilise service delivery, whilst also looking at ways in which services can be changed for the better.	
Start Date	<i>April 2021</i>	Completion Date	<i>March 2022</i>	Lead Service Area/Officer:	<i>Senior Manager(s)/ Service(s) responsible for delivering priority</i>
What is the priority designed to accomplish?					
<ul style="list-style-type: none"> Return to business as usual operations and ensure services take all opportunity to optimise and improve in returning to stable places. 					
Checklist					

Factors to consider		Considered Y/N or N/A	Requirements:	
IT		Y		
Financial		Y		
Training		n/a		
Involvement of customers		Y	Customer facing services included	
Other stakeholders		Y	Wider community and other service providers	
EIA to be carried out		Y	TBD e.g. impact on KPI recovery periods	
Planned actions to go on the risk register		Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable	
Quarterly Profile of Planned Actions			On track? Yes/No	Progress
Quarter 1	<ul style="list-style-type: none"> Commercial agreements continue in operation as required for instance decisions log operation in line with council requirements – switching services on and off in accordance with priorities Performance levels and up to date risk assessments for each service Monitoring impact on supply chain Examination of service impacts and improvements as a result of new ways of working Clarity of citizen and customer expectations of services e.g. increase in remote and digital, contactless etc Attendance at RCG and engagement and participation in council subgroups and forums 			•
Quarter 2	<ul style="list-style-type: none"> Attendance at RCG and engagement and participation in council subgroups and forums 			•

	<ul style="list-style-type: none"> • Ongoing review and reporting of covid impacts on service and propose improvements and new ways of working • Mid-point summary of lessons learned, and actions provided to OPB 		
Quarter 3	<ul style="list-style-type: none"> • Engagement and participation in council subgroups and forums • Review and impact of changes made, in particular progress on return to offices and practices and procedures in field-based staff • Ongoing review and reporting of covid impacts on service and propose improvements and new ways of working 		•
Quarter 4	<ul style="list-style-type: none"> • Attendance at RCG and engagement and participation in council subgroups and forums for as long as they continue • Ongoing review and reporting of covid impacts on service and propose improvements and new ways of working • Mid-point summary of lessons learned, and actions provided to OPB 		•

Priority	CC6: Support for Norham School				
ONT Priority:	Cross Cutting – People, Places and Economy	ONT Outcome:	<ul style="list-style-type: none"> • Improved life chances of children at the school 		
Start Date	April 2021	Completion Date	March 2022	Lead Service Area/Officer:	Jennifer Chamley - People Dev & Community Engagement Manager
What is the priority designed to accomplish?					

- Be ready for work and life – with the skills and abilities to achieve their full potential, economic independence and meet the needs of local businesses.
- To continue to support Norham High School to contribute to the schools Ethos and Values that of the pupils from all backgrounds and of all abilities should have access to:
 - High quality teaching to enable pupils to achieve their potential
 - Excellent pastoral care and support for all pupils
 - An exciting curriculum that supports pupils in raising their aspirations and achieving success
 - A wide range of extra-curricular activities that will engage, motivate and excite pupils
 - Strong partnerships with other schools, business and industry, post 16 providers and the local community

Checklist

Factors to consider		Considered Y/N or N/A	Requirements:	
IT		n/a		
Financial		n/a		
Training		Y		
Involvement of customers		Y		
Other stakeholders		Y		
EIA to be carried out		n/a		
Planned actions to go on the risk register		Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable	
Quarterly Profile of Planned Actions			On track? Yes/No	Progress
Quarter 1	<u>Norham</u> <ul style="list-style-type: none">Invest and commence with two bronze projects (Go 4 Set) with Engineering Development Trust – Engineering and Surveying. Investment of £1900.(previously invested in one)Go4SET is a 10-week engineering challenge for 12–14-year olds that develops professional skills and offers a fun, hands-on STEM experience in a real-world setting.			<ul style="list-style-type: none">

	<ul style="list-style-type: none"> • Meet with North East LEP and Norham HS Careers Lead to plan potential virtual activities post COVID-19 Lockdown. • Partnership Director to continue commitment to being a Governor. <p>Percy Main (feeder school to Norham High School)</p> <ul style="list-style-type: none"> • Meet with Head Teacher/ Careers Lead to plan potential virtual support post COVID-19 Lockdown. • Investment towards equipment to support student's digital inclusivity or their mental health. • Head of Engineering Design to continue commitment to being a Governor. <p>Norham and Percy Main</p> <ul style="list-style-type: none"> • Offer female teaching staff a CPD with female engineers in Capita about their role and potential working together opportunities for Women in Engineering Day. 		
Quarter 2	<p><u>Norham</u></p> <ul style="list-style-type: none"> • Completion of the bronze projects and support with additional resources to judge the competition. • Sponsor Best STEM Solution Award for the Graduation Ceremony for the bronze project. (£500) 		•

	<ul style="list-style-type: none"> Partnership Director to continue commitment to being a Governor. Deliver an agreed STEM/employability initiative. Celebrate end of the year with donation of vouchers for student key achievements <p>Percy Main (feeder school to Norham High School)</p> <ul style="list-style-type: none"> Deliver an agreed STEM/employability initiative. Celebrate end of the year with donation of vouchers for student key achievements. Head of Engineering Design to continue commitment to being a Governor. <p>Norham HS and Percy Main</p> <ul style="list-style-type: none"> Sponsor two awards at the NTLT Star Awards (£800) open to Percy Main and Norham HS students 		
Quarter 3	<p><u>Norham</u></p> <ul style="list-style-type: none"> Partnership Director to continue commitment to being a Governor. Deliver an agreed STEM/employability initiative. Celebrate 2021 with purchasing a Christmas selection box for each student. <p>Percy Main (feeder school to Norham High School)</p> <ul style="list-style-type: none"> Deliver an agreed STEM/employability initiative 		<ul style="list-style-type: none">

	<ul style="list-style-type: none"> Celebrate 2021 with purchasing a Christmas selection box for each student. Head of Engineering Design to continue commitment to being a Governor. 		
Quarter 4	<p><u>Norham</u></p> <ul style="list-style-type: none"> Partnership Director to continue commitment to being a Governor. Deliver an agreed STEM/employability initiative. <p>Percy Main (feeder school to Norham High School)</p> <ul style="list-style-type: none"> Deliver an agreed STEM/employability initiative with a focus on apprenticeships. Head of Engineering Design to continue commitment to being a Governor. 		<ul style="list-style-type: none">

Priority	CC7: Environmental Sustainability – support to Climate Emergency				
ONT Priority:	Our Places		ONT Outcome:	<ul style="list-style-type: none"> Recognise the climate emergency by further reducing the Borough's overall carbon footprint. This will include reducing the council's carbon footprint, along with encouraging and enabling everyone to reduce their carbon footprint. Provide a clean, green, healthy, attractive and safe environment. 	
Start Date	<i>April 2021</i>	Completion Date	<i>March 2022</i>	Lead Service Area/Officer:	<i>Margie Burdis Service leads</i>

What is the priority designed to accomplish?			
<ul style="list-style-type: none"> Contribute to the target to reduce the carbon footprint of the authority and the borough by 50% by 2023 and to become carbon neutral by 2050 in line with the national target. 			
Checklist			
Factors to consider	Considered Y/N or N/A	Requirements:	
IT	n/a		
Financial	Y		
Training	Y		
Involvement of customers	Y		
Other stakeholders	Y		
EIA to be carried out	Y		
Planned actions to go on the risk register	Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable	
Quarterly Profile of Planned Actions			On track? Yes/No
			Progress
Quarter 1	<ul style="list-style-type: none"> Senior representatives from the Partnership will attend and actively participate in all climate emergency forums and the Climate Emergency Board Commitment to culture change of demonstrable reductions or carbon footprints by both individuals and teams Identify priority actions for the partnership in the coming year: <ul style="list-style-type: none"> Travel to work impact from car miles Electric vehicle policy Digital initiatives to reduce officer travel and carbon footprints 		<ul style="list-style-type: none">
Quarter 2	<ul style="list-style-type: none"> The Partnership will identify and bring forward a number of initiatives to support the Council 		<ul style="list-style-type: none">

	which may involve working with schools and community groups and support to world environment day and other initiatives <ul style="list-style-type: none"> • Review of Partnerships environmental impacts such as fleet and travel and consideration of carbon budgets for employees • Report mid-point progress on Capita NE hub • Mid-point reporting on PPN06/20 progress on social value obligations 		
Quarter 3	<ul style="list-style-type: none"> • Review and progress identified priority actions on tracker • Add any emerging initiatives in particular from covid building back better and digital initiatives. 		•
Quarter 4	<ul style="list-style-type: none"> • Year- end reporting on PPN06/20 progress on social value obligations 		•

Priority	CC8:Supportng North Tyneside's Ambitions				
ONT Priority:	<i>Cross Cutting – People, Places and Economy</i>	ONT Outcome:	<ul style="list-style-type: none"> • Capita behave as a strategic partner to the benefit of the Council 		
Start Date	<i>April 2021</i>	Completion Date	<i>March 2022</i>	Lead Service Area/Officer:	<i>Margie Burdis Service Leads</i>
What is the priority designed to accomplish?					
<ul style="list-style-type: none"> • Ensuring the alignment of services to the Ambition for North Tyneside, resulting in ASP 21/22 focus as Ambitions 					
Checklist					

Factors to consider		Considered Y/N or N/A	Requirements:	
IT		Y		
Financial		Y		
Training		Y		
Involvement of customers		Y		
Other stakeholders		Y		
EIA to be carried out		n/a		
Planned actions to go on the risk register		Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable	
Quarterly Profile of Planned Actions			On track? Yes/No	Progress
Quarter 1	<ul style="list-style-type: none">Identify those working and policy areas where Capita can add value by inclusion, including Regeneration Strategy, IPB, HAMP, HIFCapita to agree the programme of support to the Council’s strategic priorities including:<ul style="list-style-type: none">North Shields and other regeneration area support by providing a PM and other helpTo look at areas where we can better support the trading companyIdentifying sources of grant funding to support the Council and supporting the council with bidsAttendance of and support to the council’s boards including:<ul style="list-style-type: none">Major Schemes BoardInvestment Programme Board			<ul style="list-style-type: none">
Quarter 2	<ul style="list-style-type: none">Mid-point review of agreed support plan from Q1 to Councils major initiatives			<ul style="list-style-type: none">

	<ul style="list-style-type: none"> Continued provision of a PM to NSMP and delivery of all actions required this quarter Attendance of and support to the council's boards including: <ul style="list-style-type: none"> Major Schemes Board Investment Programme Board NSMP board 		
Quarter 3	<ul style="list-style-type: none"> Review of agreed support plan from Q1 to Councils major initiatives Continued provision of a PM to NSMP and delivery of all actions required this quarter Attendance of and support to the council's boards including: <ul style="list-style-type: none"> Major Schemes Board Investment Programme Board NSMP board 		•
Quarter 4	<ul style="list-style-type: none"> Year-end review of agreed support plan from Q1 to Councils major initiatives Continued provision of a PM to NSMP and delivery of all actions required this quarter Attendance of and support to the council's boards including: <ul style="list-style-type: none"> Major Schemes Board Investment Programme Board NSMP board 		•

11. Business Assurance Framework 2021/22

	Measures / Standards	How	Lead	Frequency	Who this is Shared with
Budget	<ul style="list-style-type: none"> Position against forecast Areas of pressure Service Area Breakdown Debt Management 	NTC Budget Position supplied by Engie. Reviewed by Capita and agreed position reached	Roy Wearing and David Dunford	Monthly	Subgroup Leads Commercial and Finance Subgroup Operations Partnership Board Strategic Partnership Board OSPD
Follow up to Peer Challenge	<ul style="list-style-type: none"> Business Plans Car Parking CS peer review 	Through relevant change control	Client Managers in relevant service area	As required	
Measures against service plan (including national measures)	<ul style="list-style-type: none"> Performance against measures Service Plan dashboards Delivery of Target Operating Model 	KPI and Action Plan dashboards	Craig Gill – Regulatory Services Jade Bruce – Engineering Services Brett Devenish – Property Services	Monthly	Subgroups Commercial and Finance Subgroup Operations Partnership Board Strategic Partnership Board OSPD
National data returns	<ul style="list-style-type: none"> Annual performance reporting to central government 	Direct Submissions	Service Area Lead	Annual/as required	Subgroup and Client Managers
Quality Monitoring	<ul style="list-style-type: none"> Internal Audit Programme 	As set out by NTC	Client Managers	As required	Subgroups Commercial and Finance Subgroup Operations Partnership Board
Benchmarking	<ul style="list-style-type: none"> Annual Benchmarking Exercise CIPFA GoBeyond 	Benchmarking undertaken in accordance with contract timelines	N Benchmarking undertaken in accordance with contract timelines	Benchmarking undertaken in accordance with contract timelines	Subgroups Commercial and Finance Subgroup Operations Partnership Board Strategic Partnership Board OSPD

Health Check					
IPRs	<ul style="list-style-type: none"> IPRs completed IPRs mid-year review completed 	TUPE/Capita – in accordance with Capita processes Secondees as per NTC requirements	Jennifer Chamley	Six monthly and Annually	Operations Partnership Board Strategic Partnership Board
Absence	<ul style="list-style-type: none"> Average days lost per FTE Cost of absence 	TUPE/Capita – in accordance with Capita processes Secondees as per NTC requirements	Amy Bollon	Monthly	Operations Partnership Board
Vacancies	<ul style="list-style-type: none"> Vacancies across the service Number of agency staff across the service Cost of agency staff Staff Turnover 	TUPE/Capita – in accordance with Capita processes Secondees as per NTC requirements	Jennifer Chamley	Monthly	Operations Partnership Board
Training	<ul style="list-style-type: none"> Core training completed 	TUPE/Capita – in accordance with Capita processes Secondees as per NTC requirements	Jennifer Chamley	Monthly	Operations Partnership Board
Profile	<ul style="list-style-type: none"> Profile of Staff 	Succession Planning	Jennifer Chamley	Quarterly	None at present
Activity and Demand	<ul style="list-style-type: none"> Customer and digital service review support 	Customer and digital service review support	Partnership Director	SLT	Monthly – Business Partner Update
Customer Feedback	<ul style="list-style-type: none"> Satisfaction Surveys 	Satisfaction Surveys from complaints aligned to Action Plans and PIs	Service Area Leads	Monthly	Subgroups and Operations Partnership Board
Customer Profile	<ul style="list-style-type: none"> Profile of Customers/Service Users 	None at present	None at present	None at present	None at present
Customer Feedback	<ul style="list-style-type: none"> % Members Enquiries responded to on time 	% Members Enquiries responded to on time	Data from ME system	YM	Operations Partnership Board Strategic Partnership Board OSPD

Service Redesign and Change	<ul style="list-style-type: none"> Service Plan Priority Council Plan Projects Creating a Brighter Future 	Cross Cutting Action Plan 1	Partnership Director	Monthly	Commercial and Finance Subgroup Operations Partnership Board Strategic Partnership Board OSPD
Risks	<ul style="list-style-type: none"> Review of Live Risks 	Service risk register	Service Leads and Senior Partnership Leads	Monthly	Operations Partnership Board Strategic Partnership Board OSPD
Safeguarding	<ul style="list-style-type: none"> Corporate parenting 	Embedded for 2020/21 following 2019/20 strategic action plan	Partnership Director	ongoing	Operations Partnership Board Strategic Partnership Board
Equality Impact Assessments	<ul style="list-style-type: none"> Equality and Diversity Review 	None at present	None at present	None at present	None at present
Health and Safety	<ul style="list-style-type: none"> Public/Employee Liability cases Accidents Workplace Inspection Schedule and Outcomes H and S Action Plan 	SHEQ Report	Derrick Blackburn, Katherine Swinney and Amy Bollon	Monthly	H&S Compliance Group Operations Partnership Board NTC Operational H&S Group
Information and Data	<ul style="list-style-type: none"> FOI/DPA Requests 	Production of Data	Service Area Leads	As required	Head of Law and Governance

12. Investment Schedule – Summary of Indicative Investment Priority

Our people will;	Key Partnership Investment Priorities	21/22 (£,000's)
Be listened to so that their experience helps the Council work better for residents	Member & Community Liaison Officer and Major Projects Communications Team	£422
Be ready for school – giving our children and their families the best start in life	Ongoing projects and Governor appts with Norham High School and Percy Main Primary School	
Be ready for work and life – with the right skills and abilities to achieve their full potential, economic independence and meet business needs.	Entry to employment, Apprenticeships, STEM, North Tyneside Learning Trust, Women in Engineering, Employability sessions, Engineering Education Scheme. TEAM, engagement with tertiary learning providers, Investors in People, Better Health at Work	
Be healthy and well – with the information, skills and opportunities to maintain and improve their health, well-being and independence, especially if they are carers	Corporate parenting, financial support to summer and Christmas events,	

Be cared for, protected and supported if they become vulnerable including if they become homeless
Be encouraged and enabled to, whenever possible, be more independent, to volunteer and to do more for themselves and their local communities.

regional conference	
Employability sessions, charity work with Forward Assist, ex service personnel, Meadow Well Connected, Excel Charity	

Our places will;
Be great places to live by focusing on what is important to local people, such as by tackling the derelict properties that are blighting some of our neighbourhoods
Offer a good choice of quality housing appropriate to need, including affordable homes that will be available to buy or rent
Benefit from the completion of the North Tyneside Living project and by North Tyneside Council's housing stock being decent, well managed and its potential use maximised
Provide a clean, green, healthy, attractive, safe and sustainable environment. This will involve creating a cycle friendly borough, investing in energy efficiency schemes and by encouraging more recycling
Have an effective transport and physical infrastructure - including our roads, pavements, street lighting, drainage and public transport.
Continue to be regenerated in Wallsend and Whitley Bay, through effective public, private and community partnerships, while ambitious plans will be developed for North Shields, Forest Hall and Killingworth
Be a thriving place of choice for visitors through the promotion of our award-winning parks, beaches, festivals and seasonal activities

Key Partnership Investment Priorities	21/22 (£,000's)
<p>Member & Community Liaison Officer and Major Projects Communications Team**</p> <p>Review of enforcement activities across the Authority to identify 'hot spots'</p> <p>Ongoing review and Member involvement in pavements and footways</p> <p>Investment through Engineering Business Cases, Streetworks inspections, licensing and road permitting, fleet etc..</p> <p>Wider support to the regeneration plan and agenda**</p> <p>Delivery of major projects aligned to wider Authority**</p> <p><i>**investment total is considered under our people or our economy</i></p>	£720

Our economy will;	Key Partnership Investment Priorities	21/22 (,£000's)
Grow by supporting new businesses and building on our strengths, including our existing world class companies, and small and growing enterprises.	<p>No redundancy guarantee / Commitment to growth positions in Partnership / Advertisement of all positions locally / Entry to employment / Apprenticeships and Graduates / Job Protection Officer / Training and development of Partnership staff / Co-location</p> <p>Investment through Property Business Cases</p> <p>Investment through wider Business Cases, e.g. pension protection</p> <p>Service development and best practice sharing across Capita, e.g. working methods, ISO accreditation, BPaaS</p> <p>Marketing and Business Development, national approach</p> <p>Wider support to the regeneration plan and agenda</p> <p>Delivery of major projects aligned to wider Authority</p> <p>Review delivery arrangements for the benefit of the Partnership (e.g. S278 ongoing work)</p> <p>Work with NT Business Forum, David Bavaird and the LEP</p>	£1,116
Be business friendly, ensuring the right skills and conditions are in place to support investment, and create and sustain new high-quality jobs and apprenticeships for working age people		
continue to support investment in our business parks, units and Town Centres		

TOTALS £ 2,258

13. Delivery of Schedule 10 Commitments

Schedule 10 is currently being reviewed alongside benchmarking with a view to updating and replacing any time-served requirements and enduring that all targets are clear and measurable and align with the council's current priorities.

CPT 1, 2			
COMMITMENTS			
Item	Objective	Measure	ASP Objectives 21/22
CPT 1	Job Protection	No compulsory redundancies	No compulsory redundancies
COMMITMENTS			
Item	Objective	Measure	ASP Objectives 21/22
CPT 2	Co-location	Co-locate with Council in Council offices	Continue Co-Location
		Relocation from other North & North-East offices generates additional demand (accommodation) via growth	None

CPT 3			
COMMITMENTS			
Item	Objective	Measure	ASP Objectives 21/22
CPT 3	Investment	25.5m lifetime investment in platform for Growth, Service Improvements and Efficiencies/Income generation. Measured through: People, Services, Systems	£2.258m

CPT 4			
COMMITMENTS			
Item	Objective	Measure	ASP Objectives 21/22
		Years 0-5: 100 New Jobs Recruited into the partnership	Target met
		Year 8 - new jobs in year	5 overall, indicative splits;
			1 new Apprenticeship 1 new Graduate

		Year 6-10 new jobs over Partnership	50 new posts in the Partnership ◦Yr. 6 - 25 (14 new, 9 App, 2 Grad) ◦Yr 7 - 10 (6 new, 4 App, 19 Levy App)
CPT 5			
COMMITMENTS			
Item	Objective	Measure	ASP Objectives 21/22
CPT 5	Financial Efficiencies	Partner to provide net savings over the 15-year partnership in the order of £37m	£6.273
		Gain Share once £37m target is achieved	
CPT 6			
COMMITMENT			
Item	Objective	Measure	ASP Objectives 21/22
CPT 6	Improved Performance	Service Performance KPIs. To pass all KPIs at or above 'expected' targets.	Service Performance KPIs. To pass all KPIs at or above 'expected' targets.

COMMITMENT			
Item	Objective	Measure	ASP Objectives 21/22
CPT 6	Major Projects: "Internal Customer (i.e. retained client) / Member Satisfaction - New Projects"	New Projects - committed to reporting performance results for each project in accordance with part 2, schedule 10. We will guarantee to implement any agreed improvement plan.	Delivery of Major Projects in line with agreed indicators
COMMITMENTS			
Item	Objective	Measure	ASP Objectives 21/22
CPT 6	Health & Safety	Accident Frequency Rates & Near Misses reduced	Maintain AFR rate < 0.2
		Wellbeing initiatives introduced - sickness, absences, stress levels reduced and then sustained.	BHAW Accreditation for Continuing Excellence (Interim Review) with 5 x campaigns aligned to feedback from assessment in 2018 and 2019 staff survey and align HWB commitments to NTC's Pledge displayed in Quadrant. Mental Health Awareness Training for all managers and deliver Time to Change Plan.

		H&S statutory compliance in corporate buildings to be improved.	Delivery in accordance with KPI
		H&S awareness and promotion to support wider council and partners generally e.g. breakfast briefings, courses, seminars, general advice.	Attendance at Operational H&S Group, Compliance Group and all one-off events where appropriate
	Customer / Member Satisfaction	Annual member and customer satisfaction survey of all core services. To coincide with Authority's internal staff survey. Partner to provide improvement plan if results decline.	To be undertaken in accordance with Action Plans and PIs
	Provision of dedicated member services facility for the partnership	Measures, baseline and targets to be agreed in bedding in period.	In place and targets set out in Section 5 of the ASP

CPT 7			
COMMITMENT			
Item	Objective	Measure	ASP Objectives 21/22
CPT 7	Local Advertisement	Local Advertisement of all job opportunities within the Partnership	All Partnership jobs to continue to be advertised via NTC

	"Entry to Employment" Model	Provision of "entry to employment" model for work experience, apprentices, school leavers, graduates etc.	2 x summer placements, 6 x work experience placements, 1 x graduate, 1 x apprentices. Develop a Pre-Apprenticeship Programme with NTLT
	SME Support	Support for Small to Medium Enterprises, to help business plan, prepare for growth and to develop e.g. through "Guardian Angel" type schemes.	Continue to work with David Bavaird (Chair - North Tyneside Business Forum), in identification and support of local SME's
	"Buddy" Armed Forces	"Buddy" regimes to support armed forces personnel before they leave the services and help them into mainstream employment.	Work with CTP (Career Transition Partnership) for minimum of 1 x employability workshop. Continue to support Forward Assist through a Board member being a Trustee Board member and deliver Digital Champions Programme in partnership with Forward Assist
	Charity Fundraising	Fundraising for charity and volunteer days to support "Charity of the Year"	To support Chairman and Consort Charity of Year Continue to support Meadowell Connected, our Strategic Charity Partner where needed through monetary support, volunteering and pro bono support.

14. Business Case Savings Summary 2021/22

Capita has a contractual commitment to deliver the following:

Business Case	Business Case Activity	Year 10
OBC 1 Service Delivery	Contractual	1,307.7
OBC 1 Variations	Review of Service Provision-phase 1	197.0
	Review of Service Provision-phase 2	59.0
	Energy Business Case switch off	45.0
	Advertising Mgmt Adj	42.0
	Removal of no redundancy guarantee	901.2
	Redundancy costs	0.0
	Cost of money	(76.4)
	Fleet Transferred from Yr5	13.0
	Mature Contract	0.0
OBC 14 - Supply Chain		168.6
OBC 16 - Others		23.1
OBC 17 - Gain Share		20.0
OBC 19 Pension Fund		0.0
OBC's 1,14,16,17 & 19		2,700.2
OBC 2 Advertising	Existing Projects	0.0
OBC 3 Rationalisation	Year 1 logged	0.0
NB Council Tax removed	Depot Project	218.7
	Waste Management	0.0
	Wider Agile	634.1
OBC 5,6,13 Agile Working	Capita Desks & Existing closures	703.4
	Quadrant West rental	737.9
OBC's 3,5,6 & 13		2,294.1
OBC 7 Street Works	Coring	132.0
	Visuals	73.2
	Skips/Scaffold/A Boards	20.0
	Additional CEO's	165.1
OBC 8 - Permitting	Permit Revenue	377.0
OBC 9 Energy	Schemes completed by yr. 4	141.4
OBC 10 - Buyback	HR	109.4
	ICT	66.0
OBC 11 & 27 Hard and Soft FM	R & M	0.0
	Cleaning	0.0
OBC 12 Investment Estate	Core Activity	50.0
OBC 17 - Gain Share		0.0
OBC 24 Fleet	Years 1 to 4	0.0
OBC 25 Planning		90.0
OBC 26 Planned Reactive Maint.	BC to be established by yr. 8	132.5
Sub Total		6,350.9
Insurance Payment		(175.0)

Reset Business Case Total		6,175.9
NB Monitored Business Case Total		3,650.7
NB Monitored Business Case Total inc Insurance		3,475.7

15. Partnership Service Targets 2021/22

The Council monitors performance of the Partnership on a monthly basis. Capita is required to meet a series of important performance milestones for each service they deliver on our behalf and these are known as Key Performance Indicators ('KPI's). The KPI's are divided into Category 1 (not linked to the payment mechanism) and Category 2 (linked to the payment mechanism) and each have an explicit target.

Performance scorecards are reported for each of the following service areas detailed earlier are included in a separate performance annex circulated with this document:

The process of review is via subgroups for each service area, which then report into Commercial and Finance Subgroup then Operational Partnership Board on a monthly basis and Strategic Partnership Board on a quarterly basis. In total there are:

- 5 Action Plans and 3 KPI and 4 PI relating to the Property Workstream
- 6 Action Plans and 5 KPI and 3 PI relating to the Engineering Workstream
- 11 Action Plans and 6 KPI and 10 PI relating to the Regulatory Services Workstream
- 8 Action Plans and 4 PI which are cross cutting

Further detail and breakdown of these measures are in the performance annex that accompanies this report.