



North Tyneside Council

# Cabinet

Tuesday, 12 March 2024

**Monday, 18 March 2024** 0.02 Chamber - Quadrant, The Silverlink North, Cobalt Business Park, North Tyneside, NE27 0BY **commencing at 6.00 pm.**

Agenda Item	Page(s)
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1. **Apologies for Absence**

To receive apologies for absence from the meeting.

2. **To Receive any Declarations of Interest and Notification of any Dispensations Granted**

You are invited to **declare** any registerable and/or non-registerable interests in matters appearing on the agenda, and the nature of that interest.

You are also invited to **disclose** any dispensation in relation to any registerable and/or non-registerable interests that have been granted to you in respect of any matters appearing on the agenda.

Please complete the Declarations of Interests card available at the meeting and return it to the Democratic Services Officer before leaving the meeting.

If you need us to do anything differently (reasonable adjustments) to help you access our services, including providing this information in another language or format, please contact [democraticsupport@northtyneside.gov.uk](mailto:democraticsupport@northtyneside.gov.uk).

<b>Agenda Item</b>	<b>Page(s)</b>
<p>3. <b>Minutes</b></p> <p>To confirm the minutes of the meeting held on 19 February 2024 (attached).</p>	<p>7 – 16</p>
<p>4. <b>Report of the Young Mayor</b></p> <p>To receive a verbal report on the latest activities of the Young Mayor and Young Cabinet.</p>	
<p>5. <b>We Listen, We Care – Customer Service Programme End of Phase Three</b></p> <p>On 28 May 2019 Cabinet agreed the Authority’s Customer Service Programme – ‘we listen and we care’ (“the Programme”).</p> <p>The Programme has been an organisation wide effort to bring to life two of the Authority’s values – ‘we listen’ and ‘we care’ to deliver even better customer service and experience. This key priority, driven by the Elected Mayor, was based on the experience and feedback from residents, customers, colleagues and Elected Members. The Authority understands clearly the cost of not getting customer service and experience right, both in terms of poorer outcomes for customers, and the cost to the organisation in time and resources spent ‘fixing things’ later.</p> <p>Appendix one of the report is the ‘End of Programme Review 2019–2024’ which sets out what has been delivered under the Programme to date, including a review of its most recent stage, Phase Three.</p>	<p>17 – 90</p>
<p>6. <b>Corporate and Housing Complaint Procedure</b></p> <p>The Local Government and Social Care Ombudsman</p>	<p>91 – 136</p>

(LGSCO), and the Housing Ombudsman (HO), in February 2024 published new Complaints Handling Codes for the management of complaints that must be followed by all English local authorities and social housing providers respectively.

Attached at Appendix 1 is the Authority's amended Corporate Complaints Procedure which reflects the necessary changes that need to be made as a result of the LGSCO and HO's reviews referred to above. The Authority's Complaints Procedure will become known as the 'Corporate and Housing Services Complaints Procedure'.

If agreed by Cabinet, the Authority's Corporate and Housing Services Complaints Procedure will come into effect on 1 April 2024 and will apply to all non-statutory complaints that the Authority receives.

7. **Building and Better North Tyneside – Private Sector Housing Plan 2023 – 2028** **137 – 164**

Cabinet will be presented with the Private Sector Housing Plan 2024-2025 and the Delivery Programme included in the plan. The plan will build on the significant outcomes already delivered.

8. **2023-2024 Performance and Financial Management Report to 31 January 2024** **165 – 274**

The report provides Cabinet with a full overview of both the service delivery performance and budget position across the Authority as at 31 January 2024.

**9. Corporate Procurement Plan 2024-25**

**275 - 290**

The Authority undertakes a wide variety of duties and delivers a vast range of services to the people of North Tyneside via third parties. In turn this means that the Authority continues to spend a significant proportion of its budget on goods and services. Following approval of the Procurement Strategy this report also provides an update on social value created through the Authority's supply chain.

**10. Exclusion Resolution**

This is to give further notice in accordance with paragraphs 5(4) and 5(5) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of the intention to consider items 11 and 12 below in private.

Cabinet is requested to consider passing 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 3 of Schedule 12A of the Act, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act.

**11. North Tyneside Trading Company Business Plan 2024-2028**

**291 - 316**

Cabinet will be presented with North Tyneside Company Limited's Strategic Business Plan for 2024-2028.



**12. Highpoint View, Whitley Bay**

**317 – 326**

The report seeks approval to change arrangements for closing down the Highpoint View Project. This Project secured the redevelopment of the site of the former Highpoint Hotel with 14 new private homes.

**13. Date and Time of Next Meeting**

Monday 20 May 2024 at 6.00pm.

**Circulation overleaf ...**

**Circulated to Members of Cabinet: -**

N Redfearn (Elected Mayor)

Councillor C Johnson (Deputy Mayor)

Councillor K Clark

Councillor P Earley

Councillor S Graham

Councillor J Harrison

Councillor Janet Hunter

Councillor H Johnson

Councillor A McMullen

Councillor S Phillips

**Young and Older People's Representatives and Partners of  
North Tyneside Council.**

## Cabinet

**Monday, 19 February 2024**

**Present:** N Redfearn (Elected Mayor) (in the Chair)  
Councillors C Johnson, K Clark, P Earley, J Harrison,  
Janet Hunter, H Johnson and A McMullen

**In Attendance:** V Smith (VODA Voluntary and Community Sector),  
D Hodgson (Business Sector) and R Layton (JTUC)

**Apologies:** Councillors S Graham and S Phillips

### **CAB100/23 To Receive any Declarations of Interest and Notification of any Dispensations Granted**

No declarations of interest or dispensations were reported.

### **CAB101/23 Minutes**

**Resolved** that the minutes of the meetings held on 22 January 2024, 29 January 2024 and the 5 February 2024 be approved and signed by the Chair.

### **CAB102/23 Report of the Young Mayor**

The Young Mayor reported on the following activities in which he and Young Cabinet Members and/or Youth Councillors had been involved:

- The Young Mayor attended the Holocaust Memorial Event, he found the event very moving and contributions of so many young people was outstanding
- A Memorial Tree has been planted to commemorate the life of youth councillor Daniel Taylor, the rowan tree, planted at the front of Quadrant East, close to a newly installed colleague memorial area which will recognise council colleagues who have passed away. The Young Mayor thanked all of the staff teams who have been involved
- The Young Mayor advised that he had continued to be impressed by the amount of work being carried out by the council in relation to the goal of North Tyneside Council becoming Carbon Net Zero by 2030. Attendance at the board meetings has shown the level of contributions made by all council departments
- The Young Mayor advised that this was his last meeting in his current role as Young Mayor, he also advised that he had been asked by his MYP Sharon to thank all for the support and kindness shown to her this year. She is very proud to have

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served this council and its young people both locally and nationally in the Commons and at various conferences around the country. She is exceptionally proud of her financial education lesson plans and through the ready for life game, teaching young people about how to live as a financially independent person

- To end the update, the Young Mayor thanked the Cabinet, the Youth Councillors, the officers sat in the gallery and everyone at NTC and partner organisations for the support all of given him, he thanked everyone for supporting his pledges, words cannot describe how grateful I am for all of your help, support and kind words over the course of this year. It is always difficult to let go, especially when you are doing a job that you love, but I know that I can leave with my head held high because together we have delivered on:
  - Hundreds of free, nutritious and low-cost meals for young people and their families as well as free cookery sessions in some of our schools and community centres to support people during the cost-of-living crisis and provide young people with skills for life
  - Creating the North East Youth Transport Forum to give young people a real say in transport matters across the LA7, not just in North Tyneside
  - Providing a support grant and resources to create small gardens & allotments in some schools across our borough
  - £3000 for better primary school playgrounds through the Children's Council Playground Project
  - Over £4000 for activities in communities and funding new equipment for some high school students
  - Supported the design and promotion of over 20 vape disposal bins and are currently researching how we can support young people to quit vaping
  - Creating the Budget Bites: Canny Meals for Under a Fiver with environment tips, cookery book
  - Helped plant over 1000 trees as part of the North East Community Forest
  - Responding to public concerns around Right Care, Right Person police responses, bullying and other important issues.

Bottom line is - it's been an incredibly busy year! Just finally and once again: thank you, everyone for your support. So, farewell and take care,

The Mayor and Cabinet expressed thanks to the Young Mayor for the work he has done over the past year, they all agreed it has been a very busy year and advised that he should be very proud of what he has achieved and they were very proud of him and the fact he stands up for what he believes in. It was also noted that the role of the Young Mayor had been a fantastic thing to create, in particular that he doesn't get bogged down with all the political stuff. It was also noted that our Young Mayors visit all around the region and do a fantastic job representing us.

**CABI03/23 Determination of School Admission Arrangements September 2025**

Cabinet approval was sought to determine the proposed admission arrangements for the 2025/2026 academic year in relation to Community Schools. This is an annual report submitted to Cabinet.

Cabinet were advised that it is a statutory requirement to consult on and determine school admission arrangements before publishing. The Local Authority is required to consult on the admission arrangements for those schools for which it is the Admissions Authority by 4 January 2024 if there are any changes to the previously agreed arrangements.

Cabinet were advised that there were no changes proposed to the Admission Arrangements which includes the oversubscription criteria for allocating places at oversubscribed schools. It is acknowledged that admissions to schools are always an important and potentially stressful time for families. All Admission Authorities are required to determine their arrangements for the new Academic Year by 28 February 2024.

Cabinet are therefore requested to approve the recommendations as set out in the report.

Cabinet considered the following decision options:

Option 1: To approve the recommendations set out in section 1.2 of the report.

Option 2: Not to approve the recommendations set out in section 1.2 of the report and request Officers undertake further work to change proposed admissions arrangements.

**RESOLVED** that Cabinet 1) approve the 2025/26 proposed admission arrangements and limits for Community Schools, as outlined in Appendices 1 to 5 of the report, subject to the appropriate publication of statutory notices, 2) authorise the Director of Children's Services, to proceed in administering the admission arrangements for the 2025/26 academic year, subject to the publication of Statutory Notices and compliance with obligations required by the Secretary of State in accordance with the timescales set, and 3) authorise the Director of Children's Services, in consultation with the Cabinet Member for Education, Inclusion, Employment and Skills and the Cabinet Member for Supporting and Protecting Children to formally seek approval, as necessary, from the Schools Adjudicator in accordance with the School Admissions Code 2021, for any necessary variations to the determined arrangements for the 2025/26 academic year should these arise.

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(Reason for decision: There are no changes to the admission arrangements. The recommendations contained in this report are made to secure compliance with statutory requirements as outlined in the report. If the recommended option is not approved, the Authority may not be in compliance with statutory requirements as outlined in the report).

### **CAB104/23 Sixth Form Provision in North Shields**

The Mayor and Cabinet received a report to request endorsement of a policy position on the development of sixth form provision for young people from North Shields.

As the Mayor and Cabinet know the longstanding arrangements for sixth form provision in North Shields were centralised at, what was Tynemouth Sixth Form College and latterly Queen Alexandra College as part of TyneCoast Group.

In the summer of 2020 TyneCoast took the decision to move out of the Queen Alexandra site and subsequently have decided to stop providing sixth form education once the current year 13 complete their studies in July.

This brought to a point an issue that has been discussed for some time; what is the right way to provide sixth form education for young people from North Shields. Following a discussion with Cabinet colleagues I asked the officer team to work with me and some of my colleagues to develop a policy position for the Mayor and Cabinet.

With the help of Cabinet colleagues, Cllr Hannah Jonson and Cllr Carl Johnson and North Shields elected members Cllr Rebecca O'Keefe, Cllr Bruce Pickard and Cllr Matt Wilson we spent 6 months last year looking at the matter. We carefully considered population and demand. We looked at the national guidance. And we looked at a range of possible options.

We considered three in some detail; looking at what we wanted to achieve for our young people and what could be done to deliver a practical outcome. This report summarises those discussions and explains our settled view was to work with John Spence Community High School and Pele Trust to work up a proposal to add sixth form provision to the school.

I am pleased to say the Head Teacher and the Chief Executive of both the trust and the school are very enthusiastic about working with us. In addition, in the short term, we also agreed to look at the current barriers to attending sixth form provision given that young people from North Shields must travel further than other young people in the Borough.

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Can I thank Cllrs Johnson, Johnson, O'Keefe, Pickard and Wilson as well as the officer team who supported our work.

And can I ask Cabinet to agree the recommendations at paragraph 1.2.

Cabinet considered the following decision options:

Option 1: Accept the recommendations outlined in section 1.2 of the report.

Option 2: Not to accept the recommendations outlined in section 1.2 of the report.

**RESOLVED** that 1) the work to support the policy consideration by the Cabinet Member for Education, Inclusion, Employment and Skills to look at options for post-16 education provision in North Shields be noted; 2) further work be authorised to be undertaken to progress the preferred option for the development of a school-led sixth form (post-16 provision) based at John Spence Community High School; 3) that the Director of Children Services, in consultation with the Cabinet Member for Education, Inclusion, Employment and Skills, be authorised to take all necessary steps to progress the work, in line with the Department for Education guidance; and 4) agree that Cabinet will receive further report as required on progress made.

(Reason for decision: This option will enable young people to access a high quality sixth form experience in the North Shields area and meets the policy objectives of the Mayor and Cabinet.)

### **CAB105/23     Delivering 5,000 Affordable Homes and Reducing Derelict Properties in North Tyneside**

Cabinet received a report to provide an update on the delivery of Phase One of the Affordable Homes Programme and the work planned for the year 2024-2025.

Councillor Harrison thanked Cabinet for allowing him the opportunity to present the report.

Cabinet were advised that delivering affordable homes and reducing derelict properties are key priorities within the Our North Tyneside Plan. The Affordable Homes Programme was originally approved by Cabinet on the 14 May 2013 to increase the pace and scale of affordable homes delivery in the borough. Councillor Harrison was

## Cabinet

pleased to report, that by the end of 2023-24, our programme will have delivered nearly 2,300 much needed affordable homes. This includes delivering over 600 council homes and bringing back 50, long-term empty and derelict properties back into use as affordable homes.

Councillor Harrison expressed how proud he was of our performance to date, and I am pleased to inform Cabinet that since our commitment back in 2013, the delivery of affordable homes in the last ten years has increased by 182% when compared to the ten-years, preceding the launch of our Programme. This report provides Cabinet with a progress update on the delivery of Phase One of the Affordable Homes Programme and highlights the work planned for the next 12 months.

Furthermore, the report provides details of our progress to identify a further 1,000 homes in Phase Two the programme and seeks Cabinet approval for the revised 10-year Housing Revenue Account Affordable Homes Delivery Programme that will see the Council invest circa £44m to deliver 300 new Council homes by 2033 including delivering homes on several brownfield regeneration sites that the Council has recently acquired. We have already made good progress in delivering Phase 2 and through our new initiatives, are forecasting to increase our delivery of homes by 227, bringing the total projected target up to 4,327 by 2032.

Our new initiatives include:

- An innovative housing-led regeneration project in Wallsend that targets empty and derelict properties and supports the delivery of the Ambition for Wallsend
- A new, private rented partnership approach to increase the provision of temporary accommodation
- Identifying opportunities to work with Adult and Children's services to deliver specialist housing and tackle rising care costs.



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Cabinet considered the following decision options:

Option 1: (a) to receive and note the update on the delivery of Phase One of the Affordable Homes Programme detailed in 1.2(1) of the report and; (b) Agree the recommendations detailed in paragraph 1.2(2) and (3) of the report.

Option 2: (c) to received and note the update on the delivery of Phase one of the Affordable Homes Programme detailed in 1.2(1) of the report; and (d) Reject the recommendations detailed in paragraph 1.2(2) of the report.

**Resolved:** 1) to note the progress to date to deliver 5,000 affordable homes through the affordable homes programme and programmed work for 2024/25; 2) that the revised 10-year Affordable Homes Delivery Plan including bringing forward next sites as outlined in section 1.5.5 of the report be approved; and 3) the Director of Housing and Property Services be authorised in consultation with the Cabinet Member for Housing, Director of Resources and Head of Law to undertake all necessary work to bring forward the proposals as identified in section 1.5.5 of the report.

(Reason for the decision: It will support the delivery of the Elected Mayor and Cabinet's commitment within the North Tyneside Plan to deliver more quality homes, reduce the number of derelict properties and support the ambition for North Tyneside to be carbon neutral by 2030.

### **CAB106/23    Electric Vehicle Charging**

Cabinet were reminded that in January last year, full Council approved a Motion on electric vehicle charging, which is attached as an appendix to the report. A cross-party working group was established to consider matters raised in the Motion.

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In November, full Council noted the findings of the working group and agreed for these to be submitted to Cabinet for its consideration. These are set out in section 1.5 of the report.

In the course of its work, the working group looked holistically at a range of available options in relation to charging for electric vehicles, or “EVs”. It noted the policy context at regional level as set out in the North East Transport Plan, and the proposed major regional bid which has now been submitted to the Local Electric Vehicle Infrastructure, or “LEVI” fund, for the provision of further publicly available EV chargepoints.

The group considered the policy context at local level. This includes the North Tyneside Transport Strategy and the North Tyneside Zero Emission Vehicles Strategy (the “ZEV Strategy”), which acknowledges that the Authority is not a mainstream fuel provider to the public or businesses. While the Authority is of course part of the solution, it is expected that the commercial market will provide the substantial majority of payable EV charging.

The group found it positive to hear that a variety of EV charging technologies are on the market, with different solutions better suited to different situations. It noted that other local authorities have introduced such solutions using licence or permit arrangements, and was interested to review a type of gully system currently being tested by Durham County Council on a pilot basis.

The Authority has worked constructively with partners on opportunities to improve EV charging provision in the borough. For example, publicly available EV charging is being introduced at Tynemouth Pool car park supported by external funding.

To respond appropriately to the working group’s recommendations, and taking account of the wider policy context, a number of recommended actions are now set out for Cabinet’s consideration at Appendix 2.

These relate to a range of relevant aspects of electric vehicle charging, including policy and strategy; the provision of information; and the development of options for further consideration. They include arrangements for appropriate delivery targets to be developed and monitored through the Carbon Net Zero Board.

One of the recommended actions is to develop an updated version of the ZEV Strategy – for example, to provide further guidance around on-street EV charging provision – and Cabinet is invited to authorise the appropriate Directors to update the strategy accordingly.

Cabinet is also invited to authorise the appropriate Directors, in consultation with the

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Cabinet Member for the Climate Emergency and myself, to arrange for the ZEV Strategy to be updated on an ongoing basis. As the market for zero-emission vehicles continues to develop rapidly, this will help to ensure that our strategy continues to be relevant to the aspirations of our residents and businesses.

I would therefore like to invite Cabinet to approve the recommendations set out at section 1.2 of the report.

Cabinet considered the following three options:

Option 1: to approve the recommendations as set out in paragraph 1.2 of the report, including approving the recommended actions set out in Appendix 2 to the report.

Option 2: to approve the recommendations as set out in paragraph 1.2 of the report while making amendments to the recommended actions set out in Appendix 2 to the report.

Option 3: Not to approve the recommendations as set out in paragraph 1.2 of the report.

**Resolved:** that 1) the recommended actions relating to the working group's recommendations at Appendix 2 to the report be approved; 2) that the Director of Regeneration and Economic Development and the Director of Environment be authorised to make amendments to the North Tyneside Zero Emission Vehicles Strategy to reflect the actions agreed by Cabinet; 3) that the Director of Regeneration and Economic Development and the Director of Environment be authorised, in consultation with the Cabinet Member for Environment and the Cabinet Member for Climate Emergency, to make amendments to the North Tyneside Zero Emissions Vehicles Strategy from time to time to reflect the developing nature of the market for ZEVs.

(Reason for Decision: to put in place an approach which enables the recommendations of the cross-party working group to be taken forward in the context of the Authority's wider transport and carbon net zero aims.)

### **CABI07/23      Exclusion 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 3 of Schedule 12A of the Act, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act.

Reasons for taking the item in private: The report in item (10) below contains information relating to the financial or business affairs of any particular person (including the

Cabinet

authority holding the information).

### **CAB108/23 Cobalt Business Park North**

This report asks Cabinet to consider agreeing to the proposed extension of the term of ground lease. This covers the site of Cobalt Business Park North.

**RESOLVED:** 1) that the extension of an underlease at Cobalt Business Park be authorised; 2) that the transfer of land back to the authority be agreed; 3) that the Director of Resources be authorised, in consultation with the Head of Law, to agreed the legal terms and any reasonable revisions to the terms of the transactions outlined in recommendations (1) and (2) including any changes or dealings needed to the Headlease or freehold title to allow the Underlease extension referred to in recommendation (1) above; 4) that the Head of Law be authorised to negotiate and complete all legal formalities necessary to give effect to the terms of the transactions outlined in recommendations (1) to (3) in accordance with the relevant legal advice and requirements and the Authority's Constitution and Financial Regulations; and 5) that the Director of Resources be authorised in consultation with the Head of Law to deal with all ancillary matters that may arise that enable the preceding recommendations to be implemented.

(Reason for Decision: the recommendation option was considered to be the best way to secure continued Investment at the Park and to assist in bringing forward further development opportunities.)

### **CAB109/23 Date and Time of Next Meeting**

The next meeting will take place on Monday 18 March 2024 at 6.00pm.

Minutes published on 21 February 2024.

The decisions contained within these Minutes may be implemented (unless called in by 3 Non-Executive Members for consideration by the Overview, Scrutiny and Policy Development Committee) immediately following the expiry of the call-in period; i.e. 5.00pm on 28 February 2024.

## North Tyneside Council

### Report to Cabinet

Date: 18 March 2024

Title: We Listen, We Care – Customer Service Programme End of Phase Three Review

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Portfolio(s): Deputy Mayor	Cabinet Member(s): Councillor Carl Johnson
Report from Service Area:	Corporate Strategy and Customer Service
Responsible Officer:	Jacqueline Laughton, Assistant Chief Executive Tel: (0191) 643 5724
Wards affected:	All

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#### PART 1

##### 1.1 Executive Summary:

On 28 May 2019 Cabinet agreed the Authority's Customer Service Programme – 'we listen and we care' ("the Programme").

The Programme has been an organisation wide effort to bring to life two of the Authority's values – 'we listen' and 'we care' to deliver even better customer service and experience. This key priority, driven by the Elected Mayor, was based on the experience and feedback from residents, customers, colleagues and Elected Members. The Authority understands clearly the cost of not getting customer service and experience right, both in terms of poorer outcomes for customers, and the cost to the organisation in time and resources spent 'fixing things' later.

Appendix one of this report is the 'End of Programme Review 2019–2024' which sets out what has been delivered under the Programme to date, including a review of its most recent stage, Phase Three. The report sets out key

achievements, what has been delivered, the Programme's approach to managing change, and lessons learned.

Significant views have been sought as part of the End of Stage Review, including feedback from customers, partners and wider stakeholders.

Assessing progress of the Programme's deliverables and the Authority's continued ambition in the 'Our North Tyneside Plan', future priorities for customer service and experience are identified in the End of Stage review report.

## **1.2 Recommendation(s):**

It is recommended that Cabinet:

- (1) notes the progress made in Phase Three of the Customer Service Programme, and indeed all Phases of the Programme;
- (2) agree the closure of the Customer Service Programme, as set out in section 1.5.5 of this report; and
- (3) agree the future priorities for customer service and experience for the Authority, as set out in section 1.5.5 of this report.

## **1.3 Forward Plan:**

Twenty eight days notice of this report has been given and it first appeared on the Forward Plan that was published on 5 January 2024.

## **1.4 Council Plan and Policy Framework**

This report relates to the following priorities in the 2021-25 Our North Tyneside Plan:

- a thriving North Tyneside
- a family friendly North Tyneside
- a secure North Tyneside, and
- a caring North Tyneside.

The Customer Service Programme contributes to the overall vision of the 'Our North Tyneside Plan'; supporting the Authority to listen to its customers and deliver services based on that feedback. The Programme aims to improve

overall customer satisfaction, and the efficiency and cost of delivering services, contributing to the 'Our North Tyneside Plan'.

## 1.5 Information:

### 1.5.1 Background

A key theme running through the 'Our North Tyneside Plan' is to listen to residents and to focus on ensuring that the Authority works better for residents. On 28 May 2019 Cabinet agreed to a programme of work to focus on how the Authority demonstrates those values and delivers great customer service to all customers.

The Programme has driven this work over the last four years aiming to improve overall levels of satisfaction amongst its customers whilst keeping pace with their changing needs and expectations, managing demand in line with reducing resources, as well as ensuring that the Authority's staff are motivated and focused on delivering excellent services.

Phase One of the Programme was reviewed by Cabinet on 19 February 2021 and the priorities for Phase Two were agreed at that time, building in learning from the Authority's Covid-19 Recovery Programme. Phase Two of the Programme was then reviewed by Cabinet on 17 October 2022 and priorities for Phase Three agreed then.

### 1.5.2 Scope and approach

The Customer Service Programme has delivered improvements in line with four key priorities:

- improved customer service standards across all Authority services, (Customer Promise)
- improved clarity, quality and consistency of the small but vital impressions the Authority makes, in communication and branding (Brilliant Basics)
- improved services which are designed and delivered around the needs of customers, (Customer First) and
- an increased culture of continuous improvement (Better Never Stops).

It was led by the Customer Service Programme Board comprising the Deputy Mayor and Deputy Chief Executive, as well as senior leaders representing Authority service areas. Workstreams, led by Senior Managers, oversaw the delivery of 35 change projects managed by officers and supported by the Programme team.

A Benefit Framework was developed to identify and monitor the intended outcomes that the Programme aimed to achieve; simply put, the value gained as a result of doing this work. It was approved by the Programme Board on 16 May 2022 and has been monitored every six months; the outcome and impact are referenced within the Appended End of Phase Three Review report.

### 1.5.3 Achievements of the Programme

The Programme has made improvements to the way the Authority works for its customers, from long term cultural and organisational change, medium term improvements to ways of working and technology, and short-term activities that 'just made sense' to do. It has created a shared focus on customer experience across the organisation and with the Authority's partners, galvanising knowledge, passion and experience for delivering great customer service and experience.

92% of colleagues across all the Authority's service areas say that they know what great customer service is, with over 1,850 colleagues completing customer service training. New 'customer first' policies have been launched to better support colleagues at work, and customer promise days have given them the opportunity to share their customer service skills with other service areas; over 10% more feel valued at work and feel safe to speak up and challenge. Teams have tested their commitment to the customer promise, as well as increasing their digital skills and confidence through bespoke training courses, helped by the creation of a skill's learning zone.

Improving the clarity, quality and consistency of the way the Authority works with customers has helped the Authority 'get things right first time'. The impact of this is seen in customer complaints; 40% reduction in complaints to just over 400 a year. New branding across physical and online services and the development of a tone of voice guide has resulted in the improvement of hundreds of customer letters, information and leaflets and the review of over 3,500 webpages to ensure they give customers what they want and need.

Customer access into the Authority's services has been improved with new British Sign Language videos added to the online offer and Sign Video support



at customer services, leisure and library centres. Over 50 Authority buildings have been audited for accessibility and a review of the customer access and accessibility statements completed. Customer satisfaction with customer services is 92%, up from 88% and over the last four years over 500 colleagues, residents and community groups have been celebrated for having the 'Spirit of North Tyneside'.

The Programme has put customers first through the creation of the Customer First Office in 2022, and by introducing and improving online tools and systems, enabling them to do more online; report, book and find. Developing the digital offer has improved access for children to healthy school meals with £1,607,275 worth of meals paid for online to date, increased access to leisure activities with 70% of classes now booked online, and improved payment for services; 99% of payments from customers are now digital. Alongside this the Programme has ensured that access for those who are digitally excluded is available ensuring that no one is left behind. Improving communication with customers through new 'Who can help' and 'Neat Streets' cards keeps them informed; more customers feel listened to, feel their issue was resolved and that the Authority did what it said it would do.

#### 1.5.4 Customer experience now

A commitment to delivering great customer service and experience has no end point and the Authority will continue to listen to and learn from what customers tell us matter to them.

General satisfaction levels with the Authority have fluctuated over recent years, however, satisfaction with some services like parks and green spaces, library services, have improved. Customer complaints have reduced by 40% and customers rating their recent interaction with the Authority has remained stable. Elected Member enquiries have increased year on year with the most common issues related to highways, traffic management and enquiries about trees, linked to storms and bad weather in 2021 and 2022.

More colleagues feel valued and say morale is improving; three quarters of colleagues said they are proud to work for the Authority, and 72% said they would recommend working for the Authority to friends and family. Whilst this is positive, embedding the customer promise internally and not just externally, will be an ongoing priority.

### 1.5.5 End of Phase Review: What's next?

In assessing the progress and achievements of the Programme and the Authority's continued ambition and commitment to great customer service, the following future priorities for continuing to improve customer service and experience have been identified.

- Creating a home for customer experience with a focus on good customer service will ensure the momentum created by the Programme continues.
- Improving how customer experience is gathered, used and then shared with teams and services will support service improvements, linking what customers are saying with service planning and future priorities.
- The customer promise will continue to be embedded across the Authority and partners, ensuring it is applied consistently and the Authority can evidence how we deliver it and the impact it has on all customers, external and internal.
- Continuing to increase the digital skills and confidence of the Authority's workforce, will help them to work more effectively and support customers to access the Authority's increasing digital services and improving website. Putting customers at the heart of the Authority's digital developments will ensure access to all services is equitable and easy, and no one is excluded
- Improvements to the consistency and quality of written information will continue to be prioritised, alongside improvements in the way officers speak to customers and when, and how they respond to issues and complaints, fix things and say sorry, and use their experience to learn.

### 1.6 **Decision options:**

The following decision options are available for consideration by Cabinet:

#### Option 1

Cabinet agrees to the recommendations set out in paragraph 1.2 of the report.

## Option 2

Cabinet does not agree to the recommendation set out in paragraph 1.2 of the report and requests a different set of principles for customer service and experience be developed.

Option 1 is the recommended option.

### **1.7 Reasons for recommended option:**

Option 1 is recommended for the following reasons:

The recommendation outlined has been developed following a formal End of Programme review of the Customer Service Programme. The proposal to close the Programme and establish a Customer Service and Experience function will continue to support the ambition set out in the Programme and the four objectives agreed by Cabinet on 28 May 2019.

### **1.8 Appendices:**

'Appendix One: Customer Service Programme End of Phase Three review – We Listen, We Care – March 2024'.

### **1.9 Contact officers:**

'Jacqueline Laughton, Head of Corporate Strategy, tel. (0191) 643 5724'

'Haley Hudson, Head of Customer Experience and Public Sector Reform, tel. (0191) 643 7008'

'David Dunford, Senior Business Partner, tel. (0191) 643 7027'

'Suzanne Duncan, Senior Manager People Services, tel. (0191) 643 4917'

'Harry Wearing, Senior Manager Communications and Marketing, tel. 07717862592'

### **1.10 Background information:**

The following background papers / information have been used in the compilation of this report and are available at the office of the author:

(1) Report to Cabinet – We Listen and We Care NTC Customer Service Programme 28 May 2019

<https://democracy.northtyneside.gov.uk/documents/s798/We%20Listen%20and%20We%20Care%20North%20Tyneside%20Council.pdf>

- (2) Report to Cabinet – Covid-19 A Framework for Recovery in North Tyneside  
29 June 2020  
<https://democracy.northtyneside.gov.uk/documents/s4039/Covid-19%20-%20A%20Framework%20for%20Recovery%20in%20North%20Tyneside.pdf>
- (3) Report to Cabinet – North Tyneside Council Customer Service  
Programme 22 February 2021  
<https://democracy.northtyneside.gov.uk/documents/s5490/North%20Tyneside%20Customer%20Service%20Programme.pdf>
- (4) North Tyneside Council Digital Strategy 2023-2027  
<https://my.northtyneside.gov.uk/sites/default/files/web-page-related-files/A%20Digital%20Strategy%20for%20North%20Tyneside%202023-27%20v1.pdf>
- (5) Digitally Well – A partnership approach to increasing digital inclusion in North Tyneside 2023 – 2028 – June 2023  
<https://my.northtyneside.gov.uk/sites/default/files/web-page-related-files/Digital%20Inclusion%20strategy%20FINAL%202023.pdf>
- (6) Connecting Communities – A Strategy for Community Hubs and Libraries 2023 – 2028  
<https://my.northtyneside.gov.uk/sites/default/files/web-page-related-files/Connecting%20Communities%20-%20A%20Strategy%20for%20Community%20Hubs%20and%20Libraries%202023%20-%202028.pdf>
- (7) Equality Impact Assessment BAU – Customer Service Programme June 2023 – Attached

## **PART 2 – COMPLIANCE WITH PRINCIPLES OF DECISION MAKING**

### **2.1 Finance and other resources**

Any financial implications arising from the activities in the Customer Service Programme have been met from existing service budgets and as agreed in the Medium-Term Financial Planning process.

Any financial implications arising from the creation of a Customer Service and Experience function will be met from existing service budgets, as agreed in the Medium-Term Financial Planning process.

## **2.2 Legal**

There are no legal implications from this report.

## **2.3 Consultation / community engagement**

### **2.3.1 Internal Consultation**

The report is based on a range of surveys, discussions, workshops and meetings with the Elected Mayor and Cabinet Members, Party Group Leaders, Senior Managers, and council officers. Section 4.5 of the End of Phase Three Review report (Appendix One) details in full all internal consultation and engagement undertaken throughout the Programme.

### **2.3.2 External Consultation / Engagement**

Extensive Borough-wide consultation has informed this report; The Annual Big Community Conversations, Budget Engagement, and Annual State of the Area Events. Further engagement has taken place through the Customer First Office in their response to complaints and Members Enquiries, and engagement with NHS and voluntary and community organisations has driven the development of key Strategies; Connecting Communities and Digital Inclusion. Section 6 of the End of Phase Three Review report (Appendix One) details in the external consultation and engagement undertaken throughout the Programme.

## **2.4 Human rights**

Article 14 of the Human Rights Act 1998 prohibits discrimination on any ground. The Customer Service Programme has been developed to promote inclusion and create consistency of customer service responses, to all customers.

## **2.5 Equalities and diversity**

All Phases of the Customer Service Programme have been developed with due regard to the Authority's obligations under the Equality Act 2010.

An Equality Impact Assessment (EqIA) was completed for the Programme during Phase Three to ensure that the changes implemented through the Programme are fair and do not disadvantage or create barriers to participation for any protected groups. The EqIA will be closed as part of Programme close-down arrangements and new EqIA's produced, where needed, in accordance with existing Authority requirements.

The Customer Service Programme was focused on ensuring the Authority listens to and cares about the views and needs of all its customers. The Programme Board had clear and regular communication with the Authority's Corporate Equality Group. The Board was responsible for identifying improvement projects that require Equality Impact Assessments to be undertaken and ensuring that their findings are acted upon to deliver inclusive customer service.

The Customer Service Programme supported delivery of the Authority's Equality and Diversity Policy, in particular, key elements in section 6 of the Policy - 'Equality and Diversity in Service Provision' and its corporate equality objectives regarding staff training, use of equality data, accessible buildings and services and communication.

## 2.6 Risk management

Individual improvement projects, within the Customer Service Programme had their own risk management monitoring in place and workstream leads met regularly with the Authority's Senior Risk Advisor, to update the overall risk management plan which was reviewed quarterly by the Programme Board.

In creating a new Customer Experience service risk will be identified by the Head of Customer Experience and Public Sector Reform and managed within the Corporate Risk Management plan.

## 2.7 Crime and disorder

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

## 2.8 Environment and sustainability

There are potential positive implications for environment and sustainability, as the increased use of digital technology by the Authority's teams and its customers continues to increase. This will help embed work undertaken to tackle climate change across the Authority and its services, supporting the delivery of the Carbon Net-Zero 2030 Action Plan.

## PART 3 - SIGN OFF

- Chief Executive

- Director(s) of Service

• Mayor/Cabinet Member(s)

• Chief Finance Officer

• Monitoring Officer

• Assistant Chief Executive

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## Business as usual (BAU) Equality Impact Assessment (EqIA)

1. Business as usual service activity		
Name of the activity being assessed	Customer Service Programme	
Purpose of activity	A programme of activities and projects spanning the whole organisation aimed at improving customers experience of the council.	
Who is the activity intended to benefit?	Customers: Residents, employees, Elected Members, partners	
Version of EqIA	Version 1	
Date this version created	07/06/2023	
Confidential	no	
Directorate	Corporate Strategy and Customer Services	
Service	Customer Service and Digital Strategy	
	Name	Service or organisation
Principal author	Ruth Barfoot	Customer Service Programme
Additional authors	Carol Girvan	Customer First Office
	Eilidh Cook	Customer First Office
	Mick Nicholson	Customer Services (EQUANS)
	Lisa Ferguson	Customer Services (EQUANS)

2. Groups impacted		
Does the project impact upon?		If yes, what is the estimated number impacted and the Level of impact this will have on the group (high, medium, low)?
Service users	yes	206,000 residents plus 6 million potential visitors to hubs, leisure centres, schools, and other services. High impact as the programme is intended to improve their experience of these services and the council as a whole.
Carers or family of service users	yes	1222 carers who may use hubs, leisure centres, schools, and other services. High impact as the programme is intended to improve their experience of these services and the council as a whole.
Residents	yes	206,000. High impact as above
Visitors	yes	6.6 million. High impact as above
Staff	yes	4,500 including Elected Members. High impact as above
Partner organisations	yes	25 plus including Equans, Capita, VCS, NHS. Medium to High impact.

3. Evidence gathering and engagement		
	Internal evidence	External evidence
What evidence has been used for this assessment?	Staff, Elected Member and customer feedback (satisfaction surveys), Ward profiles, Footfall data, performance data for service areas, CSAT survey, complaints and enquiries data, State of the Area event, Big Community Conversations, Family Hub engagement.	ONS / Census resident profile data, Mosaic Experian data, regional and national research and information sharing, Digital research by New/Nth Universities
Have you carried out any engagement in relation to this activity?	yes	
If yes of what kind and with whom? If no, why not?	6 weekly workstream meetings, quarterly programme board meetings, quarterly updates to SLT. Monthly teamwork updates to staff and monthly update emails to Elected members. End of Phase review sessions with staff, customers and Elected Members. Customer Service Week awareness survey with staff. Community Hub and Digital Inclusion session with partners and staff. Complaints annual review. Annual review with Elected Members. Face to face training with staff.	
Is there any information you don't have?	no	
If yes, why is this information not available?	None identified as yet	

4. Impact on groups with different characteristics			
Legally protected characteristics	Potential positive impact identified	Potential negative impact identified	Description of the potential impact and evidence used in the assessment (mitigations are not included here)
Age	no	yes	There is potential for older people to be disadvantaged due to the focus on self-serve and digital access to services.
Disability	no	yes	May suffer a slight delay in accessing the programme due to communication support required.

4. Impact on groups with different characteristics			
Legally protected characteristics	Potential positive impact identified	Potential negative impact identified	Description of the potential impact and evidence used in the assessment (mitigations are not included here)
Gender reassignment	no	no	
Marriage & civil partnership	no	no	
Pregnancy & maternity	no	no	
Race	no	yes	May suffer a slight delay in accessing the programme due to communication support required.
Religion or belief	no	no	
Sex	no	no	
Sexual orientation	no	no	
Intersectionality	no	no	
Non-legally protected characteristic			
Carers	no	no	
Socio-economic disadvantage	no	no	

5. Achievement of the Authority's Public Sector Equality Duty		
Will the activity contribute to any of the following?		If yes, how?
Eliminate unlawful discrimination, victimisation and harassment	N/A	
Advance equality of opportunity between people who share a protected characteristic and those who do not	yes	By using customer feedback and reported experience of services to deliver equitable access and delivery of services aimed at customers. Ensuring equality in the communication of the programme and its benefits.
Foster good relations between people who share a protected characteristic and those who do not	N/A	

<b>6. Negative impacts</b>
----------------------------

Potential negative impact	Can it be reduced or removed?	If yes how? If no, why not and what alternative options were considered and not pursued?
Disability/ Race - Communication support (English not first language)	yes- removed	Translation and interpreting services, including SIGN Video, available for all to access services.
Age and impact of digital access to services	yes- removed	The programme is ensuring that all ages have access to, and can navigate, council services regardless of digital abilities.

7. Action plan					
Actions to gather evidence or information to improve NTC's understanding of the impacts on people with protected characteristics and how best to respond to them	Responsible officer name	Responsible officer service area	Target completion date	Action completed	
End of Phase reviews with stakeholders	Ruth Barfoot	Corporate Strategy	31/05/2024	Choose an item.	
Actions already in place to remove or reduce negative impacts	Responsible officer name	Responsible officer service area	Impact		
Links with Corporate Equality Group	Haley Hudson	Corporate Strategy	reduce		
Resident survey	Pam Colby	Corporate Strategy	reduce		
Staff survey	Louise Robson	People	reduce		
Actions that will be taken to remove or reduce negative impacts	Responsible officer name	Responsible officer service area	Impact	Target completion date	Action completed
End of Phase reviews focussed on specific groups	Ruth Barfoot	Corporate Strategy	reduce	31/05/2024	Choose an item.
			Choose an item.	Click or tap to enter a date.	Choose an item.
Actions that will be taken to make the most of any potential positive impact	Responsible officer name	Responsible officer service area	Target Completion Date	Action completed	

End of Phase reviews and Activity closure reports (Lessons Learnt)	Ruth Barfoot	Corporate Strategy	31/05/2024	Choose an item.
Digital by choice approach to all service delivery	Paul Armstrong	Resources, IT	31/05/2024	Choose an item.
<b>Actions that will be taken to monitor the equality impact of the activity</b>	<b>Responsible officer name</b>	<b>Responsible officer service area</b>	<b>Target Completion Date</b>	<b>Action completed</b>
Review outcome of staff and customer surveys	Ruth Barfoot	Corporate Strategy	31/05/2024	Choose an item.
Additional EQIA's complete for specific activities/ projects within the Programme	Change Lead	Various service areas	31/05/2024	Choose an item.
			Click or tap to enter a date.	Choose an item.
<b>Date review of EqIA to be completed</b>	<b>Responsible officer name</b>	<b>Responsible Officer Service Area</b>		
31/05/2024	Ruth Barfoot	Corporate Strategy		

8. Outcome of EqIA	
<b>Outcome</b>	<b>Please explain and evidence why you have reached this conclusion:</b>
The proposal is robust, no major change is required	There is adequate engagement with customers to understand need and design services and approach to meet those needs.

9. Corporate Equality Group member approval	
<b>Do you agree or disagree with this assessment?</b>	yes
<b>If disagree, please explain why?</b>	
<b>Name of Corporate Equality Group member</b>	Anne Foreman
<b>Date</b>	02/11/2023

10. Director/Head of Service approval
---------------------------------------

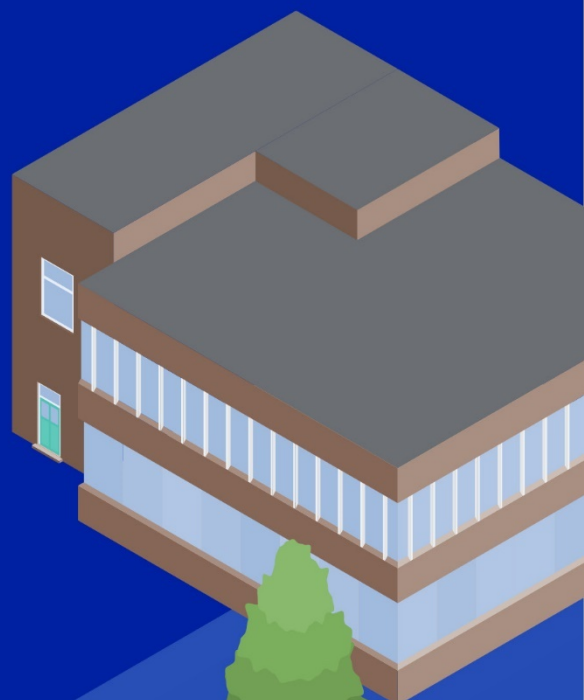
<b>Do you agree or disagree with this assessment?</b>	yes
<b>If disagree, please explain why?</b>	Free text
<b>Name of Director/Head of Service</b>	Jackie Laughton
<b>Date</b>	06/11/2023

Please return the document to the Author and Corporate Equality Group member.

# Customer Service Programme:

## End of Programme Review

### 2019 – 2024



North  
Tyneside  
Council

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## 1. Foreword

**Councillor Carl Johnson** - Deputy Mayor; Lead Member for Customer Services and Co-Chair of the Customer Service Programme Board



**Jacqueline Laughton** - Assistant Chief Executive and Lead Director for Customer Service



We are delighted to introduce the Customer Service Programme – we listen, and we care, End of Programme review. The Programme is in its fourth year, and third and final Phase.

The Programme was designed to review and improve customer service delivered by the Authority and its partners, and to demonstrate two of the organisation's values of 'we listen' and 'we care'. The work of the Programme has been driven by the Elected Mayor, and informed by the experiences and feedback from customers, colleagues and Elected Members throughout.

The report will highlight how the Programme has made improvements to the way the Authority works for its customers, from long term cultural and organisational change, medium term improvements to ways of working and technology, and short-term activities that 'just made sense' to do.

The Programme has been delivered in the context of an extraordinary four-year period, with unprecedented global and national, health, political and economic events.

At the heart of the Programme's work, has been the customer promise, describing the standards of great customer service at North Tyneside Council. Colleagues have engaged in new training, and teams and services have tested their commitment to that promise.

Colleagues report that they have a sense of pride in working for the Authority and serving its customers. More colleagues say that they feel valued, have a good work life balance and are motivated to serve the residents and customers of North Tyneside. The Authority listens and cares for colleagues, not only because it's the right thing to do, but because it knows that healthy, happy, safe, and well supported teams, have a better chance of delivering a great customer experience.

The way the Authority responds to customer experience is changing. The Customer First Office, initially established to respond to customer enquiries during the Covid-19 pandemic, has had a positive impact with customers, teams and Elected Members. The team are there to listen to customer concerns, queries and complaints, either directly, or through an Elected Member enquiry. Corporate complaints from customers have reduced by almost 40% since the start of the Programme.

Digital developments have been central to the way the Authority responds to the changing needs of its customers. Changes to the online tools and systems have improved a range of services to customers, enabling them to do more online; report more issues more easily; book more activities and find better quality information. The Authority also recognises that not all customers are digitally enabled, and the Programme has helped ensure that North Tyneside is an Authority of 'digital by choice'.

Satisfaction of customers contacting the Authority's contact centres are at their highest level for nearly ten years. But customer experience is not just about customer service teams, it's about everything the Authority does.

The Programme has created a shared focus on customer experience across the organisation and with many of the Authority's partners. It has galvanised knowledge, passion and experience for delivering great customer service and experience. It will, however, take continued focus and consistency, to reap all benefits from the Programme.

The Programme's legacy is yet to be tested but, the Authority believes, that this will be long lasting, with many of the tools, systems and new ways of working firmly established. Great customer service and experience is not a destination but a true journey. With clear and substantial progress made against the Programme's four objectives, now feels the right time to end the process of programme management and continue with that journey.

The Authority would like to thank every single person involved in the Programme and every colleague and partner, who has challenged themselves to think differently over the past four years and ask – have I listened, and I have I shown I care?

## **2. Background and Purpose**

Welcome to the Customer Service End of Programme report, setting out the objectives, approach, deliverables and learning of the Authority's Customer Service Programme – 'we listen and we care' which was agreed by Cabinet on 28 May 2019.

### **2.1 Background**

A key theme running through the Our North Tyneside Plan 2022-2025, is to listen to residents and to focus on ensuring that the Authority works better for them.

The motto on the Authority's crest is "we serve" and this is firmly at the core of how the Authority delivers the Our North Tyneside Plan 2022-25 – a promise to serve the people, communities, businesses and visitors across the whole of the Borough.

The total efficiency savings that the Authority had to find at the start of the Programme, due to cuts in funding from central government, was significant. A number of these savings had resulted in changes to the way the Authority was organised and how it delivered services. As a result, the Elected Mayor, Cabinet and the officer team, sought to review and improve the customer service experience delivered by the Authority and its partners, and to really demonstrate an Authority that listened and cared.

To help to shape these plans, the Authority looked at what its customers were saying through the annual Residents Survey. Members and officers have also been out and about across the Borough in the Big Community Conversation 2018, to test with over 500 residents and visitors what they would want their experience of Authority services to be.

In addition, the Authority asked its partner's views through the State of the Area event in October 2018 and tested out ideas with colleagues.

There were a number of themes that emerged, many that required an Authority wide and collective effort, across a wide range of services.

### **2.2 About the Programme**

Local government finance continues to be challenging. However, the Elected Mayor and Cabinet have worked with the Senior Leadership Team over a number of years to maintain a degree of financial stability.

The Programme has been an organisation wide ambition to bring to life the Authority's values – 'we listen' and 'we care'. The Authority understands clearly the cost of not getting customer service and experience right, both in terms of poorer outcomes for customers, and the cost to the organisation in time and resources spent 'fixing things' later. The Programme had the following four parts:

- customer promise
- brilliant basics
- customer focussed services, and
- better never stops – a continuous improvement culture.

Progress and impact of the Programme has been tracked over the last four years and both are detailed in this report.

This report will be reviewed by Cabinet on 18 March 2024, including a recommendation that the activity of programme management closes but that the Authority continues the momentum and work of improving customer experience across the organisation.

### **3. About the End of Phase Three review**

This report is a review of all three Phases of the Authority's Customer Service Programme – 2019 to 2024. This planned review forms part of the governance arrangements for the Programme.

The purpose of this End of Programme review is to:

- reflect on what has been delivered across the whole Programme, all three Phases – celebrate achievements and evaluate learning for the future
- assess if what's been achieved has delivered against the Programme's main objectives
- listen to customer feedback to understand where the Authority is and what further work is needed to continue to improve customer experience
- review programme management arrangements and gather lessons learned, and
- gain appropriate agreement to close the Programme.

The content of this report has been made possible by information and views from:

- the North Tyneside Council Resident survey
- the North Tyneside Council Employee survey
- feedback from the Authority's participation and Engagement services
- Elected Member enquiries
- corporate complaints
- interviews with the Elected Mayor, Lead Cabinet Members and Party Group Leaders
- meetings with senior service management teams across the Authority, and
- an end of Programme workshop with the Programme Board, Workstreams Leads and members.

This report is owned and produced by the Customer Service Programme Board and will be considered by Cabinet on 18 March 2024.

# 1. Programme Management

## 1.1. Approach

The Programme approach aimed to manage and deliver activities that would contribute toward delivery of the Programme's four objectives.

- Customer Promise - improved customer service standards across all Authority services
- Brilliant Basics - improved clarity, quality and consistency of the small but vital impressions the Authority makes, in communication and branding
- Customer First - improved services which are designed and delivered around the needs of customers, and
- Better Never Stops - an increased culture of continuous improvement.

The four Programme objectives aimed to deliver eight overarching benefits.

- CP01 Increase in customer satisfaction
- CP02 Increase in employee satisfaction
- CP03 Increased Elected Member satisfaction with the support and services they receive
- CP04 Increase in employee digital capability
- CP05 More residents have essential digital skills and access to digital services
- CP06 Decrease in operating costs of delivering services
- CP07 Increase in digital customer transactions
- CP08 Increased optimisation of organisational assets

Benefits were delivered through 35 change activities, established as a Programme Plan. Change activities were managed by four Workstreams.

Progress was tracked by monitoring of the Programme Plan and 28 agreed benefit measures – see Appendix 8.

Appendix 3 provides a list of the products from each change activity within the Programme.

## 1.1. Programme Leadership

The Customer Service Programme was led by the Deputy Mayor and Lead Cabinet Member for customer service and the Assistant Chief Executive and Director responsible for customer service. The Programme team primarily consisted of the Head of Customer Experience, and a Programme Manager.

The role of the Programme team was to:

- gain agreement for and manage the Programme of work with Cabinet, senior leaders and teams, that demonstrates improvements in customer experience
- directly support services to implement service improvement

- promote best practice and consistency across all services
- understand the quality of services from the customers perspective and provide constructive, but critical challenge to teams
- evidence and communicate the change improvements are making to customers and team to build confidence and momentum, and
- develop, test and learn effective and efficient tools and approaches, to create a lasting approach to change and programme management.

### **3.1. Programme Governance**

Governance arrangements for all Phases of the Programme were agreed by Cabinet at each End of Phase review. This meant there were opportunities throughout, to listen, learn and adapt the way the Programme was governed. Appendix 1 shows the previous and current governance arrangements.

There were a number of changes to the Programme's governance arrangements during Phase Three.

- The four Workstream meetings were merged into two, as the number of change activities reduced.
- The number of Workstream leads reduced from four to two.
- Additional members of the Board were identified in August 2023.

In May 2023, the Programme Board decided to shift the governance of IT specific change activities to IT governance arrangements. This was to reduce the duplication of officer time reporting to more than one central Board (Programme Board and IT Board). The change activities that shifted to IT governance were:

- unified housing system
- environmental services system
- real time customer feedback
- digital direct debits
- appointment booking system
- elected member enquiry system
- leisure services booking system, and
- customer innovation platform.

These change activities continue to be shaped by the Customer Service Programme, ensuring they are built around the needs of customers; reflect the customer promise and commitment to continuous improvement.

### 3.2. Benefit Realisation

A Benefit Realisation Framework is one of the products developed by the Programme, providing a tool for the Programme and lasting methodology for benefit realisation for the Authority.

A benefit realisation plan for the Customer Service Programme was produced; it set out:

- the intended, measurable benefits for the Programme and how these linked to the Programme's objectives
- how the benefits were to be delivered and by when, and
- how these benefits contributed to the overall strategic objectives of the Authority.

The benefit realisation plan can be viewed in Appendix 9.

The Benefit Realisation Framework was also used to manage benefits for some larger or more complex change activities delivered in the Programme. Additional benefit realisation plans for five change activities were requested by the Programme Board.

The Authority's Internal Audit and Risk Management service provided an internal review of the Benefit Realisation Framework during Phase Three and found it to be *'a useful management tool to monitor programme and project outcomes'*. The audit report of findings suggested that the *'framework has scope to be a valuable tool for the Authority. Having buy-in from senior management, and continued development and utilisation of the framework will help embed the process'*.

### 3.3. Programme engagement

Over 100 colleagues and partners have been directly involved in the Programme Board, Workstreams or delivery of change activities. Representatives from IT, communities and inclusion, social care, sport, leisure and libraries, regeneration, procurement, public health, equality and diversity, finance and Authority strategic partners, Capita and Equans, were all part of either the Programme Board, Workstreams or both.

This wide involvement produced a rich and varied set of views, each sharing updates about the Programme with their respective service areas, increasing awareness across the organisation. Many have become sustained champions of customer experience across the organisation.

A communication plan providing updates and progress about the Programme to colleagues and partners, has been in place since Phase Two. The Programme Board would agree what information would be shared with different stakeholders, at each of its meetings. This ensured that updates were relevant and timely, but also specific to individual stakeholder needs and interests. It also meant the communication plan was a 'live' document, able to flex to changing developments.

- **Colleagues and teams;** received monthly updates on the work of the Programme through the Authority's main communication bulletin, Teamwork, or directly from their team meetings and managers. How to comment, ask questions or get involved, was a key component of core Programme messaging.

A dedicated Programme intranet page has been available since Phase Two.

End of Phase reviews were used to listen to feedback from colleagues and have helped shape subsequent Phases.

- **Customers;** feedback has driven the Programme's work since inception. Views have been gathered through extensive Borough-wide consultation: the annual Big Community Conversations, Budget Engagement, State of the Area, Resident Survey, and Youth Council sessions.

End of Phase reviews gathered and evaluated customer and stakeholder experiences from customer complaints and Elected Members.

The Programme's benefit realisation plan has tracked key Authority satisfaction measures throughout.

Many individual change activities used service specific customer feedback to deliver change successfully.

Many colleagues, and members of the Programme, are residents in North Tyneside and have first-hand experience of using Authority services, and their insight has helped to shape the direction of the Programme. The Employees as Residents group (EAR) was established in Phase Two to offer views on customer communication and contacting the Authority.

Specific communication about the Programme and its structure was not directly targeted to customers. Instead, customer communication focused on tangible changes from specific change activities.

- **Elected Members;** received regular updates on and shaped the work of the Programme.

Four Lead Elected Members were members of the Customer Service Programme Board, helping challenge and shape the work.

The Authority's: All Member Briefing, Lead Member Briefing and All Member Briefing sessions were used to provide specific updates on the work of the Programme and receive feedback.

Information from Elected Member enquiries have also informed each Phase of the Programme.

Several change activities sought the views and ideas of relevant portfolio or ward Elected Members on specific changes to services, or to gauge feedback from changes already made.



### **3.4. Programme risk management**

The Programme's risk register has tracked all risks across the Programme. Risks were reviewed, assessed, and agreed by Workstream leads at each Workstream meeting, and then again at each Programme Board, with support from the Authority's Senior Risk Advisor.

The risks identified at Programme Board, and their current status, are shown in Appendix 6.

One risk remains open at the point of this End of Stage review. This relates to the ongoing management of benefit realisation measures which will transfer to the Corporate Strategy risk register, where monitoring of Programme benefits will continue in line with the benefit realisation plan.

### **3.5. Equality and diversity**

An Equality Impact Assessment (EqIA) for the Programme was completed in 2023. The aim of the EqIA is to ensure that the changes implemented through the Programme are fair and don't disadvantage or create barriers to participation for any protected groups. The EqIA will be closed as part of Programme close-down arrangements and new EqIA's produced, where needed, in accordance with existing Authority requirements.

## 4. What the Programme has Delivered

### 4.1. Programme objectives and benefits

The following information shows deliverables toward the Programme's four objectives, including work completed in the last 18 months, since the second End of Phase review, agreed by Cabinet on 17 October 2022. Progress toward planned benefits and their measures, has also been included.

#### Customer Promise

Improved customer service standards across all Authority services

- Over 550 new colleagues joining the Authority have been introduced to the customer promise during induction and through refreshed recruitment processes and training; over 1850 colleagues (48%), have completed learning that helps them deliver the promise.
- The customer promise is embedded into every Individual Performance Review (IPR) with colleagues, demonstrating how they deliver the promise and what improvements they will make to customer service in the year ahead. Colleagues are supported to develop and refresh their customer service skills through new customer service training courses.
- Since 2019/20 customer complaints received by the Authority have reduced by over 40%. The Customer First Office have made improvements to the Authority's website to better explain the range of ways customers can raise complaints, report issues, and have them resolved quickly online.



- The Elected Mayor's Spirit of North Tyneside scheme was established to acknowledge and celebrate great customer and community service across North Tyneside. Since its launch in 2020, over 250 residents and groups have been celebrated for their efforts in supporting neighbours and communities, making North Tyneside a great place to live, work and visit. Over 250 colleagues have also been recognised for delivering great customer service.
- The Programme has focused on the support and development of all colleagues and teams, particularly in improving their digital skills and confidence. Over 260 digital online learning resources have been developed, accessed over 4,000 times.
- The people team completed the customer promise test in 2022, which is based on the customer promise and helps teams and services understand how they are delivering the promise, and how they could improve. As a result, they have developed their 'customer first' approach, reviewing, revising and changing the way they work with all colleagues and teams, to improve internal customer experience.

- Customer feedback tells us how much the cultural assets of the Borough are valued by residents, visitors and businesses. A new strategy to further develop the arts and cultural scene in North Tyneside gained Cabinet approval on 22 May 2023.
- A Customer Service Improvement Framework (CSIF) has been developed to support teams and services to re-think the way they deliver services based on customer feedback and experience. Housing and property services have used the CSIF to review and redesign elements of their property, housing and repairs service.
- National Customer Service week has continued to be celebrated throughout the Programme, with increasing numbers of colleagues getting involved, and ultimately giving feedback on what they think great customer service is. Over 1,000 colleagues took part, with 92% showing a good understanding of the customer promise.
- Manager Customer Promise days were introduced in 2022, as part of National Customer Service Week. To date, 50 Managers have spent time with a team outside of their service area, to learn more about what they do and how they deliver the customer promise. This has helped promote positive working relationships as well as cross organisational learning.



- North Tyneside Care Academy was launched with the NHS and care providers in March 2023. It aims to increase, improve and develop the social care workforce in North Tyneside, making it a career of choice and highlighting the benefits of supporting customers with care and support needs.

- 92% of customers contacting customer services are happy with their service and experience, up from 88%, before the Programme started.

### **Brilliant Basics**

Improved clarity, quality and consistency of the small but vital impressions the Authority makes, in communication and branding.

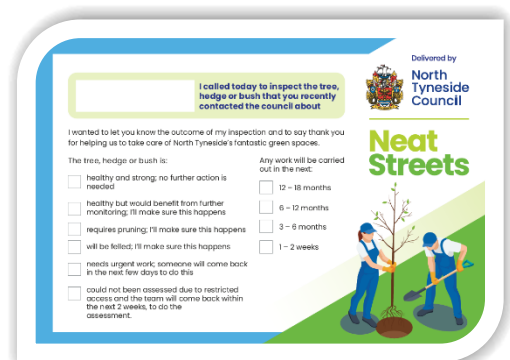
- Customers and colleagues told us that the Authority needed more consistent branding, making it easier to communicate the services available and knowing where to go to for support. New branding has been introduced across the Authority, that spans, web services, signage, letters and much more.
- The Authority's website has been reviewed and improvements made to increase accessibility, with further work underway to ensure it meets customers' needs. British Sign Language (BSL) videos have been added to the website and SIGN Video has also been introduced in Authority buildings, to support Deaf or Hard of Hearing customers.

- Improvements have been made to help customers report environmental issues more quickly and easily using their mobile device. The new tools will enable sharing of videos, photos and exact location of issues, so they can be quickly and easily responded to by the Authority's teams.
- A Tone of Voice guide has been produced for use across all services, to improve the consistency and quality of written communication to customers. Over 100 unique letters to customers from a wide range of services, have been improved by applying the standards in the Tone of Voice guide. Training resources have also been developed to ensure continued improvement in this area.

“I've just received the resident's magazine and I wanted to say thank you very much. It's really comprehensive and it's got everything in that I need, I don't think there's a single thing that you've missed, and it looks lovely.”

- Customers and Elected Members told us that it was sometimes difficult to get in touch with the right person in the organisation; this was partly due to the status of several digital contact directories. Investment in digital infrastructure has been made, and a new contact directory launched. It has instantly helped improve contact and communication from customers and between colleagues.
- Cashless payments in North Tyneside schools were introduced in 2021 to simplify school meal payments, giving parents and children greater control over how they purchase food in schools. The scheme, which has also reduced the stigma still felt around 'free school meals' has seen £1,607,275 worth of school meals paid for digitally to date.
- Leaflets and other customer documents about the services the Authority and its partners offer, have been catalogued and checked to ensure information is accurate and up to date, making it easier for customers to find and trust information about the services on offer, in whichever format they choose.

- Listening to customers, the Elected Mayor and Cabinet invested £1.5 million in Neat Streets, making neighbourhoods in the Borough cleaner, greener, and safer. Neat Streets includes new staff, vehicles and equipment deployed across North Tyneside.



- Some colleagues told us they wanted greater ease of access to online services such as email, training and policies, to support them in their role and to deliver even better customer service. All colleagues are now able to access online work services from their own device and more computers and tablets have been made available.

- There has been a 20% increase in colleagues who are now fully connected to all services and a 'skills zone' has been created at one of the main Authority buildings, offering 800 colleagues' access to digital training and support.
- Online and digital payments received by the Authority have increased to 98% of all payments received, making it easier and quicker for customers to pay as well as reducing transaction costs.

## Customer First

Improved services which are designed and delivered around the needs of customers

- The Customer First Office, initially established to respond to customer enquiries about the Covid-19 pandemic, has had a positive impact with customers, teams and Elected Members. They are there to listen to customer concerns, queries and complaints, either directly, or through an Elected Member enquiry. They manage nearly 9,000 enquires each year and apply a 'customer first' approach to all that they do, aiming to resolve concerns or queries quickly and where needed, saying sorry for any mistakes made.



- Developing the digital offer has been central to the Programme, delivering new and improved ways to make it easier for customers to access services, and find information and advice, including:
  - a new Authority wide customer relationship management (CRM) system
  - a new system to effectively manage customer complaints
  - a new childcare directory
  - a new system to better manage and respond to Freedom of Information requests
  - updated Local Officer those with, or supporting, special educational needs and disabilities (SEND), and
  - updated leisure service kiosks to reduce wait times and make booking as easy as possible in leisure centres; 70% of classes and activities are now booked online.
- The Housing and Property Repairs team have introduced videocalls for customers to report repairs needed to their home. This has reduced the overall time it takes to fix some repairs. The approach will be rolled out across other areas, to minimise the time customers wait for services and improving the way they report issues.



# Overview of Customer Service Programme



North Tyneside Council

- PHASE 1
- PHASE 2
- PHASE 3

2019

<b>Community Spirit of North Tyneside awards</b> Over 250 residents and groups nominated	<b>Local Support System</b> 19,000 customers supported	<b>Leisure self-serve kiosks</b> 6,000 self-service swipes per month	<b>Online childcare directory</b> Over 60 providers available	<b>Customer Promise e-learning</b> Over 1,850 colleagues trained	<b>Colleague Spirit of North Tyneside Awards</b> Over 250 colleagues nominated

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<b>Customer services training</b> 2,670 colleagues completed	<b>Manager Customer Promise days</b> 50 Directors, Heads of Service and Managers have taken part	<b>Living Well North Tyneside</b> 164,000 visits	<b>Cashless payments in schools</b> £1,607,275 meals paid digitally	<b>Accessibility audits of council buildings</b> Over 40 council buildings have improved accessibility	<b>Launched new Local Offer website</b>	<b>Customer services appointments</b> New bookable appointments offered to residents

<b>Tone of Voice</b> New guide for communicating with customers	<b>Approach to letters</b> Over 100 customer letters rewritten	<b>Peoples network refresh</b> New free to use PC's available across the borough	<b>Remote worker communications</b> All colleagues who want to, are able to connect to the council	<b>Safe working with customers / behaviour</b> 120 colleagues trained	<b>Digital skills training</b> 4,000 sessions	<b>Customer First Office launched</b> 4000 hours saved by service teams	<b>A Single Contact Directory</b> Over 93% accurate

2024

<b>New Complaints system</b> Live March 2024	<b>Customer Innovation Platform</b> Phase 1 live in Jan 2024	<b>Digital Inclusion Strategy</b> Built on 10,000 residents experience and feedback	<b>Leisure bookings live</b> 3,473 customers registered; 70% of places booked online	<b>Community Hub strategy published</b> Six new Community Hubs across the borough	<b>New corporate branding</b> 100% meet guidelines	<b>See it, Sort it campaign</b> 22% increase in Report it usage	<b>SENDIASS website launched</b> 6,400 visits to date

## Customer Promise

- 1,850 colleagues trained
- Over ¾ of colleagues know and can explain it
- 4,000 digital skills sessions for colleagues
- 96% of colleagues digitally connected across the organisation

## Customer First

- 6 new Community Hubs introduced, supporting local wellbeing Borough wide
- Over 200 letters and leaflets and 3,500 web pages reviewed to ensure they are what customers need and want.
- Over 10,000 residents informed a new Digital Inclusion Strategy

## Brilliant Basics

- 94% of Elected Members happy with the support they receive to serve residents
- Corporate complaints almost halved, down by over 400
- 99% of all customer payments made online

## Better Never Stops

- Over 400 colleagues leading or involved in customer improvement projects
- 10 new IT systems and websites introduced to better support customers
- Over 90% of the Borough with access to very fast (gigabit) internet services

- A range of support dedicated to children, families and older people has been delivered to residents in North Tyneside over the last few years to reflect the changing needs of communities, including:
  - 8,000 hot meals provided to older residents
  - 729 laptops, 162 4G Wi-Fi devices, and 1600 other devices provided to young people and Schools using Department of Education funding
  - over 63,000 sessions and healthy meals offered to local children in the school holidays
  - £6,962,230 given to eligible households to support with food, like free school meals, energy bills, childcare and more
  - £13,636,650 worth of council tax rebates given to 90,911 households, and
  - over 47,000 people accessing Warm Welcomes across the Borough for a hot drink, a chat and to access information and support.
- Since its launch in October 2021 the Living Well North Tyneside website has made it easier for people to access local advice, information and support to improve their wellbeing. The website and directory, created in partnership with local health services, GP practices and the community and voluntary sector, creates a central resource for residents and professionals alike to find out how to better support people's wellbeing.

- Customer tells us that they value the continued investment in North Tyneside's parks and green spaces. The Rising Sun Country Park, Benton Quarry, Marden Quarry, Killingworth Lakeside Parks, Wallsend Parks, Northumberland Park, and Chirton and Redburn Dene Parks all received national Green Flag Awards.



- Local residents informed the creation of the North Tyneside Digital Inclusion Strategy, a joint ambition across the NHS and community and voluntary sector in North Tyneside to tackle digital exclusion and support people to access the digital world. The research, which involved surveying every household in the Borough, received over 10,000 responses.
- Further work to improve customer digital skills has included updating and replacing 130 computers across the library network to improve the quality of technology offered to customers, and working with 925 partners from the NHS, VCS and community to inform what activities and support would help them and their customers. The libraries network joined the Online Centres Network offering customers access to online learning to develop new skills on a range of devices.
- Since 2020, the proportion of the Borough with access to gigabit internet access has increased significantly. Currently 90% of the Borough has access to gigabit internet, enabling fairer access and benefits from the online economy, marketplace, employment and other opportunities

## Better Never Stops

An increased culture of continuous improvement.

- Increasing numbers of colleagues believe they have the opportunity to contribute their views before changes are made which affect their jobs (increase of 10%) and more colleagues believe it is safe to speak up and challenge the way things are done within the Authority.

- Rising numbers of colleagues tell us they have a strong sense of pride working for North Tyneside Council. The 'See it, Sort it' campaign saw an increase of 22% in environmental issues being reported from across the Borough, after colleagues were asked to get involved.



- The way customers access services has evolved rapidly over the last three years, driven in part, by the Covid-19 pandemic. Customer services now offer bookable appointments for advice, information and support about Authority services. Since its introduction, over 19,950 appointments have been offered and customers tell us they prefer the approach, describing it as more personalised, with no wait times. Satisfaction levels with the service have remained strong at 92%.
- Responding to customer need, Working Well North Tyneside was launched in 2022. It offers easier access to employment and skills services, the latest job opportunities and support around housing, finance, debt, and physical and mental health. Over 8,300 customers have used the service so far.
- A new appointment system for household waste recycling visits was developed at pace to help keep customers and colleagues safe during the Covid-19 pandemic. Its's proven very popular with many, reducing queues and wait times and has managed over 378,344 appointments to date.
- Over the last five years the 'Big Community Conversations' have reached over 1,900 residents online, over the phone and face to face, and they have told us what's important to them, what they want to know more about and how they think the Authority should spend the public purse in North Tyneside.
- The Arboriculture service has begun to digitise the way they work to improve the monitoring and maintenance of trees, and how they keep residents updated and informed about tree issues.

"Always put yourself in their shoes, listen and try to understand how they must be feeling"

- Nearly 800 residents signed up to the Our North Tyneside Voice to share their views and experiences on a variety of subjects affecting residents in North Tyneside, helping to shape the services they and others receive in the future.



- Over 250 colleagues shared their views on 'new ways of working' following the pandemic, focussing on how they work together in the future to best deliver Authority services to customers.
- Feedback from complaints has informed some small but positive changes across services including increasing litter bins by adding 100 multipurpose bins to sites across the Borough, and introducing 'tree calling cards', part of the 'neat streets' campaign, which are given to customers to update them following a tree inspection or any works carried out nearby.
- Through the UK Shared Prosperity Fund and based on feedback from residents and communities, £1.5 million of funding has been secured for community organisations in the Northwest of the Borough to build pride in place, support high quality skills training, support pay, employment and productivity growth and increase life chances for local residents.
- A Community Hub Strategy was launched in May 2023, describing how the Authority will support people's health and wellbeing needs and tackle health inequalities from six new community hubs. This includes access to information, advice and support from a range of Authority service and partners. The Strategy was carefully developed with local communities and partners and was initiated by an injection of £0.5m investment from the Authority and North of Tyne Combined Authority in 2021, to develop one of the hubs in Wallsend. As a result, the Spirit of North Tyneside wing was built, providing affordable, and sometimes free, space for community and voluntary organisations, who are supporting local need and communities.
- Family hubs, established in 2023 to support children and families and give them the best start in life, have supported over 20,000 children, young people and families to access groups, training and peer support for their social care, education, mental and physical health needs. The development of community hubs will complement, family hubs offering customers of all ages and life stages access to the right help, support and activities to thrive.
- A unified IT system for housing, property and construction services, has begun, although later than initially planned. Once live, the system will help teams provide a better service by having customer information in a single system, and will provide data to help them anticipate issues, make better decisions and quickly provide updates on cases and reported problems. Customer will have better self-service options for managing their requests and payments.
- 99% of colleagues asked, say they know that listening to customers and looking for ways to improve their experience of the Authority's services, is how the Authority demonstrates that 'better never stops'.



- Following Elected Member feedback, ‘here’s who can help’ cards were introduced with teams working out and about in community settings, without access to online services. The Authority provides a vast array of services and it’s difficult for each of its 3,500 colleagues to know something about everything the Authority does and keep that knowledge up to date. The cards are a simple way to give customers a single access point to any Authority service.



### 1.1. What is yet to be achieved

Of the 35 change activities:

- 25 have been successfully closed to the Programme and are now delivered by Authority teams and services
- six are within the delivery and governance structure of the Authority’s IT service and will be delivered and managed as part of the Authority’s IT Board, and
- three remain open, as ongoing, core features of customer experience improvement work, and will be delivered as per the next steps, detailed in section eight of this report.

The Programme’s benefit realisation plan has been used in the compilation of this report and measures will continue to be owned by existing named leads and tracked until March 2025, by the Head of Public Service Reform and Customer Service Experience.

Of the 28 measures tracking Programme benefits:

- 16 measures met or exceeded target
- three just missed by less than 2 or 2%, and may meet target in the remainder of the plan timescales
- two will not be delivered within the plan, as the associated change activities were not started
- two are not due to be reported until later in 2024/25, and
- two did not meet their expected target.

Benefit realisation plans are currently in development for the following change activities and have named senior lead officers accountable:

- environmental services,
- customer innovation platform, and
- a unified system for housing, property and construction services.

## 2. Customer Service and Experience Now

The Programme has been driven by the ongoing experience and feedback from customers, colleagues, Elected Members and partners. The Authority hears every day that it delivers great customer service, and many have a positive experience of working with it. However, the Authority knows that it does not always get it right and can always do more.

The services delivered by the Authority over the course of the Programme have undoubtedly been shaped by wider, health, environmental and political events.

- Some services closed for periods of time or the service offer notably changed during the Covid-19 pandemic.
- Customer behaviour changed in response to 'staying safe' during the pandemic and in some cases found different ways to receive a service, such as online payments.
- Some temporary service changes, driven by national restrictions, have proven very popular with the Authority's customers and have been retained in full or part effect and have transformed the service offer.
- Customers of housing and environmental services were particularly impacted by excessive storm damage in 2021/22.
- Health inequalities have in some cases worsened and are being impacted by the rising cost of living.

The years ahead will likely be influenced by these challenges and will continue to influence customer needs and the services the Authority provides. The need to listen to all customers and show that the Authority cares, has never been more paramount.

A commitment to delivering great customer service and experience has no end point and the Authority will continue to listen and learn from what customer tell us matter to them.

Satisfaction levels with Authority services from the Resident Surveys have fluctuated over recent years.

Programme benefit measures tracking some of the Resident Survey results have not met their planned targets, whilst other measures for satisfaction with services such as parks and green spaces, library services, waste collection and street cleaning, have improved.



The Programme's target for reducing customer complaints has been significantly exceeded, seeing a 40% reduction. The common

reasons for complaints, timeliness of services and communication about services, have remained persistent.

Customers self-reported rating of their most recent interaction with the Authority, has remained stable and those who have contacted the Authority recently, say that their overall experience was positive and that their query was cared about. More residents say they feel listened to, that their issue was resolved and that the Authority did what it said it would do. These are key elements of the Authority's customer promise.

Elected Member enquiries provide a clear view on resident priorities and the number raised has increased year on year for the last three years. The most common issues raised through Elected Members enquiries have been consistent throughout the Programme. More recently, issues relating to highways and traffic management have become more prominent, and enquiries relating to trees also increased significantly over 2021 and 2020, linked to storms and bad weather.

Over the course of the Programme colleagues have shared their views and experiences in a number of ways, predominantly through staff surveys. These surveys have helped to track the changing experiences of colleagues working for the Authority.

More colleagues feel valued and say morale is improving, which is linked with job satisfaction and whether they would recommend the Authority as an employer. Three quarters of colleagues said they are proud to work for North Tyneside Council and 72% said they would recommend working for the Authority to friends and family.

More colleagues said they had the opportunity to contribute their views, speak up and challenge the ways things are done in the Authority before they are done. Year on year more colleagues tell us the Authority keeps them well informed.

Whilst more colleagues tell us they feel part of one organisation, more colleagues from the latest survey feel that they have no need to work with other service areas within the Authority. Whilst the numbers are small, the increase is notable in terms of feedback from customers and Elected Members on timeliness, communication and working better together. Embedding the customer promise internally and not just externally, will be an ongoing priority.

Over the last few years, the Authority's Big Community Conversations have asked over 1,000 residents their views about a range of Authority activities and services, as well as the way the Authority is run and how the Authority spends its money.



### **3. Learning and Reflection**

#### **4.2. Programme scope and objectives**

- Significant time had been spent prior to initiation of the Programme, working with a wide range of senior leaders, colleagues and partners to agree the scope of the Programme. As a result, the four objectives have been readily accepted as the right things to do and have provided an effective and accessible way of communicating the difference the Programme was trying to deliver.
- End of Phase reviews were essential to pause and reflect on progress and check with senior leaders and others, that the work was still meeting relevant organisational priorities.
- Identification of planned benefits and measures should have ideally started sooner in the Programme's cycle. This would have supported the prioritisation of change activities and resources.

#### **4.3. Communication and engagement**

- Having a wide range of colleagues involved in the Programme and the delivery of change activities, helped to raise awareness of what the Programme was trying to achieve. It also meant that different people from different services, provided a 'critical friend' as work progressed.
- Posters and physical information on noticeboards were useful, but over time their impact diminished. Most of the successful communication approaches, came from face-to-face sessions and interactions with colleagues on specific service changes, that mattered to them.
- Where it has been used, the customer promise test has been effective in helping teams to really challenge their current service offer and experience of their customers. More teams could be encouraged to use the customer promise test in service planning.
- The End of Phase Two review suggested more promotion of the change activities was needed. This led to an increase in communications shared with services, greater promotion of activities for National Customer Service Week, and a more diverse membership of Board and Workstream meetings. This promoted the work of the Programme and contributed to further embedding the customer promise across the organisation and with partners.

#### **3.1. Programme management**

- The Programme team made use of some existing programme documentation and developed some bespoke. Although a PRINCE 2 methodology was used, the overall approach was more flexible, attempting to balance sound governance arrangements for managing change well, and freeing up resource of the Programme team to help implement change activities.

- All activity of the Programme was managed by the Programme Board, using programme management products. Programme documentation ensured effective governance and quality of decision making, specifically in keeping to scope, monitoring progress and the agreement to only close change activities, when deliverables had been met.
- Each of the Programme's four Workstreams was led by a senior manager (the Workstream Lead) who managed a dedicated Workstream, supported by the Programme team. This approach appears to have been effective, providing strategic and service specific insights to support each change activity, as well as visible, service level leadership and buy-in.
- The number of changes activities varied between five and seven in each Workstream, all of which contributed to at least one of the Programme's four objectives.
- A variety of colleagues from different service areas were members of the Workstream meetings offering support and advice. As change activities developed, closed or began, the membership of the Workstreams adapted and new colleagues were invited to support their delivery. This again ensured that activity leads were offered support and advice from different service perspectives, but also increased awareness and communication about the Programme.

## **8. What the End of Phase Review Identified as the Next Steps**

Significant views have been sought by those involved in the Programme for this report, including information from customers and wider stakeholders. Assessing this alongside the progress of the Programme's deliverables and the Authority's continued ambition in the Our North Tyneside Plan, the following future priorities for customer service and experience have been identified.

Whilst the Programme will close, the Authority's commitment and ambition for great customer service and experience, is more ignited than ever.

Suggested next steps gathered as part of the End of Phase review are captured below.

- **Continued home and focus on good customer service / experience**
  - Maintaining momentum and not losing ground.
  - Improving how customer experience is brought together across the Authority and showing how it uses it.
  - Ensuring every colleague knows what their customers are saying and can describe how they use that feedback.
  - Ongoing customer service training should be encouraged and based on learning from customer feedback.
  - Continuing to provide support and constructive challenge to all teams and partners and share best practice.
  
- **Customer promise**
  - Is still fit for purpose and should continue to be embedded.
  - Improving the link between the promise and service planning, with services able to show how their priorities are responding to customer feedback.
  - Developing a process to assess consistency of application with all teams and with partners.
  - Making it matter internally – how the Authority's officers works with each other, to better serve customers.
  - Being able to measure and describe how officers meet and deliver the customer promise across all services and partners
  
- **Continue to use digital services to work more effectively and provide even better customer service**
  - Continue to increase the skills and confidence of the workforce.
  - Complete current plans for a new website and ensure the Authority offers as many, simple to use, tools for customers to self-serve online.
  - Keeping a customer focus on all digital developments, ensuring no one is excluded and North Tyneside is 'digital by choice'.
  
- **Keep working on the basics of communication**
  - Continue work to improve and ensure consistency and quality of written communication – e.g. letters and emails.

- Continue to celebrate great customer service and experience.
- **Access to services**
  - Ensuring access to services is equitable and easy, whether it is face to face, online and or on the phone; this is particularly important as we continue to reform services and use more digital tools.
- **Continue work to improve how the Authority responds when things don't go well**
  - Fixing more customer issues / complaints earlier.
  - Speaking with customers to resolve issues, rather than relying on written communication.
  - Working together as one team to support the most complex customers.
  - Planning for dissatisfaction / complaints as part of any service change planning and accepting it is the day job.

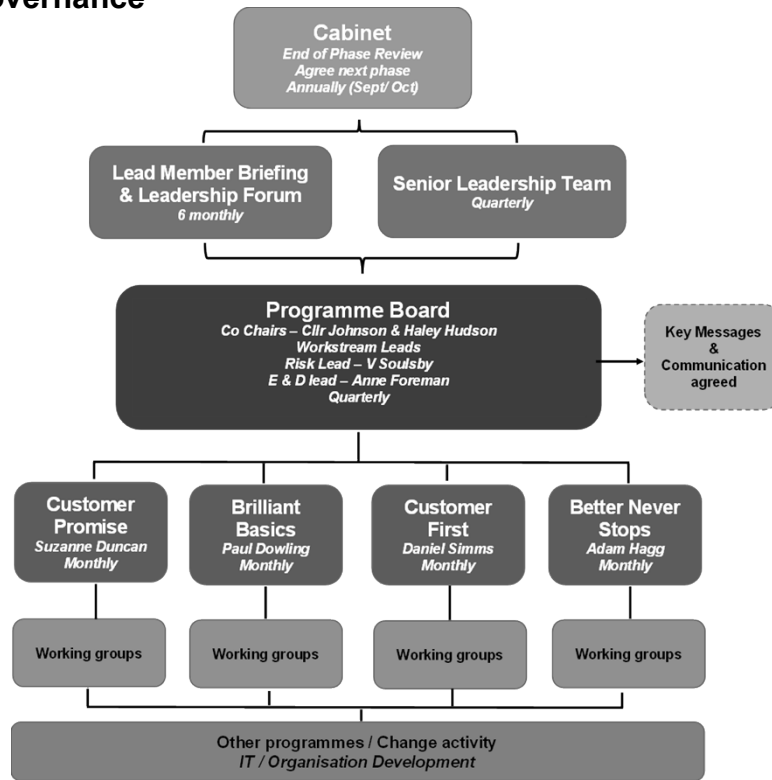


## 9. End of Programme Assessment

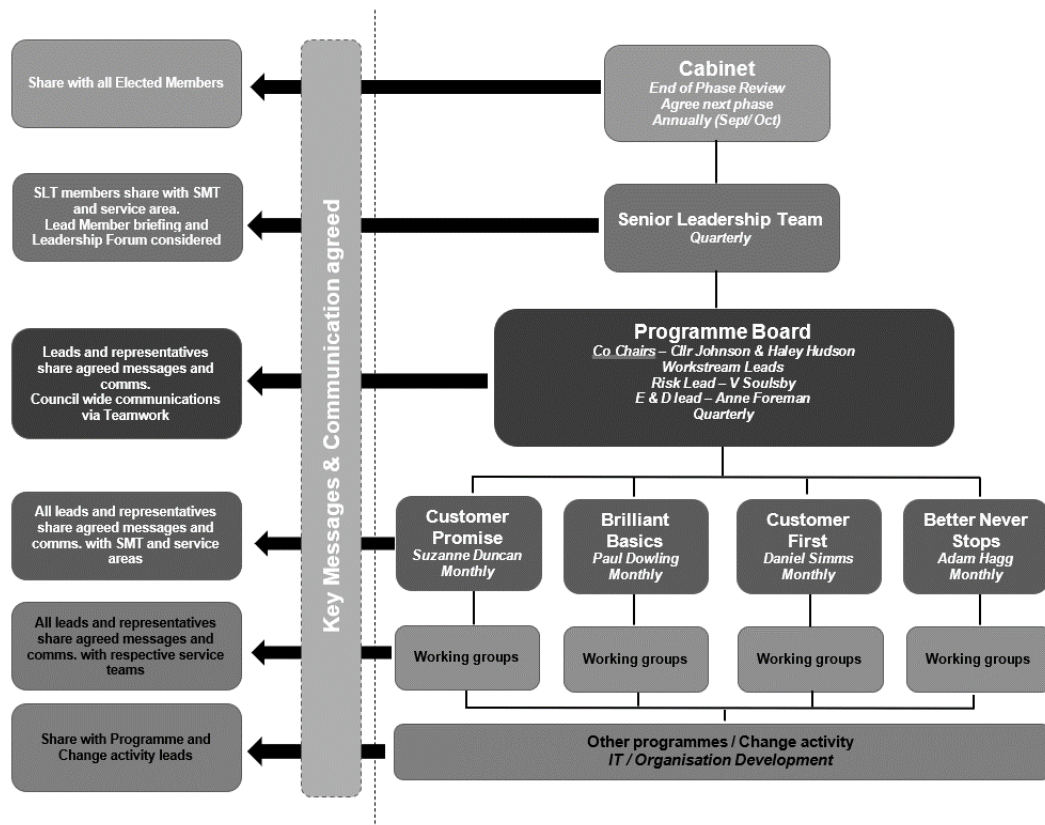
- Section five of this report provides an extensive overview of the Programme in meetings its four objectives. A significant number of improvements and changes have been made, and commitment to the Programme from the organisation and senior leaders, has been evident and important.
- The Programme has focused on putting customers first and created a legacy across the Authority through the customer promise that remains fit for purpose.
- The diversity of the activities within the Programme has provided learning for the whole organisation – lessons learned will be shared to support future authority wide projects and programmes.
- Programme products have been clearly catalogued and shared.
- Section eight of this report explains the Authority's priorities for continuous improvement of customer service and experience.
- The Programme Board reviewed the content and recommendations of this report on 30 January 2024, and assessed that a robust End of Programme review had been completed.
- Programme documentation has been closed and is accessible for others.
- On 30 January 2024, the Customer Service Programme Board recommended closure of the Programme.

# Appendix 1 – Programme governance structure

## Phase Two Governance



## Phase Three Governance



## Appendix 2 – Programme change activity scope

Change Activity	Priority Description	Scope	Status
<b>Programme objective: Customer Promise</b>			
Integrate the Customer Promise into key processes	Embedding the Customer Promise to permanently shift the culture of the organisation and the way in which the Authority delivers services.	<p>Agreement of the Customer Promise standards and communicate them. Developing and launching an organisation wide customer service training Programme.</p> <p>Embed the customer promise into IPR discussions &amp; values and behaviour framework.</p> <p>Embedding the standards into core processes for recruitment, induction, and retention.</p> <p>Embed customer promise into Spirit of North Tyneside programme.</p> <p>Launch the Customer Promise Test for teams and services.</p> <p>Monitor and review service compliance with the Customer Promise, and support areas of development.</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Ongoing</p>
Customer Service Improvement Framework	Services reviews to drive continuous customer service improvement	Targeted service reviews, to ensure the Authority delivers services in line with the customer promise and are maximising digital innovation and undertaking appropriate workforce planning	Complete
Caring and Resilient Workforce	How Trauma Informed Practice can be applied across the organisation	The Authority's approach to wellbeing will increase its focus towards a "we care" model incorporating compassionate leadership and trauma informed practice	Complete
Digital Skills Plan	Improving the digital skills of the workforce to deliver customer focused services	Creation of a digital skill training plan and the resources to deliver it	Complete

Change Activity	Priority Description	Scope	Status
Manager's Customer Promise Days	Senior leaders working with teams, to see how the Customer Promise is delivered	Agreed approach and schedule for full day sessions for SLT and Tier 3 managers to spend time with 'different' teams and customers. Evaluate and provide recommendations for ongoing approach and management	Complete Complete
People Team - Customer First Approach	Implementing a 'customer first' approach to HR / OD services for colleagues ensuring customers are at the forefront of all that they do.	Review and refresh workforce policies and procedures, introducing digital access, where possible, and	Complete
<b>Programme objective: Brilliant Basics</b>			
Corporate Branding	A consistent brand for the Authority, both internally and externally	To provide consistency to all internal templates, digital communication, and any printed material the Authority produces and to assess signage at the 4 customer service centres to put a proposal together to provide a uniform offering.	Complete
Better Letters	Improving the quality, consistency of customer letters, to show we listen, and we care	Establishing a framework which will help to improve the quality of letters sent to customers <ul style="list-style-type: none"> <li>- Agreed tone of voice guide</li> <li>- Training</li> <li>- Letter support and review service</li> <li>- Support and guidance for mass communications</li> <li>- Tailored support for current letters</li> </ul>	Complete Complete Ongoing Ongoing Ongoing
Spirit of North Tyneside 2022	The Elected Mayor's annual Programme to celebrate great customer and community service	Annual award scheme to celebrate great team and community service. Celebration of national customer service's week. Review the previous year's approach and use it to inform the next year's celebrations.	Complete Complete Complete

Change Activity	Priority Description	Scope	Status
Remote Worker communication	Ensuring all employees have access to organisational information and communication	Provide a safe accessible social media presence that people can access from their own device. Provide an accessible area for people to access key policies and procedures that is accessible from their own device. Physical PCs available to people across the Authority's estates for training and development. For those that want to, provide an Authority log in and email that can be used on their own device.	Complete Complete Complete Complete
Review of NTC website	Review useability of website and life span of Content Management System.	Assessment of current web offering and agree scope of re-platform Re-platform website Prioritised list of enhancements agreed Launch refreshed website	Complete Complete Complete Ongoing
Contact Directory	Online, internal directory cataloguing staff contact details.	Amalgamating a number of internal contact directories to create a single solution. Create a robust communication plan for its launch and encourage completion by colleagues' Authority wide	Complete Complete
Lighter Leaflets	Ensuring the information provided to customers is accurate, up to date and makes best use of the Authority's website and digital technology		Complete
<b>Programme objective: Customer First</b>			
Digital Direct Debits	Introducing digital direct debits to deliver a swift, paper-free service.	To attain AUDDIS accreditation and digitise the processing of direct debits between NTC and banks, with a second Phase to digitise the process for customers	Managed by IT governance arrangements

Change Activity	Priority Description	Scope	Status
Cashless Payments for schools	A system for families to pay for school meals, including by debit and credit card.	Replace the current school meals IT system for receiving payments from families with a new IT system that will ensure that all payments are cashless	Complete
SEND Information, Advice and Support Service (SENDIASS) website	Create content and agree plan for ongoing updates to SENDIASS website.	Launch a SENDIASS website, independent of NTC's website, to support children, parents, families and carers to access independent, trusted information and advice about special educational needs and disabilities and the services and support available to them.	Complete
Digital Inclusion	A full assessment of what the Authority knows about needs and barriers and an ambition and action plan across partners to deliver solutions	A full assessment of what the Authority knows about needs and barriers and an ambition and action plan across partners to deliver solutions	Complete
Customer Relationship Management	Establish a unified IT system for capturing key customer information AND improve the way the Authority manages corporate customer and Elected Member enquiries and feedback	Establish the Customer First Office Agree, procure and implement new CRM IT system foundations Agree Phase One roll out of CRM IT Go live with Phase 1 CRM IT	Complete Complete Complete Managed by IT governance arrangements
Appointment Booking System	Enable services to offer appointments	Assess options and provide a tested Authority wide solution and guidance, to set up customer appointments within a service	Managed by IT governance arrangements
Family Information Directory	Deliver an improved website providing information about childcare services in North Tyneside.	Deliver an improved website providing information about childcare services in North Tyneside.	Complete
People's Network refresh	Review and replacement of the People's Network computers in CFC's and Libraries.	Review and replacement of the People's Network computers in CFC's and Libraries.	Complete

Change Activity	Priority Description	Scope	Status
SIGN Directory	Partnership approach to a new online community resource, Living Well North Tyneside, for residents.	Launch Living Well and transfer to VODA	Complete
Leisure Service Kiosks	Improving member services and income management within leisure services.	Install replacement kiosks in leisure centres	Complete
Leisure Service Bookings	Improving member services and income management within leisure services.	Upgrade to Leisure Hub. Improved functionality for online booking of Leisure services, spaces, and swimming lessons. It will also enable customers to set up direct debits for membership and pay for classes, etc.	Complete
SEND Local Offer website	Improving the content and useability of the SEND Local Offer website through co-production and redesign.	Engagement with children and families on content and useability. Development of updated content with children and families. Information owners defined to maintain content and accuracy.	Complete Complete Complete
Elected Member Enquiry System	A system to support Elected Members to raise enquiries and the CFO and other teams to administrate and reply to enquiries, ensuring the information is available for each Member to support their work	Scope and requirements are established Training and communication plans are in place.	Managed by IT governance arrangements
<b>Programme objective: Better Never Stops</b>			
Real time Customer feedback	Developing mechanisms to capture feedback from customers of their experience of Authority services.	Assess options and provide a tested Authority wide solution and guidance, to set up real-time customer feedback within a service	Managed by IT governance arrangements

Change Activity	Priority Description	Scope	Status
Unified System for Housing	Deliver a system to ensure transfer of data and information between all Housing, Construction, Asset, Property services and Strategic Investment services to improve customer service and service delivery	Implement the Unified Housing system	Managed by IT governance arrangements
Community Hubs Strategy	Establishing the Authority's 4 Customer First Centres as Community Hubs	A strategy, agreed by Cabinet, setting out a shared vision for Community Hubs in North Tyneside and an action plan for next steps.	Complete
Feedback Culture	Assessing and communicating the way the organisation encourages and acts on employee feedback.	Mapping current feedback analysis. Gap analysis. Articulate and communicate the current feedback mechanisms.	Complete Complete Complete
Staff Eyes and Ears Phase 1	Developing a mechanism for staff to report local issues quickly and easily into services.	Scope and carry out a proof of concept	Complete
Staff Eyes and Ears Phase 2	Developing a mechanism for staff to report local issues quickly and easily into services.	Launch an internal campaign encouraging colleagues to 'see it, sort it' in relation to issues they see across the Borough, and improve the way they flag and report issues.	Complete
Environmental Services Allocation and Monitoring system	Deliver a system to support receipt, scheduling, and allocation of requests from customers, including in-cab technology.	Digitising the scheduling, allocation, and monitoring of works, for street cleansing grounds maintenance and waste management	Managed by IT governance arrangements



Change Activity	Priority Description	Scope	Status
Enhancement of Modern.gov	Working with Elected Members to maximise the use and benefits of the Modern.gov application.	Working with Elected Members to maximise the use and benefits of the Modern.gov application	Not started
Expectations of customers	The Authority's approach to supporting customer and staff when customers display challenging behaviour.	Producing guidance that builds on the Customer Promise and supports the Authority's teams and customers when faced with challenging behaviour. Develop and deliver bespoke training for library teams and evaluate and agree continued offering.	Complete Complete

### Appendix 3 – Programme products

Change Activity	ONT Theme	Product Deliverables	Timescale	Status
<b>Programme objective: Customer Promise</b>				
Caring and Resilient Workforce	Caring	Assess the learning from the pilot in children's social care	30/10/2022	Complete
		Ways of working development group	30/10/2022	Complete
		Health and Wellbeing Action Plan	30/10/2022	Complete
		Terms of Reference for Health and Wellbeing Steering group	30/10/2022	Complete
		NTC Health Safety and Wellbeing Policy/ Statement of Intent	30/10/2022	Complete
Customer Service Improvement Framework	Thriving	Documented process for completing a service review	31/03/2022	Complete
		Schedule of reviews to be completed	01/12/2022	Complete
		Completed reviews with feedback for each service	31/03/2024	Complete
Digital Skills Plan	Thriving	New staff recruited to help with digital skills training	30/11/2021	Complete
		A new training offering around digital skills	31/03/2022	Complete
		Digital support offering from all staff to resident in the community	30/06/2022	Complete
Integrate the Customer Promise into Key Processes	Caring	Customer Promise posters	30/09/2021	Complete
		Customer Promise postcards	30/09/2021	Complete
		Production of a training and induction session to introduce new and existing colleagues to the promise	30/10/2021	Complete
		Updating recruitment and selection process	30/10/2021	Complete
		Create a customer promise test to support teams to evidence they are delivering against it	30/10/2022	Complete
		Training programme for staff	31/03/2024	Complete

Change Activity	ONT Theme	Product Deliverables	Timescale	Status
Manager Customer Promise Days	Caring	Schedule of visits for SLT and Tier 3 managers to visit teams	30/06/2022	Complete
		Feedback report from the Managers CP days	31/12/2022	Complete
People Team - Customer First Approach	Caring	Review policies	31/01/2024	Complete
		People Team Strategy	31/01/2024	Complete
<b>Programme objective: Brilliant Basics</b>				
Better Letters	Caring	Process for high profile and mass coverage letters	30/07/2022	Complete
		Letter consultancy service established	30/07/2022	Complete
		Amended letters returned to services	30/10/2022	Complete
		Training course for communication and letter writing in line with the principles employed by the CFO	30/09/2023	Complete
		Areas for phase 3 focus have been identified: SEND provision, parking control (Capita) and first choice schools.	31/12/2023	Complete
Cashless Payments for Schools	Family-Friendly	ParentPay system in place	30/09/2021	Complete
		Communications plan	30/09/2021	Complete
		New equipment rolled out	31/01/2022	Complete
Contact Directory	Thriving	New centralised contact directory for staff and customers	30/09/2022	Complete
		Comms plan to promote the new directory internally	30/09/2022	Complete
		Plan for development and improvement of contact directory based on engagement	30/06/2023	Complete
		Document and map starters, leavers and movers process	30/09/2024	Complete

Change Activity	ONT Theme	Product Deliverables	Timescale	Status
Corporate Branding	Thriving	Corporate branding guidelines document	31/12/2020	Complete
		Focus group testing and material amnesty	30/06/2022	Complete
		Suite of template tools to encourage corporate branding	30/07/2022	Complete
		Develop guidance for construction, works and road signage	30/09/2022	Complete
		Develop guidance for buildings	30/09/2022	Complete
		Publish and embed the finished branding guidelines	31/03/2023	Complete
		Building audit findings report	31/03/2023	Complete
Digital Direct Debit Application	Secure	AUDDIS accreditation	28/02/2022	Complete
		New module implemented for ASH debtors	30/09/2022	IT Governance
Lighter Leaflets	Thriving	Display Policy review and refresh	30/09/2023	Complete
		Creation of 'produced by' date and library of leaflets	31/01/2024	Complete
Spirit of North Tyneside Award Scheme	Caring	Review of celebration events during 2021	30/11/2021	Complete
		Delivery plan for celebrations	30/11/2021	Complete
		Future proposal and approach for celebration activities and events	31/01/2022	Complete
Remote Worker Communication	Thriving	Routes of access to corporate communications via Facebook and learning pool in place	31/03/2022	Complete
		PC rollout at specific sites for front line staff	30/09/2022	Complete
		BYOMD offer set up for employees wishing to access email	30/09/2022	Complete
		Further routes to access corporate communications via email and Teams	01/11/2022	Complete

Change Activity	ONT Theme	Product Deliverables	Timescale	Status
<b>Programme objective: Customer First</b>				
SENDIASS website	Family-Friendly	Plan for content creation	28/02/2022	Complete
		Communication plan for customers	30/09/2022	Complete
		Website offering SENDIASS advice and information	30/09/2022	Complete
Appointment Booking system	Thriving	Appointment booking software available for services	31/01/2022	Complete
		Processes standardised for setting up new booking services	30/06/2022	Complete
		Video guides on the IT knowledge hub	31/08/2022	Complete
		Link to adult social care online booking page available	30/09/2022	IT Governance
Childcare Information Directory	Family-Friendly	New database of services available in the Borough	31/03/2021	Complete
		Comms plan to promote the new directory	31/03/2021	Complete
Customer Relationship Management - Phase 1	Thriving	Customer First Office established	31/05/2022	Complete
		CFO review document completed	31/03/2023	Complete
		Customer First Office benefit plan in place	31/03/2023	Complete
Customer Relationship Management - Phase 2 - Customer	Thriving	System requirements established	31/03/2023	Complete
		Summary of project	31/10/2023	IT Governance
		System development updates shared	31/03/2024	IT Governance
		System live	31/03/2024	IT Governance

Change Activity	ONT Theme	Product Deliverables	Timescale	Status
Digital Inclusion	Thriving	Dedicated section in health & wellbeing strategy	31/01/2022	Complete
		Evaluation of current digital offering locally	31/08/2022	Complete
		Framework created and engagement undertaken	31/12/2022	Complete
		Local data analysis of current need	31/03/2023	Complete
		Strategy and Action plan to tackle digital inclusion	31/03/2023	Complete
Elected Member Enquiry system	Thriving	Scope and requirements for the system	TBC	IT Governance
		Training plan	TBC	IT Governance
		Communication plan	TBC	IT Governance
		Implementation plan	TBC	IT Governance
		System go live	TBC	IT Governance
Leisure Services Bookings and Kiosks	Thriving	Updated kiosks to support self-serve for members	28/02/2021	Complete
		Upgraded leisure hub software	31/12/2022	Complete
		Implement On Course	30/07/2023	Complete
		Implement Direct debits and tickets	31/04/2023	Complete
People's Network Refresh	Family-Friendly	New PCs across all sites	31/01/2022	Complete
		Comms plan to promote new devices	31/01/2022	Complete
Review of NTC Website	Thriving	Review of current content on the website	30/11/2022	Complete
		Upgraded CMS system	30/10/2023	Complete
		Refreshed website front page	31/03/2024	In progress

Change Activity	ONT Theme	Product Deliverables	Timescale	Status
SEND Local Offer	Family-Friendly	Plan and schedule for content owners and updates	31/07/2021	Complete
		Updated website/ Improved content on website	31/03/2022	Complete
SIGN Directory	Thriving	Communication and Marketing plan for customers	31/07/2021	Complete
		New website featuring service directory	31/10/2021	Complete
<b>Programme objective: Better Never Stops</b>				
Community Hubs Approach	Thriving	Produce locality need assessments	30/09/2022	Complete
		Strategy for future hubs created	30/04/2023	Complete
Enhancement of Modern.gov	Secure	Modern.gov system enhancements go live	TBC	Not started
		Training support for Members	TBC	Not started
Environmental Services Allocation and Monitoring System	Green	Scoping document produced to show what is needed	30/11/2022	Complete
		Complete Project Brief	30/03/2023	Complete
		Benefits Plan	31/01/2024	IT Governance
Expectations of Customers	Family-Friendly	Unacceptable behaviour poster(s)	31/12/2021	Complete
		Unacceptable behaviour guide	28/02/2022	Complete
		Staff training/ development workshop	30/04/2022	Complete
Eyes and ears Phase 2	Thriving	Developing a consistent way for colleagues to see and sort issues, including online reporting tools and options for giving feedback	31/12/2022	Complete
		Launch See it Sort it campaign	31/03/2023	Complete
		Review impact of campaign	30/09/2023	Complete

Change Activity	ONT Theme	Product Deliverables	Timescale	Status
Feedback culture	Thriving	Mapping current mechanisms to give and receive feedback	31/03/2022	Complete
		GAP analysis to identify what's missing	30/04/2022	Complete
		Developing a consistent way for colleagues to give/receive feedback	30/09/2022	Complete
Unified Housing & Property system	Green	New Housing system(s) implemented	31/12/2025	IT Governance
		Customer portal successfully implemented	31/12/2025	IT Governance
Real-Time Customer Feedback	Caring	Implement system across services	30/09/2022	IT Governance
		Service dashboard	31/12/2022	IT Governance
Eyes and Ears phase 1	Thriving	Pilot (Business) case and scope	31/03/2022	Complete
		Review of pilot findings	30/04/2022	Complete
		Specification for system to capture reporting	30/04/2022	Complete
		Scope for wider deployment internal/ external	30/04/2022	Complete



## Appendix 4 – Programme management products

Document(s)	Description	Update frequency	Audience
Scope	Defined and agreed scope for each change activity, including owner and timescale	On change	Board Workstream Change activity
Benefit framework	Detailed plan and approach for how benefits will be measured and tracked for Programme and specific change activities	On change	Board Workstream
Deliverables	Programme and change activity products are documented – what the Programme and each change activity will / has produced.	Quarterly and / or on change activity closure	Board Workstream
Change control documents	Three reports proposing a new change activity, a change to a change activity or the closure of a change activity to Board.	As required	Board Workstream Change activity
Reporting dashboards	Workstream and change activity dashboards track progress and provide assurance	Six-weekly / quarterly	Board Workstream Change activity
Programme management plan	Documentation describing how the Programme is managed	Annually	Board Workstream
Benefit schedule	Schedule for when benefits will be realised	Quarterly	Board Workstream
Risk documents	Risk log and highlight report to identify and risks and mitigating actions for workstream and Board	Six-weekly / quarterly	Board Workstream
Action and decision log	Record of all actions and decisions made	Six-weekly / quarterly	Board Workstream
Communication plan	How Programme updates and information will be shared with stakeholders	Six-weekly / quarterly	Board Workstream
Equality Impact Assessment	Ensuring the Programme is fair and doesn't disadvantage or create barriers to participation for any protected groups	Annually	Board
End of Phase review documents	Scheduled review of activities within the Programme and sign off by Cabinet	Aligned to MTFP (annually)	Board Workstream

## Appendix 5 – Programme Board and Workstream members

Name	Service Area	Role
Cllr Carl Johnson	Deputy Mayor / Lead Cabinet Member Corporate Strategy	Board Co-Chair
Haley Hudson	Customer Experience and Public Service Reform	Board Co-Chair
Jacqueline Laughton	Deputy Chief Executive, Director of Customer Services	Board member
Cllr Anthony McMullen	Cabinet Member Finance & Resources	Board member
Cllr Sandra Graham	Cabinet Member Climate Emergency	Board member
Cllr Janet Hunter	Cabinet Member Adult Social Care	Board member
Adam Hagg	Housing & Property Services	Better Never Stops Workstream lead
Suzanne Duncan	People Services	Customer Promise Workstream lead
Daniel Simms	ICT	Customer First Workstream lead
Harry Wearing	Communications & Marketing	Brilliant Basics Workstream lead
Richard Mitchell	Community Protection	Better Never Stops Workstream lead
Paul Dowling	Regeneration	Brilliant Basics Workstream lead
Claire Emmerson	Financial Planning & Strategy	Board member
David Mason	Financial Planning & Strategy	Board member
Victoria Soulsby	Risk	Board member
Rachel Hegarty	People Services	Board member
Anne Foreman	Equality & Diversity	Board member
Jonathon Ellis	Capita	Board member
Paul Youlden	Sport, Leisure & Libraries	Board member
Katie Simpson	Adult Social Care	Board member
Ruth Harrison	Internal Audit	Board member
Paul Oldham	Internal Audit	Board member

<b>Name</b>	<b>Service Area</b>	<b>Role</b>
Jessica Woodward	Communications & Marketing	Board member
Louise Robson	People Services	Change Activity lead
Helen McMahon	People Services	Change Activity lead
Craig Wilson	ICT	Change Activity lead
Kevin Harrison	Communications & Marketing	Change Activity lead
Vikki Wilkinson	Communications & Marketing	Change Activity lead
Amanda Durrant	Participation, Advocacy and Engagement	Change Activity lead
Toni McMullan	Participation, Advocacy and Engagement	Change Activity lead
Toby Hartigan-Brown	Housing & Property Services	Change Activity lead
Ian Walton	Housing & Property Services	Change Activity lead
Stacey Watts	Customer Experience	Change Activity lead
Tracy Hunter	Revenues and Benefits	Change Activity lead
Bev Smith	Sport and Leisure	Change Activity lead
Neil Hodgson	Environmental Services	Change Activity lead
Louise Watson	Legal Services and Registration	Workstream member
Sean Dodds	ICT	Workstream member
Sarah Heslop	Procurement	Workstream member
Claire Turner	ICT	Workstream member
Karon Bell	ICT	Workstream member
Vikki Levitt	Sport and Leisure	Workstream member
Joanne Lee	Public Protection	Workstream member
Julie Dodds	Inclusive Economy and Business Growth	Workstream member
Maria Vipond	Capita – Customer Services	Workstream member

Name	Service Area	Role
Duncan Bennett	Capita - Communications	Workstream member
Mick Nicholson	Equans – Customer Services	Workstream member
Ruth Barfoot	Customer Experience	Programme Team
Stephen Rigden	Customer Experience	Programme Team
Rebecca Law	Customer Experience	Programme Team

## Appendix 6 – Programme risks

No	Risk Detail	Status
001	Workstream leads: There is a risk that workstream leads may be unable to fulfil their commitment to the Programme	Closed
002	Programme management: There is a risk that the programme management support may not be able to fulfil their commitments to the Programme	Closed
003	Communication: There is a risk that the Programme Board may not effectively share progress with key stakeholders	Closed
004	Governance: There is a risk that change activities may be altered without due process	Closed
005	Benefits: There is a risk that assumed benefits may not be realised	Open / transferring
006	Skills: There is a risk the skills need to deliver the digital skills plan are not available	Closed
007	External factors: There is a risk that external events (i.e. COVID) may result in the Programme stalling or failing to be completed	Closed
008	Restructure: There is a risk that the review of ICT services may delay the Programme	Closed
009	Restructure: There is a risk that there may be insufficient capacity / resource within Democratic Services to deliver the Modern.gov project	Closed

## Appendix 7 – Benefit Framework

Each of the numbered four stages, show the tasks that will be undertaken, and the key documents and tools that support those tasks.

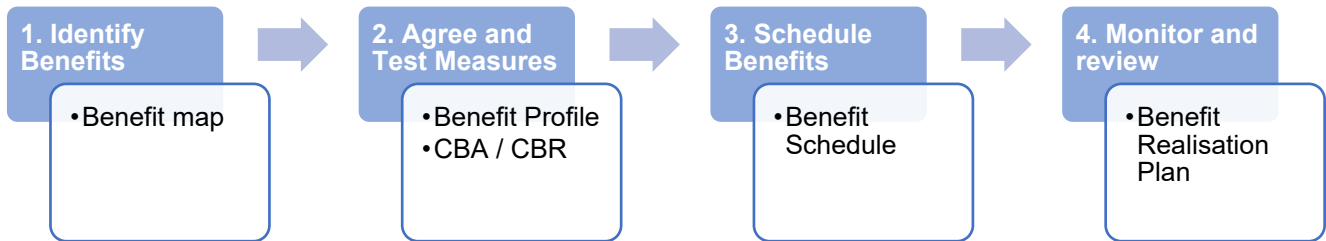


Figure 1 Benefits Framework

Stage 1 - identify benefits – this is where stakeholders come together to agree what benefits their project or change should achieve. Benefits should always begin with a descriptive word of a gain or change in status, such as increase, decrease, more etc.

Stage 2 - agree and test measures, for each benefit identified, a measure or number of measures needs to be agreed and baseline and future targets recorded.

Stage 3 - schedule benefits, details when and who will deliver the expected benefits.

Stage 4 - monitor and review - the fourth stage in the Framework is to complete a plan on how the benefits will be managed, and importantly, who is responsible for the benefits once they have been realised.

## Appendix 8 – Programme Benefit plan

Programme Enablers	Programme Benefits	Benefit ID	Benefit Category	End Benefit	Organisational Objective
<i>Change activities; projects, new capabilities</i>	<i>A gain or improvement</i>		<i>Cost, Satisfaction, Efficiency</i>	<i>Strategic Programme Benefit</i>	
1) Customer Promise 2) Community Hub strategy 3) A capable and resilient workforce development Programme 4) A workforce digital skills Programme 5) Manager Customer Promise days 6) Customer service improvement framework reviews 7) Training and support for managing challenging customer behaviour	Increase in customer satisfaction	CP01	Satisfaction	Improved customer service standards across all Authority services, (CP)	<b>Build A Thriving North Tyneside</b>
	Increase in employee satisfaction	CP02	Satisfaction		
	Increase in employee digital capability	CP04	Efficiency		
	Decrease in operating costs of delivering services	CP06	Cost		
	Improved use of organisational assets	CP08	Efficiency		
	Increase in digital customer transactions	CP07	Efficiency		
8) Consistent internal and external branding 9) Better customer letters 10) Remote worker access 11) The Elected Mayor's SNT Programme celebrating great customer and community service 12) Cashless school meal payments 13) Enhanced direct debit offer 14) Contact directory 32) Lighter leaflets	Increase in customer satisfaction	CP01	Satisfaction	Improved clarity, quality, and consistency of the hundreds of small, but vital, impressions the Authority makes, in communication and branding (BB)	<b>Create A Caring North Tyneside</b>
	Increase in digital customer transactions	CP07	Efficiency		
	Increase in employee satisfaction	CP02	Satisfaction		

Programme Enablers	Programme Benefits	Benefit ID	Benefit Category	End Benefit	Organisational Objective
15) An online family information directory for childcare services 16) An online independent SENDIASS website 17) A co-produced SEND local offer website 18) An digital inclusion action plan to address needs identified in Equally Well 19) The People's Network computers in libraries are reviewed and replaced 20) New kiosks for leisure services 21) New membership and payment systems for leisure services 22) Customer First Team and new CRM System 23) An appointment booking system for customers 24) A digital system for real-time customer feedback 25) An Authority website that meet the needs of users and encourages more customers to self-serve 26) Implementation of Living Well North Tyneside	Increase in customer satisfaction	CP01	Satisfaction	Improved services which are designed and delivered around the needs of our customers (CF)	<b>Ensure A Family Friendly North Tyneside</b>
	Increased Elected Member satisfaction with the support and services they receive	CP03	Satisfaction		
	More residents have essential digital skills and access to digital services	CP05	Efficiency		
	Increase in digital customer transactions	CP07	Efficiency		
27) An integrated system for housing repairs/assets 28) Employee feedback mechanisms to support improvements in customer service 29) An 'eyes and ear' reporting system for colleagues to report Borough issues which require Authority action 30) Improvements to Modern.gov 31) A new work's management system for Environmental Services	Increase in customer satisfaction	CP01	Satisfaction	An increased culture of continuous improvement (BNS)	<b>Create A Thriving North Tyneside</b>
	Increase in employee satisfaction	CP02	Satisfaction		
	Increased Elected Member satisfaction with the support and services they receive	CP03	Satisfaction		
	Increase in employee digital capability	CP04	Efficiency		
	Decrease in operating costs of delivering services	CP06	Cost		
	Increase in digital customer transactions	CP07	Efficiency		



## Appendix 9 – Programme Benefit schedule and tracker

		Baseline	Target Mar 23	Actual Mar 23	Target Sep 23	Actual Sep 23	Target Mar 24	Actual Mar 24	Target Mar 25
Benefit Description & Measure		Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity
Page 85 Increase in customer satisfaction	Reduction in Stage 1 corporate complaints	£115,592 / 941	£110,556 / 900	£71,247 / 580	£108,099 / 880	£68,053 / 554	£100,728 / 820	£83,716 / 682	£85,988 / 700
	Satisfaction with Customer Services (EQUANS)	88.85%	90%	91.87%	90.5%	91.08%	91%	92%	92%
	Residents feeling listened to	68%	Measured annually				71%	64%	NA
	Residents feeling cared about	57%	Measured annually				60%	56%	NA
	Residents feeling the Authority “did what it said it was going to do”	63%	Measured annually				65%	62%	NA
	Overall customer satisfaction with CFO	92%	Measured annually				92%	93%	92%
Increase in employee satisfaction	Employees know who to go to, to put forward ideas and suggestions to improve how the Authority does things	73%	75%	77%	Measured annually		77%	77%	NA
	Colleagues agree that they feel safe in their workplace	82%	84%	86%	Measured annually		86%	86%	NA
	Colleagues agree the customer promise sets out a single set of customer service standards contributing to improved customer experience for all	75%	Measured every October				77.5%	77%	NA
	Colleagues completing customer promise training	0%	20%	25%	25%	41%	30%	46%	50%
	Take up of customer service training	L1 0% L2 0%	L1 10% L2 10%	L1 15% L2 NA	L1 20% L2 15%	L1 22% L2 NA	L1 40% L2 20%	L1 24% L2 0.4%	NA

		Baseline	Target Mar 23	Actual Mar 23	Target Sep 23	Actual Sep 23	Target Mar 24	Actual Mar 24	Target Mar 25
Benefit Description & Measure		Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity
Increase in EM satisfaction	Reduction in service team involvement in Elected members enquiries at tiers 1 & 2	£79,820 / 6500	£67,540 / 5500	£64,150 / 5224	£62,628 / 5100	£26,033 / 2453	£57,716 / 4700	£43,164 / 3515	£42,980 / 3500
	Satisfaction with the support and services that Elected Members receive from the Customer First Office	95%	Measured annually				95%	94%	95%
Increase in employee digital capability	Average scores basic digital skills confidence survey	Not yet live – unable to report							
	Percentage of the workforce connected to IT	75%	76%	76%	77%	84.5%	78%	96%	NA
More residents have essential digital skills and access to digital services	The percentage of internet non-users in the Northeast	12%	11%	11%	10%	11%	9%	11%	8%
	% of the borough with access to gigabit internet	37%	50%	83%	55%	85.66%	60%	90.30%	65%
	% of the region scoring high or very high on the essential digital skills consumer index	51%	53%	60%	54%	60%	55%	60%	56%
	% of residents who have never used an online council service	29%	Measured every two years				20%	30%	NA
Decrease in operating costs of delivering services	Reduction in staffing costs of services included in the Customer Service Improvement Framework reviews	£0	£400,000	£0	£700,000	£0	£1,000,000	£0	NA
	A reduction in the printing volume of the whole authority per quarter	1,629,993	1,500,000	1,488,892	1,450,000	1,388,156	1,400,000	1,322,852	NA
	Reduction in number of stage 1 and 2 complaints received	£164,576 / 1067	£157,207 / 1020	£105,069 / 667	£150,862 / 990	£115,482 / 676	£140,382 / 922	£119,218 / 783	£117,088 / 780



		Baseline	Target Mar 23	Actual Mar 23	Target Sep 23	Actual Sep 23	Target Mar 24	Actual Mar 24	Target Mar 25
Benefit Description & Measure		Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity
Increase in customer digital transactions	The number of different types of issue available to report online	11	Measured annually				13	12	15
	% of reports made through the website (report it) vs other methods	7%	9%	11%	9%	12%	10%	13%	11%
	The number of housing customer self-service accounts created in the new housing system	System not yet live – unable to report							
	% of online payments received	93%	98%	98%	98%	98%	99%	99.9%	99%
78,292,877 optimisation of organisational assets	Mystery shop on random documents meeting brand guidelines	0%	70%	80%	90%	90%	100%	100%	NA
	Increase in the number of people accessing free wifi	5,208	NA	NA	NA	NA	5,400	9,211	6,000

Appendix 10 – End of Programme position

**Customer Promise and Better Never Stops  
Suzanne Duncan**

**Customer First and Brilliant Basics  
Harry Wearing**

Integrate the Customer Promise	Customer Service Improvement Framework	People Services - Customer First Approach	Community Hub Strategy
Eyes and Ears Phase 2	Enhancement of Modern.gov	Feedback Culture	Expectations of Customers
Caring and Resilient Workforce	Manager's Customer Promise Days	Employee Digital Skills Plan	Eyes and Ears Phase 1
Unified System for Housing	Environmental Services System	Real Time Customer Feedback	

Better Letters	Review NTC website	Corporate Branding	Lighter Leaflets
Contact Directory	Remote Worker Communications	Leisure Service Kiosks & Bookings	CRM: CFO Team 
Digital Inclusion Strategy	Spirit of North Tyneside	Cashless Payments for Schools	Living Well North Tyneside
Childcare Information Directory	SEND Local Offer website	People's Network refresh	SENDIASS website
Digital Direct Debits	CRM: System Phase 1 	Appointment Booking System	Elected Member Enquiry System

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To remain 'Open'
Closed - BAU
Open – IT governance

Linked to MTFP 



# Customer Promise

We listen, we care –  
the standards you  
can expect from  
North Tyneside  
Council



## We listen

- We take time to fully understand and meet your individual needs
- We are open, honest and use clear language in all our communication
- Where appropriate, we prefer to serve you via our website, but if this is not right for you, there are different ways to contact us and use our services
- We use your experiences to design our services and help communities to get involved

## We care

- We put you in contact with the right person and, when possible, tell you how long it will take to solve your query
- We keep you informed with up to date information
- We treat you with courtesy, politeness and understanding
- We keep your personal data secure and respect your privacy
- We admit when we are wrong, we say sorry, and make every effort to put it right
- We give you straightforward and clear advice about the services that are available to you
- We work together as a team who support and respect each other

## You can help us to keep our promise by:

- Treating us politely and with respect
- Letting us know if you have any specific needs
- Giving us the information we need to deal with your query
- Telling us how you feel about our service by giving us feedback so we can learn and improve

You can do this by emailing us at [customerfirst@northtyneside.gov.uk](mailto:customerfirst@northtyneside.gov.uk) or calling us on **0191 643 7477**



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North  
Tyneside  
Council

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## North Tyneside Council

### Report to Cabinet

Date: 18 March 2024

## Title: Corporate and Housing Services Complaints Procedure

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Portfolio(s): Deputy Mayor

Cabinet Member(s): Councillor Carl Johnson

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Report from Service Area:

Corporate Strategy and Customer Service

Responsible Officer:

Jacqueline Laughton, Assistant Chief Executive

Tel: (0191) 643 5724

Wards affected:

All

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### PART 1

#### 1.1 Executive Summary:

The Local Government and Social Care Ombudsman (LGSCO), and the Housing Ombudsman (HO), in February 2024 published new Complaints Handling Codes for the management of complaints that must be followed by all English local authorities and social housing providers respectively.

In November 2023 Cabinet received the Annual Corporate Complaints Report for 2022/23 and agreed to amend the Authority's Corporate Complaints Procedure as was necessary at that time. The report to Cabinet in November 2023 referred to the fact that that the LGSCO and HO were jointly reviewing their respective Complaints Handling Codes and that changes made to either Code could result in changes needing to be made to the Authority's Corporate

Complaints Procedure. That being the case, Cabinet gave authority to the Assistant Chief Executive to undertake a review of the Authority's Corporate Complaints Procedure at the conclusion of the LGSCO and HO's review of their Codes, and, if as a result it became necessary to make amendments to the Procedure, the Assistant Chief Executive could make such amendments and seek agreement to those amendments being made.

Attached to this report at Appendix 1 is the Authority's amended Corporate Complaints Procedure which reflects the necessary changes that need to be made as a result of the LGSCO and HO's reviews referred to above. The Authority's Complaints Procedure will become known as the 'Corporate and Housing Services Complaints Procedure'.

If agreed by Cabinet, the Authority's Corporate and Housing Services Complaints Procedure will come into effect on 1 April 2024 and will apply to all non-statutory complaints that the Authority receives.

## **1.2 Recommendation(s):**

It is recommended that Cabinet agrees:

- (1) the Corporate and Housing Services Complaints Procedure, attached to this report at Appendix 1;
- (2) that the Director for Housing and Property services should bring a further report to Cabinet dealing with the Authority's Housing and Property Services complaint's performance and service improvement, including the annual self-assessment against the Housing Ombudsman's Complaint Handling Code, no later than 30 June 2024;
- (3) that the Assistant Chief Executive should bring a further report to Cabinet dealing with the Authority's corporate complaint's performance and service improvement, including the annual self-assessment against the Local Government and Social Care Ombudsman's Complaint Handling Code, no later than November 2024;
- (4) that the Assistant Chief Executive, Director of Housing and Property Services and the Director of Resources, review complaint monitoring, reporting and feedback arrangements, to ensure relevant bodies receive appropriate information about complaint activity and compliance, and report progress



of this work in the annual complaint's performance and service improvement reports to Cabinet in 2024 and successive years; and

- (5) that the Assistant Chief Executive and the Director of Housing and Property in consultation with the Deputy Mayor, the Cabinet Member for Housing and the Director of Resources shall be authorised to make amendments or adjustments to the Corporate and Housing Services Complaints Procedure.

### **1.3 Forward plan:**

28 days' notice of this report has been given and it first appeared on the Forward Plan that was published on 16 February 2024.

### **1.4 Council plan and policy framework**

The Our North Tyneside Plan sets out bold ambitions for ensuring that the Borough's residents, businesses, environment, and economy continue to thrive; making North Tyneside an even greater place to live, work and visit by 2025. The plan outlines a vision of building a better North Tyneside, looking to the future, and listening to and working better for residents.

Listening and learning from all customer feedback, including that from complaints, is an integral part of this ambition.

### **1.5 Information:**

#### **1.5.1 Background**

Cabinet last reviewed its Corporate Complaint Procedure on 27 November 2023. As part of that report, Cabinet agreed that should the Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman (HO) introduce new Complaints Handling Codes of Practice in 2024 which resulted in the need to review the Authority's Corporate Complaints Procedure, the Assistant Chief Executive would have authority to undertake such a review and make any proposed amendments to the Procedure, and to bring a further report to Cabinet seeking its agreement to any amendments. This is such a report.

The Authority's Customer Promise sets out what customers should expect of Authority services and what they can do if they consider that things have not gone well. The Authority encourages comments and feedback about any of its

services, both positive and negative; they provide the opportunity to learn and continually improve how things are done. The Authority is committed to doing everything possible to resolve complaints for its customers fairly, early and as efficiently as possible.

The Customer First Office was established in July 2022 and administers the Authority's corporate and statutory complaints, in line with its associated complaints Procedures and using the standards set out in the Authority's Customer Promise.

The Authority has a current Corporate Complaints Procedure for all its services, that satisfies the requirements of both the LGSCO and HO.

Childrens' social care complaints are governed by the Children Act 1989 and the Authority has a supplementary, but complimentary, Complaints Procedure for managing those complaints, that satisfies the requirements of the 1989 Act, the LGSCO, and associated regulators.

Adult social care complaints are governed by the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 and the Authority has a supplementary but complimentary Complaints Procedure for those complaints, that satisfies the requirements of the Regulations, LGSCO, and associated regulators.

The principles and commitment of the Corporate Complaints Procedure, guide the way that all complaints are managed by the Authority, regardless of any supplementary, procedures used. The Authority's Corporate Complaints Procedure 2023, defined a complaint as an expression of dissatisfaction, however made, about the services the Authority provides. It can relate to the standard of service, actions or lack of action taken by the Authority, its own staff, or those acting on its behalf, affecting an individual resident or group of residents and which requires a response.

The HO looks at complaints about registered providers of social housing, including local authorities, housing associations, and other landlords, managers and agents. The service is free, independent and impartial. The HO is an executive non-departmental public body, sponsored by the Department for Levelling Up, Housing and Communities.

The LGSCO looks at complaints about local authorities and some other public authorities and organisations, including education admissions appeal panels

and adult social care providers (such as care homes and home care providers). The service is free, independent and impartial. The LGSCO works with the Department for Levelling Up, Housing and Communities.

### 1.5.2 Background to the New Ombudsman Codes

The HO and LGSCO launched a national, joint consultation on their respective Complaint Handling Codes in 2023.

The HO consultation was carried out as required by the Social Housing (Regulation) Act 2023.

The HO partnered with the LGSCO to extend their respective Codes across all local government functions to promote effective complaint handling.

While social landlords have had to meet the obligations within the HO Code since it was introduced three years ago, under a new statutory Code landlords will now have to demonstrate that they are meeting the requirements of the Code. The HO will also have new powers as part of its duty to monitor and hold landlords to account as part of its Complaints Handling Process.

The national joint consultation from both Ombudsman started on 28 September 2023 and closed on 23 November 2023 and the intention at the time, was to produce a single, unified, Complaints Handling Code, across both Ombudsman's areas of responsibility, in early 2024.

On 8 February 2024, the HO and LGSCO announced that there would be two separate Complaints Handling Codes, one for each Ombudsman and both have made the Codes publicly available. Whilst separate, the Codes include similar advice and guidance about how to administer a fair and effective complaints process.

The separate Codes recognise the different roles and powers that the respective Ombudsmen have and have important differences, such as the LGSCO Code referring to some of the expected standards to be achieved as 'should' whereas the HO Code refers to 'must'.

The HO code will become effective from 1 April 2024.

The LGSCO has issued the Code as “advice and guidance” under section 23 (12A) of the Local Government Act 1974. This means that local authorities and other public authorities should consider the Code when developing complaint handling policies and procedures and when responding to complaints. If an authority decides not to follow the Code, the LGSCO would expect it to have a good reason for doing so.

The LGSCO states that authorities are encouraged to adopt the Code as soon as they are able to do so. The LGSCO intend to start considering the Code as part of their processes from April 2026 at the earliest. This gives authorities the opportunity to adopt the Code successfully into working practices. During the first two years the LGSCO will be working with a number of pilot authorities to understand the impact of the Code and provide further guidance to the sector.

The LGSCO will start considering his Code as part of their processes from April 2026.

### 1.5.3 Key Changes to the Authority’s Complaint Procedure

The Authority’s existing Corporate Complaint Procedure adopted in November 2023 will as stated above become the ‘Corporate and Housing Services Complaints Procedure’, and includes the standards contained in the two new Ombudsman’s Codes, as appropriate.

The Corporate and Housing Services Complaints Procedure is attached to this report as Appendix 1 and the key differences between the new Corporate and Housing Services Complaints Procedure and existing Corporate Complaints Procedure are set out below: -

#### Complaint Stages

The Authority currently has a Three Stage complaint process built into the Corporate Complaints Procedure; the LGSCO and HO have both introduced a national and standard Two Stage Process. This means that the Authority’s current Three Stage Corporate Complaints Procedure is out of keeping with that and will therefore be replaced with a Two Stage Process in the Corporate and Housing Services Complaints Procedure.

Stage One - will be reviewed by a manager of the team or service being complained about.

Stage Two - will be reviewed ideally by a Head of Service or Director.

Stage Two is the final stage of complaint.

Complainants have the right to take their complaint to either Ombudsman, at any stage during or after the process.

### Timescales

The Two Stage process, set out in section four of the Corporate and Housing Services Complaints Procedure, has the following mandated timescales set by both the LGSCO and HO: -

Stage One - a complaint will be acknowledged within five working days, including agreement on the complaint definition.

Stage One - will be completed within 10 working days from the date of acknowledgement of the complaint.

Stage Two - a referral to Stage Two of the Complaints Procedure will be acknowledged within five working days, including agreement on the complaint definition.

Stage Two- will be completed within 20 working days from the date of acknowledgement of the referral to Stage Two of the process.

### Reporting

The Authority is required to produce an annual complaints, performance and service improvement report for scrutiny and challenge, for all corporate and housing service complaints. The requirements and timescales for these reports, differ slightly between each Ombudsman. Therefore, two reports will be produced annually and will be shared and scrutinised with the appropriate bodies within the Authority, including Cabinet. The key aspects of the performance and improvement reports are:

- completion of annual self-assessment against the two Ombudsman Complaint Handling Codes, to ensure the Authority's Corporate and Housing Services Complaint Procedure, remains in line with its requirements.

- a qualitative and quantitative analysis of the Authority's complaint handling performance; this must also include a summary of the types of complaints the Authority has refused to accept
- any findings of non-compliance with the two Codes operated by the relevant Ombudsman
- the service improvements made as a result of the learning from complaints
- any other relevant annual reports about the Authority's performance from the Ombudsman, and
- any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.

The annual complaints performance and service improvement reports must be reported to Cabinet and that information must be published on the on the Authority's website. The Authority's response to the report must be published alongside this.

- The Authority may be asked to review and update its self-assessment following an Ombudsman investigation.
- The Authority must also carry out a self-assessment following a significant restructure, merger and/or change in its procedures.

The further differences between the Corporate and Housing Services Complaints Procedure and the existing Corporate Complaints Procedure, agreed by Cabinet in November 2023, reflect the most up to date terminology and standards contained in the Complaint Handling Codes of both Ombudsman.

#### 1.5.4 Transition and Next Steps

Both the LGSCO and HO have confirmed that the changes made to their respective Complaints Handling Codes does not limit, or negatively impact, on how an individual can raise a complaint with their organisations. Similarly, the Authority's customers' ability to raise complaints about the Authority would be unaffected by the adoption of the new Corporate and Housing Services Complaints Procedure.

- The new Corporate Complaint and Housing Service Procedure, subject to Cabinet's approval, will be effective from 1 April 2024. The Authority's Constitution will be updated to reflect this in due course following the Council Annual Meeting.
- All complaints received before 1 April 2024, which are registered under the 2023 Corporate Complaint's Procedure, will be dealt with using the standards in that Procedure, until the complainant leaves or exhausts the complaints process.

New complaints received on or after the 1 April 2024, will be dealt with under the new Corporate Complaint and Housing Service Procedure.

- There will be information published on the Authority's complaint's page of its website explaining these changes.
- Access and processes for making a complaint, will not change.
- The new Corporate Complaint and Housing Services Procedure will be published on the Authority's website and an assessment of further communication needs completed, and where needed, actions implemented.
- Communication within the Authority and with relevant partners, will take place within four weeks of the adoption of the new Corporate Complaint and Housing Service Procedure, and an assessment of training needs for colleagues completed.
- The Authority intends to act as a pilot site for the LGSCO, sharing learning and experiences from the work to embed the new Corporate Complaint and Housing Services Procedure over the next 12 months.
- The Authority will review its current complaint monitoring, reporting and feedback arrangements, to ensure relevant bodies receive appropriate information about complaint activity and compliance, and report progress of this work in the annual complaint's performance and service improvement reports to Cabinet in 2024.

## 1.6 Decision options:

The following decision options are available for consideration by Cabinet:

### Option 1

Cabinet agrees the recommendations set out in paragraph 1.2 of this report.

### Option 2

Cabinet does not agree with the recommendations set out in paragraph 1.2 of this report.

Option 1 is the recommended option.

## 1.7 Reasons for recommended option:

Option 1 is recommended for the following reason.

The standards set out in the Corporate Complaint and Housing Service Procedure at Appendix 1 and the complaints processes set out therein, are based on those included in the two new Codes of Practice for complaint handling, published by the LGSCO and HO on 8 February 2024. This followed a national joint consultation held by both Ombudsmen from September 2023 to November 2024. Both Ombudsmen have stated their intent was to introduce gold standard complaint handling procedure across the local government and the social housing sector.

The Authority submitted responses and questions to the national consultation exercise in 2023.

The LGSCO and HO have issued two separate Codes, based on unified principles, that share many of the same approaches in key areas such as response times and the number of complaint stages to be used. The separate Codes recognise the different roles and powers of each Ombudsman.

The HO Code of Practice will become effective from 1 April 2024

The LGSCO Code of Practice will start considering the Code as part of their processes, from April 2026.



Application of a single approach and procedure for complaints made to the Authority, is deemed beneficial for all who use the Authority's services. The Authority had already updated its Corporate Complaints Procedure in November 2023, anticipating and accommodating many of the changes that the new Codes now include.

## 1.8 Appendices:

Appendix 1: The Corporate and Housing Services Complaints Procedure.

## 1.9 Contact officers:

Jacqueline Laughton, Assistant Chief Executive 643 5724

Peter Mennell, Director Housing and Property Services, tel. 075831 40037

Haley Hudson, Head of Public Service Reform and Customer Experience, tel. (0191) 07432006738

Eilidh Cook, Customer First Office Manager, tel. (0191) 643 5363

Darrell Campbell, Senior Business Partner, 643 7052

## 1.10 Background information:

The following background papers/information have been used in the compilation of this report and are available at the office of the author:

(1) North Tyneside Council Corporate Complaints Procedure  
<https://my.northtyneside.gov.uk/category/478/complain-about-council-services>

(2) Housing Ombudsman Complaint Handling code 2024:  
[Complaint Handling Code 2024 - Housing Ombudsman \(housing-ombudsman.org.uk\)](https://ombudsman.org.uk)

(3) Local Government and Social Care Ombudsman Complaint Handling Code:  
[Complaint Handling Code - Local Government and Social Care Ombudsman](https://ombudsman.org.uk)

(4) The Local Authority Social Services Complaints (England) Regulations 2006 and Guidance (Children)  
<http://www.legislation.gov.uk/uksi/2006/1738/contents/made>

- (5) The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 and Guidance (Adults)  
[http://webarchive.nationalarchives.gov.uk/+www.dh.gov.uk/en/SocialCare/DH\\_120361](http://webarchive.nationalarchives.gov.uk/+www.dh.gov.uk/en/SocialCare/DH_120361)
- (6) Equality Impact Assessment - Attached

## PART 2 – COMPLIANCE WITH PRINCIPLES OF DECISION MAKING

### 2.1 Finance and other resources

There are no financial or other resource implications arising directly from this report. The delivery of complaint services is provided for from existing budget provision. Remedy payments are funded from existing budgets in the relevant service areas.

### 2.2 Legal

The Local Government Act 1974 established the then Local Government Ombudsman for England and for Wales. Wales is now covered by the Public Services Ombudsman for Wales. Under the 1974 Act the LGSCO can investigate complaints from members of the public alleging they have suffered injustice as a result of maladministration and/or service failure. The LGSCO also has the power to investigate complaints from people who allege they have suffered injustice as a result of action by adult social care providers.

The Housing Ombudsman Scheme is approved by the Secretary of State under section 51 of, and Schedule 2 of the Housing Act 1996. The Act requires social landlords, including local authorities to be members of the HO scheme. The HO has the power to resolve disputes involving members of the Scheme, including making awards of compensation or other remedies when appropriate, as well as to support effective landlord and tenant dispute resolution by others.

As a 'responsible body' under the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 the Authority must make arrangements for handling and considering complaints concerning the provision of social services in accordance with the 2009 Regulations.

The Regulations specify what should be included in the complaints handling arrangements and also require the Authority to prepare an annual report for each year which must specify the number of complaints which the Authority has received.

## **2.3 Consultation/community engagement**

### **2.3.1 Internal Consultation**

The proposed Corporate and Housing Services Complaint Procedure in Appendix 1, contains standards from the two new Codes of Practice for complaint management, published by the LGSCO and HOS on 8 February 2024. This followed a national joint consultation held by both Ombudsman from September 2023 to November 2024. Both Ombudsman have stated their intent was to achieve best standard complaint handling across the local government and the social housing sector.

As per the Authority's Constitution, the Regulation and Review Committee and Lead Cabinet Member for Housing services, was consulted about the proposed changes to the Corporate Complaints Procedure.

### **2.3.2 Community engagement**

Nationally, both Ombudsman invited residents and their representative bodies to participate in the consultation about the new Complaints Handling Codes, online via their websites, telephone, email or in writing.

## **2.4 Human rights**

The service promotes equal access to complaint services and opportunities to contribute to service improvement.

## **2.5 Equalities and diversity**

The Authority promotes equal access to complaint services and opportunities to contribute to service improvement. Material is available in different formats and officers actively help those with individual needs as required.

Equality monitoring data is requested from all complainants, so that the Authority can ensure it meets the needs of people with protected characteristics across all of the borough's communities.

An Equality Impact Assessment (EqIA) for the corporate complaints service was completed in December 2023. This will be reviewed within

the next six months, in line with Corporate Complaint and Housing Services Complaint Procedure, if agreed by Cabinet.

## 2.6 Risk management

There are no risk implications directly arising from this report.

## 2.7 Crime and disorder

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

## 2.8 Environment and sustainability

There are no environment and sustainability implications arising from this report.

### PART 3 – SIGN OFF

- Chief Executive  X
- Director(s) of Service  X
- Mayor/Cabinet Member(s)  X
- Chief Finance Officer  X
- Monitoring Officer  X
- Assistant Chief Executive  X

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## Business as usual (BAU) Equality Impact Assessment (EqIA)

1. Business as usual service activity		
Name of the activity being assessed	Customer First Office – Complaints	
Purpose of activity	Corporate and Statutory complaint management for all council services accessed by residents and visitors. This service can be accessed via Web ( <a href="https://my.northtyneside.gov.uk/page/7856/complain-about-council-services">https://my.northtyneside.gov.uk/page/7856/complain-about-council-services</a> ), Telephone, Email or in person at Council buildings.	
Who is the activity intended to benefit?	Customers: Residents, visitors Service Teams throughout the Council can use this information to make service improvements by learning from previous mistakes.	
Version of EqIA	Version 1	
Date this version created	07/06/2023	
Confidential	no	
Directorate	Corporate Strategy and Customer Services	
Service	Customer Service and Digital Strategy	
	<b>Name</b>	<b>Service or organisation</b>
Principal author	Eilidh Cook	Customer First Office
Additional authors	Ruth Barfoot	Customer Service Programme
	Carol Girvan	Customer First Office

2. Groups impacted		
Does the project impact upon?		If yes, what is the estimated number impacted and the Level of impact this will have on the group (high, medium, low)?
Service users	yes	600 (average number of complaints registered) – Medium
Carers or family of service users	yes	Min 600 – medium
Residents	yes	206,000 – Medium
Visitors	yes	6.6 million – Low
Staff	yes	4,500 including Elected Members – Low
Partner organisations	yes	Equans, Capita, NHS – Low

3. Evidence gathering and engagement		
	Internal evidence	External evidence
What evidence has been used for this assessment?	Service area satisfaction survey (Internal teams), Complaint satisfaction survey (service user)	- <a href="#">Local Government and Social Care Ombudsman Annual review letter to Council</a> -Housing Ombudsman Annual Report to Council - Published December 23 -Residents Survey
Have you carried out any engagement in relation to this activity?	yes	
If yes of what kind and with whom? If no, why not?	<a href="#">Annual complaints report</a> 22 -23 published 30 November 23 6 monthly reports to service teams on complaint activity 6 monthly service team reviews Satisfaction surveys	
Is there any information you don't have?	no	
If yes, why is this information not available?	None identified as yet	

4. Impact on groups with different characteristics			
Legally protected characteristics	Potential positive impact identified	Potential negative impact identified	Description of the potential impact and evidence used in the assessment (mitigations are not included here)
Age	no	no	
Disability	no	yes	Not all services might be fully accessible by all channels. People who are deaf / blind may suffer a delay in accessing the service until interpretation or translation can be arranged.
Gender reassignment	no	yes	Potential for customer to be misgendered by the officer they are engaging with. regards to their titles and pronouns



Marriage & civil partnership	no	no	
Pregnancy & maternity	no	no	
Race	no	yes	Communication may not be in someone's first language. Delay to service if an interpreter is needed to translate. Potential for unconscious bias towards certain groups
Religion or belief	no	yes	Potential for unconscious bias towards certain groups
Sex	no	no	
Sexual orientation	no	yes	Potential for unconscious bias towards certain groups
Intersectionality	no	no	
<b>Non-legally protected characteristic</b>			
Carers	no	yes	May have a negative impact on carers who, due to their caring responsibilities, could find it challenging to complain within the 12 month time limit.
Socio-economic disadvantage	no	no	

<b>5. Achievement of the Authority's Public Sector Equality Duty</b>		
<b>Will the activity contribute to any of the following?</b>		<b>If yes, how?</b>
<b>Eliminate unlawful discrimination, victimisation and harassment</b>	N/A	
<b>Advance equality of opportunity between people who share a protected characteristic and those who do not</b>	yes	Being an accessible service to give everyone an equal opportunity to make a complaint and receive an outcome communicated in a way that can be understood.
<b>Foster good relations between people who share a protected characteristic and those who do not</b>	N/A	

6. Negative impacts		
Potential negative impact	Can it be reduced or removed?	If yes how? If no, why not and what alternative options were considered and not pursued?
Disability / Race - Communication Support	yes- reduced	<p>The Authority is committed to ensuring that everyone has equal access to all services and part of this is to make sure this procedure is easily accessible. To support this process:</p> <ul style="list-style-type: none"> <li>• complaints are accepted over the telephone, in person, in writing, by email, via the website or by any other reasonable means.</li> <li>• we can provide information and responses in alternative formats including, Braille, large print, easy read format, other languages where needed; and</li> <li>• provide translators (including sign language interpreters) where needed.</li> <li>• Provide advocates where needed</li> <li>• Plain English training – we undertake Customer Promise reviews of complaint responses .</li> <li>• Translation service available if needed.</li> </ul>
Race - Communication Support	yes- reduced	<p>The Customer First Office can arrange the assistance of an advocate if needed. This will be supported if it will help facilitate full and effective consideration of the complaint. Whilst appointing an advocate it may be necessary to extend the response date of the customers complaint.</p>
Gender reassignment/ sexual orientation/ race and religion conscious / unconscious bias	yes- reduced	<p>Equality and Diversity training for all staff who administer and process complaints.</p>
Carers	yes- reduced	<p>Authorisation act on behalf of the customer is requested from the carer at point of contact.</p>

		The time limit will be applied with discretion and will consider any exceptional circumstances or specific reasons that may have impacted the customer's ability to make a complaint within the 12-month timescale.
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7. Action plan					
Actions to gather evidence or information to improve NTC's understanding of the impacts on people with protected characteristics and how best to respond to them	Responsible officer name	Responsible officer service area	Target completion date	Action completed	
Annual complaints report	Eilidh Cook	Corporate Strategy	31/10/2023	yes	
Actions already in place to remove or reduce negative impacts	Responsible officer name	Responsible officer service area	Impact		
Colleague Equality and Diversity training	Eilidh Cook	Corporate Strategy	reduce		
Customer Satisfaction Survey	Eilidh Cook	Corporate Strategy	reduce		
Internal Customer satisfaction survey	Eilidh Cook	Corporate Strategy	reduce		
NTC access statement included at all points of the complaint process – including letters, emails and Statements of complaint	Eilidh Cook	Corporate Strategy	reduce		
Actions that will be taken to remove or reduce negative impacts	Responsible officer name	Responsible officer service area	Impact	Target completion date	Action completed
Annual report feedback and review by Customer First Manager	Eilidh Cook	Corporate Strategy	reduce	31/10/2023	yes

Publication of BSL video providing information around the complaints service and how to access it	Eilidh Cook	Corporate Strategy	Reduce	30/03/2024	In progress
<b>Actions that will be taken to make the most of any potential positive impact</b>	<b>Responsible officer name</b>	<b>Responsible officer service area</b>		<b>Target Completion Date</b>	<b>Action completed</b>
Annual report lessons learnt, and key priorities identified for the following year	Eilidh Cook	Corporate Strategy		31/03/2024	in progress
<b>Actions that will be taken to monitor the equality impact of the activity</b>	<b>Responsible officer name</b>	<b>Responsible officer service area</b>		<b>Target Completion Date</b>	<b>Action completed</b>
Review Customer Satisfaction surveys	Eilidh Cook	Corporate Strategy		31/10/2023	yes
Review Service team survey	Eilidh Cook	Corporate Strategy		31/10/2023	yes
<b>Date review of EqIA to be completed</b>	<b>Responsible officer name</b>	<b>Responsible Officer Service Area</b>			
23/11/2023	Eilidh Cook	Corporate Strategy			

#### 8. Outcome of EqIA

<b>Outcome</b>	<b>Please explain and evidence why you have reached this conclusion:</b>
The proposal is robust, no major change is required	There is sufficient engagement with customers to understand need and design services and approach to meet those needs.

#### 9. Corporate Equality Group member approval

<b>Do you agree or disagree with this assessment?</b>	<a href="#">Choose an item.</a>
<b>If disagree, please explain why?</b>	
<b>Name of Corporate Equality Group member</b>	
<b>Date</b>	<a href="#">Click or tap to enter a date.</a>

#### 10. Director/Head of Service approval

<b>Do you agree or disagree with this assessment?</b>	<a href="#">Choose an item.</a>
<b>If disagree, please explain why?</b>	Free text
<b>Name of Director/Head of Service</b>	Free text
<b>Date</b>	<a href="#">Click or tap to enter a date.</a>

Please return the document to the Author and Corporate Equality Group member.

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# Corporate and Housing Services Complaint Procedure



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## 1. Customer Promise – we listen, we care

North Tyneside Council is here to serve the residents, businesses, and visitors of the Borough; it strives to deliver excellent customer service to keep North Tyneside a great place to live, work and visit.

The Authority's Customer Promise sets out what customers should expect of council services and what they can do if things don't go well. The Authority encourages comments and feedback about any of its services, both positive and negative; they provide the opportunity to learn and continually improve how things are done.

The Authority is committed to resolving complaints for its customers fairly, early and as efficiently as possible.

This document outlines the Authority's complaint procedure. It encompasses a wide range of council services, the requirements of two different national Ombudsmen and a wide range of issues that customers could experience.

For the purposes of this procedure, customers are defined as people who use council services, including, residents, council home tenants (including ex-occupiers), businesses and visitors to the Borough.

## 2. What can be complained about

Effective complaint handling enables customers to be heard and understood. The starting point for this is a shared understanding of what constitutes a complaint.

A complaint is defined as an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the Authority, its own staff, or those acting on its behalf, affecting a resident or group of residents and which requires a response. It may relate to one or more of the following:

- quality of the service
- delay in service
- non provision of service
- refusal to provide a service
- communications related to the provision of a service, and
- manner and attitude of staff engaged in the delivery of a service.

However, this is not an exhaustive list, and the Customer First Office can provide guidance. (See Appendix 2).

### 3. Who can complain

Any Authority customer or any person who the Authority is satisfied is acting on behalf of the customer can make a complaint; this includes those who are ex-occupiers of council homes.

A customer does not have to use the word 'complaint' for it to be treated as such. Whenever a customer expresses dissatisfaction the Authority will give them the choice to make a complaint. A complaint that is submitted via a third party or representative will be handled in line with this procedure.

The Authority will make reasonable enquiries to satisfy itself as to the standing of any other person, e.g. by asking the customer if they are aware of and are happy for the other person to pursue a complaint on their behalf. This might be in person or in writing and sensitivity will be always used to ensure a person has sufficient capacity to provide that assurance and to avoid any unnecessary or inappropriate distress.

The Authority will always accept a complaint unless there is a valid reason not to do so (please refer to Appendix 1 for details of exemptions and exclusions). If the Authority decides not to accept a complaint, it must be able to evidence its reasoning. Each complaint will be considered on its own merits.

## 4. The procedure

### 4.1 About this procedure

This procedure is for all services the Authority operates which are not covered by the statutory 'social services' complaints procedures or subject to any exemptions or exclusions (Appendix 1).

This procedure does not cover other ways that customers can ask for services or get in contact with specific teams to discuss their current or future service provision.

This procedure recognises the difference between a service request and a complaint. A service request is a request from a customer to the Authority requiring action to be taken to put something right. Service requests are not complaints, but will be recorded, monitored and reviewed regularly.

Individual teams will log and monitor service requests, in line with their individual reporting and governance arrangements, often dictated by governing or inspecting bodies.

Service requests received by the Authority's Customer First Office are recorded, monitored and regularly reviewed. They are also reported to Cabinet in the annual Complaint Report.

The Authority's housing services, record, monitor and regularly reviews its service requests and report these as part of its annual performance assessment report to Cabinet.

A complaint will be raised when the customer expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. The Authority will not stop their efforts to address the service request if the customer complains.

An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where the Authority asks for wider feedback about their services, they also must provide details of how customers can complain.

Complaints and service requests are accepted over the telephone, in person, in writing, by email, via the website or by any other reasonable means.

Customers always have the right to refer their complaint to the relevant Ombudsman at any point during the complaint process. The Ombudsman may request that the complainant exhausts the Authority's complaint procedure before they consider investigating.

If a complaint investigation shows that the Authority has got something wrong, the Authority will record the complaint as being upheld, even if there are elements of the complaint not upheld. It is not appropriate to record a complaint as being partially upheld, although the Authority may provide additional information to show such activity.

## 4.2 The two stage complaint process

At each stage of the complaints process, complaint handlers will:

- a) deal with complaints on their merits, act independently, and have an open mind
- b) give the customer a fair chance to set out their position
- c) take measures to address any actual or perceived conflict of interest, and
- d) consider all relevant information and evidence carefully.

Where a key issue of a complaint relates to the parties' legal obligations, the Authority will clearly set out their understanding of the obligations of both parties and seek clarification before doing so where this is not initially clear.

The early and local resolution of issues between Authority and customers is key to effective complaint handling.

A complaint response must be provided to the customer when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the customer.

Where a response to a complaint will fall outside the timescales set out in this process, the Authority will agree with the customer, suitable intervals for keeping them informed about their complaint. The customer will also be provided with the contact details of, and how to contact the relevant Ombudsman.

Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the customer.

<b>Corporate Complaint</b>	<p>Complaints will be logged and reported in the Authority's annual Complaint Report. Complaints should be investigated at Stage One before they can be investigated at Stage Two.</p> <p>The complainant will always have the right to escalate their complaint to the subsequent Stage.</p> <p>The Authority will ensure that appropriate remedies can be provided at any stage of the complaints process, without the need for escalation.</p>
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Complaints can be started by using this [form](#); emailing [customerfirstoffice@northtyneside.gov.uk](mailto:customerfirstoffice@northtyneside.gov.uk) or by calling the Customer First Office on 0191 643 2280.

### **Stage One**

When a complaint is made, the Customer First Office will contact the complainant and ask them to write a statement of complaint (if this has not already been completed), describing the complaint and what outcome they would like to see. Support is available from the Customer First Office to complete a statement of complaint. This will be completed and acknowledged by the Customer First Office, within five days of the first contact.

The acknowledgment will set out the Authority's understanding of the complaint, known as the complaint definition. If any aspect of the complaint is unclear, the customer will be asked for clarification.

The Authority will make clear any aspects of the complaint it is not responsible for and clarify any areas where this is not clear.

The Authority will address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.

The statement of complaint will be typically investigated by a manager of the service or team being complained about. The complainant will receive a written acknowledgement, after they have submitted their statement of complaint, including information about the relevant Ombudsman.

The Authority will issue a full response to Stage One complaints within 10 working days of the complaint being acknowledged.

This response will include information about next steps and a person's right to approach the Ombudsman about the decision.

The Authority will confirm the following in writing to the resident at the completion of Stage One in clear, plain language:

- a) the complaint stage
- b) the complaint definition
- c) the decision on the complaint
- d) the reasons for any decisions made
- e) the details of any remedy offered to put things right
- f) details of any outstanding actions; and
- g) details of how to escalate the matter to Stage Two if the individual is not satisfied with the response.

Where customers raise additional complaints during the investigation, these must be incorporated into the Stage One response if they are related, and the Stage One response has not been issued. Where the Stage One response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.

### **Stage Two**

If all or part of the complaint is not resolved to the resident's satisfaction at Stage One, it must be progressed to Stage Two; Stage Two is the Authority's final response.

The complainant is not required to give a reason to ask for the complaint to be progressed to Stage Two.

Requests for Stage Two must be acknowledged, defined and logged at Stage Two within five working days of the escalation request being received.

The person considering the complaint at Stage Two must not be the same person that considered the complaint at Stage One. Stage two complaints will typically be considered by a Head of Service or Senior Manager.

The Authority will issue a final response to the Stage Two within 20 working days of the complaint being acknowledged.

The Authority will decide whether an extension to this timescale is needed when considering the complexity of the complaint and will then inform the customer of the expected timescale for response, as well as providing the contact details for the relevant Ombudsman. Any extension must be no more than 20 working

	<p>days without good reason, and the reason(s) must be clearly explained to the customer.</p> <p>The Authority will confirm the following in writing to the customer at the completion of Stage Two in clear, plain language:</p> <ul style="list-style-type: none"> <li>a) the complaint Stage</li> <li>b) the complaint definition</li> <li>c) the decision on the complaint</li> <li>d) the reasons for any decisions made</li> <li>e) the details of any remedy offered to put things right</li> <li>f) details of any outstanding actions, and</li> <li>g) details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</li> </ul>
<p><b>Social Care Complaints</b></p>	<p>There are two further procedures for investigating adult and children’s social care complaints:</p> <ul style="list-style-type: none"> <li>• <a href="https://my.northtyneside.gov.uk/sites/default/files/web-page-related-files/Statutory%20Childrens%20Complaint%20Process.pdf">https://my.northtyneside.gov.uk/sites/default/files/web-page-related-files/Statutory%20Childrens%20Complaint%20Process.pdf</a></li> <li>• <a href="https://my.northtyneside.gov.uk/sites/default/files/web-page-related-files/Adult%20Social%20Care%20Statutory%20Complaints.pdf">https://my.northtyneside.gov.uk/sites/default/files/web-page-related-files/Adult%20Social%20Care%20Statutory%20Complaints.pdf</a></li> </ul> <p>Social care complaints should be raised by using this <a href="#">form</a>, or by calling the Customer First Office on 0191 643 2280.</p>
<p><b>Ombudsman</b></p>	<p>A complainant always has the right to refer their complaint to the relevant Ombudsman at any point. The Ombudsman may ask that they exhaust the Authority’s complaint procedure first.</p> <p><a href="#">Local Government and Social Care Ombudsman</a> – has jurisdiction of complaints about council services.</p> <p>0300 061 0614</p> <p><a href="http://www.lgo.org.uk">www.lgo.org.uk</a></p> <p><a href="#">The Housing Ombudsman</a> – has jurisdiction of complaints about social housing, this includes council tenants.</p> <p>0300 111 3000</p> <p><a href="http://www.housing-Ombudsman.org.uk">www.housing-Ombudsman.org.uk</a></p>



## 5. Solutions and remedies

Where something has gone wrong the Authority will acknowledge this in complaint responses at both Stages of this procedure, and set out the actions it has already taken, or intends to take, to put things right. These can include:

- saying sorry
- acknowledging where things have gone wrong
- providing an explanation, assistance or reasons
- taking action if there has been delay
- reconsidering or changing a decision
- amending a record or adding a correction or addendum
- providing a financial remedy, or
- changing policies, procedures or practices.

Any remedy offered must reflect the impact on the customer as a result of any fault identified.

The Authority will look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.

The Authority will take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.

The remedy will clearly set out what will happen and by when, in agreement with the customer where appropriate. Any remedy proposed must be followed through to completion.

The Authority's key objective in relation to complaint handling for all relevant employees or third parties, reflects the need to:

- have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments
- take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and
- act within the professional standards for engaging with complaints as set by any relevant professional body.

## 6. Accessibility and equal opportunities

The Authority is committed to ensuring that everyone has equal access to all of its services and wants to make it easy for customers to complain, by providing different channels through which a complaint can be made. The Authority will give due regard and consideration to its duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of customers who may need to access the complaints process. To support this:

- complaints are accepted over the telephone, in person, in writing, by email, via the website or by any other reasonable means
- this complaint procedure is available in a clear and accessible format for all customers, including the two Stage process, the timeframes for responding and what customers can expect to happen
- this complaint procedure is published on the Authority's website
- the Authority can provide information and responses in alternative formats including, Braille, large print, easy read format, BSL (British Sign Language) video, audio formats and other languages where needed; and
- the Authority can provide interpreters (including sign language translators) where needed.

The Authority will keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a customer has disclosed. Any agreed reasonable adjustments must be kept under active review.

To monitor customer satisfaction and equality and diversity, the Authority asks complainants for relevant equality monitoring information and feedback on their experience of the complaint process; this is however, not mandatory to make a complaint.

## 7. Providing advocacy and support

The complainant can be supported through the complaints process by a representative, such as a family member or friend, when raising any complaint at any time, if it will help facilitate full and effective consideration of their complaint.

The Customer First Office can also signpost the complainant to local advocate services; there is no duty on local authorities to provide an advocacy service in respect of this procedure but other procedures, such as those for social care services, will have their own arrangements.

## Appendix 1

### 1.1 Which is the correct complaints procedure

There are a number of complaint procedures used by the Authority. It is important that the complaint is dealt with in line with the correct procedure.

- Complaints about services provided by the Council: this procedure.
- Complaints about local Elected Councillors: [Complain about a councillor](#)
- Complaints about Data Protection: [Data Protection](#)
- Complaints about Schools, should be directed to the school in the first instance: [Find a School](#)
- Complaints about Adult Social Care: [Adult Social Care](#)
- Complaints about Children's Social Care: [Childrens Social Care](#)

### 1.2 Exemptions

The Authority will not take a blanket approach to excluding complaints or refusing to escalate a complaint through all stages of the complaint process; it will consider the individual circumstances of each complaint.

This complaints procedure does not apply when:

- the person wishing to complain does not meet the requirements of 'who can complain'
- matters over one year old, unless there is good reason and will be at the discretion of the Authority's Complaint Manager. For example, someone who has been unable to lodge their complaint earlier due to incapacity, or where new information has come to light which could have affected the original investigation
- legal proceedings have started; typically defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court
- complaints about the Authority's policy\*
- where the same complaint has already been dealt with at all Stages of this procedure and/or by the Local Government or Housing Ombudsman
- the complaint is unclear, frivolous, or vexatious

- matters which should be dealt with under other proceedings, e.g.
  - disciplinary proceedings\*\*
  - complaints from staff about personnel issues
  - services for which alternative statutory appeals process already exists, including the statutory 'social services' complaints procedures.

\* The Authority's Policy includes decisions formally agreed by a Committee, Cabinet or Council. This might extend to incorporate formally approved procedures and well-established custom and practice but there will be a requirement on a person seeking to rely on this exception to demonstrate, possibly ultimately to the Local Government and Social Care or Housing Ombudsman, that the issues should be deemed as being The Authority's Policy.

Complaints about policy may be 'investigated' at Stage One and relevant Elected Members will be advised by the Customer First Manager but no further action is taken within these procedures.

Complaints can be accepted if they relate to the interpretation and / or application of policy.

\*\* Complaints are treated as being about quality of service, not an individual employee or employees. Staff can be named in complaints as most of the Authority's services are provided by its staff. However, the complaints procedure is not a disciplinary tool. Complaints will only be referred for consideration under the separate disciplinary procedures where gross misconduct is alleged; or other serious issues appear to have occurred; or where the individuals have live warnings of a relevant nature. Such referrals shall be made at the discretion of the relevant service manager who will advise the member of staff accordingly. In such circumstance the complaint, or relevant element of complaint, will not be considered further under these procedures and the complainant will be informed accordingly.

In the event that a complaint is not accepted at any Stage, a detailed explanation is provided to the person wishing to complain, setting out the reasons why the matter is not suitable for the complaints process or the next Stage and their right to refer that decision to the relevant Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the Authority to take on the complaint.

### **1.3 Anonymous complaints**

Anonymous complaints will be recorded within the procedure and examined at Stage One. Relevant service management will have discretion to decide what action it should take. The fact that the complaint is from an anonymous source will not justify a decision not to examine the matter, nor will it rule out referral to other procedures as appropriate.

### **1.4 Offensive complaints**

A complaint is considered offensive if it includes comments (including swearing) which are of a derogatory, discriminatory, or offensive in nature. The complaint will be referred to the Customer First Manager who will determine the appropriate response. A distinction will be drawn between the above and a statement made in good faith. For example, a customer might allege a member of staff swore at them and when the customer repeats back what was said to them, or what they heard a member of staff say, they must give this detail as part of making their complaint.

### **1.5 Persistent complainants**

There may be an occasion where a complainant will persist in their cause, often following multiple routes (corporate complaint, Chief Executive or Director of Service, Councillor or MP, Advocate, Freedom of Information, Subject Access Requests, and social media). All potentially persistent complaints will be considered, but if the substance of the complaint is the same as the previously determined one, and there are no new issues presented, then the Service Manager and / or Customer First Manager will consider applying the Managing Unreasonable Behaviour Policy.

### **1.6 Insurance claims**

The Authority will not investigate a complaint if the issue is something that should be dealt with as an insurance claim against the Authority. Where this is the case, the customer will be advised of this decision and the reasons for it.

## Appendix 2

### 2.1 Customer First Office

All Authority teams are responsible and accountable for the services they provide. The Authority's Complaints Manager is responsible for managing the corporate complaints procedure and is based within the Customer First Office.

To contribute to fairness and objectivity, the Authority's Complaints Manager does not directly deliver front line council services. While fostering good working relationships with key parties, e.g., complainants, council service areas and other agencies, the Authority's Complaints Manager will contribute towards promoting the rights of customers to challenge the Authority about the quality of the services it provides. The Authority's Complaints Manager will take an active role in encouraging and facilitating resolution of complaints.

All complaints will be managed in line with the Authority's Customer Promise principles of 'we listen, we care', to ensure the best possible customer experience throughout the process.

### 2.2 Governance

This procedure is governed by the Authority's wider policies and practices and its Constitution. The Complaint Handling Codes, 2024, from both the Local Government and Social Care Ombudsman and Housing Ombudsman, are both used to inform the approach and standards set out in this procedure.

Annually, the Authority will complete self-assessments against both Ombudsman Codes, to ensure its complaint handling remains in line with requirements.

The Authority has a Complaint Governance Framework which sets out how corporate complaints are monitored, reported, reviewed and escalated. The Framework also shows the minimum standards for the Authority to report wider learning and improvements from complaints to stakeholders, such as residents and relevant committees.

This is in addition to service specific requirements from individual inspecting or governing bodies such as the Housing Ombudsman or landlord services. Individual Authority services will have records of these requirements and activities.

The Complaint Governance Framework is kept under constant review by the Authority's Complaint Manager.

A positive complaint handling culture is integral to the effectiveness with which Authorities will resolve disputes. The Authority will use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.

- The (MRC) Member Responsible for corporate complaints is the Authority's Lead Cabinet Member for Corporate Strategy, including Customer Service.
- The Governing Body for corporate complaints is Cabinet. Cabinet will:
  - receive the annual complaints performance and service improvement report for corporate complaints and its self-assessment for compliance with the LGSCO Code of Practice, annually, and
  - publish its response to the annual complaints performance and service improvement report for corporate complaints and its self-assessment for compliance with the LGSCO Code of Practice, on the Authority's website, and
  - receive at least one further update, annually, of:
    - a. corporate complaints volumes, categories, and outcomes of complaints, alongside complaint handling performance, and
    - b. review of issues and trends arising from complaint handling
  - can receive or request any additional reports deemed necessary which provide insight and effective governance, on the Authority's corporate complaint handling performance.
- The Authority's Regulation and Review Committee (Council) will scrutinise and challenge the annual complaints performance and service improvement report information from the MRC, for corporate complaints, prior to Cabinet's annual review.



- The (MRC) Member Responsible for housing services complaints is the Authority's Lead Cabinet Member for Housing.
- The Governing Body for housing services complaints is Cabinet. Cabinet will:
  - receive the annual complaints performance and service improvement report for housing services complaints and its self-assessment for compliance with the HO Code of Practice, annually, and
  - publish its response to the annual complaints performance and service improvement report for housing services complaints and its self-assessment for compliance with the HO Code of Practice, on the Authority's website, and
  - receive at least one further update, annually, of:
    - c. housing services complaints volumes, categories, and outcomes of complaints, alongside complaint handling performance, and
    - d. review of issues and trends arising from complaint handling
  - can receive or request any additional reports deemed necessary which provide insight and effective governance, on the Authority's housing services complaint handling performance.
- The Authority's Regulation and Review Committee will scrutinise and challenge the annual complaints performance and service improvement report information from the MRC, for housing services complaints, prior to Cabinet's annual review.

Service requests: are not categorised as complaints, but are recorded, monitored and reviewed when received by the Customer First Office and housing services, as a wider source of information about customer satisfaction and service performance.

Complaints: the Authority's Complaint Manager and Customer First Office, apply this complaints procedure and monitor the progress of all individual complaints.

## 2.3 Record management and data protection

A full record will be kept of the complaint, and the outcomes at each stage. This will include the original complaint and the date received, all correspondence with the customer, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.

All functions of the complaint procedure adhere to the requirements of the Data Protection Act, 2018, UK General Data Protection Regulations, Freedom of Information Act, 2000 and other related requirements.

## Appendix 3

### 3.1 The Ombudsman

A complainant has the right to contact the Ombudsman at any time regarding their complaint.

In most cases the Ombudsman would expect the complainant to have completed the council's complaint process. However, all customers have the right to access the relevant Ombudsman, throughout their complaint journey, not only when the Authority's complaints process has been exhausted.

### 3.2 Early referral to the Local Government and Social Care Ombudsman

Where the presenting facts indicate that reasonable, appropriate consideration of the complaint has been undertaken at Stage One, the Authority's Complaint Manager will consider the possibility of early referral to the Local Government and Social Care Ombudsman

There are a number of important safeguards that should be in place before proceeding with this option. Stage One should have delivered:

- a very robust examination,
- a complete response,
- all significant elements have been upheld,
- a clear action plan for delivery has been set out; and / or
- all reasonable and significant desired outcomes presented by the complainant have been met.

The Ombudsman will apply a test of reasonableness to this decision. If the Ombudsman concludes that the early referral was incorrect, they may select from a range of responses, including proposing that the complaint be considered by the Authority at Stage Two.

Early referral will also not restrict the Ombudsman from later consideration of the complaint if they so choose.

### 3.3 Local Government and Social Care Ombudsman (LGSCO)

The LGSCO investigates all complaints about Authority services, other than those that come under the jurisdiction of the Housing Ombudsman, as set out below. Once a complaint has exhausted the Authority's corporate complaints procedure the complainant can refer their complaint to the LGSCO for consideration.

### 3.4 Housing Ombudsman (HO)

Complaints about provision and management of the Housing service come under the jurisdiction of the HO. This does not include complaints about homelessness, rent or service charges; the Customer First Manager will advise if this is the case.

Once a complaint has exhausted the Authority's corporate complaints procedure the complainant can refer their complaint to the Housing Ombudsman. Further details can be found here: <https://www.housing-ombudsman.org.uk/residents/understand-complaints-process/>

This complaints procedure aims to ensure that people who complain have their concerns resolved swiftly and, wherever possible, by the people who provide the service. The procedure is aimed at being a useful tool for indicating where services may need adjusting. It is not a negative process to apportion blame. It is a positive aid to inform and influence service improvements.

The complaints procedure aims to be easy to use; helpful and receptive; fair and objective; based on clear responsibilities; timely; thorough; rigorous; decisive; consistent; comprehensive; sensitive to special or individual needs; adequately resourced and respected by all staff and Elected Members.

The Customer First Office will provide advice to complainants about the options open to them during the six months after the Authority's complaints procedure has been completed. They will also provide assistance to the complainant, if required, in making the referral to the LGSCO and HO.

If anyone needs the Authority to do anything in this procedure differently (reasonable adjustments) to help them access Authority services, including providing this information in another language or format, they should contact:

Email: [customerfirstoffice@northtyneside.gov.uk](mailto:customerfirstoffice@northtyneside.gov.uk)

Tel: 0191 643 2280



2. Tackling derelict and long-term empty properties
3. Enabling safe and independent living
4. 'A greener North Tyneside' – Improving energy efficiency in private sector homes

An annual Delivery Programme is included within the PSHP that outlines the actions that will be completed in 2024-25. It includes several new projects and initiatives including a new, innovative purchasing partnership between the Authority and North Tyneside Trading Company (Developments) Limited trading as Aurora Affordable Homes to target empty homes and support the regeneration of Wallsend Town Centre. The Delivery Programme also includes a range of support tools for private landlords and tenants to drive-up standards of accommodation, create safe, clean, and healthy communities, and support the borough's drive to net-zero across the borough.

## 1.2 Recommendation(s):

It is recommended that Cabinet: -

(1) Approve the Private Sector Housing Plan 2024-2025 and the Delivery Programme included in the Plan attached to this report as Appendix 1;

(2) Authorise the Director of Housing and Property Services in consultation with the Cabinet Member for Housing, Director of Resources and Head of Law to undertake all necessary work to bring forward the proposals as identified in section 1.5 of this report.

## 1.3 Forward Plan:

Twenty-eight days' notice of this report has been given and it first appeared on the Forward Plan that was published on 15 February 2024.

## 1.4 Council Plan and Policy Framework

This report relates to the following priorities in the 2021-25 Our North Tyneside Plan:

### A thriving North Tyneside:

- We will reduce the number of derelict properties across the borough
- Support the regeneration of the borough

### **A secure North Tyneside:**

- Provide 5,000 affordable homes

### **A green North Tyneside:**

- We will publish an action plan of the steps we will take and the national investment we will seek to make North Tyneside carbon net-zero by 2030.
- Deliver low carbon homes and secure funding for low-income households to achieve this.

## **1.5 Information:**

### **1.5.1 Background**

For most residents North Tyneside is a great place to live and work with a relatively low proportion of non-decent homes. The number of empty homes is below the regional average, and most private sector stock is maintained to a good standard. There are approximately 15,000 privately rented homes in the borough many of which are older properties with a predominance of Tyneside flats and terraced houses often concentrated in the most deprived neighbourhoods.

Sub-standard housing contributes to health inequalities and health risks – both physical and mental, and a poorly maintained home can lead to increased chances of trips and falls, especially among the elderly, can often be expensive to heat leading not only to fuel poverty but to excess cold and winter deaths.

### **1.5.2 Progress to date**

The Authority has undertaken a proactive approach to tackling empty homes and delivering housing-led regeneration. An example of this is the purchasing of a portfolio of long-term derelict properties in Charlotte Street, Wallsend by the Authority. The derelict homes that were causing significant anti-social behaviour and were causing blight in the street. The intervention by the Authority allowed them to be refurbished and returned as affordable homes.

The Authority has a good track record of working with private landlords and has secured over 60 homes through the Repair and Lease scheme that provides landlords with the ability to give control of their property to the Authority to use as an affordable home for at least 10 years. The changes to the

Empty Homes Premium which were approved at Full Council on 23 November 2023 and come into effect on the 1 April 2024 have provided further opportunities for the Authority to support and encourage owners of empty properties to return them to use.

The Private Sector and Empty Homes Team, work in partnership with the Environmental Health team to target bad landlords. The Authority's approach to proactive intervention with private landlords has led to a 35% reduction in the number of long-term homes since 2019, and an increase of £0.025m in Council Tax.

The purpose of the PSHP is to continue to build on the success to date and deliver a range of new projects and innovations to continue to 'Build a better North Tyneside'.

### 1.5.3 Private Sector Housing Plan – Priority Themes

**Theme 1 – Improving our private rented sector** – The purpose of this theme is to build on the Authority's success to date by working with and supporting landlords to improve the private rented sector. The key priorities focus on improving the Authority's approach to supporting private landlords and tenants and driving up property standards. Partnership working will be crucial to delivering this theme. The Private Sector and Empty Homes Team will re-establish forums for private landlords to share best practice and highlight funding opportunities with an aim to reduce poor quality housing.

The team will also take a lead in coordinating partnership approaches to tackling sub-standard landlords. This will involve working closely with Environmental Health, Community and Public Space Protection Team and outside agencies such as the Police, Fire and Rescue and voluntary sector organisations.

**Theme 2 – Tackling derelict and long-term empty properties** – Properties that stand vacant for over 6 months are classed as a long-term empty dwelling. This is sometimes caused by a property not selling and is resolved once a purchase is completed. However, when properties stand empty for more than six months, they can start to generate complaints, especially if this vacancy is accompanied by deterioration in maintenance and anti-social behaviour. If left unchecked these properties can become derelict. It is therefore important that the Authority can support owners of empty homeowners who wish to return properties to use as soon as possible as well as tackling landlords who



wilfully allow properties to become derelict. The purpose of the scheme is to continue to reduce long term empty properties and use innovative solutions.

The Authority already offers a successful Repair and Lease scheme to help landlords who find themselves with a property that they are unable to bring up to a decent standard or cannot sell due to negative equity. Through this scheme, the Authority invests in the property to bring it up to a Decent Homes standard and lets it as an affordable home with all finance re-paid to the Authority.

To support the Authority's regeneration ambitions for Wallsend, a new, targeted purchasing scheme will be launched in 2024-25, that will see the Authority work in partnership with the Authority's wholly owned trading company, Aurora Affordable Homes, to act as an exemplar landlord within the Master Plan area. This is a new and innovative approach that will be targeted to a specific area within Wallsend in the first instance. It is expected that the model will then be rolled out across other areas of the borough.

**Theme 3 – Enabling safe independent living** – The Authority is aware that the number of people aged 65 and over will continue to increase in the borough. Those residents prefer to maintain their independence and would like to stay in their own homes for as long as safely possible with help and support when required. Enabling and supporting people to remain in their own home, reduces pressure on future care costs both for the individual, the Authority, and the NHS.

The Authority continues to support residents through its Safe and Healthy Homes team. This team helps around 250 households a year by providing access to a dedicated repair, support for fuel poverty and assist with grant application to support independent living.

The purpose of this theme is to continue to build on the Authority's work to date by reviewing the support mechanisms through the Disabled Facilities Grant and potential repairs scheme for those who require help to stay in their home.

**Theme 4 – Improving the energy efficiency of homes** – 22% of carbon emissions comes from the way homes are powered and heated and this plan will provide further support to the Authority on its drive to meet carbon net-zero. Nearly 60% of the private rented homes in North Tyneside have an efficiency rating of between D-G due often due to the age and condition of the properties.

The Authority has a strong track record of supporting homeowners and private rented tenants improve the energy efficiency of their homes. To date, over £9m of inward investment has been secured to help homeowners improve the energy efficiency of their homes and the Authority continues to lead the way by building new Council homes off-gas and to an energy efficiency rating of at least B.

This theme will focus on enhancing the support that the Authority is able to offer homeowners and private landlords to improve the energy efficiency of the homes. It will also focus on building strategic partnerships with regional colleagues to attract further investment into North Tyneside.

#### 1.5.4 Delivery Programme 2024-25

An annual Delivery Programme has been prepared to deliver the priority themes within the PSHP. Highlights for 2024-25 include:

##### **Theme 1 – Improving our private rented sector**

- Re-establish a Landlord Forum to increase consultation and information sharing with private landlords.
- Introduce a landlord accreditation scheme focusing initially in Wallsend
- Work with colleagues across the Authority to target private rented properties for damp and mould.
- Introduce a private landlord leasing scheme that will allow the Authority to increase the number of affordable homes and provide stability in neighbourhoods.

##### **Theme 2 – Tackling derelict and long-term empty properties**

- Explore a range of targeted solutions to reduce the number of empty properties in a prolonged probate period.
- Review and update the Authority's enforcement toolkit to target poor quality landlords.
- Launch the targeted purchasing partnership with Aurora Affordable Homes in Wallsend.

##### **Theme 3 – Enabling safe independent living**

- Review and update the Authority's Disabled Facilities Grant policy and procedures and review the Authority's use of them to support residents.
- Explore the potential of introducing a handy person scheme in partnership with Age UK to support residents.

##### **Theme 4 – Improving the energy efficiency of homes**

- Work with regional colleagues to develop a 'One Stop Shop' to promote a fabric first approach and retrofit options for homeowners and landlords.
- Explore finance models to provide greener energy measures in homes and continue to review the Authority's framework for low carbon energy installers.

## 1.6 Decision options:

The following decision options are available for consideration by Cabinet.

### Option 1

To approve the recommendations at paragraph 1.2 of this report.

### Option 2

Not to approve the recommendations at paragraph 1.2 of this report.

Option 1 is the recommended option.

## 1.7 Reasons for recommended option:

Option 1 is recommended for the following reasons:

- It will support the delivery of the Elected Mayor and Cabinet's commitment within the Our North Tyneside Plan to deliver more quality homes, reduce the number of derelict properties and support the ambition for North Tyneside to be carbon neutral by 2030.

## 1.8 Appendices:

**Appendix 1: Private Sector Housing Plan 2024-2028**

## 1.9 Contact officers:

Robert Peach, Housing Strategy Programme Manager, tel. 07974576848

Richard Brook, Housing Growth Manager, tel. 07540 182 225

Robert Crumpton, Senior Accountant, tel. 07816 419441

## 1.10 Background information:

The following background papers/information have been used in the compilation of this report and are available at the office of the author:

- (1) [Full Council Paper 23 November 2023 ITEM Title: Council Tax Empty Property Premium](#)
- (2) [Cabinet Paper March 27 2023 ITEM Title: Building a Better North Tyneside: The 2023-28 Housing](#)
- (3) [Cabinet Paper 21 February 2022 ITEM title: "Delivering 5,000 Affordable Homes and Reducing Derelict Properties in North Tyneside"](#)

## **PART 2 – COMPLIANCE WITH PRINCIPLES OF DECISION MAKING**

### **2.1 Finance and other resources**

The delivery of this plan can be achieved utilising existing capital and revenue resources including HS051: Private Sector Empty Homes Programme and the Better Care Fund. In addition, the Authority will continue to explore opportunities to secure additional grant funding from sources such as Department of Energy Security and Net Zero. The financial implications associated with additional investment will be considered as part of any funding application to ensure these can be accommodated from within the Authority's financial plans.

### **2.2 Legal**

The Authority must act within the scope of and limits of its legal powers and in accordance with its constitutional arrangements relevant to the intended actions to be taken pursuant to the various themes set out in the PSHP.

The legal implications of any legal action taken against private landlords, including selective licensing, will need to be considered against the relevant enforcement mechanisms engaged. Relevant powers exist under the Environmental Protection Act 1990, Building Act 1984, Housing Acts 1985 and 2004 and Housing and Planning Act 2016. Any action should be considered by officers specialising in those areas with legal advice sought as required.

The purchasing or leasing of properties by the Authority will be undertaken in accordance with legal advice and the Authority's constitutional and financial arrangements relevant to such transactions.

The provision of support through disabled facilities grants must be made in accordance with legal requirements under the Housing Grants, Construction and Regeneration Act 1996, subordinate legislation and relevant government guidance. The Authority must also act in accordance with its duties under the Care Act 2014.

If support to homeowners to improve the energy efficiency of their homes will involve grant funding from central government or a regional Combined Authority, such support will need to be administered in accordance with the requirements of those grant schemes and the Subsidy Control Act 2022.

The activities envisaged under the PSHP fall within powers already available to the Authority. . However, should any major implications arise because of the actions and projects detailed, they will be presented to Cabinet in a future report.

The exercise of any authority given to the Director of Housing and Property Services in relation to the matters included in section 1.5 of this report will need to be properly recorded and published and exercised in accordance with the decision-making principles set out in Article 13 of the Authority's Constitution.

## **2.3 Consultation/community engagement**

### **2.3.1 Internal Consultation**

Internal consultation has taken place with the Cabinet Member for Housing and with other Elected Members through attendance at the Secure Sub Committee on 20 September 2022 as part of the discussions on the development of a Housing Strategy.

The Strategic Property Group which comprises of the Elected Mayor, Deputy Mayor, Cabinet Members for Finance and Resources, Housing, and Regeneration as well as the Directors for Housing and Property, Regeneration and Economic Development and the Environment are regularly updated as part of the Affordable Homes Programme quarterly updates.

A Health Impact Assessment screening session was held on both the Housing and Homelessness Prevention and Rough Sleeping Strategies in February 2023. These sessions were attended by both Housing and Public Health officers to support the Joint Health and Wellbeing Strategy (JHWS) 'Equally Well' in its aims to improve the health and wellbeing of the population.

Following the initial screening, further Health Impact Assessment was conducted on empty properties which identified that there is a clear correlation between areas that have higher levels of private rented properties and poor health. The findings of the

Health Impact Assessment have been considered when developing the Themes within the PSHP and the annual Delivery Programme.

### 2.3.2 External Consultation/Engagement

The PSHP was formulated to support the ambitions of the 2023–2028 Housing Strategy and informed by the comprehensive programme of consultation that was undertaken to support the development of the final strategy.

A public online consultation ran from the 15 December 2022 until 2 February 2023 offering residents and stakeholders the opportunity to comment on the Housing Strategy with 74 responses received in total.

The PSHP has also been informed by the Residents Survey that was conducted in 2021. 39% of respondents felt that affordable, decent housing was an important factor in making a place somewhere good to live, which represents an increase of 8% on 2019. This supports the theme within the strategy to deliver more affordable homes. 64% of residents indicated they were satisfied with the choice and quality of housing available in North Tyneside, however satisfaction with the choice and quality of private rented homes is significantly lower. Continuing to improve the private rented sector in the borough remains a key priority within our Housing Strategy.

## 2.4 Human rights

The commitment by Cabinet to deliver 5,000 affordable homes and the steps taken to achieve that target promotes Article 8 of Schedule 1 of the Human Rights Act 1988 and an individual's right to respect for their private and family life and their home. Article 1 of the First Protocol is also promoted because that right relates to the protection of property and a person's entitlement to the peaceful enjoyment of their possessions, which includes property.

## 2.5 Equalities and diversity

This PSHP brings together several delivery themes outlined in the North Tyneside Housing Strategy 2023–28, Building a Better North Tyneside, approved by Cabinet on 27<sup>th</sup> March 2023 and considers the implications of the equality impact assessment undertaken at that time. The majority of the actions contained within the plan will be delivered by bringing to bear existing Authority powers and resources. This plan seeks to be inclusive in line with its overall aim to improve housing conditions within the boroughs existing private sector housing stock, improve access to services and

widen the housing options available to residents in the borough. The likelihood of negative impacts on protected groups is therefore low while the positive impacts will vary depending on the specific projects within the plan as they are developed. Where new projects within the plan involve a change to Authority policy or how the Authority delivers services a specific Equality Impact Assessment will be undertaken. Further consultation has been commissioned in the form of a Specialist Housing Market Position Statement, the findings of which will inform the ongoing implementation of this plan.

## 2.6 Risk management

There are no direct risk management implications arising from this report.

## 2.7 Crime and disorder

The PSHP supports the delivery of high-quality homes and improving communities and the built environment. This includes designing homes and communities that consider the impact of crime and disorder through planning requirements and ensuring that homes are sustainable and safe.

## 2.8 Environment and sustainability

The Authority declared a climate emergency in July 2019 and the PSHP 2024-2028 includes a theme around improving the energy efficiency of homes to support the drive to carbon zero by 2030. The delivery of this Plan will positively impact the carbon footprint of the borough by working with private landlords, accessing grant funding to improve Standard Assessment Procedure (SAP) ratings of homes and therefore reduce the overall carbon footprint within the borough. The return of long-term empty homes to occupation will reduce the potential impact upon the environment of new housing development.

## PART 3 - SIGN OFF

- Chief Executive

X

- Director(s) of Service
- Mayor/Cabinet Member(s)
- Chief Finance Officer
- Monitoring Officer
- Assistant Chief Executive



# Private Sector Housing Plan 2024-2028



North  
Tyneside  
Council

## 1.0 Introduction from Councillor John Harrison

Everyone deserves to have a safe, secure, and affordable home and the Our North Tyneside Plan 2021-2025 clearly sets out our ambition to 'Build a better North Tyneside'.

Increasing costs of homeownership, a reduction of social housing stock due to the Right to Buy and increasing demand for social housing, has seen the private rented sector more than double in the last decade accounting for almost one fifth of homes in the UK. Our Private Sector Housing Plan aims to drive up standards of accommodation and create safe, clean, and healthy communities across the borough.

Poor quality private housing and fuel poverty have a detrimental effect on the health and wellbeing of people living in these homes and the general appearance of an area. This plan outlines our approach to regulating and enhancing private sector housing for current and future residents.

The Private Sector Housing Plan supports the delivery of our 2023-28 Housing Strategy and is built around four key themes:

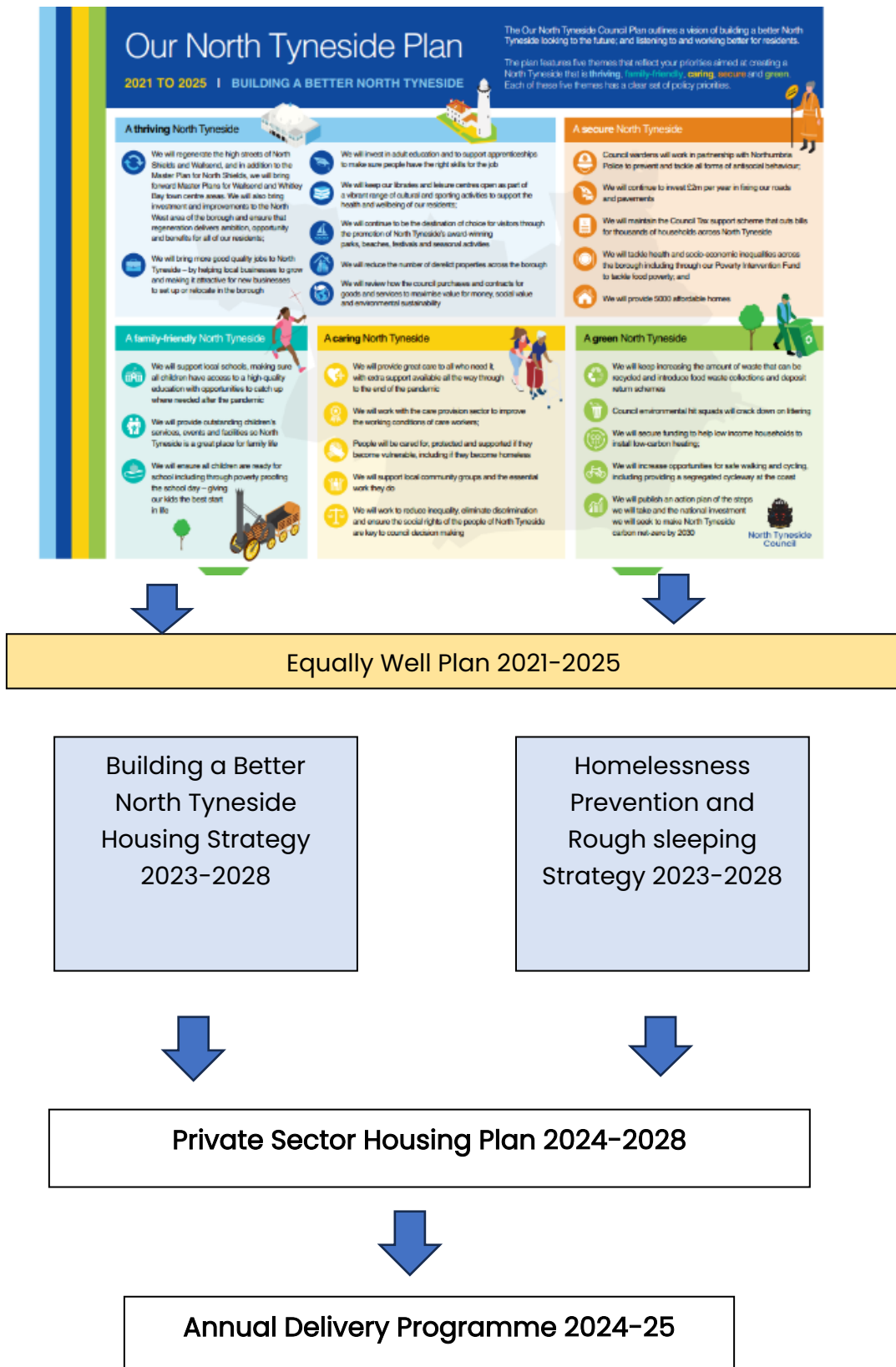
1. Improving our private rented sector
2. Tackling derelict and long-term empty properties
3. Enabling safe and independent living
4. A Greener North Tyneside – Improving Energy Efficiency in Private Sector Homes

Each theme is based around a set of strategic priorities that will be delivered over the 4-years of the plan and supported by a Delivery Programme that will be refreshed on an annual basis.



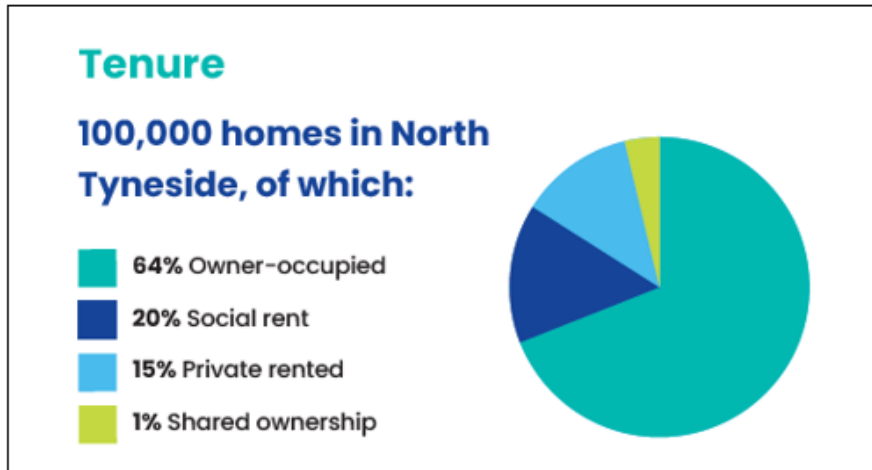
**Councillor John Harrison**  
**Cabinet Member responsible for Housing**

## 2.0 Making the Links



### 3.0 The Private Sector Picture in North Tyneside

#### 3.1 Tenure



#### 3.2 Private Sector Properties

Property Type	Properties	%
Detached house	10,861	14%
Semi-detached house	25,456	32%
Terraced House	2,5811	33%
Flat in mixed use building	1,316	2%
Flats	5,845	7%
Small block of flats/dwelling converted in to flats	10,916	14%
<b>Total</b>	<b>78,889</b>	<b>100%</b>

(Source: Home Analytics database 2023)

#### 3.3 Private Rented Rents

**Average private rent £608**

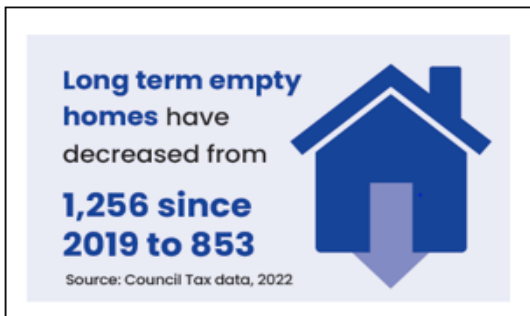
1 bed	<b>£462</b>
2 bed	<b>£560</b>
3 bed	<b>£721</b>
4 bed	<b>£1,016</b>

Source: VOA, 2022

Rental values in the North East have risen 8.67% from October 2022 to October 2023

(Source: The RICS: UK Residential Market Survey October 2023)

### 3.4 Long-Term Empty Homes



60 Empty homes brought back into use as affordable since 2015.

### 3.5 Enabling independent living

Over 70% of older people want to remain in their current home with help and support to live independently

Since 2021 a total of 297 Disabled Facility Grants were completed

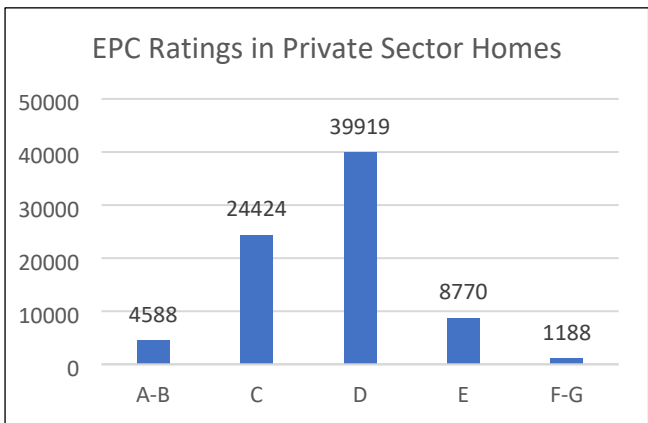
On average, 20 referrals per month are received by the Safe and Healthy Homes Team

The private rented sector has the highest number of hazards, falls and properties in disrepair compared to owner occupiers and social housing.

(Source: BRE Housing Stock Condition Survey, 2016)

### 3.6 Leading the Way - A Greener North Tyneside

Since declaring a Climate Emergency, we have brought in £9.3M of government funding for low carbon energy efficiency measures.



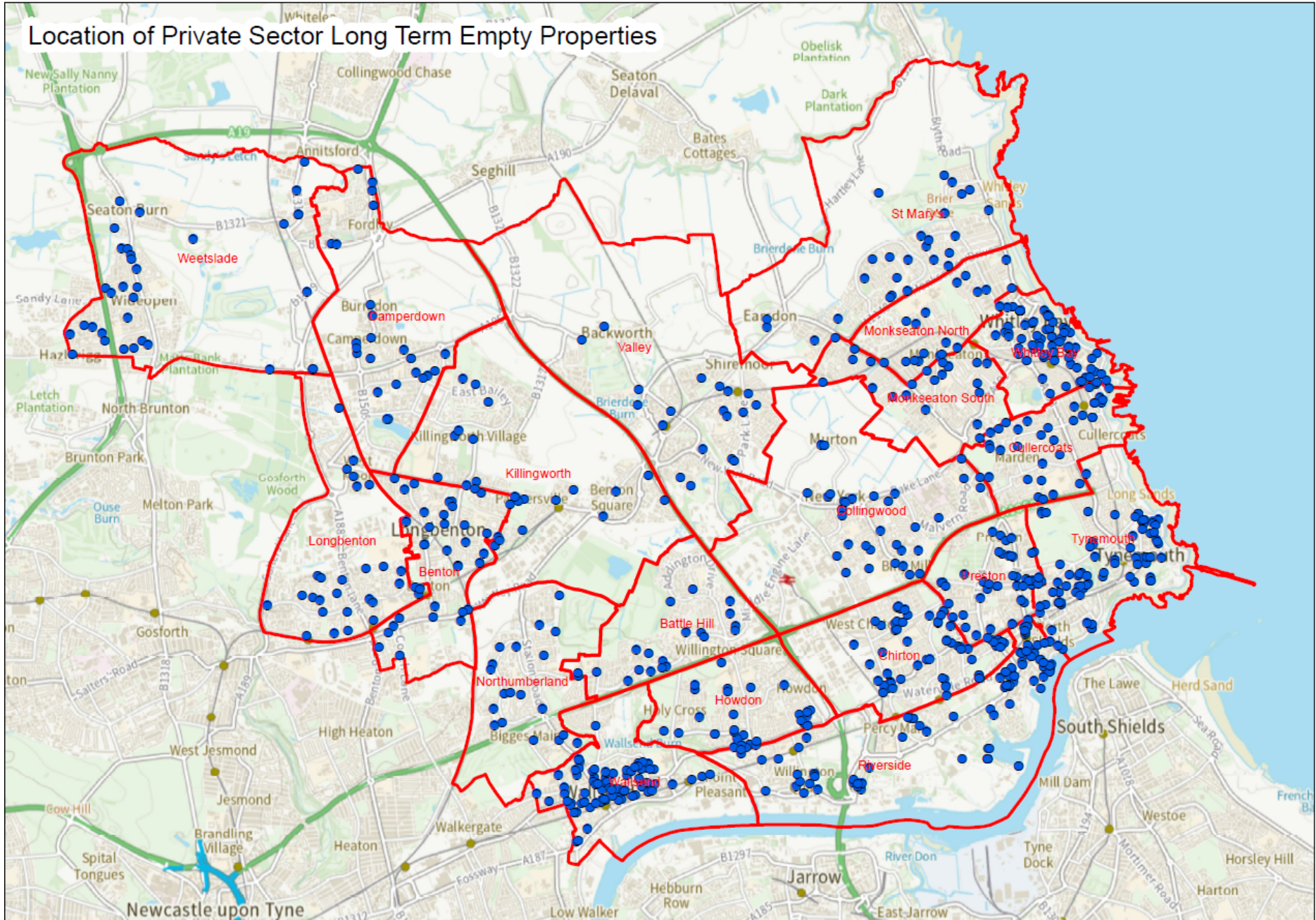
105 people helped with improved heating through the Energy Company Obligation Scheme (ECO)

(data 2022-23)

installed energy measures in 950 homes



# Location of Private Sector Long Term Empty Properties



## 4.0 Key Themes for Delivery

### 4.1 Improving our Private Rented Sector

There are approximately 15,000 privately rented homes in the borough. The sector continues to expand and grow, giving people more housing options and in some cases earlier access to suitable accommodation. Many of the borough's private rented homes are Tyneside flats and terraced houses which are some of the oldest in the borough. These properties are generally in areas that have higher levels of deprivation and health inequalities, with many not meeting the Decent Homes standard. As well as housing conditions, environmental blight and anti-social behaviour can all influence the way people feel about where they live.

The private rented sector provides accommodation for some of the most vulnerable households. There are variations in the standards and professionalism of landlords across the borough and this Plan aims to tackle poor quality housing to reduce the damaging effect on people's lives.

The use of short-term tenancies can have a negative effect on the sustainability of neighbourhoods and longer-term regeneration plans. We need to work closely with and support landlords to provide the best possible standards of accommodation by building good relationships and by providing advice and training to landlords and their tenants. We will improve our engagement with tenants and landlords by providing online training modules and re-establishing a landlord forum.

We have several solutions to improve management standards and property conditions in the private rented sector, including the launch of our private landlord leasing offer. This scheme offers private landlords the ability to lease their properties to the Council for at least three-years. These homes will be used for temporary accommodation and to those on our waiting list.

#### **Key priorities by 2028:**

1. Enhance our approach to supporting private landlords and tenants
2. Improve property standards and deliver housing solutions that supports the Council's regeneration ambitions

## 4.2 Tackle Derelict and Long-term Empty Properties

Most empty properties are generally vacant for a relatively short period of time, usually associated with the sales process or undergoing repairs or improvements.

However, when properties stand empty for more than six months, they can start to generate complaints, especially if this vacancy is accompanied by deterioration in maintenance and antisocial behaviour. If left unchecked these properties can become derelict. It is therefore important that the Council can support empty homeowners who wish to return properties to use as soon as possible as well as tackling landlords who wilfully allow properties to become derelict.

We have continued to reduce the number of empty properties across the borough by 35% over the last three years. Bringing empty properties back into use will contribute towards addressing housing need by increasing housing provision and help support our ambitious target to provide 5,000 affordable homes. It will support the wider aims of regenerating our town centres particularly in the Wallsend area where we will be rolling out solutions such as a purchase and repair schemes to assist with tenure rebalance and improved quality.

Our action plan will include a toolkit of options to tackle derelict and empty properties including review of our approach to take into consideration the latest national best practice.

### **Key Priorities by 2028:**

1. Continue to reduce the number of long-term empty homes in North Tyneside
2. Target derelict homes and commercial properties utilising a range of innovative solutions and where possible bring them back as affordable homes
3. Support the Regeneration ambitions of North Tyneside Council and target empty properties in Town Centers



### 4.3 Enable Safe Independent Living

Most households in the borough, regardless of tenure, can manage their home, carry out repairs to their property and move to a new home with no extra help from the Council.

We know that the population of people aged 65 and over will continue to increase in the borough. Our residents prefer to maintain their independence and would like to stay in their own homes for as long as safely possible with help and support when required. The Specialist Housing Market Position Statement will be refreshed in May 2024 and will include the collation of statistics of people wanting to remain in their homes, allowing the Council to shape services to support this.

The Better Care Fund is a shared resource with the North East and North Cumbria Integrated Care Board which allows the Council to provide Disabled Facilities Grants (DFGs). Disabled Facilities Grants enable people to live independently in their own home, minimise risk of injury and prevent hospital admissions as well as Improving quality of life/well-being and maintaining family stability. We are looking at widening the way this fund is used to further increase support for our residents at home.

In addition, our Safe and Healthy Homes team continue to support those with underlying health conditions to carry out repairs to their homes.

It is important to ensure services are developed to safeguard people's independence both for the good of our residents and to save on expensive care costs in the future.

#### **Key Priorities by 2028:**

1. Review and update our DFG policy to expand the support available
2. Complete a review of the DFG service
3. Further promote independent living via a range of support services

#### **4.4 A Greener North Tyneside – Improving Energy Efficiency in Private Sector Homes**

In 2019, North Tyneside Council declared a climate emergency and set ambitious targets to reduce our carbon footprint. We know that 22% of carbon emissions come from the way homes are powered and heated and this plan will look to build on work that we have undertaken to decarbonize our own housing stock.

59% of homes that are owned privately in North Tyneside have an energy efficiency rating of between D-G with households living in private rented properties experiencing disproportionately high levels of fuel poverty.

To improve the energy efficiency of homes in the private sector, we will continue to lead the way, encouraging homeowners and private landlords to make the necessary changes to their property. Where appropriate we will support homeowners and private landlords through grant funding.

The Authority's ambitious net zero targets for housing can only be met with the support of private homeowners making changes and working with a range of partners. There are several different initiatives and projects being developed in partnership with the North of Tyne Combined Authority and the emerging North East Mayoral Combined Authority. An example of this is the Local Energy Advice Demonstrator project which will specifically look at providing support to hard to reach and hard to treat properties. Along with the Combined Authority the Council are also working on the development of a 'one stop shop' to allow people to assess the options that are best for their property and become the first point of call for all enquires in relation to retrofit measures.

##### **Key Priorities for 2028:**

1. Work with our regional partners to develop a "One Stop Shop" to support homeowners in improving the energy efficiency of their homes
2. Maximise grant funding to deliver energy efficiency measures in homes

## 5. Measuring our Progress

Due to the changing nature of the private sector housing market, measuring the success of this plan is not always straightforward. Changing environmental and economic factors can have a significant impact on both the private sector market (house prices & rental values) as well as customer perception with the built environment, perception of homes and communities.

The priorities within the themes of the PSHP are focused on 2028. To track and measure these, the table below identifies some key metrics that we will be monitored on an annual basis with a view measuring our success in 2028.

Theme	Metric	Baseline Position	Target to 2028
Improving our private rented sector	Number of private rented property inspections	New Metric	300
	Number of accredited properties	New Metric	300
	Landlord Forums meetings held	New Metric	20
	Number of private rented tenants assisted	New Metric	150
	Landlord training sessions held	New Metric	20
	Number of advice drop-ins held	New Metric	160
Tackle derelict and long-term empty properties	Number of empty properties returned to occupation	30 P.A.	180
	Number of empty homes secured as affordable homes	3 P.A.	20
	Number of empty homeowners contacted	100%	100%
Enable safe independent living	Number of safe & healthy homes cases raised	270	900
	Number of DFG adaptations installed	143	580
Improving energy efficiency in private sector homes	Number of Energy Company Obligation (ECO) Four claims processed	190	750
	Local Energy Advice Demonstrator households helped	New Metric	163
	Number of properties helped through the Local Authority Retrofit Programme (subject to funding)	New Metric	300

## Appendix 1: 2024–25 Delivery Programme

### Priority 1– Improve our Private Rented Sector

#### Actions

a) Enhance our approach to supporting private landlords and tenants.

Action	When
Complete a landlord survey to inform future service delivery	Annually
Improve access to training and learning, and increase awareness of landlord/tenant rights and responsibilities	March 2025
Re-establish a Landlords' Forum to provide partnership working opportunities and publicise regulatory changes	December 2024
Establish a partner steering group to identify areas of the borough appropriate for focused intervention	June 2024

b) Improve property standards and deliver housing solutions that support the Council's regeneration ambitions.

Action	When
Establish a single point of contact to provide private landlords and tenants with dedicated support and advice	May 2024
Support our residents to address damp and mould concerns	April 2024–2025
Keep under review the need for selective and additional licensing in the borough	March 2025
Introduce a private landlord leasing scheme	May 2024

Introduce a landlord accreditation scheme, initially focussing on Wallsend regeneration area	June 2024
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## Priority 2 – Tackle Derelict and Long-Term Empty Properties

### Actions

a) Continue to reduce the number of long-term empty homes

Action	When
Complete a mapping exercise of all long-term empty properties in the borough to assess geographical patterns and future responses	Annually
Improve our empty property database to include a wider range of reasons (probate, second homes, no Council tax record)	June 2024
Develop new solutions to reduce the number of properties in a prolonged probate period	March 2025
Ensure investigation processes are aligned with the Local Government Association (LGA) recognised best practice.	June 2024

b) Target derelict homes and commercial properties utilising a range of innovative solutions and where possible bring them back as affordable homes.

Action	When
Review and improve our enforcement toolkit based on national best practice including compulsory purchase, enforced sale, insolvency and Empty Dwelling Management Orders	March 2025
Establish an investor register to match property investors with empty homes	December 2024
Launch a targeted purchasing partnership scheme to deliver housing-led regeneration in Wallsend town center with Aurora Affordable Homes	May 2024

### Priority 3- Enable Safe Independent Living

Action	When
Update the Disabled Facilities Grants policy and procedures	March 2025
Review the use of DFGs to ensure It meets residents needs considering increasing costs	March 2025
Continue to promote the work of our Safe and Health Homes Officers	March 2025
Promote the use of Assistive technology to allow people to stay in their home	February 2025
Explore the introduction of a handyperson scheme for elderly and vulnerable residents	March 2025

## Priority 4 –Improve the energy Efficiency of Homes

### Actions

a) Work with our regional partners to develop a “One Stop Shop” to support homeowners in improving the energy efficiency of their homes.

Action	When
Promote a fabric first approach and explore retrofit options for private homes with the development of a one stop shop service	March 2025
Explore finance models to provide greener energy measures in homes and continue to review our framework for low carbon energy installers	March 2025

b) Maximise grant funding to deliver energy efficiency measures in homes

Action	When
Promote and verify the Energy Company Obligation (ECO) 4 flex statement of intent and support the Great British Insulation Scheme (GBIS)	March 2025
Utilise our Home Analytics Housing Stock Database to support, recommend and develop a package of measures and funding to retrofit homes	Ongoing
Deliver Local Energy Advice Demonstrator to provide energy efficiency advice to “hard to reach” households	May 2024
Deliver Home Upgrade Grant Programme 2	March 2025
Ensure landlords are compliant with minimum efficiency standards (MEES)	March 2025
Apply for any further funding opportunities to support energy efficiency improvements	March 2025

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## North Tyneside Council

### Report to Cabinet

18 March 2024

Title: 2023/24 Performance & Financial Management Report to 31 January 2024

<p>Portfolios: Elected Mayor</p> <p>Finance and Resources</p> <p>Deputy Mayor</p>	<p>Cabinet Member: Dame Norma Redfearn DBE</p> <p>Councillor Anthony McMullen</p> <p>Councillor Carl Johnson</p>
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Report from: Corporate Strategy and Finance

Responsible Officer: Jackie Laughton, Assistant Chief Executive Tel: 643 5724  
 Jon Ritchie, Director of Resources Tel: 643 5701

Wards affected: All

#### 1.1 Executive Summary

1.1.1 This report provides Cabinet with a full overview of both the service delivery performance and budget position across the Authority as at 31 January 2024. For performance, it sets out the key areas of service delivery for Cabinet to note, including where this impacts in budget terms. In terms of the budget, it sets out the forecast outturn position to 31 March 2024 for both revenue and capital. Cabinet should note that following the changes in the structure of the Senior Leadership Team, the budget monitoring report has been restated.

1.1.2 The report also sets out for Cabinet to note the current position in relation to schools finance, the Authority's Investment Plan, developers' contributions and treasury management. In addition, it provides details of additional

revenue and capital grants received up until 31 January 2024 for Cabinet to approve.

- 1.1.3 From a performance point of view, service delivery overall across the Authority remains strong. The Authority continues to manage high levels of demand in a number of areas including Education, Health and Care Plans (EHCPs), children in care, children in need, home care provision, residential and nursing care placements all of which have financial implications. Key areas of strength are delivery of the Our North Tyneside Plan 2021-2025 priorities such as the affordable homes programme and carbon net zero. The Ambition for North Tyneside Programme is progressing well with regeneration projects across the four areas of the borough. Capital investment continues to deliver planned improvement works helping maintain council homes at the decent homes standard. Council Tax and Business Rates collection also remains on track.
- 1.1.4 Since the last report, the number of children in care have decreased by 5. There were 372 Children in Care in November and 367 in January, however this remains higher than the number budgeted for, which is 330 children. Although the number of children in care has decreased by 5 since November, there has been an extension of 17 existing residential placements at significant cost which, together with the additional costs already incurred to date, has contributed to the increased overspend since the November Cabinet report. The number of children in need has however, significantly decreased from 1,721 in November to 1,639 in January, but remains higher than the 1,600 budgeted for. The result of the number children in care combined with the current mix of placements has driven a £0.958m worsening of the Children's Services position, to a total forecasted pressure of £12.779m.
- 1.1.5 From a budget perspective, the overall projection for 2023/24 is that the General Fund will outturn with a pressure of £8.359m, which is an improvement of £0.263m from the previous report, and the Housing Revenue Account will have a forecast overspend of £0.120m.
- 1.1.6 The programme of work, previously outlined to manage and mitigate the 2023/24 budget pressures and form part of the 2024-2028 Medium Term Financial Plan continues. Despite the pressures on Adults and Children's Social Care increasing by £1.042m, other services areas have managed to mitigate the overall impact on the Authority's position to an improvement of £0.263m.

## **1.2 Recommendations**

1.2.1 It is recommended that Cabinet:

- (a) notes the update provided on the Performance of the Authority including updated data on the key pressures facing the Authority and progress against the Our North Tyneside Plan 2021-2025;
- (b) notes the forecast budget monitoring position for the General Fund, Housing Revenue Account (HRA), schools finance and Treasury Management together with the service delivery performance position across the Authority as at 31 January 2024 (sections 1.5.1, 1.5.2, 1.5.3 and 1.5.5 of this report);
- (c) notes the Authority's Investment Plan spend of £59.769m to 31 January 2024 and the proposed financing of the Plan to the end of the year (section 1.5.4 of this report);
- (d) approve reprofiling of £10.737m from 2023/24 into future years, and variations of £0.411m within the 2023-2028 Investment Plan (section 1.5.4 of this report) and note the current position with Developers' Contributions (section 1.5.6); and
- (e) approves the receipt of £0.180m new revenue grants (as outlined in section 1.5.7 of this report), £0.441m of new capital grants (as outlined in section 1.5.8 of this report).
- (f) approves the receipt of capital grant funding offers amounting to £0.677m as outlined in section 1.5.8.2 of this report, which will be reflected in the Investment Plan following discussion at Investment Programme Board.

## **1.3 Forward Plan:**

1.3.1 Twenty-eight days' notice of this report has been given and it first appeared on the Forward Plan that was published on 1 December 2023.

## **1.4 Authority Plan and Policy Framework:**

1.4.1 This report relates to all priorities in the Our North Tyneside Plan.

## **1.5 Information:**

## 1.5.1 General Fund

- 1.5.1.1 Service delivery overall across the Authority remains strong, particularly in relation to the key policy priorities of the Our North Tyneside Plan 2021–2025. The Authority is on track against its commitment to become carbon net-zero by 2030. Carbon reduction in Authority service operations has achieved 58% against the baseline year of 2010/11. The ambition to deliver 5,000 Affordable Homes is on track against the profiled target with 2,213 homes delivered at the end of quarter three. The Ambition for North Tyneside Programme is progressing with regeneration projects in all four areas of the borough. Council Tax and Business Rates collection remains strong and comparable with national performance.
- 1.5.1.2 The Authority is experiencing challenges in some areas of delivery, which impact on the overall financial forecast for the year. This most significant elements are summarised below, with changes since the previous report to Cabinet highlighted.
- 1.5.1.3 Cabinet will be aware that the Director of Commissioning and Asset Management retired at the end of December 2023 with the service being reallocated between Resources, Adults and Children’s Services. A table showing the reallocation of functions can be found in table 1 of the Annex in Section 1, and these changes will be reflected in the Officer Delegation Scheme that full Council will be asked to approve as part of the annual review of the Authority’s Constitution at the Annual Meeting in May 2024.
- 1.5.1.4 Within Children’s Services, the number of children in care remains significantly higher than budgeted for at 367 in January (372 in November), the placement mix continues to be too reliant on more expensive external care provision. Although the number of children in care has decreased by 5 since November there has been an extension of 17 existing residential placements at significant cost which has contributed to the increased overspend since the November Cabinet report. The overall level of children in need has significantly decreased to 1,639 (1,721 in November), though still higher than the 1,600–figure used to estimate required social work capacity. As previously reported, the increase to the gross budget of £9.700m in 2023/24 assumed a level of 330 children in care, 1,600 children in need, and a staffing requirement of 74 social workers.
- 1.5.1.5 The Authority currently has an additional 37 children in care, compared to budgeted levels with higher than budgeted external placements, leading to a significant financial pressure being forecast. The costs of residential placements are individually high reflecting both significant inflationary and

complexity pressures. The Local Government Association (LGA) published survey results on 29 November, which revealed that the number of children's social care placements in England costing £10,000 or more per week has risen. Nationally, there were 120 placements in 2018/19, rising to 1,510 in 2022/23 and the highest cost placement was £63,000 per week. For most local authorities the highest cost fell between £9,600 and £32,500 a week, North Tyneside's highest cost package is currently £11,700 per week.

- 1.5.1.6 The result of the total children in care and the current mix of placements has driven a £0.958m worsening, to a total forecasted pressure of £12.779m. Further detail is provided in Annex 2 at section 1.3.
- 1.5.1.7 There are higher than expected levels of children with complex needs who have support with transport, linked to the number of pupils with EHCPs the Authority maintains. The number of children requiring home to school transport has risen from 614 in April 2016 to 892 in January 2024. This, along with inflationary pressures on the transport contracts, means that Home to School Transport has a pressure of £3.235m.
- 1.5.1.8 As previously reported, Catering Services has a combination of inflation on the costs of food purchases, staffing costs relating to sickness, maternity cover, 'deep cleaning' days and reduced income from fewer schools now using this service has led to a forecast pressure of £3.191m. The resultant overall position, following this moving to the Resources Directorate, is a pressure of £2.010m, a worsening of £0.063m from November. Further information on Resources is included in section 1.8 of the Annex 2.
- 1.5.1.9 Within Adults Services the focus remains to facilitate hospital discharge and reduce the number of clients in short- and long-term residential and nursing care placements by maximising the use of home care. The number of home care hours provided has shown significant improvement in year, reducing the number of people in short-term residential placements and the number of clients waiting for homecare services is at its lowest level in three years with 16 clients waiting for homecare services.
- 1.5.1.10 The overall number of clients in residential and nursing care has increased from 1,133 in November to 1,209 in January. However, the turnover in the number of clients leaving and joining the service continues to be high. The rate of requests for services also remains high at 450 requests per 100,000 population in January. This position is slightly lower than the same period last year (483 per 100,000 population in January 2023).

- 1.5.1.11 As Adult Services continues to focus on winter pressures and the “Home first” approach to hospital discharge, the forecast financial position has worsened by £0.084m since November with an overall expected pressure for the Directorate of £1.711m.
- 1.5.1.12 Offsetting the above pressures are organisation-wide savings resulting from changes in the minimum revenue provision (£1.500m), treasury management savings (£1.500m), New Burdens funding (£0.067m), receipt of levy account surplus income (£0.405m) and the application of contingencies for general inflationary pressures (£3.175m). These items partly offset the overall forecast pressure by £6.948m. Further detail is included in section 1.11 of the Annex 2.
- 1.5.1.13 As at 31 January 2024, the Authority is showing a total forecast net pressure for the current year of £8.359m. This is an improvement of £0.263m since November’s position.
- 1.5.1.14 A more detailed commentary of the overall financial position is contained in section 1 of Annex 2. However, the key areas of variation behind the forecast net pressure for the current year as at 31 January 2024 of £8.359m are summarised in the following table.
- 1.5.1.15 **Table 1: 2023/24 General Fund Revenue Forecast Outturn as at 31 January 2024 by Directorate (restated\*)**

Directorates	Budget	Forecast Jan	Variance Jan	Variance Nov	Change since Nov
	£m	£m	£m	£m	£m
Adults Services	65.784	67.495	1.711	1.627	0.084
Children’s Services	43.921	56.700	12.779	11.821	0.958
Public Health	1.602	1.302	(0.300)	(0.300)	0.000
Environment	44.158	43.390	(0.768)	(0.704)	(0.064)
Regeneration & Economic Development	11.476	11.124	(0.352)	(0.330)	(0.022)
Corporate Strategy	2.505	2.777	0.272	0.294	(0.022)
Chief Executive Office	(0.108)	(0.153)	(0.045)	(0.052)	0.007
Resources	6.210	8.265	2.055	1.999	0.056
General Fund Housing	2.416	2.371	(0.045)	0.600	(0.645)
Central Items	(15.688)	(22.636)	(6.948)	(6.333)	(0.615)
Support Services	20.181	20.181	0.000	0.000	0.000
<b>Total Authority</b>	<b>182.457</b>	<b>190.816</b>	<b>8.359</b>	<b>8.622</b>	<b>(0.263)</b>

\* Commissioning and Asset Management is no longer a separate directorate its elements have been allocated across the other directorates.

1.5.1.16 The Senior Leadership Team (SLT) has worked with Senior Officers across the organisation to consider a range of in-year mitigations that continue to be explored to support the 2023/24 position. Despite on-going challenges in Social Care, the programme of mitigation is helping to reduce that pressure on the overall Authority position.

## **1.5.2 Schools**

1.5.2.1 Schools have completed the first budget monitor submission for 2023/24 and there is a slight improvement against the budget plans submitted. At that stage, Schools were projecting year end balances of £8.211m deficit against a budgeted deficit of £8.323m. Good progress is currently being made on the second budget monitor, with completion planned for after the half-term break. Current draft figures show a revised projected year end position of £7.548m deficit against the planned budget deficit of £8.323m.

1.5.2.2 In November, Schools Forum approved recommendations from the School's Forum Finance Sub-group and £0.419m School's in Financial Difficulty (SiFD) funding will be allocated to schools in deficit. This funding is not reflected in the budget monitoring position but will be fully allocated against individual school balances when the second budget monitor is completed in March.

1.5.2.3 The Authority has also been allocated £1.868m by the Department for Education (DfE) from its funding to support schools in financial difficulty. Officers consulted with Schools Forum, on the most appropriate application of this funding for schools in the borough and it has been agreed to be applied against final 2023/24 deficit school balances. This allocation is also not reflected in the budget monitoring position. After both funding allocations have been applied, the projected year end balances of schools will be a £5.680m deficit. Further information on Schools is included in section 2.0 of Annex 2.

1.5.2.4 Cabinet will recall there has also been significant pressures within the Dedicated Schools Grant (DSG) in relation to the High Needs block, 2023/24 budget was set to achieve a year end deficit position of £10.474m, which included £1.950m Safety Valve funding. The third and final submission to the DfE, for 2023/24 was submitted on 15 December 2023 where the Authority reported it is on track to reach a positive in-year balance on this budget by the end 2027/2028, although the year end deficit position for 2023/24 is projected to be £10.490, forecasting a small in-year pressure £0.016m.

- 1.5.2.5 From 2024/25 the DSG Management Plan includes a 0.5% transfer from the Schools Block to the High Needs Block. Schools Forum voted against the £0.751m transfer for 2024/25 which has resulted in a Disapplication request being submitted to the ESFA. Any block transfer without Schools Forum agreement requires approval from the Secretary of State, the Authority has now been notified this was successful.
- 1.5.2.6 Schools Forum sub-group were notified of the successful Disapplication decision and then met Local Authority Officers to agree the allocation of the reduction. It was agreed that the transfer is to be allocated on a Schools Basic Entitlement basis.
- 1.5.2.7 As originally planned the DSG Management Plan remodelling is commencing to meet evolving future service requirements whilst staying within original 5-year financial projections.
- 1.5.2.8 The Authority's DSG management plan forecasts that there would be 2,134 EHCPs maintained in January 2024, however currently the number of EHCPs managed by the authority is showing an increase. The number of EHCPs have increased from 2,158 EHCPs in November to 2,161 EHCPs at the end of January 2024. The number of EHCPs completed by the Authority has decreased significantly by 41% compared to the same period last year, however the number of EHCPs ceased has also decreased, leading to a net increase in the number of EHCPs the Authority maintains. There is a continued high demand for assessments in North Tyneside.

### **1.5.3 Housing Revenue Account**

- 1.5.3.1 Again, performance is strong in this area. Housing rental income collection has dropped to 93.6% at the end of quarter 3, slightly lower than 94.9% during the same period last year. This is due partly to an increase in levels of arrears, and officers are monitoring and focussing closely on the increasing arrears levels for current tenants. This performance is still encouraging, especially when considered against a background of the impact of the rent increase and increasing numbers of tenants moving onto Universal Credit, which both increase the amount of income that needs to be collected. Empty homes levels are very low at around just over half a percentage point, which represents around 80 homes out of over 14,000 in total. This is a significant help in maximising the amount of rent that can be collected and invested in improving service delivery to tenants.
- 1.5.3.2 The projected outturn position for the Housing Revenue Account (HRA) is an overspend of £0.120m. The main areas of pressure relate to utility costs



across the sheltered estate, and the forecast impact of the tabled 2023/24 pay award due to be at least at the same level as last year overall, which is greater than was budgeted for in the HRA Business Plan. The Repairs budget continues to manage the impact of the cost-of-living crisis and the impact on material and sub-contractor costs, as well as the impact of the pay award mentioned above, however, at the current time this budget is still forecast to come in on budget overall.

#### 1.5.4 Investment Plan

1.5.4.1 The approved 2023–2028 Investment Plan totals £358.758m (£91,600m in 2023/24) and is detailed in table 21 of Annex 2, within section 4.

1.5.4.2 As part of January 2024 Investment Plan monitoring has resulted in reprogramming of £10.737m (changes to the anticipated delivery into future financial years), and proposals of variations of £0.411m (changes to the financing of the Plan) over the investment plan. Details of which are set out in Section 4 of Annex 2, paragraphs 4.2 and 4.3. At the end of January 2024, spend of £59.769m had been incurred in year, representing 58% of the approved plan for 2023/24. This is broadly in line with spend trajectory incurred on average at this point in time in prior years.

1.5.4.3 At the end of January significant investment had been made in the following areas:

- **Housing Revenue Account (HRA) Capital Programme;** Almost £16m (c.58.9% of the budget) has been invested to date in delivering planned improvement works to maintain homes to the decent homes standard. Since the previous report to Cabinet, £4.769m has been spent including kitchen and bathroom upgrades (£0.740m), structural wall replacements in Wideopen Estate (£0.648m), roof replacements (£0.539m), heating replacement works (£0.175m).
- **Highways and Infrastructure Improvements;** over £8.5m of improvement works (c.46% of the budget) have been delivered to date throughout the Borough including integrated transport improvements. Since the previous report a total of £1.391m has been spent as part of the delivery of the Authority's Local Transport Plan programme and additional Authority funded resurfacing works.
- **Affordable homes delivery;** over £4m of works (c.51% of the budget) associated with the delivery of affordable homes, through the Authority's Trading Company as well as the HRA New Build programme, including £0.614m since the previous report. The Authority's Trading Company are

currently progressing 10 acquisitions, which would take the total to 118. The HRA New Build Programme has completed 19 new homes to date in 2023-24 including the conversion of former garage sites in Battle Hill and refurbishment of former recreation rooms in Forest Hall and Wallsend into bungalows. Work has begun to demolish the former Rosehill Social Club and a programme agreed to demolish Parkside House in Wallsend with the sites being used to provide around 18 new Council homes.

- **Education improvement works;** £8.5m (78% of budget) of planned works delivering improvements in condition and capacity within the Borough's schools, which includes £1.963m of investment since the previous report. This includes spend in relation to works for Beacon Hill extension of building, a water heater replacement at Monkseaton High School as well as a number of smaller works across the schools in the Borough.
- **Strategic Asset Maintenance;** Almost £1.5m (c.53% of the budget) has been invested delivering planned preventative maintenance activity within the Authority's operational asset portfolio. Since the previous report £0.303m has been invested including works to replace the water supply at St Mary's Lighthouse and roofing works at High Borrans.
- **Leisure Facilities;** Almost £2.4m (c.47% of the budget) has been invested to date delivering improvement works to the Authority's leisure facilities. Since the last report this includes £0.481m, primarily relating to the St Peter's Sports Hub. The delivery of this scheme is being impacted by the adverse weather conditions, but internal works are now progressing at the pavilion and drainage works have been completed for the artificial grass pitch, with completion now expected by June 2024.
- **Regeneration projects;** £6.5m (c.39% of the budget) has been invested to date on the Authority's regeneration projects across the Borough. Since the previous report to Cabinet, £1.942m has been invested, primarily relating to the piling works for the Embankment Walkway.

## 1.5.5 Treasury Management

1.5.5.1 As at 31 January 2024, the level of external borrowing (excluding PFI) has remained at £422.443m for the period, the level of internal funding is forecast to remain high for the year and is projected to be £79.004m (£68.532m at 31 March 2023). This is in line with the Authority's Treasury Management Strategy as this avoids external interest charges wherever possible.

1.5.5.2 As at 31 January 2024, the Authority had total treasury investments of £16.500m. Year to date Income generated through interest earned on

investments from combined General Fund and HRA balances for 2023/24 is £1.672m. The Authority invests in line with Chartered Institute of Public Finance Accountancy (CIPFA) guidance, maintaining a low-risk approach to investments.

## **1.5.6 Developer Contributions**

1.5.6.1 Section 106 monies relate to contributions received by the Authority through planning gain. £21.075m of contributions have been received to date, with £15.431m spent or committed through the Investment Programme Board process. £5.644m as of 31 January 2024 remains uncommitted, with officers developing plans to utilise this in line with the conditions of the s106 agreement and the Authority's strategic objectives. Further information is provided in section 6 of the Annex 2 and shows an improving position in terms of utilisation.

1.5.6.2 Community Infrastructure Levy (CIL) £0.831m funding has been received by the Authority to date. CIL continues to develop within the Authority and further updates will be incorporated within this report when projects are developed, and funds utilised.

## **1.5.7 New Revenue Grants Received**

1.5.7.1 Table 2 below sets out the details of new revenue grants received up to end January 2024 for Cabinet's approval.

1.5.7.2 **Table 2: Grants Received December and January 2023/24**

Directorate	Grant Provider	Grant	Purpose	2023/24 value £m
Childrens	Youth Justice Board	Youth Justice Good Practice Grant - top up	Reduction in youth re offending, reduction in first time entrants, reduction in use of youth custody, effective public protection and safeguarding.	0.005
Public Health	Department for Environment, Food & Rural Affairs (DEFRA)	Port Health Transition Fund	In line with the New Burdens Doctrine, this funding aims to cover the costs incurred as a result of preparing for the new regime of sanitary checks and for work on current biosecurity issues.	0.005
Public Health		Analytical Support Grant	Grant to assist in the preparation of analytical data on emerging issues which will be presented periodically to the Serious Violence Partnership.	0.020
Public Health		Seasonal Violence Grant	This funding will support the Community Protection Team to provide interventions which aim to reduce the risks associated with serious violence in North Tyneside.	0.023
Childrens	Department for Education	Strengthening Multi-Agency Leadership for reform: Supporting the Implementation of Working Together and the Children's Social Care National Framework	The Authority is providing all 137 multi-agency safeguarding arrangements with grant funding to support areas to transform local systems, and deliver the reforms set out in Chapter 2 of Working Together and embed the practice described in the National Framework.	0.047

Resources	Department for Levelling Up, Housing and Communities	Local Digital Fund – Round 4	To support Digital Innovation for Planning Visualisation.	0.080
<b>Total</b>				<b>0.180</b>

## 1.5.8 New Capital Grants Received

1.5.8.1 Table 3 below sets out the details of new capital grants received up to end January 2024 for Cabinet’s approval.

### 1.5.8.2 Table 3: Capital Grants Received December and January 2023/24

Directorate	Grant Provider	Grant / Project	Purpose	2023/24 value £m
Childrens	Department for Education	Childcare Expansion Capital Grant	To be spent on capital projects, associated with projects that help ensure sufficient places for children.	0.441
<b>Total</b>				<b>0.441</b>

1.5.8.3 In addition to the grants reflected in the table above, the Authority has also recently been notified of successful funding applications relating to £0.110m from the Swimming Pool Support Fund (Sport England) to progress a solar PV scheme at Tynemouth Pool and £0.567m from the Public Sector Decarbonisation Scheme funding (Salix) to undertake works at North Shields Library. The schemes have been discussed at Investment Programme Board and officers are in the process of reviewing the detailed funding conditions to ensure these are considered to be acceptable to the Authority, prior to formally incorporating the awards into the Investment Plan.

## 1.6 Decision Options:

1.6.1 The following decision options are available for consideration by Cabinet:

### 1.6.2 Option 1

Cabinet agrees the recommendations at paragraph 1.2 of this report.

### 1.6.3 Options 2

Cabinet does not agree the recommendations at paragraph 1.2 of this report.

### 1.7 **Reasons for Recommended Option:**

1.7.1 Option 1 is recommended for the following reasons:

1.7.2 Cabinet is recommended to agree the proposals set out in section 1.2 of this report as it is important that Cabinet continues to monitor performance against the Budget, especially given the current level of financial pressures faced by the public sector. It is also important that Cabinet agrees to receive the revenue and capital grants referred to in the report.

### 1.8 **Appendices:**

Annex 1: Performance and Financial Management Report to 31 January 2024

Annex 2: Financial Management Report to 31 January 2024

Appendix 1: Investment Plan Summary

Appendix 2: S106 Summary & Detail

### 1.9 **Contact Officers:**

Jon Ritchie – Corporate Finance matters – Tel. (0191) 643 5701

David Mason – Corporate Finance matters – Tel. (0191) 643 5747

David Dunford – Corporate Finance and General Fund matters – Tel. (0191) 643 7027

Jane Cross – Corporate Finance and General Fund matters – Tel. (0191) 643 3166

Darrell Campbell – Housing Revenue Account matters – Tel. (0191) 643 7052

Jackie Laughton – Policy and Performance matters – Tel. (0191) 643 5724

Pam Colby – Policy and Performance matters – Tel. (0191) 643 7252

### 1.10 **Background Information:**

1.10.1 The following background papers and research reports have been used in the compilation of this report and are available at the offices of the author:

(a) Revenue budget 2023/24

[https://my.northtyneside.gov.uk/sites/default/files/web-page-related-files/NTC%20Revenue%20Budget%202023\\_24.pdf](https://my.northtyneside.gov.uk/sites/default/files/web-page-related-files/NTC%20Revenue%20Budget%202023_24.pdf)

(b) Investment Plan 2023–2028

<https://democracy.northtyneside.gov.uk/documents/s11473/Annex%201%20Appendix%20D%20i%202023%20-%202028%20Investment%20Plan.pdf>

(Agenda reports pack 16 February 2023 – Appendix D(i))

(c) Reserves and Balances Policy

<https://democracy.northtyneside.gov.uk/documents/s11480/Annex%201%20Appendix%20G%20-%202023-24%20Reserves%20and%20Balances%20Policy.pdf>

(Agenda reports pack 16 February 2023 – Appendix G)

(d) Overview, Scrutiny and Policy Development Performance Report

<https://democracy.northtyneside.gov.uk/documents/s11482/Annex%201%20Appendix%20I%20-%202023-24%20Report%20of%20the%20Overview%20Scrutiny%20and%20Policy%20Development%20Committee%20Jan%20202.pdf>

(Agenda reports pack 16 February 2023 – Appendix I)

(e) North Tyneside Safety Valve Agreement

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1142857/North\\_Tyneside\\_Safety\\_Valve\\_Agreement\\_2022-2023.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1142857/North_Tyneside_Safety_Valve_Agreement_2022-2023.pdf)

## PART 2 – COMPLIANCE WITH PRINCIPLES OF DECISION MAKING

### 2.1 Finance and Other Resources

2.1.1 Financial and other resources implications are covered in the body of the report.

### 2.2 Legal

2.2.1 The Authority has a duty to ensure it can deliver a balanced budget. The Local Government Act 2003 imposes a duty on an authority to monitor its budgets during the year and consider what action to take if a potential deterioration is identified.

### 2.3 Consultation/Community Engagement

#### 2.3.1 Internal Consultation

Internal consultation has taken place with the Cabinet Member for Finance and Resources, the Elected Mayor, the Deputy Mayor, Cabinet Members, the Senior Leadership Team and Senior Finance Officers.

## 2.3.2 External Consultation / Engagement

The 2023/24 budget was completed after widespread consultation and community engagement in line with the Authority's approved Budget Engagement Strategy.

## 2.4 Human Rights

2.4.1 The proposals within this report do not have direct implications in respect of the Human Rights Act 1998.

## 2.5 Equalities and Diversity

2.5.1 There are no direct equalities and diversity implications arising from this report.

## 2.6 Risk Management

2.6.1 Potential future financial pressures against the Authority are covered in this report and registered through the Authority's risk management process.

## 2.7 Crime and Disorder

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

## 2.8 Environment and Sustainability

2.8.1 There are no direct environmental and sustainability implications arising from this report.



**PART 3 - SIGN OFF**

- Chief Executive  X
- Director of Service  X
- Mayor/Cabinet Member(s)  X
- Chief Finance Officer  X
- Monitoring Officer  X
- Assistant Chief Executive  X

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North  
Tyneside  
Council

# Annex 1: Performance and Financial Management Report

January 2024

Produced by Policy, Performance and Research

# Adults Services

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# Residential Care, Nursing Care and New Long Term and Short Term Placements

Residential Care clients

January 2024 876

Nursing Care clients

January 2024 333

New Long Term Placements

2023/24 329

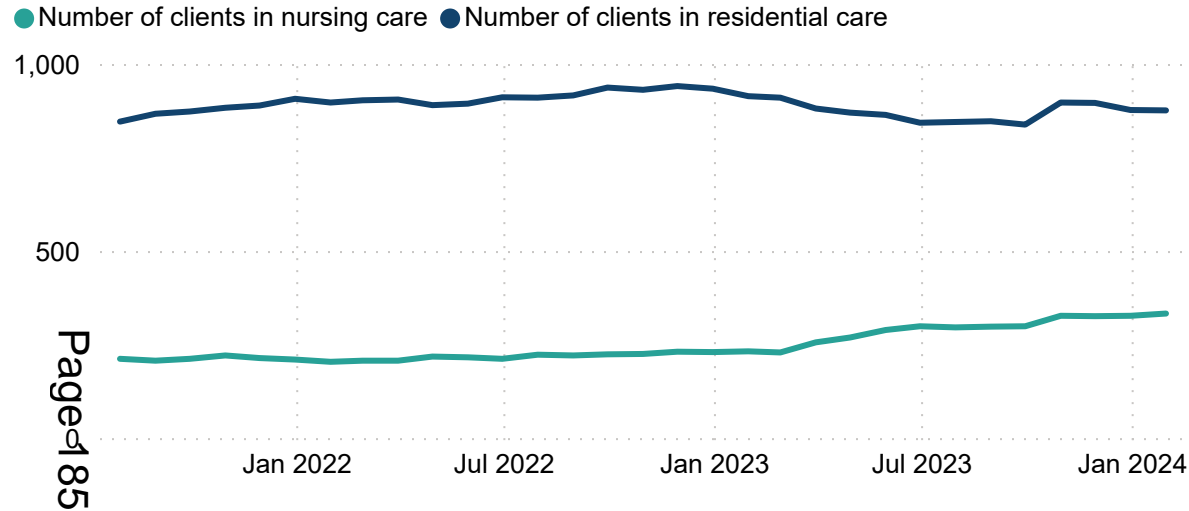
New Short Term Placements

2023/24 232

Requests for a service per 100,000 population

January 2024 450

Residential Care and Nursing Care clients



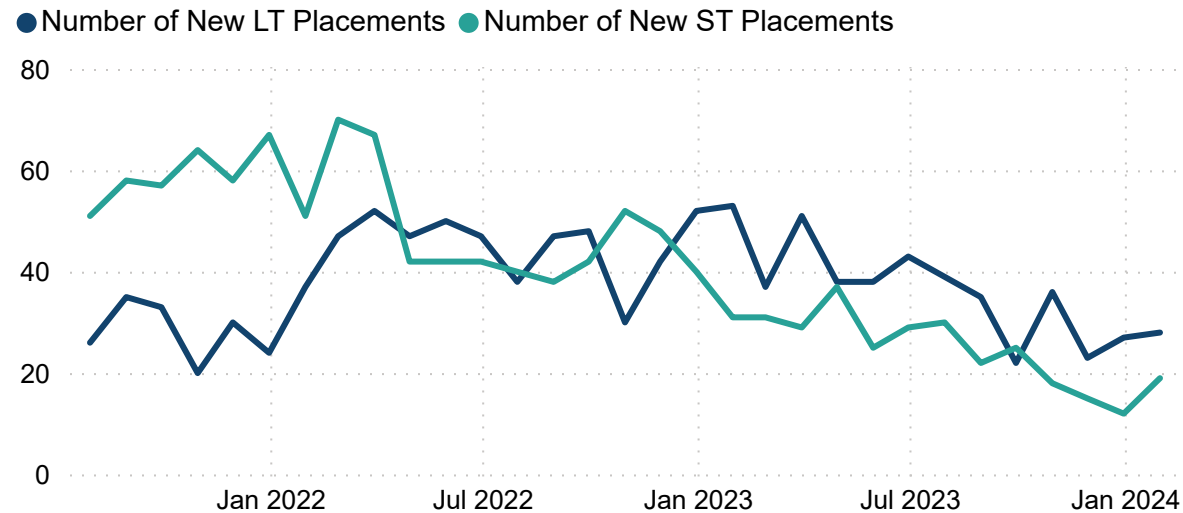
## Comment on performance

Residential care placements are showing a 4% decrease compared to the same period last year, however nursing care placements have increased by 44%.

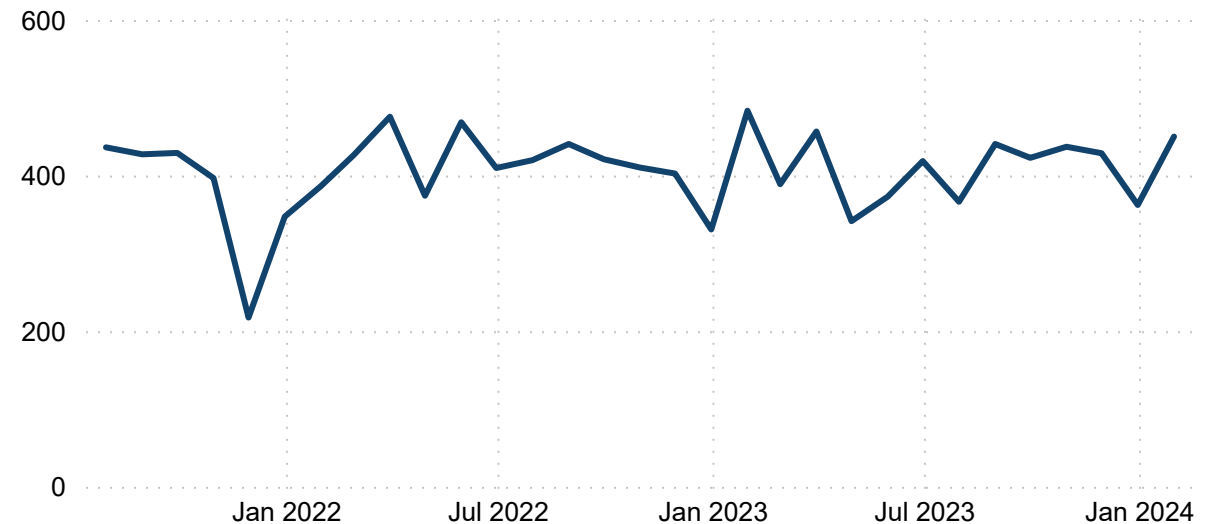
New long-term and short-term admissions to nursing and residential care have decreased compared to 2022/23. Long term by 47% and short term by 39%.

Requests for service per 100k population have decreased by 7% compared to the same period last year.

Number of New Long Term and Short Term Placements



Requests for a service per 100,000 population



# Standard Homecare hours, clients waiting for Homecare services and requests for a service

Homecare clients

January 2024 937

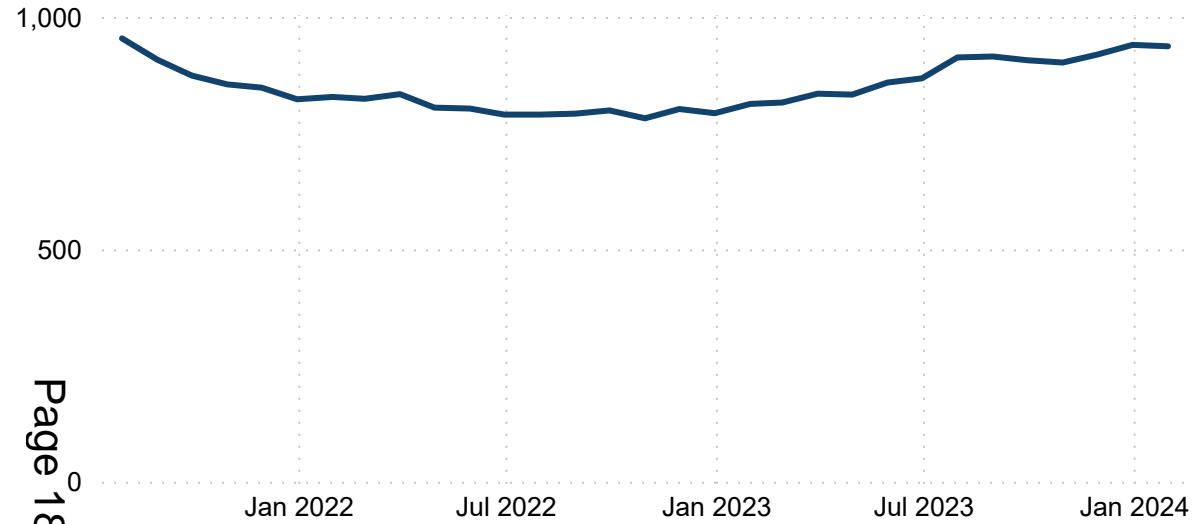
Standard Homecare hours commissioned by local authority

January 2024 42,337

Clients waiting for Homecare services

January 2024 16

Homecare Clients

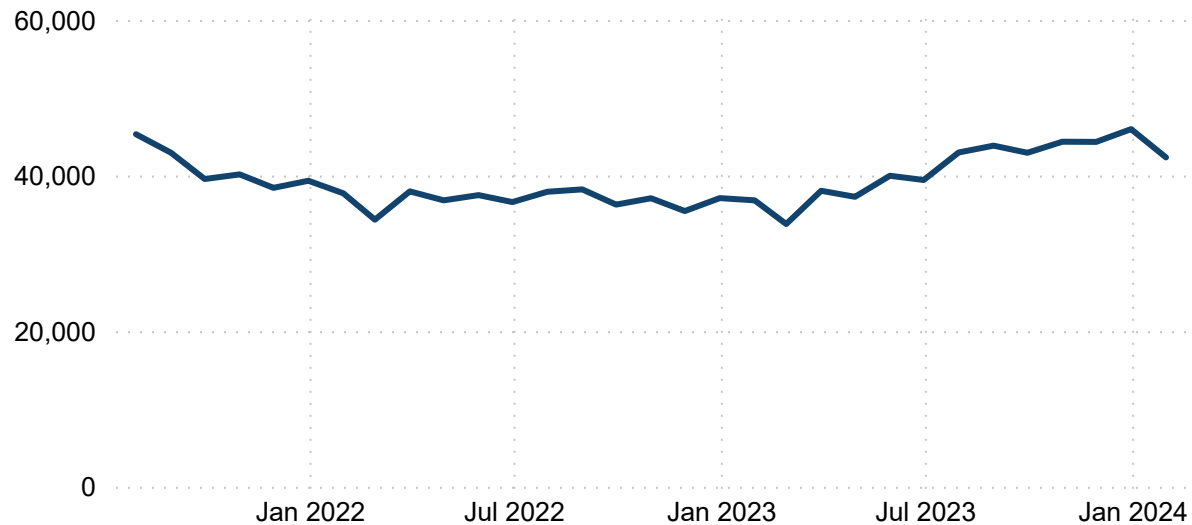


## Comment on performance

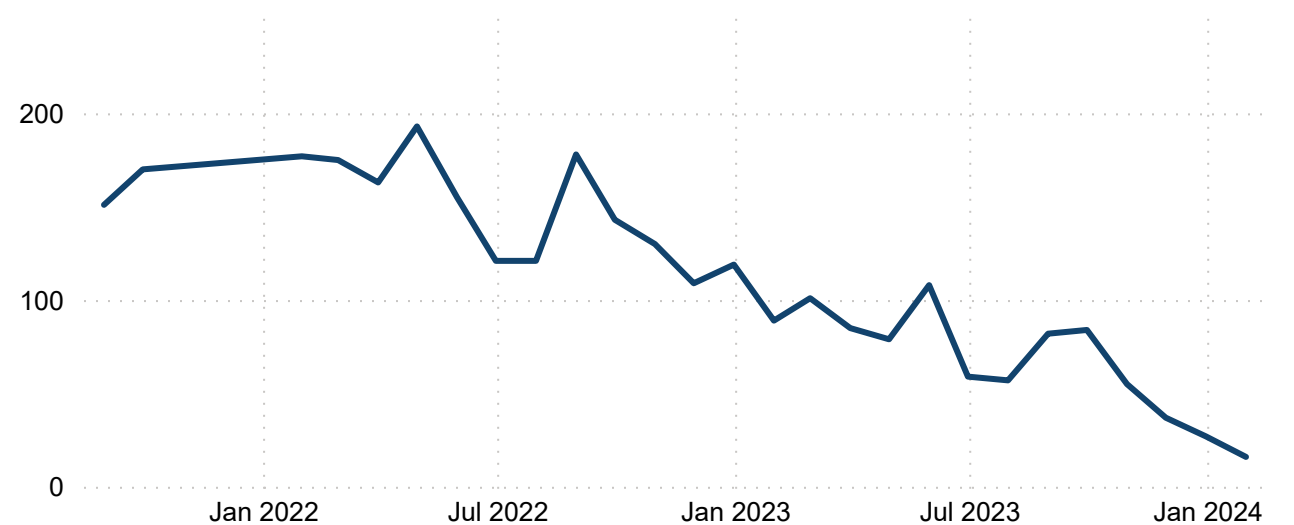
In January 2024, there were 937 homecare clients and 42,337 homecare hours commissioned by the local authority, which is increasing as the number of clients waiting for homecare services is decreasing.

The number of clients waiting for homecare services has significantly decreased and is at its lowest level in three years, since before the COVID-19 pandemic.

Standard Homecare hours commissioned by local authority



Clients waiting for Homecare services



# Children's Services

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# Children in Care and Children in Need

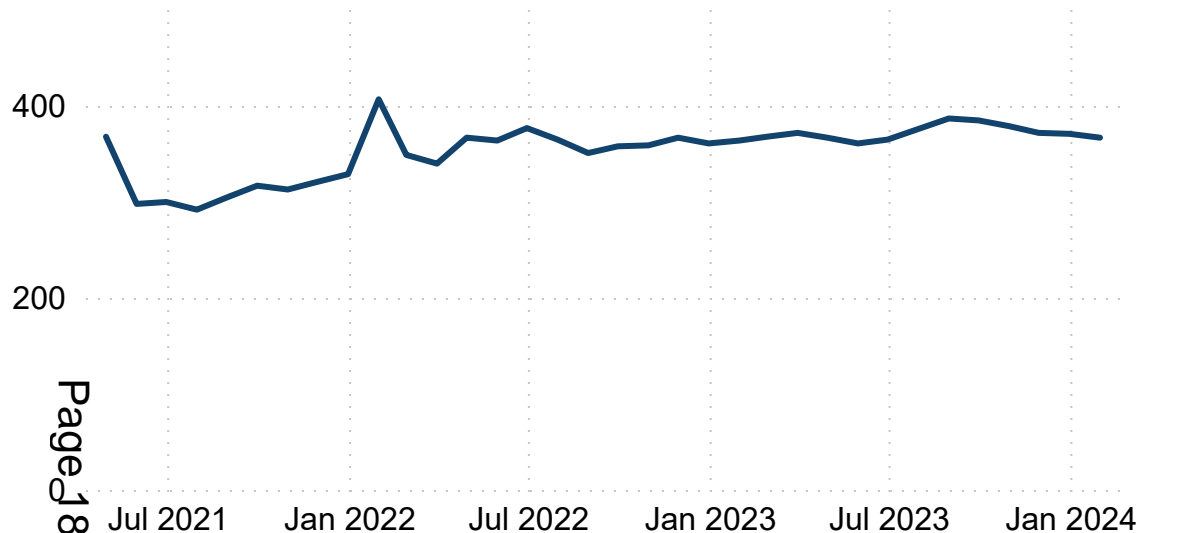
Children in Care

January 2024 367

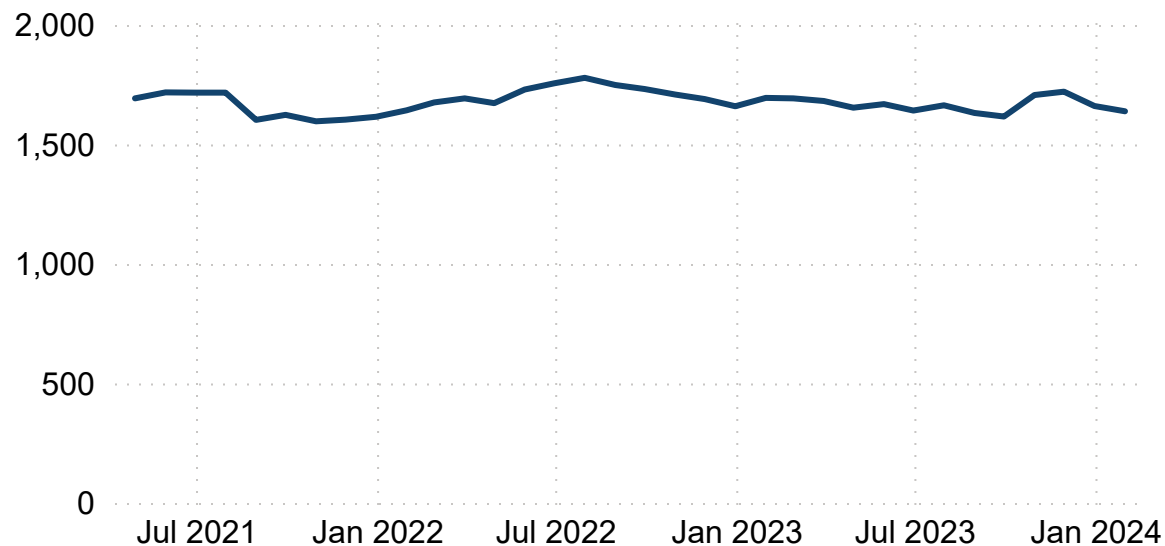
Children in Need

January 2024 1,639

Children in Care

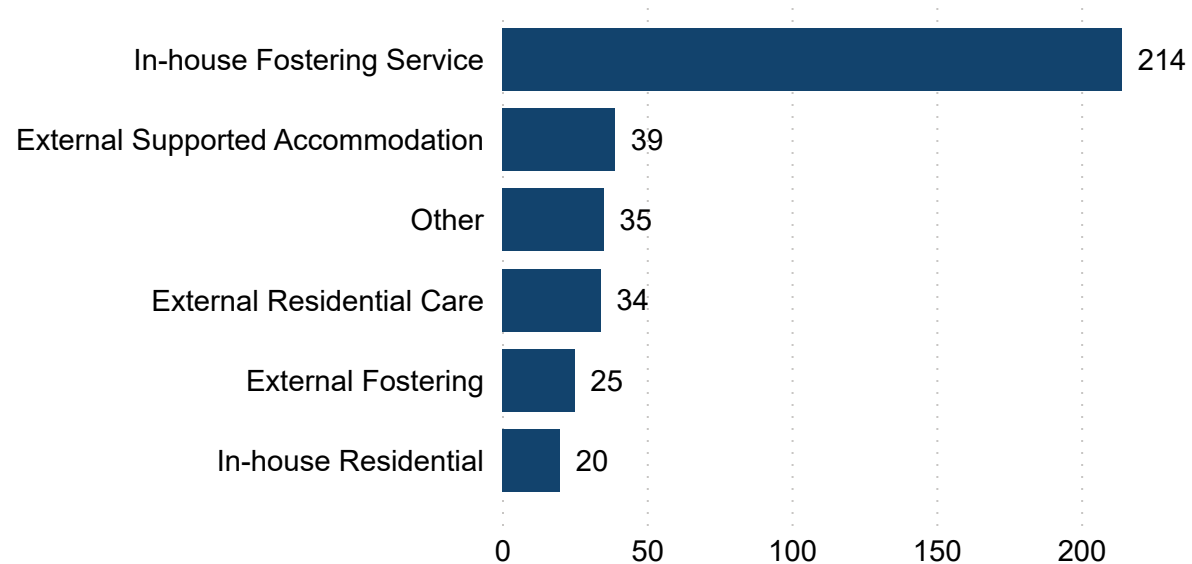


Children in Need



Children in Care split of placements

January 2024



## Comment on performance

The number of Children in Need decreased in January to 1,639. This fluctuates month on month but remains higher than the core 1,600 Children in Need budgeted for.

The number of children in care decreased to 367 including 20 unaccompanied Asylum-Seeking Children (UASC). This is higher than the core 330 budgeted for, combined with the current placement mix driving higher costs leading to a budget overspend.





# Pupils with Special Educational Needs (SEN) support and SEN mediations and tribunals

Pupils with SEN support

October 2023 4,181

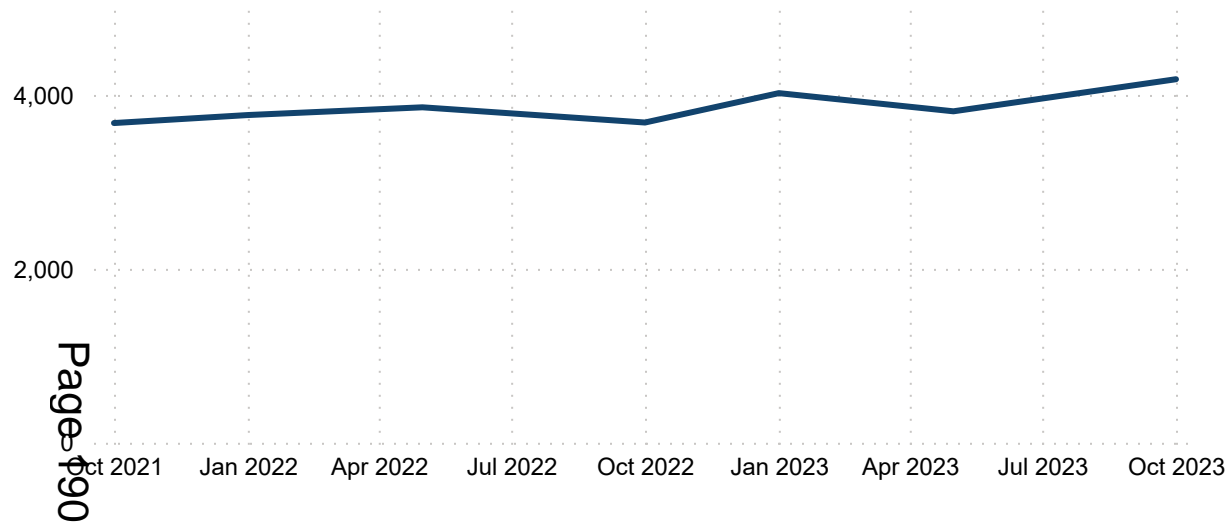
SEN mediations

2023/24 133

SEN tribunals

2023/24 87

Pupils with SEN support

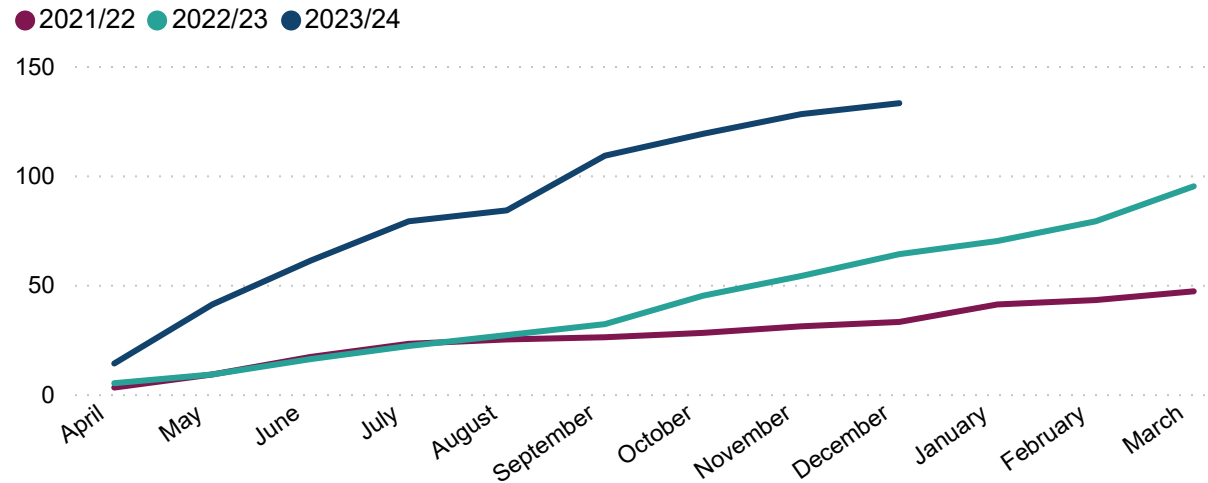


## Comment on performance

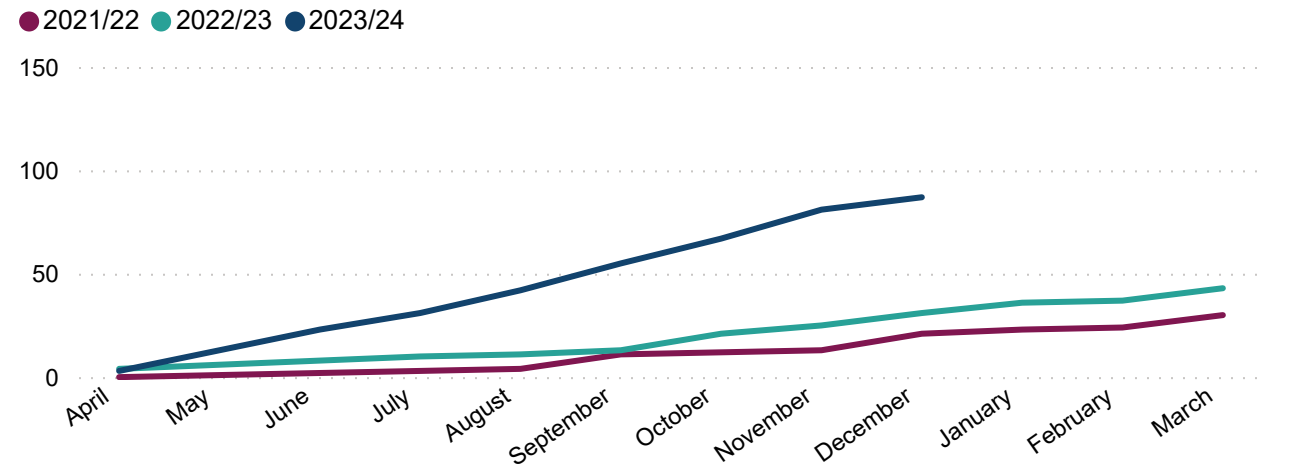
During 2023/24, there has been a significant increase in the number of tribunals and mediations, largely attributable to non-assessment.

The number of pupils with SEN Support has increased by 7% compared to the previous year.

SEN mediations - cumulative by financial year



SEN tribunals - cumulative by financial year



# Pupils receiving Home to School Transport, Electively Home Educated and 16-17 year olds Not in Education, Employment or Training (NEET)

Number receiving home to school

Electively home educated pupils

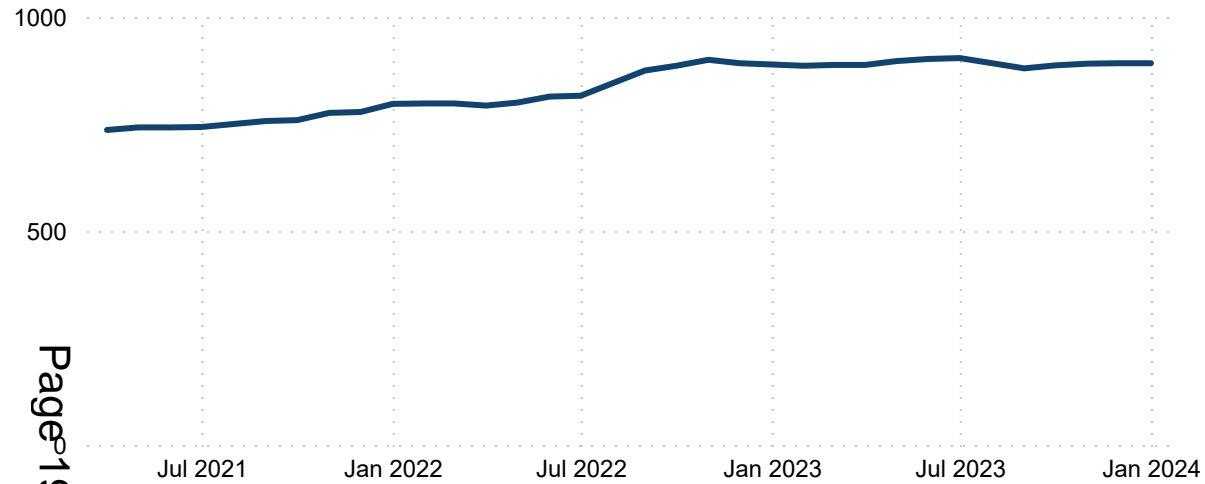
16-17 year olds NEET

January 2024 892

January 2024 204

December 2023 4.0%

Number receiving home to school transport



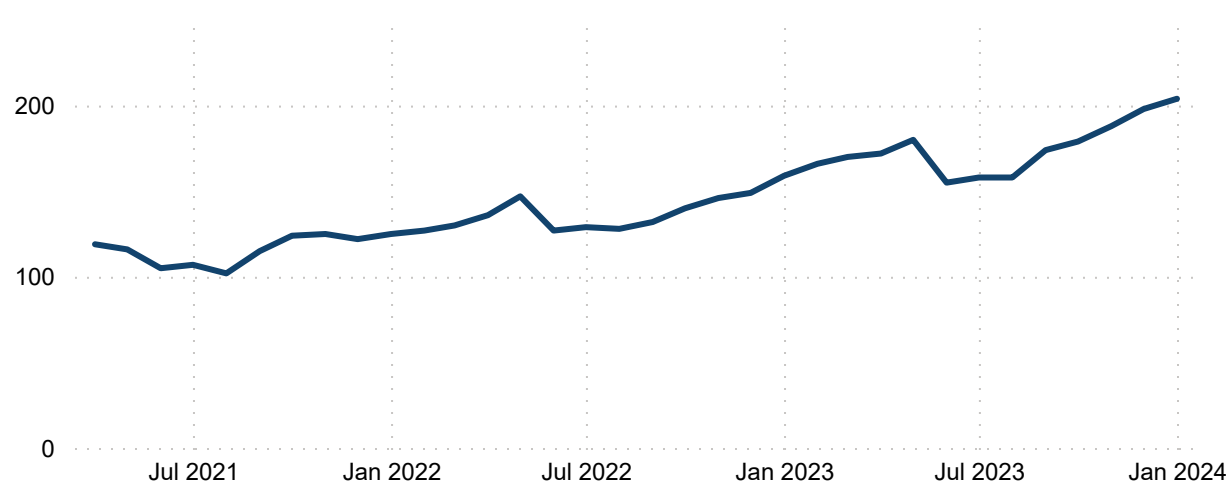
## Comment on performance

The number of pupils receiving Home to School Transport has significantly increased each year, causing an increased overspend on the home to school budgets. Currently standing at 892 pupils.

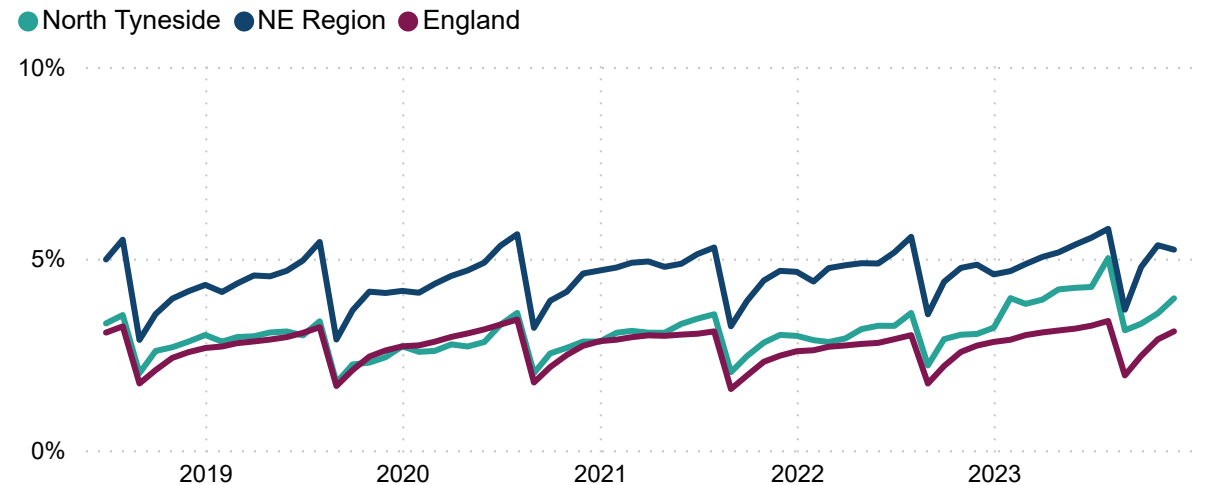
The number of pupils electively home educated has increased to 187 at the end of November 2023. The number of pupils electively home educated has gradually increased year on year for the last 7 years.

16-17 year olds NEET has slightly increased in North Tyneside compared to the same period last year. North Tyneside's NEET rate is significantly lower than the regional comparator (5.2%), but higher than national (3.1%).

Electively home educated pupils



16-17 year olds NEET



# School absence, exclusions, suspensions and 16-17 year olds Not in Education, Employment or Training (NEET)

Overall absence

December 2023 9.4%

Persistent absence

December 2023 21.7%

Suspensions

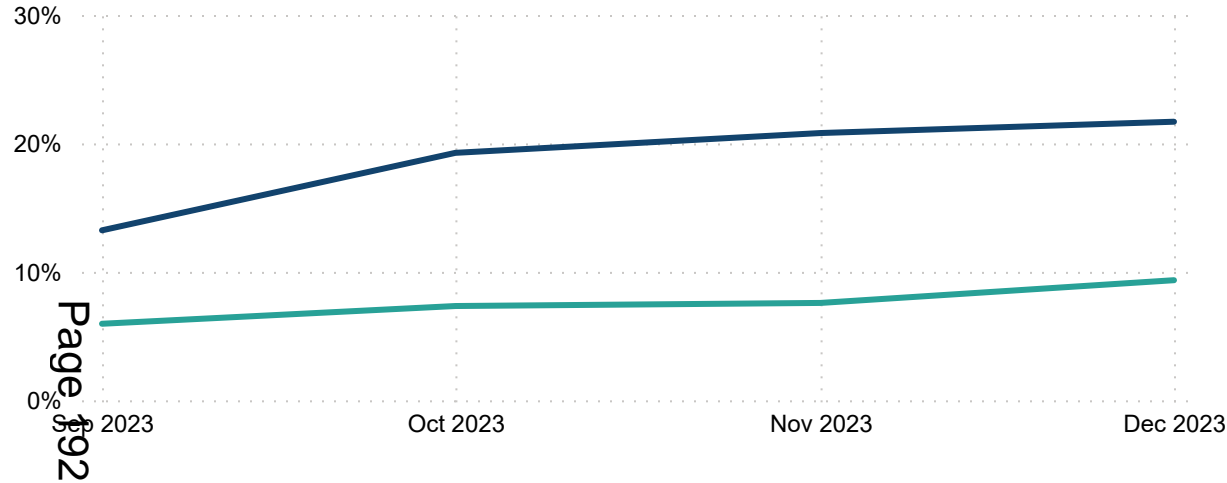
2022/23 1,368

Exclusions

2022/23 40

## Overall and persistent absence

● Persistent Absence ● Overall Absence



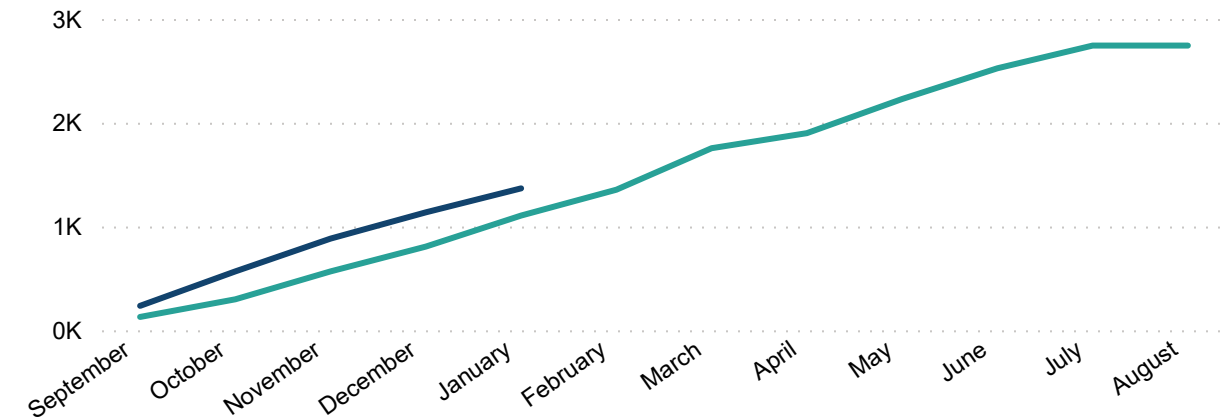
## Comment on performance

At the end of December, the number of suspensions are significantly higher than the during the same period last year. 1,368 suspensions at the end of December, a 24% increase compared to the same period last year. There were 40 Permanent Exclusions compared to 28 for the same period last year.

The rise is somewhat seen over all schools, but in schools who are above the local authority average for suspension and permanent exclusions the Education North Tyneside Team will be offering support and challenge.

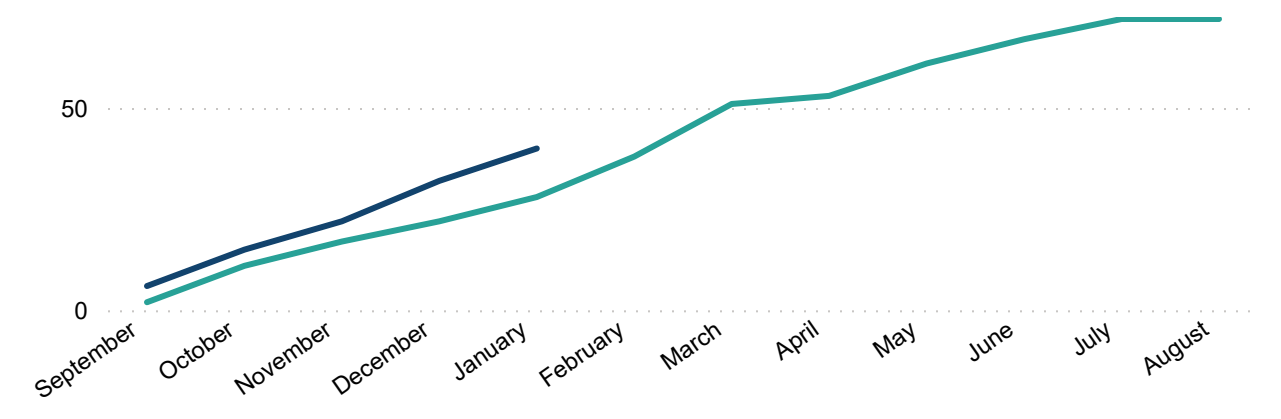
## Suspensions - cumulative by academic year

● 2022/23 ● 2023/24



## Exclusions - cumulative by academic year

● 2022/23 ● 2023/24



# Environment

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# Carbon reduction in council operations against baseline year and waste recycled, reused or composted

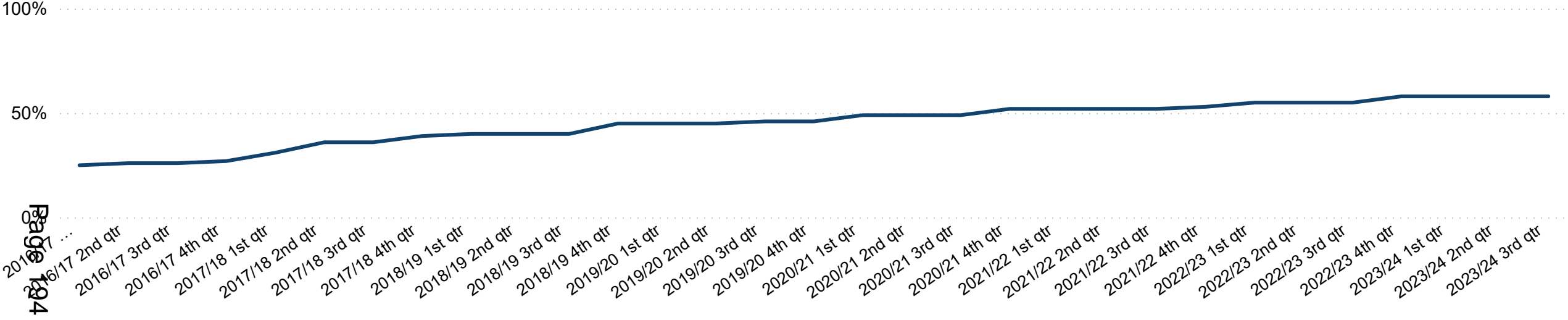
Carbon reduction in council operations against baseline year

2023/24 3rd qtr 58%

Waste recycled, reused or composted

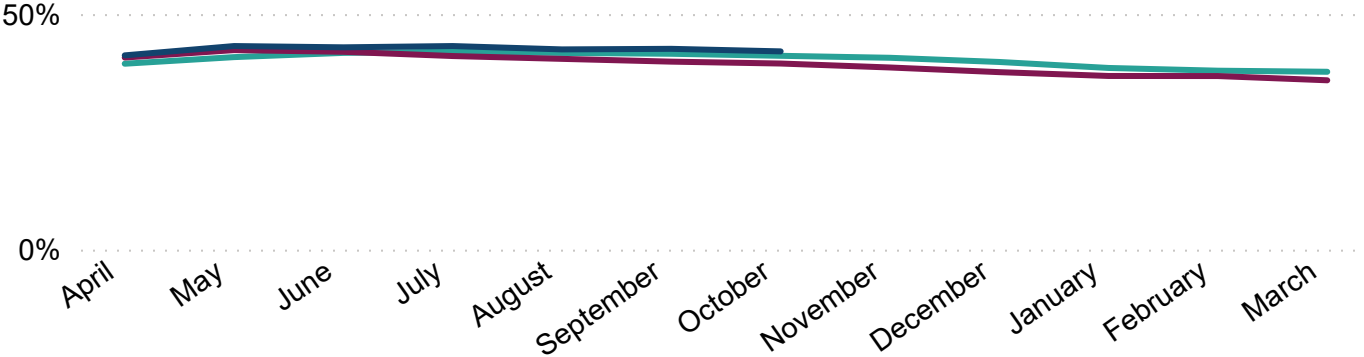
October 2023 42.1%

Carbon reduction in council operations against baseline year



Waste recycled, reused or composted

● 2021/22 ● 2022/23 ● 2023/24



**Comment on performance**

Carbon reduction in council service operations has decreased by 58% against the baseline year of 2010/11 at the end of the 3rd quarter.

At the end of October 42.1% of waste has been recycled, reused or composted, higher than the previous two years.

# Housing

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# Affordable homes delivered, homeless presentations and priority homeless acceptances

Affordable homes delivered against target 5,000 (cumulative)

2023/24 3rd qtr 2,213

Homeless presentations

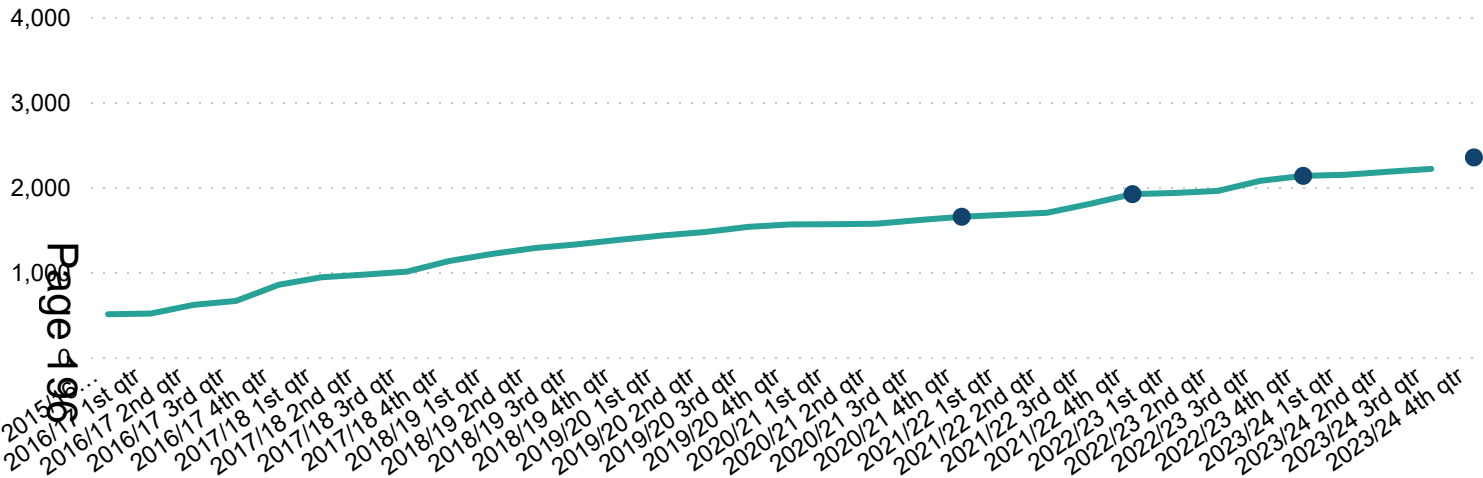
2023/24 2,225

Priority homeless acceptances

2023/24 104

Affordable homes delivered against target 5,000 (cumulative)

● Number of affordable homes delivered target (cumulative) ● Number of affordable homes delivered against target 5,000 (cumulative)



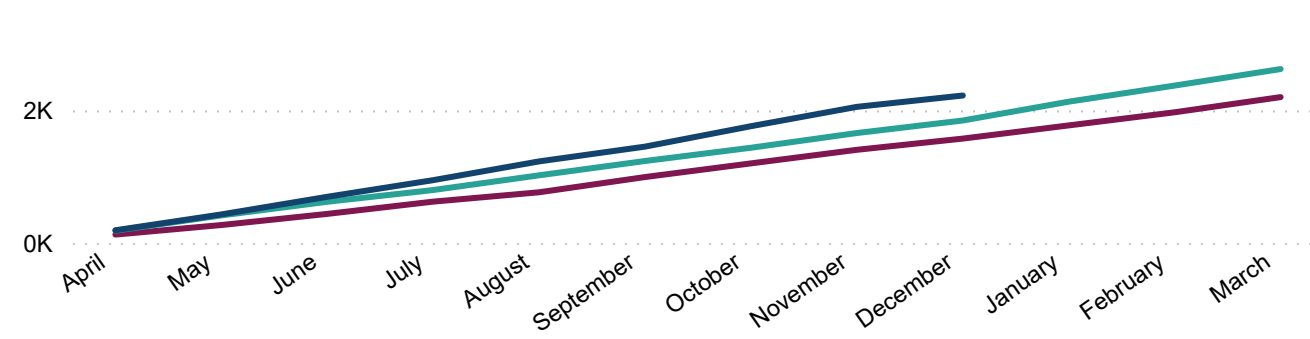
**Comment on performance**

The affordable homes programme is on track against the profiled target to deliver 2,213 by the end of quarter 3.

The trend of homeless presentations and priority homeless acceptances are increasing. Presentations have increased by 20% compared to last year and 41% compared to the year before. Proportionally 5% of presentations result in a priority homeless acceptance, which is consistent, but the number of priority acceptances has increased by 10% compared to last year and 24% compared to 2021/22.

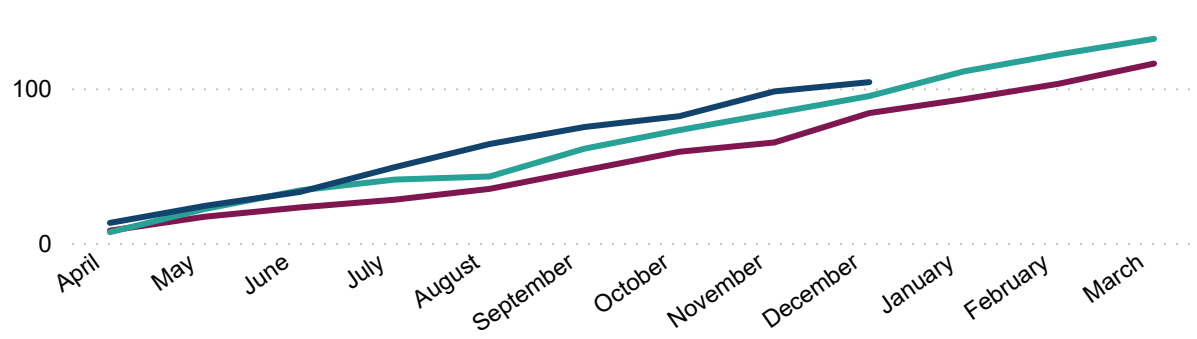
Homeless presentations - cumulative by financial year

● 2021/22 ● 2022/23 ● 2023/24



Priority homeless acceptances - cumulative by financial year

● 2021/22 ● 2022/23 ● 2023/24





# Empty homes available for letting, housing relet time and rent collected

Empty homes available for letting as a proportion of stock - total

December 2023 0.54%

Average housing relet time (days)

December 2023 39.2

Rent collected

2023/24 3rd qtr 93.7%

Empty homes available for letting as a proportion of stock - total



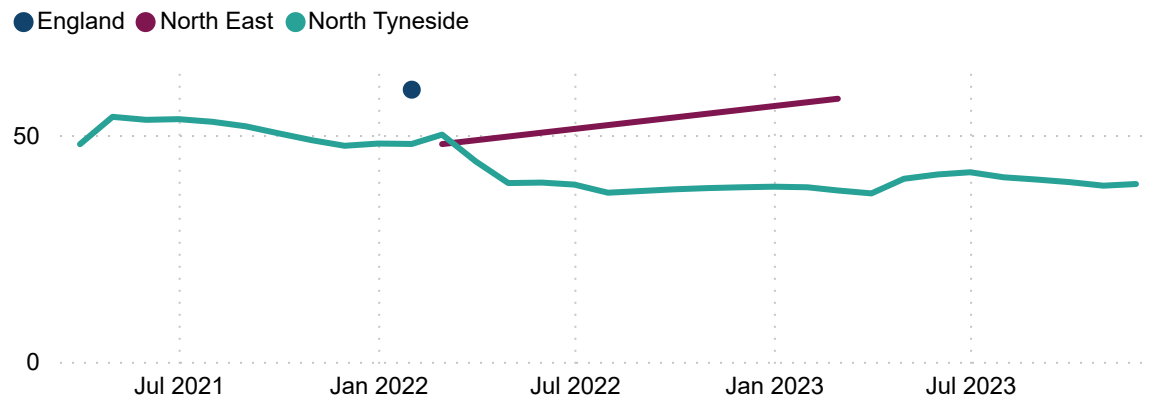
## Comment on performance

At the end of quarter 3, rental collection has dipped to 93.7% compared to 94.9% last year.

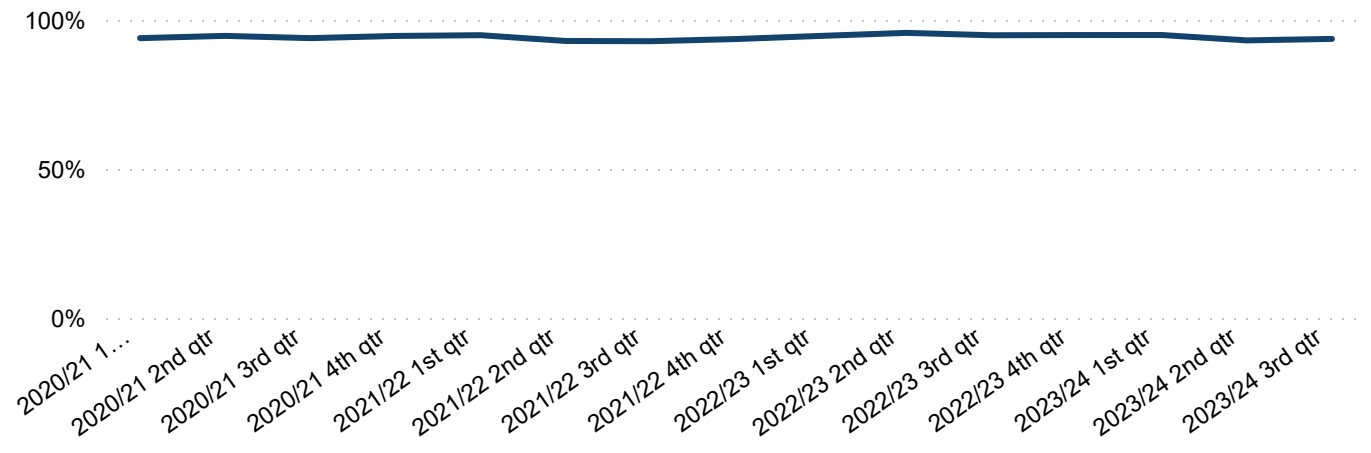
The average housing relet time performance time is consistent to the previous year. There are fewer than half a percentage point of homes empty and available for letting, which represents around 80 homes out of over 14,000 in total.

Average housing relet time (days)

North Tyneside monthly North East annual



Rent collected



# Council housing repairs

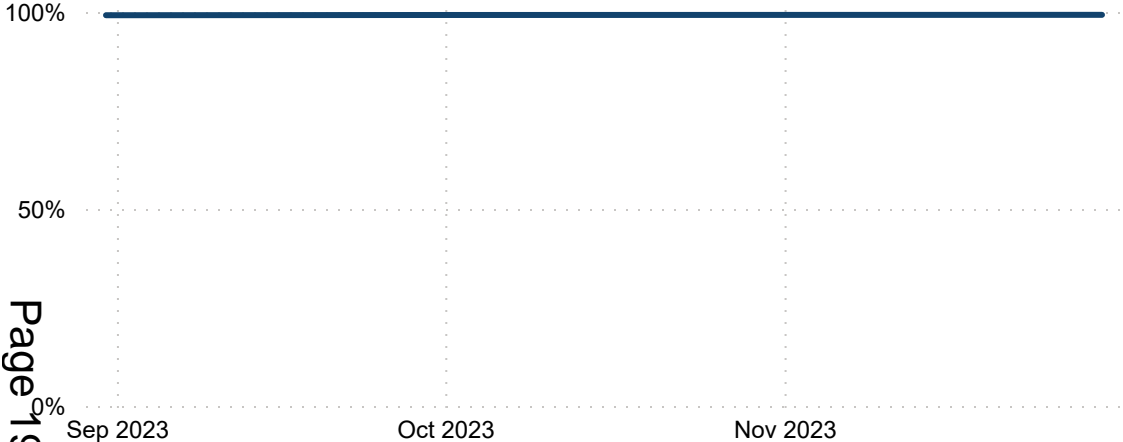
Emergency housing repairs completed within target time

November 2023 99.3%

Non-emergency housing repairs completed within target time

November 2023 86.2%

% Emergency Housing Repairs completed within target time

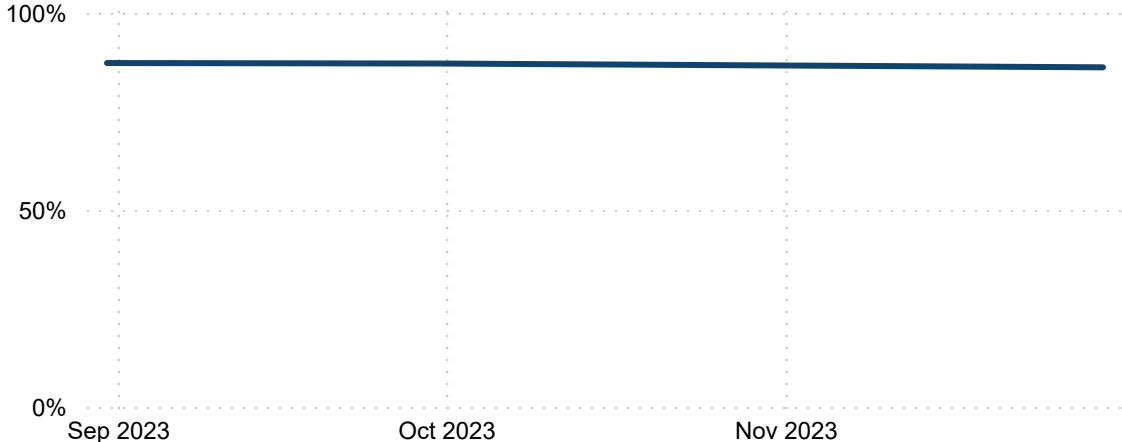


## Comment on performance

New Tenant Satisfaction Measures are being baselined during 2023/24.

Across all housing stock; general needs and North Tyneside Living 99.3% emergency housing repairs were completed within time and 86.2% non-emergency housing repairs were completed within target time.

% Non-emergency Housing Repairs completed within target time



# Public Health

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# School readiness, expected level of development and breastfeeding prevalence

School readiness: children achieving a good level of development at the end of Reception

2021/22 61.9%

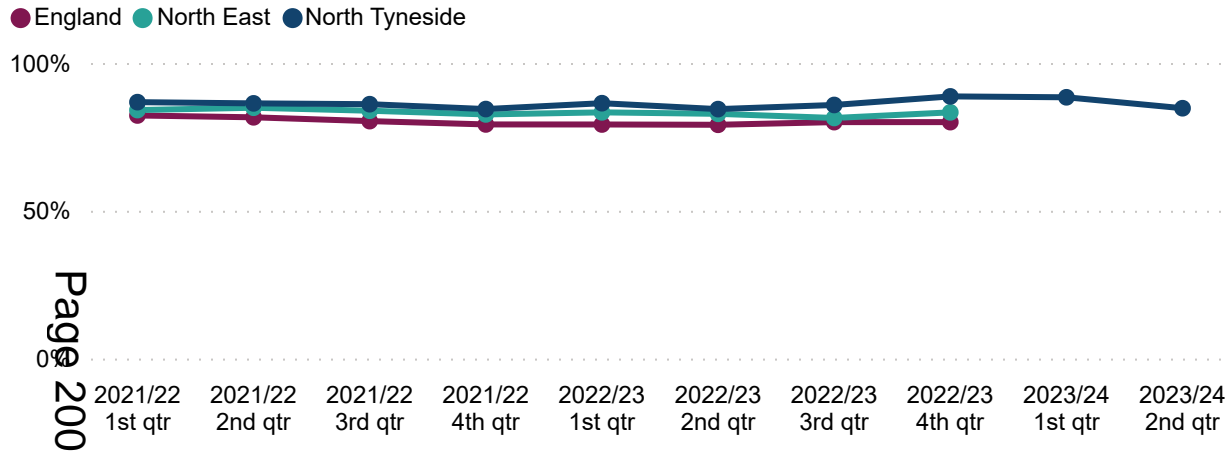
Children who received a 2 to 2½ year review in the quarter who were at or above the expected level in all five areas of development

2023/24 2nd qtr 84.7%

Breastfeeding prevalence at 6 to 8 weeks after birth

2023/24 2nd qtr 47.9%

Children who received a 2 to 2½ year review in the quarter who were at or above the expected level in all five areas of development



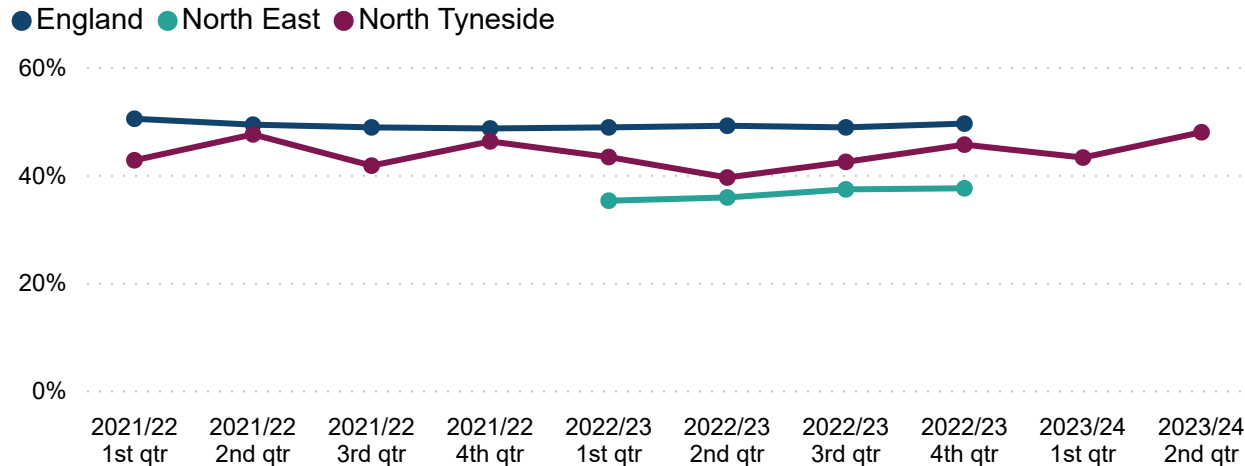
## Comment on performance

School readiness at the end of Reception in 2021/22 was below regional and national levels.

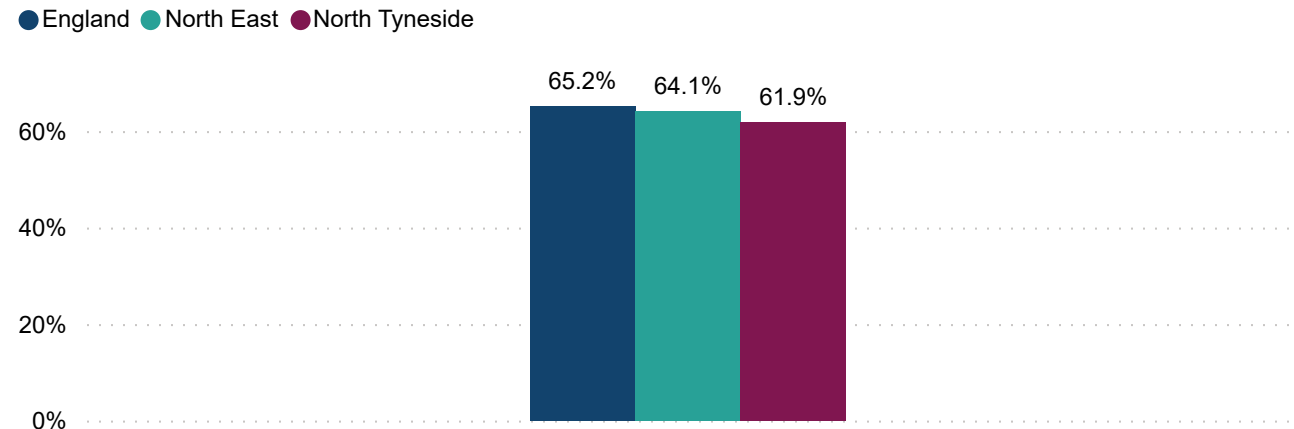
At the end of 2022/23 the proportion of children meeting or exceeding the expected level of development is better than regional and national performance.

Breastfeeding prevalence at 6 to 8 weeks after birth in North Tyneside has dipped slightly to 47.9% at the end of quarter two. At the end of 2022/23, breastfeeding prevalence was in line with the England rate and higher than the regional rate.

Breastfeeding prevalence at 6 to 8 weeks after birth



School readiness: children achieving a good level of development at the end of Reception 2021/22



# Crime and anti-social behaviour (ASB)

Number of crimes  
rolling 12 month total

December 2023 18,557

Rate of crime per 1,000 population  
rolling 12 month

December 2023 88

ASB incidents  
rolling 12 month total

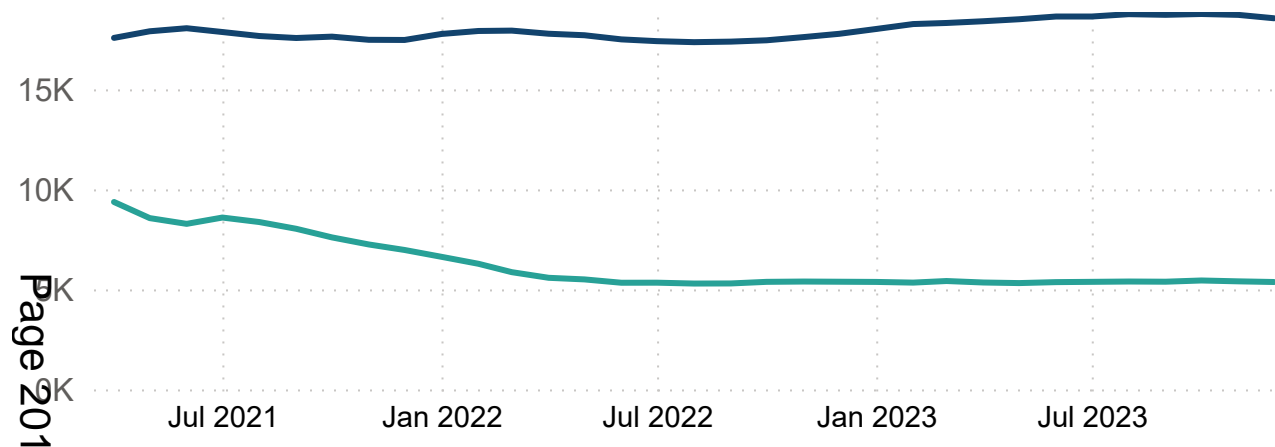
December 2023 5,372

Rate of ASB incidents per 1,000 population  
rolling 12 month

December 2023 26

Crime and ASB (number) North Tyneside

● Crime 12 month rolling total ● Anti-Social Behaviour 12 month rolling total



## Comment on performance

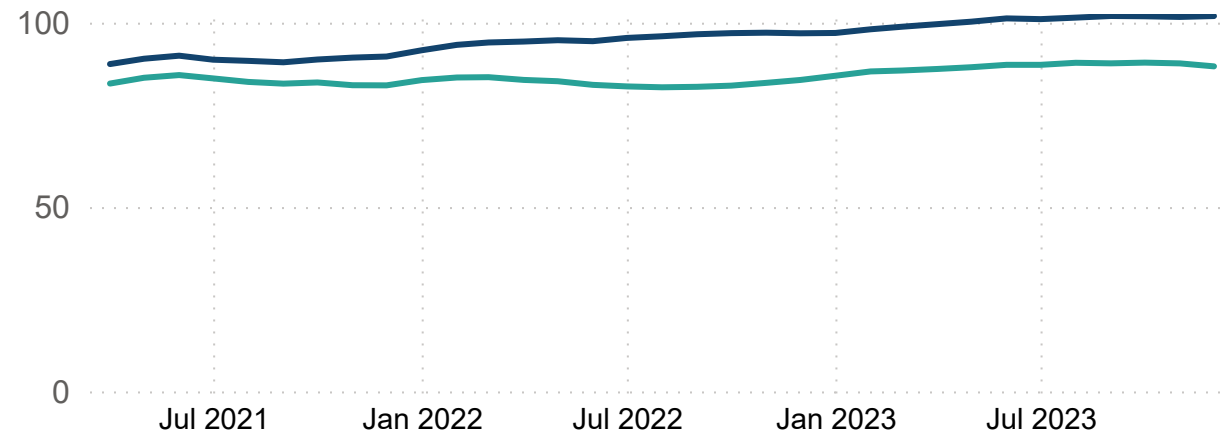
At the end of December, there have been 18,557 crimes over 12 month period, a 4.4% increase compared to last year.

5,372 ASB incidents over 12 months, consistent to last year.

The rate of crime per 1,000 population is showing an increase compared to last year, ASB is consistent, but the rate of crime and ASB is significantly lower than the rate across the Northumbria Police area.

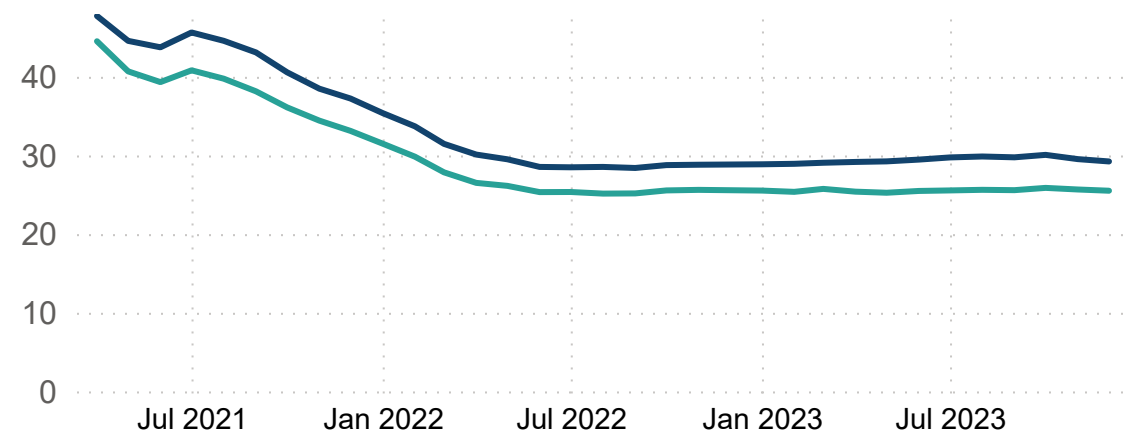
Rate of crime per 1,000 population (rolling 12 month)

● Northumbria ● North Tyneside



Rate of ASB incidents per 1,000 population (rolling 12 month)

● Northumbria ● North Tyneside



# Resources

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# Council Tax and Business Rates collection rates and Change of Circumstances

Council Tax collection rate  
(cumulative financial year to date)

January 2024 87.6%

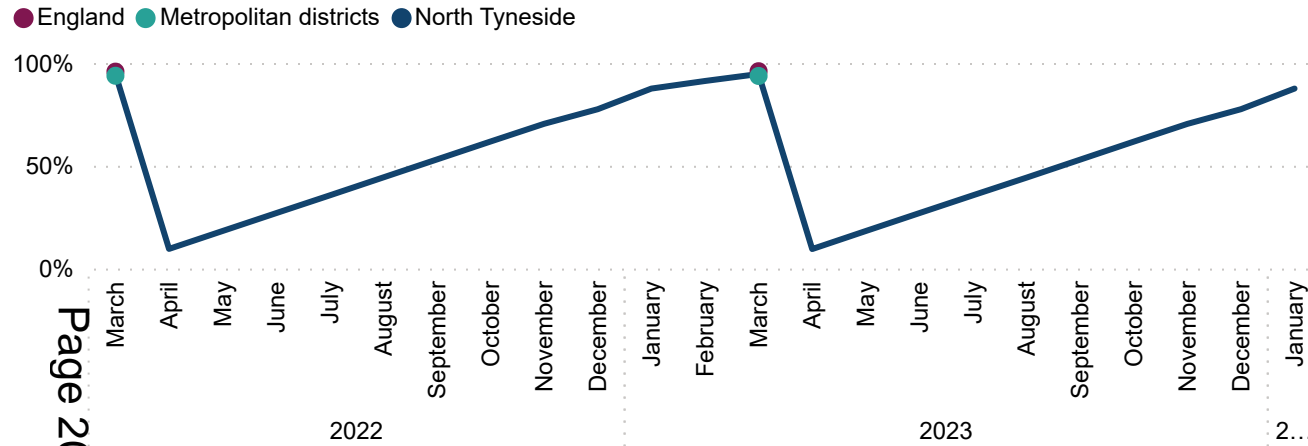
Business Rates collection rate  
(cumulative financial year to date)

January 2024 87.1%

Average time to process change of  
circumstances (days)

January 2024 2.2

Council Tax collection rate  
monthly cumulative (North Tyneside) and annual (England and Metropolitan districts)

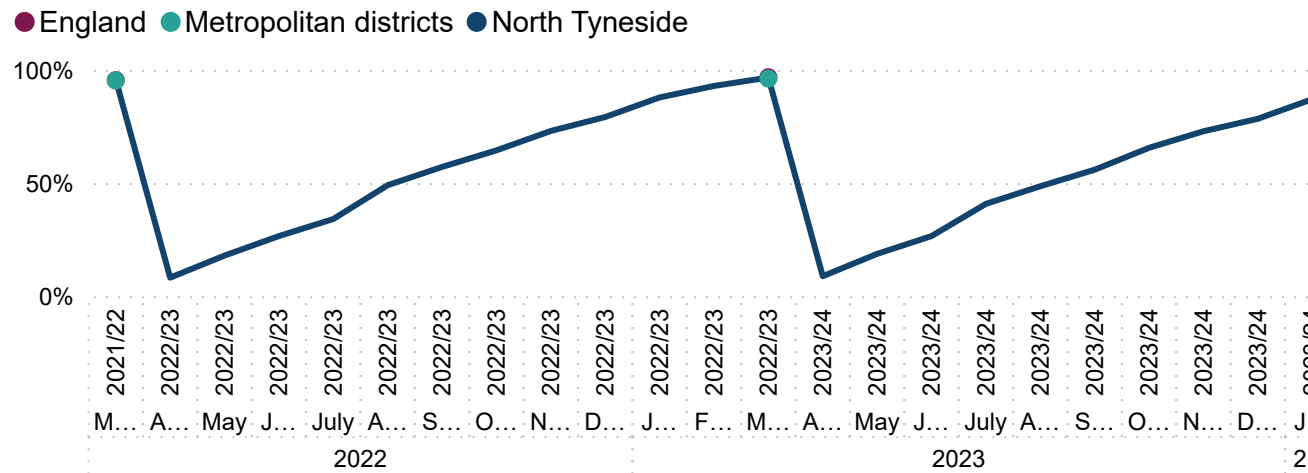


## Comment on performance

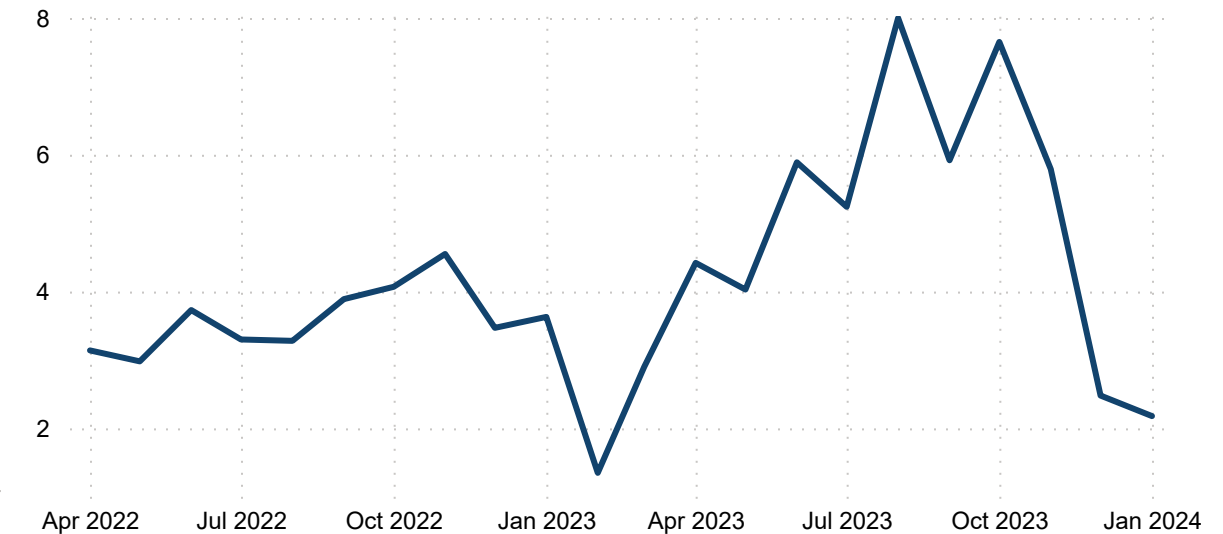
Council Tax and Business Rates collection is consistent with the same period last year.

The average number of days to process change of circumstances has significantly decreased to 2.2 days.

Business Rates collection rate  
monthly cumulative (North Tyneside) and annual (England and Metropolitan districts)



Average time to process change of circumstances (days)



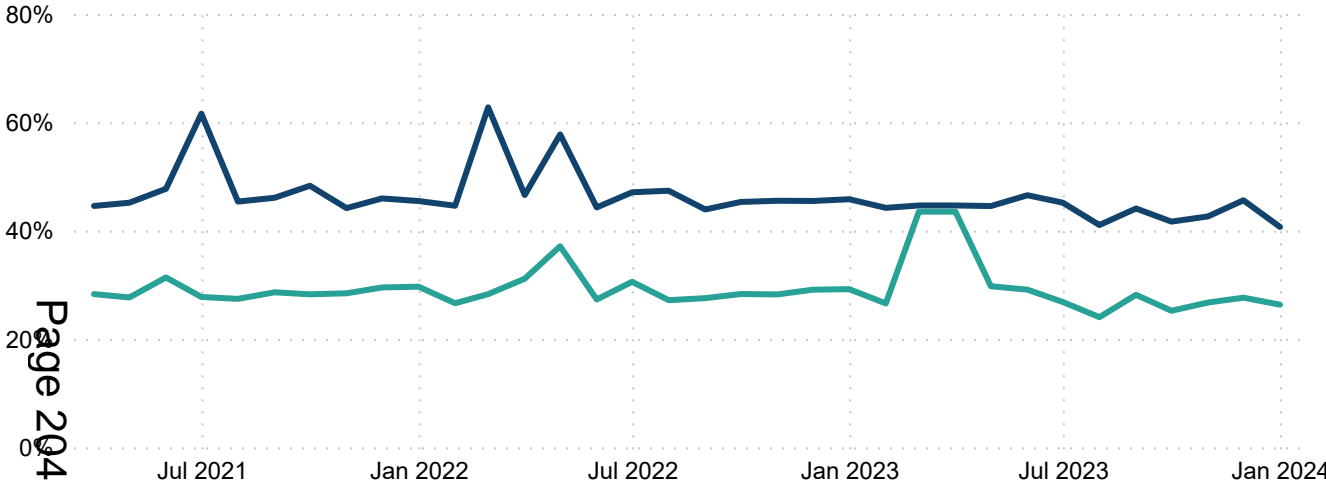
# Local suppliers

Procurement - percentage of local suppliers

January 2024 26.3%

Procurement - percentage of local suppliers

● Newcastle Travel to Work Area (TTWA) ● North Tyneside



## Comment on performance

In January, 26.3% suppliers were local to North Tyneside, compared to 40.7% travelling from Newcastle.



# Sickness and Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR)

Sickness - average days sickness lost per month per full-time equivalent (FTE) (rolling 12 months)

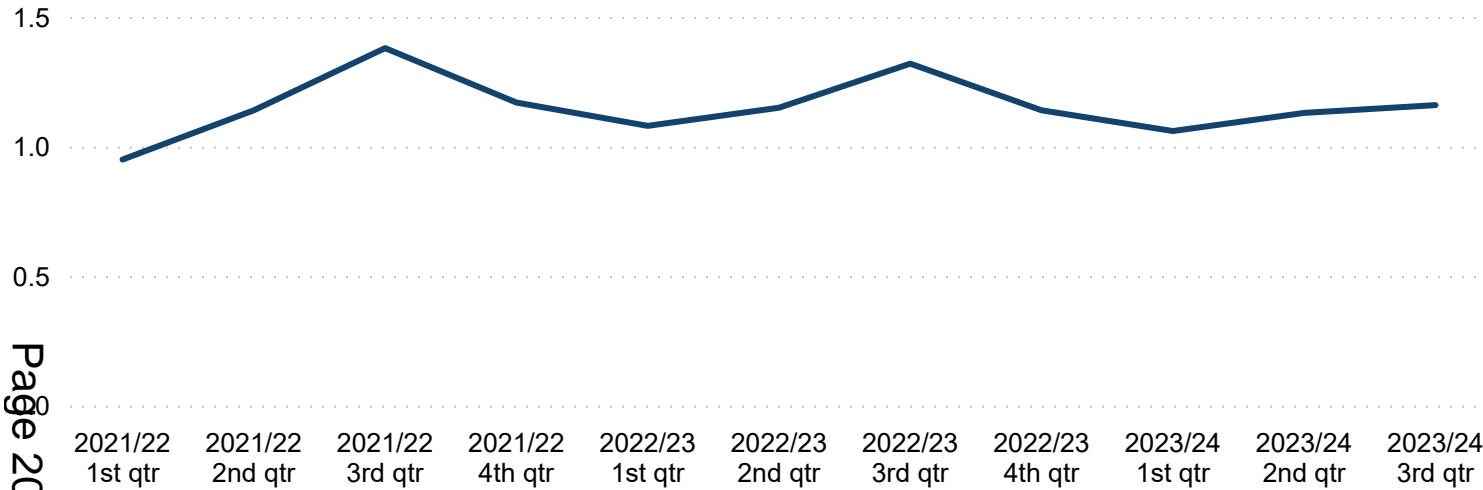
RIDDORs

2023/24 3rd qtr 1.16

2023/24 13

Sickness - average days sickness lost per month per FTE

Rolling 12 months

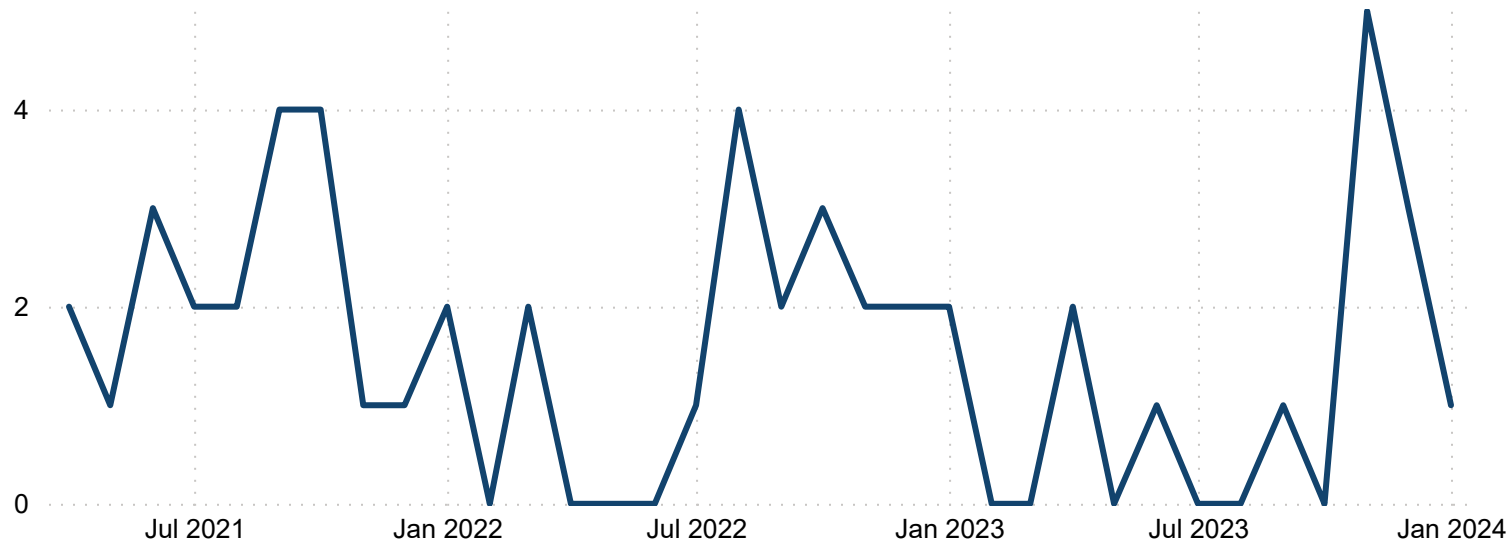


## Comment on performance

At the end of quarter 3, there have been 1.16 average working days lost per month per full-time equivalent, lower than the previous two years.

13 RIDDOR reportable incidents have occurred during 2023/24, comparable to the same period last year.

Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR)



# Corporate Strategy and Customer Services

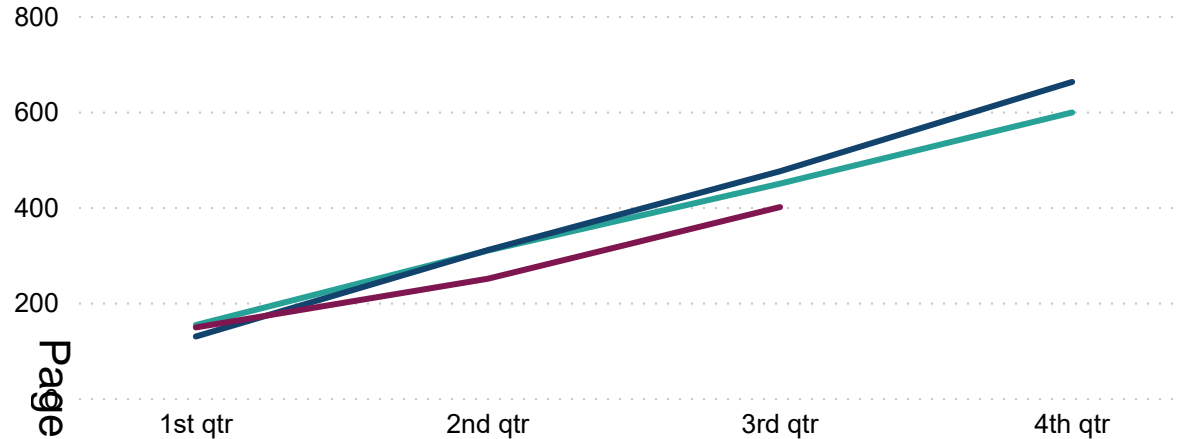
# Complaints

Complaints received

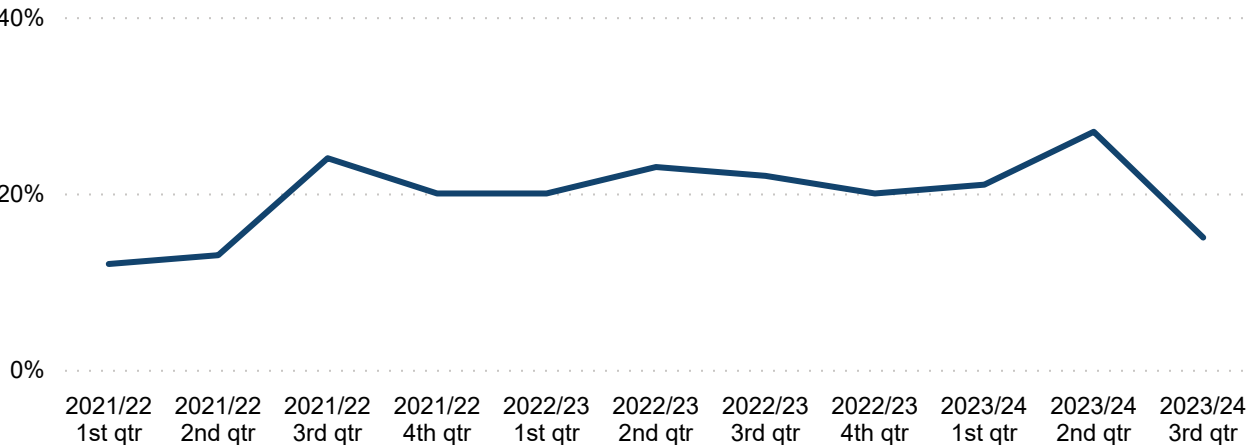
2023/24 400

Complaints received - cumulative by financial year

2021/22 2022/23 2023/24



Stage 1 corporate complaints escalated to stage 2



Stage 1 corporate complaints escalated to stage 2

2023/24 3rd qtr 15%

Stage 3 complaints heard by Regulation and Review Committee

2023/24 2

## Comment on performance

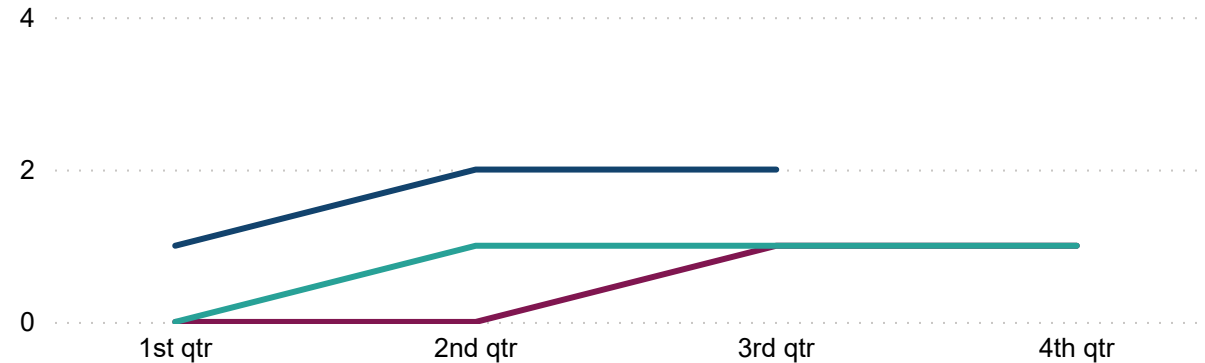
400 formal complaints received during 2023/24 up to the end of December, which represents a 11% decrease compared to the previous two years.

15% stage 1 corporate complaints have been escalated to stage 2, a decrease of 7 percentage points compared to quarter 2 2022/23.

Five stage three complaints have been heard by Regulation and Review Committee. Consistently low number of stage three complaints are escalated.

Stage 3 complaints heard by Regulation and Review Committee - cumulative by financial year

2021/22 2022/23 2023/24



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2023/24

Performance and  
Financial  
Management  
Report

Annex 2 – Financial  
Summary

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4. Investment Plan	39
5. Treasury Management & Cash Position	48
6. Developer Contributions	52

## **SECTION 1 – SERVICE COMMENTARIES**

1.1 Meetings have been held between performance, finance and budget managers to review the forecast position for 2023/24, with the forecast being prepared on a prudent basis to give sight of the overall challenges at this stage in the financial year. In addition, a challenge session was held to review the bi-monthly financial position and service performance with the Elected Mayor and Cabinet with the Assistant Chief Executive, Director of Resources and senior officers. In the future, Service Directors and their senior teams may also attend these challenge sessions as appropriate to discuss specific plans in progress to mitigate any pressures.

1.1.1 Cabinet will be aware that the Director of Commissioning and Asset Management retired at the end of December 2023 with the service areas reallocated across Childrens, Adults and Resources directorates as indicated in the table below:

1.1.2 **Table 1: Commissioning and Asset Management (C&AM) Service Area New Directorate Allocations**

<b>Service Areas</b>	<b>New Directorate</b>
School Funding & Statutory Staff Costs	Children's Services
Commissioning Service- Children	Children's Services
Commissioning Service- Adults	Adults Services
Facilities & Fair Access- Home to School and Admissions	Children's Services
Facilities & Fair Access – Catering	Resources
Strategic Property & Investment	Resources
Property	Resources
Procurement	Resources

### **1.2 Adults Services**

1.2.1 Adults Services is showing a forecast variance of £1.711m against its £65.784m net controllable expenditure budget.

1.2.2 Table 2: Forecast Variation for Adults Services as at 31 January 2024

	2023/24 Budget £m	Jan Forecast £m	Jan Variance £m	Nov Variance £m	Change Nov-Jan £m
Central, Strategy and Transformation	0.935	0.738	(0.197)	(0.140)	(0.057)
Social Work and Associated Activity	8.750	8.332	(0.418)	(0.304)	(0.114)
Integrated Services	3.417	2.426	(0.991)	(0.926)	(0.065)
Business Assurance	0.424	0.453	0.029	0.027	0.002
Commissioning Team	0.555	0.495	(0.060)	(0.052)*	(0.008)
<b>Sub-total Operations</b>	<b>14.081</b>	<b>12.444</b>	<b>(1.637)</b>	<b>(1.395)</b>	<b>(0.242)</b>
Wellbeing and Assessment	17.408	19.605	2.197	1.612	0.585
Learning Disability	30.304	31.089	0.785	1.031	(0.246)
Mental Health	4.583	5.614	1.031	0.857	0.174
Other Services	(0.592)	(1.257)	(0.665)	(0.478)	(0.187)
<b>Commissioned Services</b>	<b>51.703</b>	<b>55.051</b>	<b>3.348</b>	<b>3.022</b>	<b>0.326</b>
<b>Total Adult Services</b>	<b>65.784</b>	<b>67.495</b>	<b>1.711</b>	<b>1.627</b>	<b>0.084</b>

\* Due to the retirement of the Director of Commissioning and Asset Management the service has been separated across the Authority. Various services have moved under Adults Services and this is now shown in this Cabinet report, with the variances adjusted to provide a like for like comparison.

### Main budget pressures across Adults Services

- 1.2.3 The analysis of sub-service areas is reported to show the split between the operational aspects of the service and the externally commissioned care costs. The operational costs of the service are forecasting an underspend of £1.638m, an increase of £0.295m since the November position.
- 1.2.4 Despite the actions taken to address grading and the problems with recruitment and retention of staff across Adult Services, there continues to be an underspend against staffing budgets, which is starting to impact on service delivery. There continues to be a high turnover of staff which is reflected in the increased underspend. The Short-Term Review Team continues to support with



capacity, support and challenge in the system and is making a positive impact on ensuring the appropriate level of care is being provided.

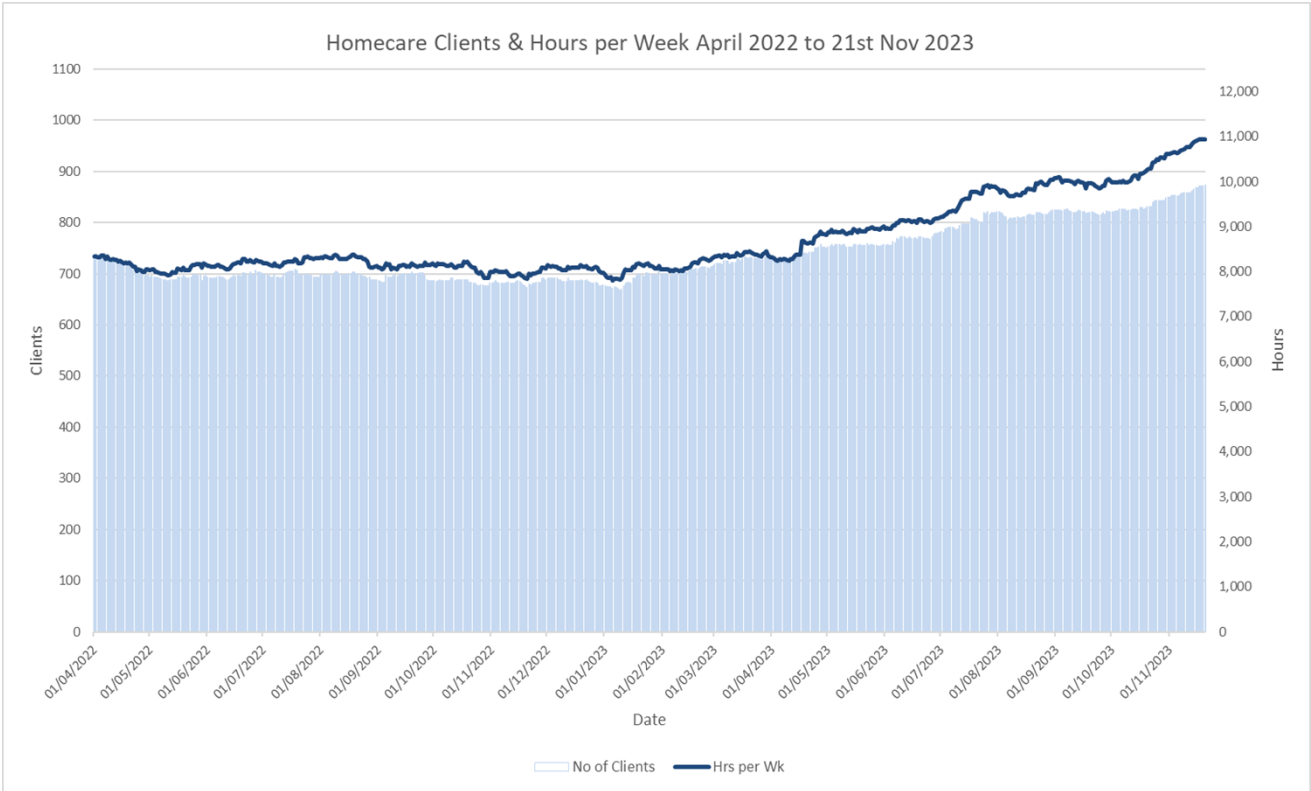
- 1.2.5 Adult Services manages a complex budget and is required to deal with a combination of funding arrangements, pressures, and national policy changes. The supplement to the Market Sustainability and Improvement Fund – Workforce Fund allocated to North Tyneside was £1.568m and is reflected in the overall position. Officers remain focused on plans for the winter pressure period.
- 1.2.6 In January there has been a further increase in the hours of homecare provided within the borough. As at the end of January there were 16 clients on the brokerage waiting list, compared to 89 during the same period last year, this is the lowest it has been since April 2021. Lack of home care provision continues to result in short term residential care placements, however in January there were only 19 new short-term placements, which was a further decline from previous months, and it is hoped this trend will continue. The Authority continues to work with providers to look at new and innovative solutions to further maximise efficiency and support the “home-first” approach.
- 1.2.7 Adult Social Care Discharge funding of £1.343m for 2023/24, includes a scheme to increase in-house homecare capacity which will increase control of home care provision with a focus on reablement. The posts are directly employed by the authority and form part of the social care career pathway. However, this is also impacted by the issues with recruitment and requires further work with People Team to address this.
- 1.2.8 The hospital stepdown beds, additional Extra Care placements and reablement flats that allow more clients to receive community-based care will again be relied upon across the winter to help maintain hospital flow and prevent delayed discharges. These services allow for admissions at very short notice.
- 1.2.9 The transition of complex clients from both Children’s Services and long-term hospital settings have previously been highlighted as a pressure for Adult Services and they continue to be monitored.
- 1.2.10 The Authority works closely with the ICB to ensure funding contributions for clients with health needs continue on an equitable basis, but the social care element continues to grow. Funding received from the ICB for S117 mental health after care services has increased overall (ICB contribution for these clients is

50% of total care costs), however, there continues to be pressure around funding from the NHS for clients with shared care and to support mental health infrastructure originally established in relation to clients resettled from long stay NHS hospitals.

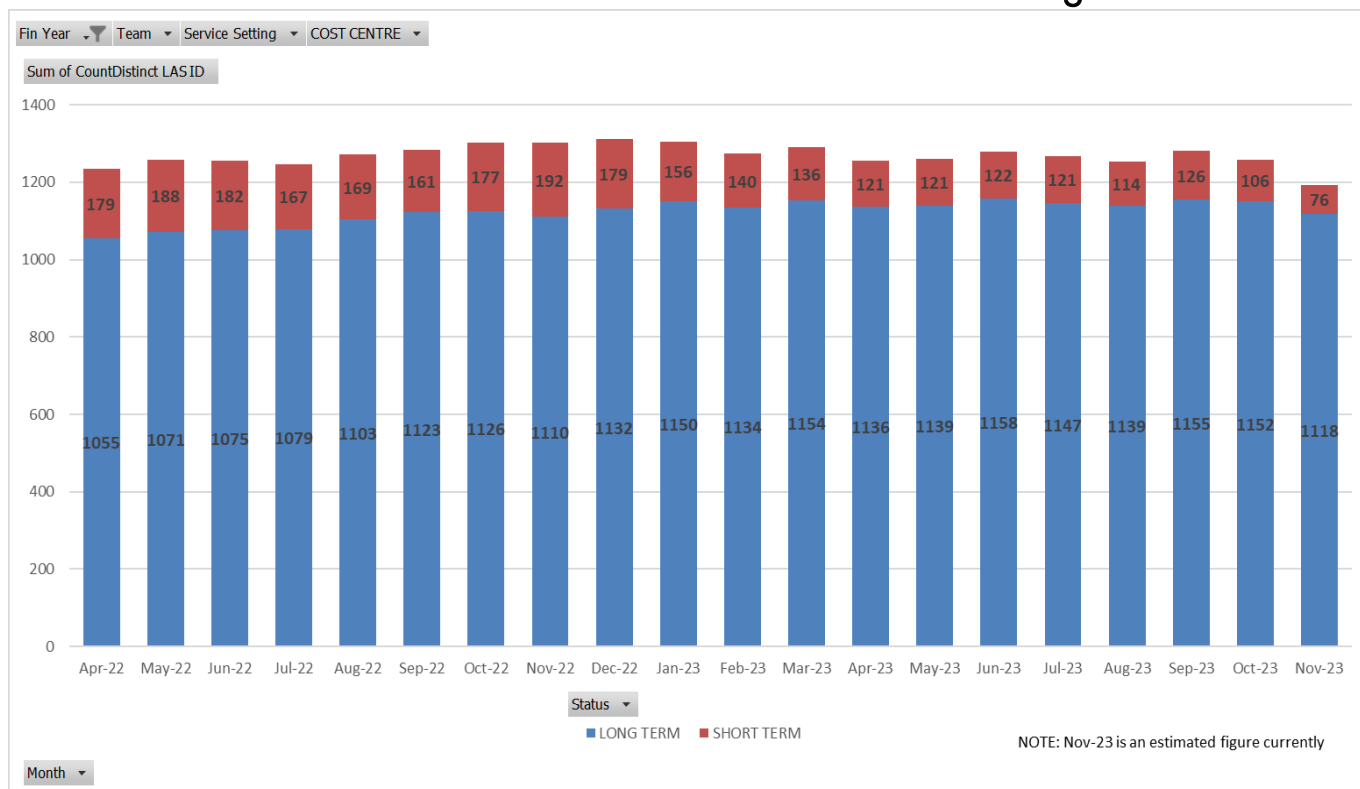
1.2.11 Work is ongoing in the Adult Social Care Finance Team to improve the income and debt collection processes, forecast client contributions have increased since September in line with the increase in home care provision.

1.2.12 Work continues on the Health & Social Care workstream as part of the 2024 – 2028 Medium Term Financial Plan (MTFP). This is a cross cutting exercise involving Public Health colleagues to consider the medium to long-term pressures and efficiencies that health and social care adult services will face.

1.2.13 **Chart 1: Number of Clients and Total Hours purchased for Homecare**



## 1.2.14 Chart 2: Overall Numbers of Clients in Residential and Nursing Care



## 1.3 Children, Young People and Learning (CYPL)

1.3.1 Children's Services is showing a forecast variance of £12.779m against its £43.921m net controllable expenditure budget and includes unachieved savings of £1.723m. The net budget has increased by £9.694m from November as a result of Commissioning and Asset Management services now in Children's Services and pay award growth.

### 1.3.2 Table 3: Forecast Variation for Children's Services as at 31 January 2024

	2023/24 Budget £m	Jan Forecast £m	Jan Variance £m	Nov Variance £m	Change Nov-Jan £m
Corporate Parenting & Placements	27.637	35.227	7.590	6.630*	0.960
Quality of Practice	0.811	0.988	0.177	0.212	(0.034)

	2023/24 Budget £m	Jan Forecast £m	Jan Variance £m	Nov Variance £m	Change Nov-Jan £m
Multi-agency Safeguarding Arrangements	0.125	0.102	(0.023)	(0.024)	0.001
Health, Information & Advice, Virtual School & Emotional Wellbeing (HIVE)	0.019	(0.031)	(0.050)	(0.050)	0.000
Early Help & Vulnerable Families	1.981	1.706	(0.275)	(0.250)	(0.025)
Employment & Skills	0.787	0.770	(0.017)	(0.004)	(0.013)
Children's Disability Service	1.952	4.325	2.373	2.247	0.126
Education North Tyneside	1.813	1.930	0.117	0.225	(0.108)
Youth Justice Service	0.667	0.417	(0.249)	(0.236)	(0.013)
Regional Adoption Agency	(0.143)	(0.143)	0.000	0.000	0.000
High needs Special Educational Needs	0.000	0.000	0.000	0.000	0.000
Access Team (Home to School and Admissions)	2.706	5.941	3.235	3.124*	0.111
School Funding & statutory staff costs	5.468	5.541	0.073	0.074*	(0.001)
Commissioning Children	(0.032)	(0.212)	(0.180)	(0.134) *	(0.046)
Education Review	0.000	0.000	0.000	0.000*	0.000
Attendance and Placements	0.130	0.139	0.009	0.008*	0.001
<b>Total Children's Services</b>	<b>43.921</b>	<b>56.700</b>	<b>12.779</b>	<b>11.821</b>	<b>0.958</b>

\* Due to the retirement of the Director of Commissioning and Asset Management the service has been separated across the Authority. Various services have moved under Children's Services, and this is now shown in this Cabinet report, with the variances adjusted to provide a like for like comparison.

## Main budget pressures across Children’s Services

- 1.3.3 The “Handling Children’s Finance” workstream continues to work to address the pressures in Corporate Parenting linked to a higher number of children in care 367 and children in need 1,639.
- 1.3.4 The £12.779m forecast pressure partly relates to an increasing number of external residential care and external supported accommodation placements as work is ongoing to reach the “core” children in care numbers as well as the placement mix identified in the workstream, see table 5. The forecast also reflects ongoing pressure within the Children’s Disability Service and inhouse children’s homes. The forecast pressure includes a reduction of £0.187m of income expected from the ICB for shared packages.
- 1.3.5 Table 4 shows the Children’s Services position split between operational and commissioning pressures. The increased pressure of £0.885m in Commissioned Services relates mainly to £0.636m in external residential care and £0.240m in external supported accommodation.
- 1.3.6 **Table 4: Forecast Variation for Children’s Services Split between Operational & Commissioned Care Costs**

	2023/24 Budget £m	Jan Forecast £m	Jan Variance £m	Nov Variance £m	Change Nov-Jan £m
Commissioned Services	11.669	21.605	9.936	9.051	0.885
In-house Services	11.910	14.218	2.308	1.926	0.382
Staffing & Operations	20.485	21.020	0.535	0.844	(0.309)
Regional Adoption Agency	(0.143)	(0.143)	0.000	0.000	0.000
<b>Total Children’s Services</b>	<b>43.921</b>	<b>56.700</b>	<b>12.779</b>	<b>11.821</b>	<b>0.958</b>

- 1.3.7 The service continues to have a high number of vacant social work posts and work continues with People Team to address the issues with workforce

recruitment and retention. This is vital to enable the service to meet the core target of 330 children in care.

1.3.8 The increased pressure in Children’s Disability Services relates to an increased forecast on short break care which, as Cabinet will recall, work is on-going to identify additional resources to meet need. This is vital to families and carers as lack of provision could lead to future breakdown in care arrangements.

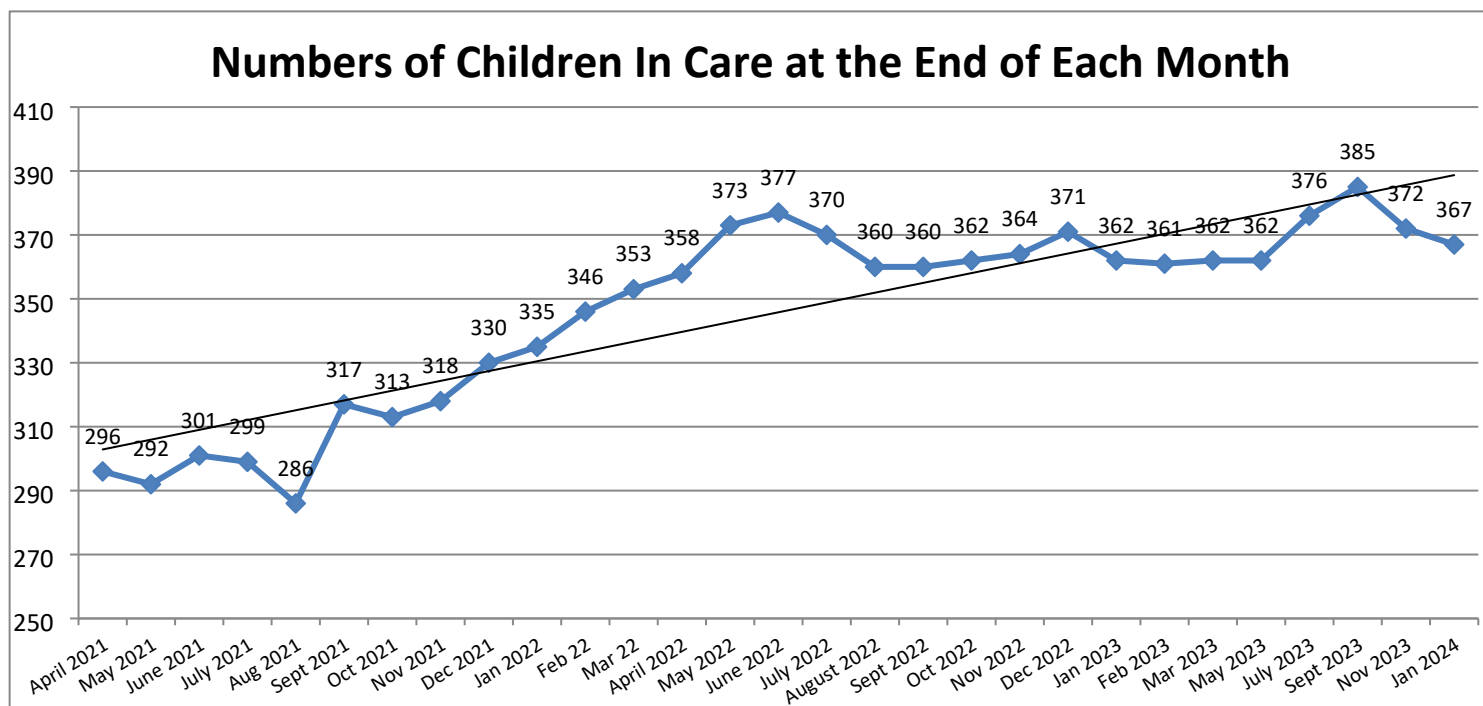
1.3.9 Childrens Commissioned Services are showing a pressure of £9.936m, an increase of £0.885m since November which now includes the pressure on Home to School Transport and an increased reliance on external provision for children in care. In January there were 367 children in care (372 in November), but the lack of availability of suitable placements, has resulted in an increase in external residential care placements and there are still pressures in external fostering and external supported accommodation placements above the “core” number reflected in the budget.

1.3.10 Table 5: “Core” Number of Children in Care and planned placement mix

Placement Type	“Core” Mix	No. of “Core” Children	No. of Children May 23	No. of Children Jul 23	No. of Children Sept 23	No. of Children Nov 23	No. of Children Jan 24
External Residential Care	7.0%	23	27	26	32	33	34
External Fostering	6.7%	22	22	27	25	25	25
In-House Fostering	61.7%	204	209	222	223	217	214
External Supported Accommodation	9.7%	32	46	41	38	39	39
In-House Residential Care	6.4%	21	21	21	21	21	20
Other	8.5%	28	37	39	46	37	35
<b>Total</b>	<b>100%</b>	<b>330</b>	<b>362</b>	<b>376</b>	<b>385</b>	<b>372</b>	<b>367</b>

1.3.11 The forecast is based on the children in care at the end of January 2024. Chart 3 shows the number of children in care was 367, this is higher than the “core” number of 330, but a small decrease from November when there were 372 children in care.

1.3.12 Chart 3: Number of Children in Care at the end of each month



1.3.13 Current numbers include 20 unaccompanied asylum-seeking children (UASC) under the age of 18. The Authority is mandated to take 39 UASC. This is offset by an increase in external funding however the total funding received still leaves a shortfall to cover the cost of the placements and allowances. The additional placements required for UASC increases the pressure on the sufficiency of placements available within the Borough. Work is ongoing with Housing to look for innovative local solutions.

1.3.14 The number of Children in Care can be volatile, with a decrease of 5 children since November however costs for individual children can be very high. There is always a potential risk that the forecast could increase if numbers of complex children start to rise above current levels.

## Corporate Parenting and Placements

1.3.15 Table 6: Analysis of Pressures in Corporate Parenting and Placements

Type of Service	2023/24 Budget £m	Jan Forecast £m	Jan Variance £m	Nov Variance £m	Change since November £m
Care provision – children in care	16.503	22.530	6.027	5.025	1.001
Care provision – other children	4.532	5.143	0.611	0.549	0.062
Management & Legal Fees	0.073	0.373	0.300	0.580	(0.280)
Social Work	6.477	7.148	0.671	0.488	0.183
Safeguarding Operations	0.052	0.033	(0.019)	(0.012)	(0.007)
<b>Total</b>	<b>27.637</b>	<b>35.227</b>	<b>7.590</b>	<b>6.630</b>	<b>0.960</b>

### Care Provision – Children in Care

- 1.3.16 A further breakdown of the care provision costs for the 367 children in care is provided in Table 6. Since November there has been a decrease in numbers of children within in-house fostering (3) and an increase in the numbers in external residential care (1). There is a continued pressure within in-house residential care, however unit costs for external residential care continue to increase significantly more than inhouse services and there are plans to look to increase the capacity of the in-house provision.
- 1.3.17 External fostering is currently supporting 30 children in care, an increase of 5 from November and 3 higher than the number of “core” children in care that would expect to be placed in external fostering arrangements. However external fostering is still a preferred option for children in care, after in-house fostering.



1.3.18 **Table 7: Forecast cost, forecast variance, average placement cost and placement mix**

Placement Type	2023/24 Budget £m	Jan Forecast £m	Jan Variance £m	Average Annual Placement Cost £m	Number of Children				
					Core	Jul 2023	Sep 2023	Nov 2023	Jan 2024
External Residential Care	5.492	7.852	2.360	0.324	23	26	32	33	34
External Fostering	0.993	1.319	0.326	0.051	22	27	25	25	25
In-House Fostering Service	5.691	5.687	(0.004)	0.027	204	222	223	217	214
External Supported Accommodation	1.686	4.288	2.602	0.095	32	41	38	39	39
In-House Residential Care	2.641	3.384	0.743	0.169	21	21	21	21	20
Other*			0.000	0.000	28	39	46	37	35
<b>Total</b>	<b>16.503</b>	<b>22.530</b>	<b>6.027</b>	<b>-</b>	<b>330</b>	<b>376</b>	<b>385</b>	<b>372</b>	<b>367</b>

\*Other includes Placed for Adoption, Placed with Parents/Parental Responsibility.

1.3.19 The average annual placement cost is based on the full year effect of the packages in place at the end of January, however the forecast is based on actual activity and expected duration of placements. We have seen an increase of children in external fostering placements and the overall % of inhouse fostering placements is above the “core” mix we are aiming for, however whilst the number of children in care is 37 above the “core” number the pressure will remain.

**Care Provision – Other Children (not in care)**

1.3.20 This area has a forecast pressure of £0.611m relating to care provision for children not in the care system relates to children under a Special Guardianship

Order (SGO), as this is a means tested allowance, there is an increasing pressure due to the impact of the cost-of-living crisis. There is also an increased pressure within adoption services as there has been an increase in the number of children adopted.

### **Management and Legal Fees**

- 1.3.21 This area has a forecast pressure of £0.300m however some of the pressure within this area is due to residual savings targets, which the service are looking to reprofile. There is also an ongoing pressure due to increased legal fees and whilst there has been an exercise to provide more support internally from Legal Services, there remains a pressure around court fees.

### **Social Work**

- 1.3.22 The pressure has increased by £0.183m which relates to Agency to cover vacancies, Section 17 payments to families, transport costs and interpretation all which continues to see a high level of demand as families continue to be impacted by the cost-of-living crisis.

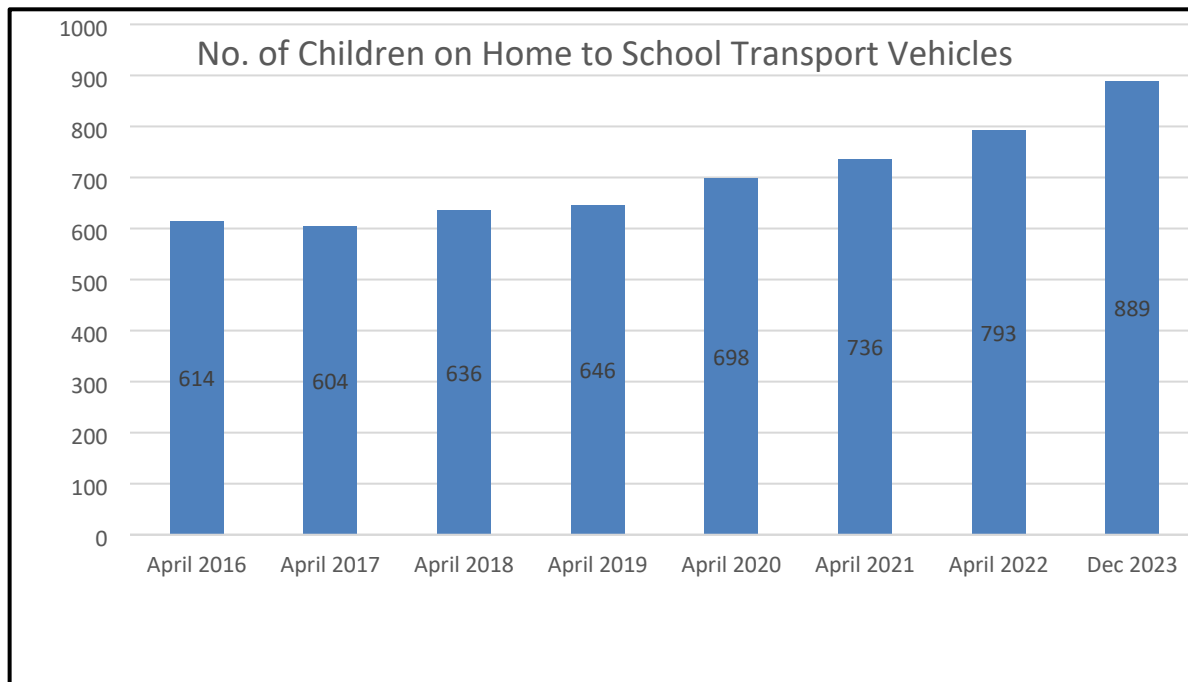
### **Home to School Transport**

- 1.3.23 The Home to School Transport position is showing a pressure of £3.235m, a worsening of £0.111m since the November Cabinet Report. It relates to the sustained increase in children with complex needs attending special schools £1.529m and inflationary pressures of £1.682m. The movement is an increase in routes and associated effects of inflation projected forward to year end. There is also an operational pressure of £0.024m on the Access Services team due to removal of DSG funding (0.030m) Travel Co-ordinator.

### **Commissioning Children**

- 1.3.24 There is an underspend of £0.180m against Commissioning Children which is an improvement of £0.046m since the November report. This movement relates to additional ICB funding of £0.027m and further operational savings of £0.019m.

### 1.3.25 Chart 4: Increase in Numbers of Children Accessing Home to School Transport



## 1.4 Public Health

1.4.1 Public Health is forecasting a 0.300m underspend, no change since the November Cabinet report.

### 1.4.2 Table 8: Public Health Forecast Variation

	Budget £m	Forecast Jan £m	Variance Jan £m	Variance Nov £m	Change Nov-Jan £m
Public Health Ring Fenced Grant	(0.032)	(0.032)	0.000	0.000	0.000
0-19 Children's Public Health Service*	0.273	0.073	(0.200)	(0.200)	0.000
Public Protection, Community Safety & Resilience	1.361	1.262	(0.100)	(0.100)	0.000
<b>GRAND TOTAL</b>	<b>1.602</b>	<b>1.302</b>	<b>(0.300)</b>	<b>(0.300)</b>	<b>0.000</b>

\* the 0-19 Children's Public Health Service forms part of the Public Health Ring Fenced Grant

1.4.3 Since the last cabinet report the Senior Manager for Community Safety & Resilience has left the authority. The Senior Manager for Public Protection has

taken on both services, therefore, for reporting these services have been merged. Overall, there is no change in the reported £0.100m underspend across both services. The underspend is due to additional funding for Asylum Seekers Safeguarding. Although there are pressures with the taxi licensing service of £0.120m as a result of the costs to run the service, coupled with reduced income due to the number of drivers and vehicles reducing before and during the pandemic and not currently seeing any signs of recovery. However, this is being mitigated by vacancies and other funding streams and underspends within the service to bring the service to a £0.100m underspend.

**1.5 Environment**

1.5.1 Environment is forecasting an underspend of £0.768m, as set out in Table 9 below, an improvement of £0.064m since the November Cabinet Report.

1.5.2 Table 9: Forecast Variation in Environment

Service Areas	Budget £m	Forecast Jan £m	Variance Jan £m	Variance Nov £m	Change Nov-Jan £m
Bereavement	(0.485)	(0.418)	0.067	(0.061)	0.128
Fleet Management	0.745	0.654	(0.091)	(0.013)	(0.078)
Library & Community Centres	6.369	6.317	(0.052)	(0.057)	0.005
Sport & Leisure	5.503	5.630	0.127	0.097	0.030
Street Environment	10.090	10.361	0.271	0.192	0.079
Waste & Refuse Management	4.605	4.393	(0.212)	(0.049)	(0.163)
Waste & Recycling Disposal Contracts	12.035	11.202	(0.833)	(0.778)	(0.055)
Head of Service Environment & Leisure	0.159	0.114	(0.045)	(0.035)	(0.010)
Street Lighting PFI	5.137	5.137	0.000	0.000	0.000
<b>GRAND TOTAL</b>	<b>44.158</b>	<b>43.390</b>	<b>(0.768)</b>	<b>(0.704)</b>	<b>(0.064)</b>

1.5.3 Bereavement is forecasting an overspend of £0.067m, an increase of £0.128m since the November Cabinet report. The variance has worsened by £0.128m to reflect a forecast drop in income from Cremation Fees and Burials/Internments (compared to 2022/2023).

- 1.5.4 Street Environment is forecasting a £0.270m pressure, which is a £0.078m increase on the November position and reflects previously mentioned higher than expected operational costs. The higher inflationary cost of obtaining materials, equipment or supplies as well as the impact of higher diesel costs for the vehicle fleet across the service are forecast to impact against base budgets resulting in many minor cost pressure variances. The forecast includes £0.020 of mitigations for deferred recruitment of vacant posts. The £0.068m change since the November report reflects increased employee costs and the higher costs of materials, equipment and supplies across the service. In addition, income generation from the park cafes is forecast to be lower than previously expected. Mitigations within the wider Environment service have helped to partly mitigate the pressure in Street Environment.
- 1.5.5 An underspend of £0.091m is now forecast in Fleet Management, an improvement of £0.079m since the November Cabinet Report. The variance movement can be attributed to the capitalisation of a vehicle (Tractor) purchased from revenue. The forecast assumes the budgeted allocation of £1.110m is required to fund the associated capital financing costs in respect of the Capital Vehicle Replacement Programme.
- 1.5.6 Sport & Leisure is forecasting a £0.127m cost pressure which is a worsening of £0.030m since the November Cabinet Report. The forecast includes mitigations of £0.161m arising from the reallocation of Waste & Recycling Disposal underspends and £0.075m of mitigations for Allotment Clearance savings. Also included is £0.044m for the capitalisation of gym equipment and new flooring purchased from revenue. The variance change also reflects an increase in water supply charges.
- 1.5.7 Libraries & Community Centres is forecasting a £0.052m underspend which is a slight improvement of £0.005m compared to the November Cabinet Report. The forecast includes £0.160m of mitigations arising from the £0.320m reallocation of Waste & Recycling Disposal underspends. The variance change reflects lower Employee costs forecast with vacant posts unfilled and the use of casual and seasonal employees reducing. The reported Libraries & Community Centre variance includes income shortfall pressures across all the Libraries & Customer First Centres from historic unachievable income targets. The income pressures are proposed to be managed and absorbed by mitigating actions across the service (e.g. reduced discretionary spend and delaying the recruitment of vacant posts where it can) over the course of the financial year. Included within

the Libraries & Community Centre forecast is a forecast assumption of £0.801m to be drawn down from Reserves to cover the unitary charge and PFI Leaseplus contract costs for the 3 PFI buildings..

- 1.5.8 A combined underspend of £1.045m is forecast in Waste Management and Waste & Recycling Disposal Contracts which is an improvement of £0.218m compared to the November Cabinet Report.
- 1.5.9 Of that forecast, Waste & Recycling Disposal Contracts is reporting a £0.883m underspend which reflects lower than expected annual waste tonnages being used by residents across the borough resulting in a Waste Disposal Contract underspend of £0.699m. In addition, the ongoing underspend around Kerbside/Home Recycling Disposal costs continues given the current market rate for recycled materials and subsequent lower disposal gate fee per tonne which is resulting in a £0.036m underspend. The forecast includes £0.321m of mitigations reallocated to Sports, Leisure & Community to cover in-year cost pressures. The outturn position also includes £0.020m of mitigations for the forecast savings linked to deferred recruitment of vacant posts.
- 1.5.10 At the end of December 2023, the recycling rate was 40.34%, which is slightly higher than during the previous two years.
- 1.5.11 Waste & Refuse Management is forecasting a £0.212m underspend, an improvement of £0.163m since the November report, which can be attributed to a combined forecast overachievement on income of £0.155m across Commercial Waste & Special Collections. The forecast income mitigates the higher than anticipated operational pressures around materials and fleet/transport costs. The improvement since the last report can be attributed to the capitalisation of wheeled bins purchased from revenue (£0.118m) which is mitigating a reduction in forecast income from developers linked to new housing sites.
- 1.5.12 Although a nil variance is to be reported on the Street Lighting PFI Contract, the cost pressure against electricity is forecast to increase to £1.790m which, combined with the inflationary cost pressure against the Unitary Charge, requires an anticipated £2.220m Contribution from Reserves.
- 1.5.13 At the end of quarter three, carbon reduction in council service operations have decreased by 58% against the baseline year in 2010/11.

## 1.6 Regeneration and Economic Development

1.6.1 Regeneration and Economic Development (R&ED) is forecasting an underspend of £0.352m as shown in Table 10 below, which is an improvement of £0.022m since the November Cabinet report.

### 1.6.2 Table 10: Forecast Variation for Regeneration and Economic Development

Service Areas	Budget	Forecast Jan	Variance Jan	Variance Nov	Change Nov-Jan
	£m	£m	£m	£m	£m
Culture	1.649	1.708	0.059	0.119	(0.060)
Business & Enterprise	0.838	0.703	(0.136)	(0.149)	0.013
Regeneration	0.435	0.402	(0.033)	(0.033)	0.000
Resources & Performance	0.385	0.506	0.121	0.088	0.033
Technical Package - Planning	0.312	0.296	(0.016)	(0.008)	(0.008)
Technical Package - Transport & Highways	7.857	7.509	(0.347)	(0.347)	0.000
<b>GRAND TOTAL</b>	<b>11.476</b>	<b>11.124</b>	<b>(0.352)</b>	<b>(0.330)</b>	<b>(0.022)</b>

1.6.3 Culture is forecasting a pressure of £0.059m which is an improvement of £0.060m since the November Cabinet Report. The change is due to increased forecast income of £0.060m against the previously reported £0.090m for the Whitley Bay Playhouse profits. The remaining pressure is due to revised costings for the Mouth of Tyne Festival resulting in a total forecast pressure of £0.099m as a result of increased production costs for the event. The precept to Newcastle Council for Tyne & Wear Museums & Archives has an increased pressure of £0.032m due to increases in staffing costs. The service has seen a number of posts regraded (with pay back dated to April 2022), which has resulted in a staffing pressure of £0.100m across the service for 2023/24.

1.6.4 The technical package for Transport & Highways is forecasting an underspend of £0.347m which is no change since the November report. This is due to some staffing costs that are to be capitalised now being shown under Regeneration. The remaining underspend is due to further additional staffing costs being expected to be charged into Capital and S278 works currently being undertaken across the service.

- 1.6.5 Regeneration is showing an underspend of £0.033m, which is no change since the November report. The underspend is partly due to the capitalisation of staffing costs which are offsetting cost pressures of £0.240m at the former Swans site in relation to costs and income shortfalls relating to the Centre for Innovation (CFI) building which were present during 2022/23 and are continuing in 2023/24. Despite the shortfall, the service is still actively marketing vacant units and looking to attract tenants.
- 1.6.6 Resources & Performance is showing a pressure of £0.121m, a worsening of £0.033m since the November Cabinet report, due to a contribution towards the Wallsend Masterplan and North Shields Ambition Marketing Post along with the previously mentioned staffing pressures in the management team following a restructure.
- 1.6.7 Business & Enterprise is forecasting an underspend of £0.136m, which is a worsening of £0.013m since the November report.

## 1.7 Corporate Strategy

- 1.7.1 Corporate Strategy is forecasting a £0.272m pressure, an improvement of £0.022m since the November Cabinet report.



1.7.2 Table 11: Forecast Variation Corporate Strategy

Service Areas	Budget £m	Forecast Jan £m	Variance Jan £m	Variance Nov £m	Change Nov-Jan £m
Children's Participation & Advocacy	0.541	0.622	0.081	0.093	(0.012)
Community & Voluntary Sector Liaison	0.367	0.370	0.003	0.000	0.003
Corporate Strategy Management	0.771	0.972	0.201	0.206	(0.005)
Elected Mayor & Executive Support	0.051	0.056	0.005	0.005	0.000
Marketing	0.473	0.394	(0.079)	(0.060)	(0.019)
Policy Performance and Research	0.302	0.363	0.061	0.050	0.011
<b>GRAND TOTAL</b>	<b>2.505</b>	<b>2.777</b>	<b>0.272</b>	<b>0.294</b>	<b>(0.022)</b>

1.7.3 The improvement to the position compared to November is due to marketing which is forecasting a £0.079m underspend, an improvement of £0.019m since the November Cabinet report. The improvement is due to increased income now being forecast.

1.7.4 A range of key performance measures have been agreed for the service looking at important areas such as complaints and member enquiries.

**1.8 Resources and Chief Executive Office**

1.8.1 This report shows the forecast position for the full Resources directorate and the Chief Executive Office, which is showing an overspend of £2.010m, which is a worsening of £0.063m since the November Cabinet Report.

### 1.8.2 Table 12: Forecast Variation Resources and Chief Executive

Service Areas	Budget £m	Forecast Jan £m	Variance Jan £m	Variance Nov £m	Change Nov-Jan £m
Chief Executive	(0.108)	(0.153)	(0.045)	(0.052)	0.007
Finance	(0.154)	(0.149)	0.005	0.005	0.000
IT	2.892	1.324	(1.568)	(1.552)	(0.016)
People Team	0.232	0.133	(0.099)	(0.084)	(0.015)
Internal Audit and Risk Management	0.075	0.054	(0.021)	(0.009)	(0.012)
Revenues and Benefits	0.499	0.225	(0.274)	(0.063)	(0.211)
Director of Resources	0.307	0.216	(0.091)	(0.072)	(0.019)
Governance	0.225	0.258	0.033	(0.011)	0.044
Law and Registration	1.040	1.752	0.712	0.745	(0.033)
North Tyneside Coroner	0.294	0.799	0.505	0.505	0.000
Business Package Holding Codes	0.000	0.000	0.000	0.000	0.000
Strategic Property and Investment	1.881	1.650	(0.231)	(0.274)*	0.043
Technical Package – Property	(0.380)	(0.382)	(0.002)	(0.002)*	0.000
Technical Package – Ring Fenced Properties	0.358	0.360	0.002	0.002*	0.000
Catering Services	(1.431)	1.760	3.191	2.923*	0.268
Procurement	0.372	0.265	(0.107)	(0.114)*	0.007
<b>GRAND TOTAL</b>	<b>6.102</b>	<b>8.112</b>	<b>2.010</b>	<b>1.947</b>	<b>0.063</b>

\* Due to the retirement of the Director of Commissioning and Asset Management the service has been separated across the Authority. Strategic Property, Catering and Procurement Services have moved under Resources and this is now shown in this Creport, with the variances adjusted to provide a like for like comparison.

1.8.3 In the previous Cabinet Report Law & Registration was forecasting a pressure of £1.250m. Since this report the service has been amended with the North Tyneside Coroner Service being separated for reporting purposes. The North Tyneside Coroner Service is reporting a pressure of £0.505m which is unchanged since the previous Cabinet report. The revised Law & Registration

service is forecasting a pressure of £0.712m which is an improvement of £0.033m on the previously reported pressure. While the service (Legal) has implemented a new structure to mitigate the use of locums and reduce the cost pressures in the service, with recruitment underway, the use of locums is still required until the structure is fully resourced. This has resulted in a forecast pressure of £0.618m on locums, which is partially offset (£0.204m) by the vacancies within the team. The responsibility of legal fees for Childrens Services cases transferred into the team from 1 April 2023 and is forecasting a pressure of £0.174m, alongside a legal fees pressure of £0.081m for services delivered for other parts of the business. It is expected that this pressure will reduce once the new restructure is fully implemented.

1.8.4 Within IT there is an underspend of £1.568m, an improvement of £0.016m since the last Cabinet report. The overall forecast underspend is partly due to vacancies, the capitalisation of staff and the realignment of the contracts within the service.

1.8.5 Revenues and Benefits is forecasting an underspend of £0.274m, an improvement of £0.211m since the November Cabinet report.

- Overpayment income recovery is forecast to under recover by £0.289m against targets due the ongoing reduction in Housing Benefit claimants caused by the ongoing move to Universal Credit (UC) which has resulted in reduced overpayments being made to claimants and as a result less are also requiring recovery, therefore, less income is being raised against the current target. The service is continuing to review and refresh the profile of change that is anticipated as the roll out of UC continues;
- The overpayment income pressure is partially offset by £0.203m, from an in-year reduction in the Bad Debt Provision requirement. This is due to the overall value of Overpayment Debt reducing as a result of both the ongoing collection of the current debt and the reduction in new debt being raised, which has reduced the provision that is required against the outstanding debt (90% of overall debt).
- The Benefits subsidy grant is showing a net pressure of £0.052m. However, the good performance overall for subsidy is masking a situation regarding lost subsidy for Housing Benefit on Bed & Breakfast Accommodation for Homeless Persons. This area is forecast to have a pressure of £0.088m for the year due to the increased demand and also the increased cost of bed and breakfast accommodation, which is above the limit subsidy can be claimed on, therefore, the Local Authority has to fund the balance.

Discussions are ongoing with Housing regarding more sustainable solutions in the future, such as increased General Needs stock being available where possible.

- These pressures are being offset by income from the Partnership with Equans for Pension Cap & Collar.

- 1.8.6 The proportion of council tax collected is consistent with last year at 87.6% at the end of January. At the end of 2022/23, collection was slightly lower than national performance. Business rates collection performance is showing significant improvement. 87.1% of business rates has been collected at the end of January. At the end of 2022/23 local performance was in line with national performance.
- 1.8.7 There is a pressure on the catering service of £3.191m, a worsening of £0.268m since the November Cabinet report. The movement in month is essentially made up of two elements price increases of £0.176m and non-capitalised equipment of £0.091m.
- 1.8.8 The main contributor to the overall pressure of £3.191m is the inflationary pressures of £1.773m. There are also pressures on wages of £0.063m from the additional hours worked to cover sickness, maternity leave and deep cleaning days and the cumulative effect of no annual pay rise being allocated in the budget for additional hours worked and also management operational pressures. There are pressures on paid school meals of £0.089m and SLA income of £0.075m due to the number of schools that have left the SLA in recent years. The service is currently reviewing all costs associated with SLA provision to mitigate the loss of income.
- 1.8.9 The management and central establishment element of the catering SLA cannot now be recovered from the schools that have left the SLA resulting in a pressure of £0.398m. There are also pressures on income budgets due to reduced SLA and paid meals income resulting from schools leaving the catering service and pupils not returning to paid schools meals post COVID 19 pandemic of £0.671m and lost income from other catering post COVID 19 pandemic of £0.121m. The movement relates to provisions price increases of £0.176m and a revision to the Equipment mitigation projection of £0.091m.

## 1.9 General Fund Housing

1.9.1 General Fund Housing is reporting a £0.045m underspend, which is an improvement of £0.645m since the November Cabinet Report.

### 1.9.2 Table 13: Forecast Variation for General Fund Housing

Service Areas	Budget £m	Forecast Jan £m	Variance Jan £m	Variance Nov £m	Change Nov-Jan £m
Building Control	0.129	0.129	0.000	(0.050)	0.050
Housing Strategy	0.554	0.459	(0.095)	0.000	(0.095)
Housing Options – General Fund	0.474	0.474	0.000	0.000	0.000
Housing Operations – General Fund	0.039	0.039	0.000	0.000	0.000
Housing Property – General Fund	1.220	1.270	0.050	0.650	(0.600)
<b>GRAND TOTAL</b>	<b>2.416</b>	<b>2.371</b>	<b>(0.045)</b>	<b>0.600</b>	<b>(0.645)</b>

1.9.3 The position has improved by £0.645m since the November Cabinet report, due to the identification of staff time and repairs of £0.600m that can be capitalised due to the nature of the works and due to additional grant funding of £0.045m linked to project management.

1.9.4 The other area of concern within the Housing General Fund currently is the level of spend in relation to temporary B & B and hotel accommodation. There has been a significant increase in the numbers of cases requiring temporary accommodation with over £0.500m being spent in 2022/23, of which only around £0.150m was recovered via benefits. In order to address the pressure in 2022/23 a significant amount of homelessness prevention grant funding was allocated to cover the shortfall. In 2023/24 the forecast spend is expected to be £0.550m, however, there has been significant progress in recovery of some of these costs through benefits, which is forecast to be £0.400m, with the balance being again covered by homelessness prevention grant. There is now an officer working group in place looking at options to try and mitigate some of these costs further, but this will result in cost avoidance rather than savings as the current position is not a direct pressure. This could change of course if available grant funding streams were to reduce or cease.

1.9.6 With regards to key performance measures in the Service the Affordable Homes programme is on track against profiled target, with 2,213 homes delivered to the end of January.

1.9.7 Homeless presentations to the Authority remain high at the end of December 2023 (2,225 against 1,848 at the same period last year), however the proportion of priority homeless acceptances are consistent with previous years at 5%.

## 1.10 Central Items

1.10.1 Central Items is forecasting a £6.948m underspend which is an improvement of £0.615m since the November Cabinet report.

### 1.10.2 Table 14: Forecast Variation Central Budgets and Contingencies

Service Areas	Budget £m	Forecast Jan £m	Variance Jan £m	Variance Nov £m	Change Nov-Jan £m
Corporate & Democratic Core	3.241	1.918	(1.323)	(1.323)	0.000
Other Central Items	(18.929)	(24.554)	(5.625)	(5.010)	(0.615)
<b>GRAND TOTAL</b>	<b>(15.688)</b>	<b>(22.636)</b>	<b>(6.948)</b>	<b>(6.333)</b>	<b>(0.615)</b>

1.10.3 Within Corporate and Democratic Core there is a £1.174m contribution of growth (from contingencies) to support inflationary pressures across the Authority.

1.10.4 Included in Other Central Items is a £1.500m movement as a result of Minimum Revenue Provision (MRP) savings and a £1.500m reduction in projected external interest charges primarily due to a higher than forecast cash balance and reprogramming of the 2022/23 Investment Plan. There is an allocation of £1.470m Section 31 Grant and a £0.531m contribution from the Business Rates Volatility Fund, all which contribute to the £5.153m variance and mitigate overspends. January's position includes a forecasted receipt of a levy account surplus payment from Government, £0.405m, and £0.067m of new burdens funding replating to the Inshore Fisheries Levy.

## SECTION 2 – SCHOOLS FINANCE

### 2.1 Update on School Budgets 2023/24

2.1.1 Initial school budget plans submitted in May 2023 projected that overall balances would be £8.323m deficit by March 2024. As previously reported to Cabinet Schools completed the first set of monitoring for 2023/24 and the projected position is shown in table 15 below.

#### 2.1.2 Table 15: 2023/24 Schools Budget Monitoring 1 and draft Budget Monitoring 2

Phase	2022/23 Outturn £m	2023/24 Budget Plan £m	2023/24 Projected Year end BM1 £m	2023/24 Variance BM1 £m	2023/24 DRAFT Projected Year end BM2 £m	2023/24 DRAFT Variance BM2 £m
Nursery, First & Primary	5.529	2.656	2.042	(0.614)	2.681	0.025
Middle	1.655	0.488	0.776	0.288	0.932	0.444
Secondary	(6.822)	(9.638)	(9.283)	0.355	(9.439)	0.199
Special / PRU	(0.744)	(1.829)	(1.746)	0.083	(1.721)	0.108
	(0.382)	(8.323)	(8.211)	0.112	(7.548)	0.776
Schools in Financial Difficulty funding approved by Schools Forum	-	-	0.419	0.419	-	-
DfE funding – Supporting maintained schools in financial difficulty	-	-	1.868	1.868	1.868	1.868
<b>Total</b>	<b>(0.382)</b>	<b>(8.323)</b>	<b>(5.924)</b>	<b>2.399</b>	<b>(5.680)</b>	<b>2.643</b>

2.1.3 The Schools are progressing well through budget monitoring 2, expected to be fully complete early March after the half-term break. Current draft figures (projected year end variance) are shown in the table above across the final two

columns, showing a projected year end position of £7.548m deficit against a planned budget deficit of £8.323m. Note these figures now incorporate the £0.419m of funding approved by Schools Forum for schools in financial difficulty.

2.1.4 As mentioned previously to Cabinet the Authority has been allocated £1.868m by the Department for Education (DfE) from its funding to support schools in financial difficulty. Officers consulted with Schools Forum, on the most appropriate application of this funding for schools in the borough and it has been agreed to be applied against final 2023/24 deficit school balances. With the additional DfE funding to support schools in financial difficulty a positive variance of £2.643m is anticipated. After funding allocations have been applied, the projected year end balances of schools is currently projected to be a £5.680m deficit.

## 2.2 Update on 2024/25 Funding Allocations after publication December 2023

2.2.1 On 19 December, the Department for Education (DfE) published the final allocations for each block of the DSG. The DSG will continue to be comprised of four blocks: Schools, High Needs, Early Years and Central Schools Services. Each of the four blocks has its own funding formula.

2.2.2 The North Tyneside allocation for the DSG in 2024/25 uses the October 2023 census and follows the 2023/24 allocation as it includes funding previously allocated as grants for pay awards and pension increases and the Schools Supplementary Grant as shown in table 16 below with prior year figures for comparison.

### 2.2.3 Table 16: Schools Block 2024/25 allocation compared with Prior Years

	2020/21	2021/22	2022/23	2023/24	2024/25	2023/24 to 2024/25
	£m	£m	£m	£m	£m	£m
Schools	126.794	137.231	140.373	147.655	157.670	10.015
Central School Services	2.051	1.877	1.724	1.621	1.563	-0.058
High Needs	22.319	26.709	29.784	33.306	34.970	1.664
Early Years Block	12.771	13.946	14.673	15.597	25.156	9.559
<b>TOTAL</b>	<b>163.935</b>	<b>179.763</b>	<b>186.554</b>	<b>198.179</b>	<b>219.359</b>	<b>21.180</b>



Move from 17/18 Baseline £m	15.296	31.124	37.915	49.540	70.720
Move from 17/18 Baseline %	10.29%	20.94%	25.51%	33.33%	47.58%
Change per Year £m	8.334	15.828	6.791	11.625	21.180
Change per Year %	5.36%	9.66%	3.78%	6.23%	10.69%
PUF	£4,083	£4,425	£4,539	£4,771	£5,039
SUF	£5,427	£5,841	£5,988	£6,277	£6,604
MPPF: Primary	£3,750	£4,180	£4,265	£4,405	£4,610
MPPF: Secondary	£5,000	£5,415	£5,525	£5,715	£5,995

## 2.3 High Needs Block

- 2.3.1 The £34.970m figure outlined above for the 2024/25 High Needs block reflects the increased DSG funding announced by the DfE and includes funding previously included as separate grants for pay award and pension increases, as in 2023/24. The £1.664m increase is therefore covering these costs going forward. It also includes a deduction of £0.448m made by the Education Skills and Funding Agency for direct funding of places.
- 2.3.2 The forecast for the High Needs Block as of December 2023 is still an anticipated in-year pressure of £2.848m, leading to a cumulative deficit position of £10.490m which is a slight pressure of £0.016m against the DSG Management Plan. An updated breakdown of the in-year pressure is shown in table 17.

### 2.3.3 Table 17: Breakdown of High Needs Pressure at December 2023

Provision	Budget £m	Dec 23 Forecast £m	Forecast Variance £m
Special Schools and PRU	22.388	22.898	0.510
ARPS /Mainstream Top-ups	6.065	6.058	(0.007)
NMSS/ISP	4.305	4.115	(0.190)
Commissioned Services / Other EOTAS	3.160	3.084	(0.076)
<b>TOTAL</b>	<b>35.918</b>	<b>36.155</b>	<b>0.237</b>
DSG High Needs Funding	(33.606)	(33.307)	0.299
<b>In-Year Planned Deficit</b>	<b>2.312</b>	<b>2.848</b>	<b>0.536</b>
2022/23 Bal B/F	10.112	9.592	(0.520)
Safety Valve Funding 23/24	(1.950)	(1.950)	0.000
<b>Deficit C/F to 24/25</b>	<b>10.474</b>	<b>10.490</b>	<b>0.016</b>

## 2.4 Safety Valve Intervention Programme

- 2.4.1 From 2024/25 the DSG Management Plan includes a 0.5% transfer from the Schools Block to the High Needs Block. Schools Forum voted against the £0.751m transfer for 2024/25 which has resulted in a Disapplication request being submitted to the ESFA. Any block transfer without Schools Forum agreement requires approval from the Secretary of State, the Authority has now been notified this was successful. Schools Forum sub-group were informed of the successful Disapplication decision and then met Local Authority Officers to agree the allocation of the reduction. It was agreed that the transfer is to be allocated on a Schools Basic Entitlement basis.
- 2.4.2 As originally planned the DSG Management Plan remodelling is commencing to meet evolving future service requirements whilst staying within original 5 Year financial projections.

## 2.5 Early Years Funding for 2024/25

2.5.1 In the spring budget of 2023, the Chancellor announced that funded childcare hours would be extended to children of eligible working parents in England from nine months old to support increased parental engagement in the labour market. The measures announced will expand the existing system by offering funded childcare to children aged nine months and over whose parents meet the same income eligibility criteria as applied to the existing entitlement for three and four-year-olds. The policy will have a phased rollout, offered to eligible two-year-olds from April 2024 and to eligible children under two from September 2024. The new entitlement will be offered in full from September 2025.

## SECTION 3 – HOUSING REVENUE ACCOUNT

### 3.1 Forecast Outturn

3.1.1 The forecast set out in Table 20 below is based on the results to the end of January 2024. Currently the Housing Revenue Account (HRA) is now forecasting an in-year overspend of £0.120m. Throughout the year, costs are being monitored closely across all areas with additional focus on Rent Arrears and the effect this has on bad debt provision. In addition, changes to prudent assumptions around Rental Income, Council Tax voids, Contingency and staffing vacancies are being monitored to assess the impact on the forecast position. The main areas of pressure relate to utility costs across the sheltered estate, and the forecast impact of the tabled 2023/24 pay award due to be at least at the same level as last year overall, which is greater than was budgeted for in the HRA Business Plan. The Repairs budget continues to manage the impact of the cost-of-living crisis and the impact on material and sub-contractor costs, as well as the impact of the pay award mentioned above, however, at the current time this budget is still forecast to come in on budget overall.

#### 3.1.2 Table 18: Forecast Variance Housing Revenue Account

	Budget	Current Forecast	Variance
	£m	£m	£m
Management – Central	2.133	2.019	(0.114)
Management – Operations	5.528	5.827	0.299
Management – Strategy & Support	4.033	4.431	0.398
Capital Charges – Net Effect	11.074	11.074	0.000
Contingencies, Bad Debt & Transitional Protection	2.253	2.249	(0.004)
Contribution to Major Repairs Reserve – Depreciation	14.220	14.220	0.000
Interest on Balances	(0.075)	(0.285)	(0.210)
PFI Contracts – Net Effect	2.143	2.143	0.000
Rental Income – Dwellings, Direct Access Units, Garages	(66.979)	(67.221)	(0.242)
Rental Income – HRA Shops and Offices	(0.426)	(0.431)	(0.005)
Revenue Support to Capital Programme	11.609	11.609	0.000
Repairs	14.869	14.869	0.000
<b>Total</b>	<b>0.383</b>	<b>0.503</b>	<b>0.120</b>

## **3.2 Rental Income**

3.2.1 Rental Income overall across all areas is currently forecast to be better than budget (£0.242m), relatively close to previous forecasts against an overall £67m budget. This is helped by the level of Empty Homes continuing to trend at well below 1% which increases the level of rent that is collectable. Right to Buy (RTB) levels have shown a slight reduction against recent trend levels, which is not totally surprising in the current economic climate, and this will have benefitted the forecast position slightly. The impact of Universal Credit on arrears and the bad debt provision also continues to be closely monitored.

## **3.3 Management Costs**

3.3.1 Management Costs are currently forecast to come in £0.582m above budget, which is a significant increase on previous forecasts, and this is due to a combination of issues, namely the 2023/24 tabled pay award being higher than the pay contingency budgeted for, and the other main pressure relates to the cost-of-living crisis and increased energy costs particularly across sheltered schemes and communal areas of apartment blocks across the rest of the housing estate. These significantly increased costs will necessitate a fundamental further review of service charges and a potential rebasing of those budgets. In addition, the Unified System project has reached contract sign-off, and the project will now move on to implementation. Should any delays occur, reprofiling of when key spend and resources will happen may be necessary, but the budgets provided should be sufficient this year to cover anticipated costs.

## **3.4 Bad Debt Provision and Contingency**

3.4.1 Early indications are that the in-year rate of increase in arrears will be contained within the Bad Debt Provision budget for the year, so currently the forecast for use of the provision is marginally better than budget (£0.004m). As usual this situation will be closely monitored to anticipate any potential shift either a betterment to help the overall bottom line, or any potential increased pressure which has happened a few times in the last 5 years. Contingency is also being forecast to come in on budget (£1.450m), with most of the ongoing £0.200m being assumed against the 2023/24 pay award pressure, and £1.250m being the first contribution to the new Tenancy Sustainment Reserve, to be used to fund initiatives to try and relieve some of the current cost of living issues being faced by tenants.

## **3.5 Repairs**

- 3.5.1 The Housing Repairs budget continues to deal with inflationary and supply pressures, mainly caused by the current economic instability being experienced across the world. Although starting to ease slowly in the domestic market (overseas prices continue to be at a premium), the current rates of inflation in material and sub-contractor prices, plus difficulty accessing certain materials and services within the supply chain continue to challenge the service.
- 3.5.2 Issues also continue in recruiting to certain trades which then places more reliance on sub-contractors and agency staff. Additional funding has been provided to cover market supplement payments and revised Craft Agreement reviewed rates of pay moving forward.
- 3.5.3 In addition to this, the Authority continues to deal with the implications of the Social Housing (Regulation) Act 2023, which arose from the Housing White Paper produced following the Grenfell Disaster, such as installing carbon monoxide detectors in all properties, and more frequent periodic electrical testing, for which some additional funding has again been provided.
- 3.5.4 The main in-year pressure, however, relates to two issues, firstly, the tabled 2023/24 pay award which will be in line with last year's settlement, which is above the level budgeted for in pay contingency which was 3%. And secondly, a significant increase in sub-contractor costs, both because they are facing the same supply difficulties that we are, and they are also covering the shortfall in trade skills in certain areas being experienced as a recruitment issue. This means effectively that all of the in-year repairs contingency provision has now been fully committed to known spend. So although currently the year-end forecast remains as a balanced budget position, that assumes that between now and year-end we will not experience any one of a number of risk factors including further extreme adverse weather conditions during the remaining months of this financial year.

## **3.6 Rent Arrears and Bad Debt Provision**

- 3.6.1 Arrears are made up of two elements:

- Current Tenant Arrears and,
- Former Tenant Arrears

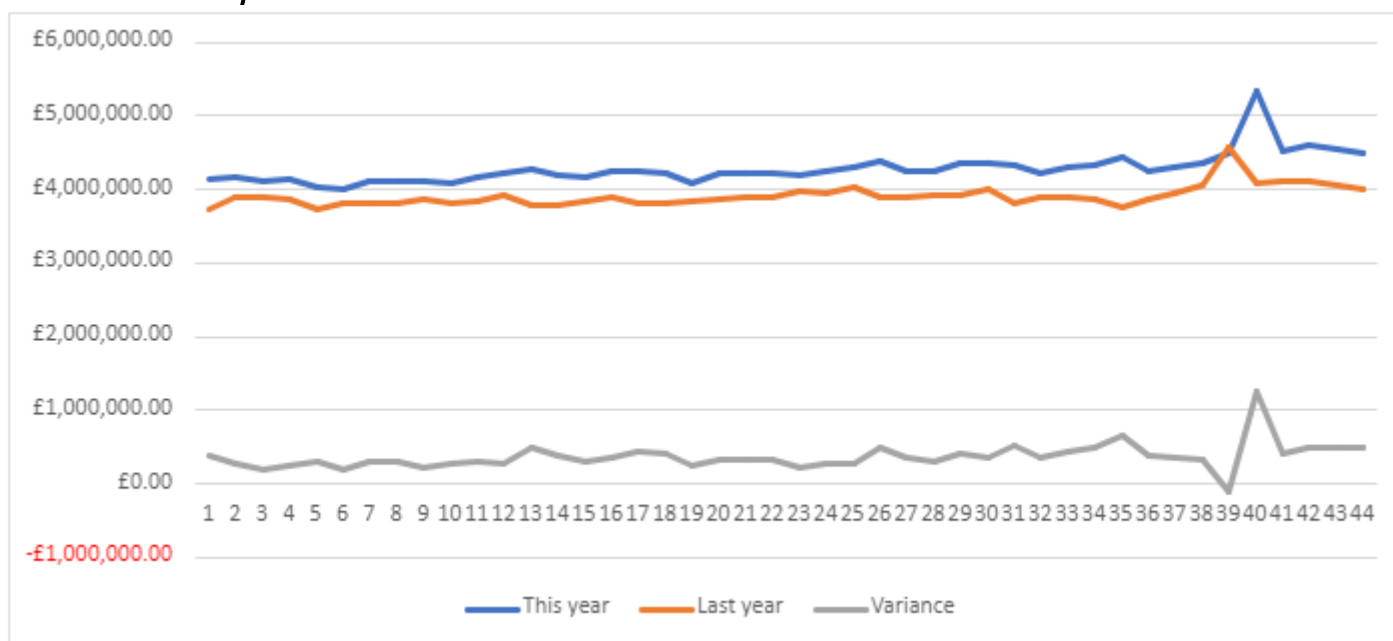
### 3.6.2 Table 19: Rent Arrears

Date	Current Arrears	Former Arrears	Total Arrears	Change Year on Year
	£	£	£	£
31/03/2019	2,649,474	1,726,269	4,375,743	627,000
31/03/2020	3,162,030	2,137,477	5,299,507	923,764
31/03/2021	3,498,391	2,311,655	5,810,046	510,539
31/03/2022	3,694,219	2,461,646	6,155,865	345,819
31/03/2023	3,929,813	2,370,591	6,300,404	144,539
29/01/2024(to-date)	4,498,900	2,344,259	6,843,159	542,755

3.6.3 Arrears continue to rise each year but the pace at which they had increased over the past couple of years had slowed, however, there are signs that the increase in arrears is starting to pick up pace again, which is not totally inconsistent with the fact that the rent increase for 2023-24 was much higher than the previous two years. Write Offs are partly responsible for the reduction in former arrears as well, and more than £0.270m has been written off in-year to-date. The overall level of arrears is still significant at over £6.843m and has more than doubled in the last eight years.

3.6.4 Chart 5 below shows the value of current rent arrears in 2023/24 at the end of January 2024 compared to the same period in 2022/23. The Housing team is continually working proactively with tenants to minimise arrears. Current Rent Arrears have risen steadily in the first ten months of 2023/24 as compared to 2022/23, with an increase of £0.542m being seen in this period since the start of April 2023. There was an under-spend against bad debt provision in 2022/23 for the third year in a row, hence there only being a minimal increase in the budget for this year, so the position will need to be monitored closely to maintain confidence that the overall forecast increase in arrears can be contained within the budgeted provision made. This will also be impacted by the amount of debt written off. This has all helped inform the monitoring position as we have progressed through the year, and has also been pivotal in refreshing the HRA Business Plan for the 2024/25 budget round.

3.6.5 Chart 5: Current Rent Arrears in Weeks 1-44 (April-January) 2023/24 compared to 2022/23



3.6.6 Universal Credit (UC) was fully implemented for all new tenants across North Tyneside on 2 May 2018. The Authority continues to work with residents to provide ICT support to help them make applications and to provide personal budget support to help residents manage their household finances. On 31 March 2023, there were 3,949 tenants of North Tyneside Homes on UC with current arrears totalling £3.210m. By the end of January 2024 this had increased to 4,388 UC cases with arrears of £3.861m, which is an increase of 439 tenants and £0.651m of arrears from the beginning of the financial year. As always, the impact of UC continues to be monitored, as significant increases in numbers on UC could also adversely affect the rate at which arrears grow. The extra pressure from increased numbers of UC cases can be seen from table 20 below, which shows the change in the proportion of the overall debit that is now cash based, rather than being covered by direct payment of Housing Benefit.



### 3.6.7 Table 20 – Proportion of Rent Debit met by Housing Benefit

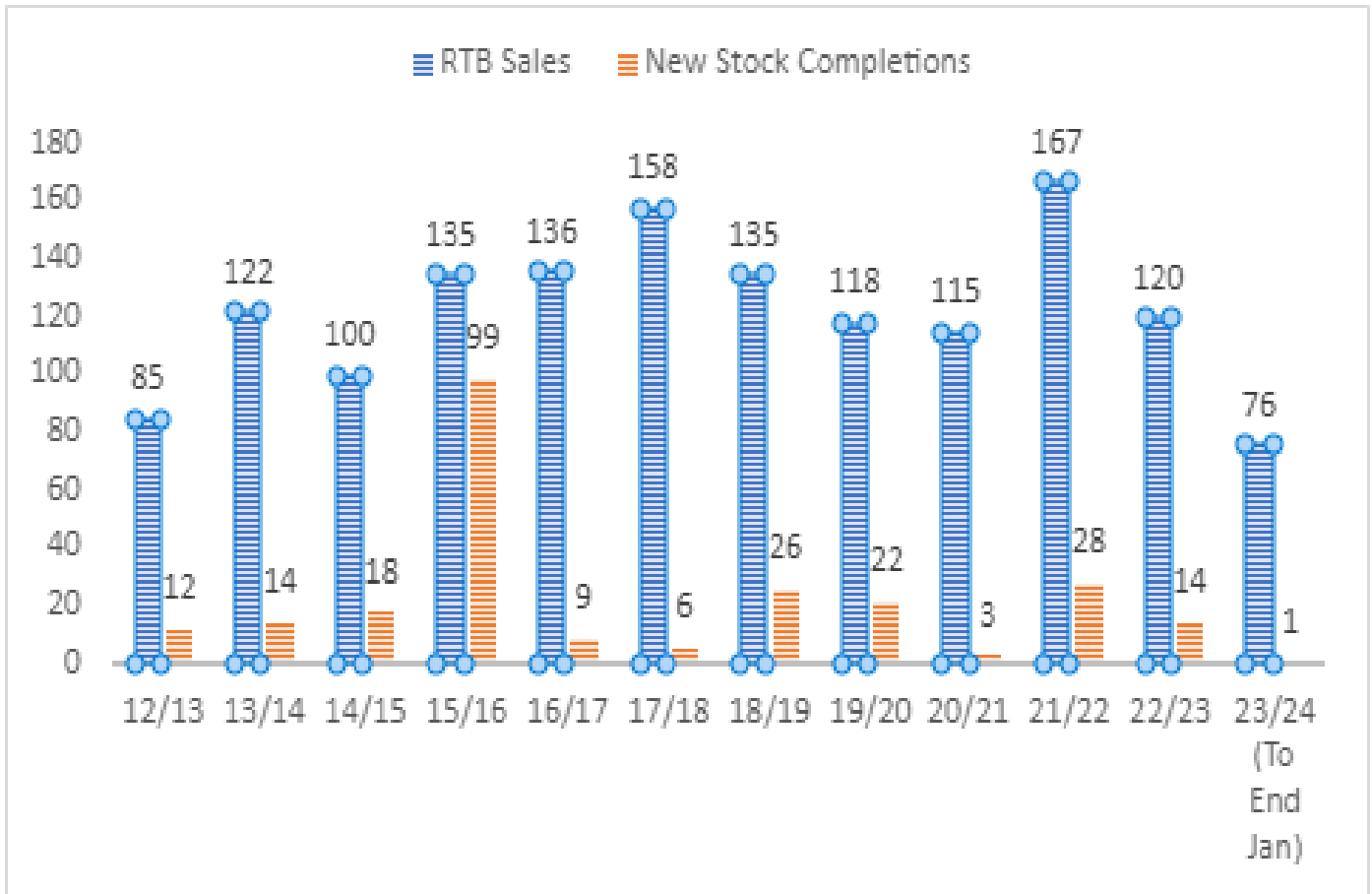
Year	Housing Benefit received via Direct Payment	Total Rent Debit	% of Rent Debit covered by HB Direct Payments
	£	£	%
2016/17	33,218,096	58,729,152	56.6
2017/18	31,970,851	57,889,823	55.2
2018/19	28,932,255	56,795,935	50.9
2019/20	24,490,067	56,931,399	43.0
2020/21	22,151,257	56,955,677	38.9
2021/22	20,464,887	57,327,202	35.7
2022/23	19,655,720	59,128,802	33.2

3.6.8 The main mechanism for helping to manage arrears is the Bad Debt Provision (BDP), which at the start of 2023/24 stood at £5.207m on the HRA Balance Sheet with the budget for the 2023/24 contribution at £0.772m. As alluded to above in 3.4 currently Bad Debt Provision is forecast to come in slightly under budget (£0.04m), but this will again be continually tracked to ensure that any change against budget forecast is picked up as soon as possible.

### 3.7 Right to Buy (RTB) Trends

3.7.1 The impact of RTB is critical to long-term planning for the HRA. Prior to the introduction of self-financing in 2012, average RTB sales had dropped to around 25 per annum, mainly due to the capped discount (£0.022m) which had remained static as property values had increased, making RTB less attractive financially to tenants. Shortly after self-financing began, Central Government announced a change to RTB significantly increasing the maximum discount, initially to £0.075m and then subsequently annual inflation was added to the maximum. Chart 8 below shows the trend in RTB sales since that time. The first ten months of 2023/24 saw 76 completed RTB sales, which is slightly lower than previous years, including 2021/22 where the Authority saw the highest number of RTB sales at 167 since the changes were introduced in 2012. It is just possible that impending changes in the mortgage market may curtail sales slightly, but as always trends will need to be closely monitored as they impact not only in-year forecasts, but significantly on future refreshes of the HRA 30-year Business Plan.

### 3.7.2 Chart 6: Yearly RTB Sales v New Stock Additions



## **SECTION 4 – INVESTMENT PLAN**

### **4.1 Review of Investment Plan**

4.1.1 The Authority's Investment Plan represents the capital investment in projects across all Service areas. The Investment Plan is subject to ongoing review and challenge and is reviewed on a monthly basis via Investment Programme Board.

4.1.2 In response to inflationary pressures and the challenges facing the revenue budget, the Authority continues to manage project expenditure within existing budgets where possible; reprofiling spend, undertaking value engineering or reducing scheme scoping where the impact on the project output is minimal or represent greater value for money. Any request to utilise contingencies to meet unavoidable additional costs are reviewed and considered by Investment Programme Board on a case-by-case basis.

4.1.3 As detailed within the main report the Authority is currently facing significant budget pressures across the General Fund to balance the budget. An investment plan, in particular which requires borrowing or an increase in borrowing may have an impact on the revenue budget to finance borrowing.

4.1.4 A rising rate interest environment has an impact on the investment plan. At the Bank of England's Monetary Policy Committee (MPC) meeting ending 31 January 2024, the MPC voted by a majority of 6–3 to maintain Bank Rate at 5.25% further details within section 5 (Treasury Management Position) of this report.

### **4.2 Variations to the 2023–2028 Investment Plan**

4.2.1 £10.737m of reprogramming and £0.411m of variations to the 2023–2028 Investment Plan have been identified as part of the ongoing monitoring of the Investment Plan. These are summarised in tables 21 and 22 below. Further details of the key changes impacting on the current financial year are provided within this section of the report. The variations relating to future years are primarily relating to the refresh of the Investment Plan and new funding awards secured by the Authority, in addition to the report to Council on 16 February 2023.

#### 4.2.2 Table 21: 2023 - 2028 Investment Plan changes identified

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Total £m
<b>Approved Investment Plan – Council 16 February 2023</b>	<b>95.762</b>	<b>58.864</b>	<b>50.055</b>	<b>53.775</b>	<b>53.884</b>	<b>312.340</b>
<b>Previously Approved Reprogramming/Variations</b>						
2022/23 Monitoring	6.273	(0.697)	0.000	0.000	0.000	5.576
2022/23 Outturn	11.572	0.000	0.000	0.000	0.000	11.572
2023/24 Monitoring	(10.534)	29.039	0.279	0.075	0.000	18.859
<b>Approved Investment Plan</b>	<b>103.073</b>	<b>87.206</b>	<b>50.334</b>	<b>53.850</b>	<b>53.884</b>	<b>348.347</b>
<b>September 23 Monitoring</b>						
Reprogramming	(10.737)	8.737	2.000	0.000	0.000	0.000
Variations	(0.736)	1.147	0.000	0.000	0.000	0.411
<b>Total Variations</b>	<b>(11.473)</b>	<b>9.884</b>	<b>2.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.411</b>
<b>Revised Investment Plan</b>	<b>91.600</b>	<b>97.090</b>	<b>52.334</b>	<b>53.850</b>	<b>53.884</b>	<b>348.758</b>

4.2.3 The proposed significant variations to the Investment Plan in 2023/24 are shown below:

2023/24 Variation £m	Scheme / Project
£0.625	<p><b>Fordley Primary School</b></p> <ul style="list-style-type: none"> <li>• The design, build and manufacture of modular teaching accommodation at Fordley Primary School as a result of recent structural concerns identified within the school.</li> <li>• The requirement is £0.625m in 2023/24, and £0.800m in 2024/25.</li> </ul>
(£0.625)	<p><b>GEN03 Contingencies</b></p> <ul style="list-style-type: none"> <li>• Funding from contingencies £0.625m in 23/24 and £0.450m in 24/25 to fund the design, build and manufacture of modular teaching accommodation at Fordley Primary School as a result of recent structural concerns identified within the school.</li> </ul>
£1.839	<p><b>Capitalisations 2023/24</b></p> <ul style="list-style-type: none"> <li>• Capitalisation of project management resources, legitimate capital works undertaken using revenue resources and capital equipment funded using revenue resources.</li> <li>• To be funded using and combination of Council resources and capital receipts.</li> </ul>
£0.441	<p><b>Childcare Expansion Capital Grant</b></p> <ul style="list-style-type: none"> <li>• Acceptance of the Department for Education, Childcare Expansion Capital Grant.</li> <li>• To support the phased expansion of Early Years (EY) childcare provision for working parents of all children 9 months to 3-year-olds and also for the provision of 8am to 6pm wraparound care for primary aged children.</li> </ul>

(£0.207)	<p><b>HS055 Home Upgrade Grant</b></p> <ul style="list-style-type: none"> <li>• HUG 2 is a government scheme awarding grants to Local Authorities (LAs) for energy efficiency and clean heating upgrades in owner occupied and private rented sector fuel-poor homes off the gas grid.</li> <li>• Due to the small number of “Off Gas” properties (2% of overall stock) and in consultation with Department of Energy Security and Net Zero, the available funding has reduced to £414,000 to reflect lower targeted homes, and the scheme now has a target of 20 measures to deliver up to March 2025.</li> </ul>
£0.182	<p><b>EV034 Local Transport Plan</b></p> <ul style="list-style-type: none"> <li>• Network Rail funding to be included into the investment plan, and relates to Public Rights of Way works for a public bridleway diversion that is being reconstructed.</li> </ul>

2023/24 Reprofiling £m	Scheme / Project
(£4.658)	<p><b>EV094 Transforming Cities Fund - NT02 North Shields Transport Hub</b></p> <ul style="list-style-type: none"> <li>• During the delivery of the Embankment Walkway, underground obstructions delaying the piling activity the project has incurred additional costs and impacting on the programme. A settlement on the associated compensation event was agreed in December 2023.</li> <li>• The Council has submitted a change control request to Transport North East (TNE) to descope the delivery of the A193 cycle corridor which would release sufficient funds into the overall project budget to meet the settlement figure.</li> </ul>
(£2.351)	<p><b>EV099 Transforming Cities Fund - NT10 Links to Metro</b></p> <ul style="list-style-type: none"> <li>• Transforming Cities Funding for the delivery of ‘Links to Metro’ improvements to cycling and walking routes linking local areas with Metro stations.</li> <li>• Three of the four schemes are substantially complete, and public engagement is currently ongoing for the fourth scheme element (North Shields A192 corridor).</li> <li>• There have been some delays relative to original timescales reflecting aspects such as market conditions (linked to Ukraine), time required to obtain traffic orders, and the need to co-ordinate with other works taking place on the borough’s highway network.</li> </ul>

<b>(£1.153)</b>	<p><b>EV100 Active Travel 3 – Permanent Seafront Scheme</b></p> <ul style="list-style-type: none"> <li>• The Sea Front Sustainable Route (SFSR) scheme seeks to create a continuous segregated cycle lane along the length of the North Tyneside Coast between St Mary’s Lighthouse and North Shields Fish Quay/Town Centre.</li> <li>• Scheme spend reprofiling to reflect the revised delivery programme for Phase 1 and 2 of the project to minimise disruption for residents, visitors and businesses over the summer season.</li> </ul>
<b>(£0.607)</b>	<p><b>EV098 Transforming Cities Fund – NT08 Four Lane Ends Bus Priority</b></p> <ul style="list-style-type: none"> <li>• This relates to the delivery of A188/A189 Bus Priority Corridor improvements in the vicinity of Four Lane Ends bus and Metro interchange.</li> <li>• Works are close to substantial completion. There have been some delays to timescales owing to obtaining agreement to undertake works within the interchange.</li> </ul>
<b>(£0.682)</b>	<p><b>CO096 St Peters Sports Pavilion</b></p> <ul style="list-style-type: none"> <li>• Reprofiling of St Peters Sport Pavilion due to adverse weather and design change requirements, impacting programme of works.</li> </ul>
<b>(£0.500)</b>	<p><b>DV066 Investment in North Tyneside Trading Co</b></p> <ul style="list-style-type: none"> <li>• There is proposed expenditure of £1.500m included in the plan for 2023/24 Investment in Loan Finance to NTTC (Development) Ltd.</li> <li>• A number of purchases of new properties have been delayed in the legal process and will therefore not complete within 2023/24, only £1.000m of the investment in Loan Finance will be required for 2023/24.</li> <li>• It is proposed that £0.500m of the original £1.500m is reprofiled into 2024/25</li> </ul>
<b>(£0.398)</b>	<p><b>EV034 Local Transport Plan</b></p> <ul style="list-style-type: none"> <li>• The Local Transport Plan (LTP) funds the Authority’s annual highway maintenance and integrated traffic capital programme.</li> <li>• The Authority’s Technical Partner is advising the following schemes may not be delivered within 2023/24; A1058 Crash Barrier Repairs (£0.266m), Allotment Railway Bridge Assessment (£0.060m), Blue House Bridge Assessment (£0.041m), Forest Hall Bridge options appraisals (£0.031m).</li> </ul>

<b>(£0.233)</b>	<p><b>EVI02 On Street Residential Charging Scheme</b></p> <ul style="list-style-type: none"> <li>• Funding from the Office for Zero Emission Vehicles (OZEV), for the delivery of publicly available electric vehicle (EV) chargepoints in car parks operated by the Authority, including the replacement of existing, life-expired low-power chargepoints, match funded by The Local Transport plan budget (EV034)</li> <li>• Due to a lack of response from the market when the procurement notice for the work was advertised, alternative arrangements are being made to seek to deliver this work by procuring it as part of a larger package including separately funded EV chargepoints.</li> <li>• As such, the installation of the EV chargepoints will now be delivered in the financial year 2024/25.</li> </ul>
<b>(£0.070)</b>	<p><b>EVI04 Bus Service Improvement Plan</b></p> <ul style="list-style-type: none"> <li>• Advance grant funding from North East Bus Service Improvement Plan (BSIP) [Administered by TNE] of £69,934 was offered in the financial year 2023/24 for the development of the Phase 1 projects to support bus reliability at highway locations on strategic bus corridors.</li> <li>• Owing to delays in commissioning the works the Phase 1 projects will now be delivered in the financial year 2024/25.</li> </ul>
<b>(£0.045)</b>	<p><b>CO091 Neighbourhood Parks</b></p> <ul style="list-style-type: none"> <li>• S106 funding to fund improvements to the Rising Sun Country Park, Wallsend Parks and Benton Quarry.</li> <li>• Due to factors, including the excessive volume of inclement weather experienced in 2023 two of the projects identified for this year have been delayed and the service is now looking to deliver these during 2024-25.</li> <li>• £0.030m relates to Public Rights of Way works, the remainder on signage and interpretation works.</li> </ul>
<b>(£0.040)</b>	<p><b>EV096 Highway Maintenance Challenge Fund – Tanners Bank</b></p> <ul style="list-style-type: none"> <li>• Delivery of the bridge works and the two of the highways elements are complete (5-arm roundabout refurbishment and Christchurch junction refurbishment).</li> <li>• The highway work (resurfacing of Tanners Bank) has had to be co-ordinated with other activities taking place on the borough’s highway network.</li> <li>• The work will be delivered in 2024/25, following the lifting of the road closure associated with the Embankment Walkway works.</li> </ul>



### 4.3 Capital Financing

4.3.1 The impact of the changes detailed above on capital financing is shown in table 22 below.

#### 4.3.2 Table 22: Impact of variations on Capital financing

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Total £m
Approved Investment Plan	103.073	87.205	50.334	53.850	53.884	348.347
Council Contribution	(2.149)	0.000	0.000	0.000	0.000	(2.149)
Grants and Contributions	(9.255)	7.230	2.000	0.000	0.000	(0.025)
Contribution from Revenue	(0.069)	0.072	0.000	0.000	0.000	0.003
HRA Capital Receipts	0.000	0.000	0.000	0.000	0.000	0.000
HRA Major Repairs Reserve	0.000	0.000	0.000	0.000	0.000	0.000
<b>Total Financing Variations</b>	<b>(11.473)</b>	<b>9.884</b>	<b>2.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.411</b>
Revised Investment Plan	91.600	97.090	52.334	53.850	53.884	348.758

4.4.1 The General Fund capital receipts position reflects an additional £1.350m from the previous report in November 2023. The balance brought forward at 1 April 2023 was £3.227m. The capital receipts requirement for 2022/23, approved by Council in February 2023, was £1.417m (2023-2028 £1.417m). To date £6.913m of capital receipts have been received in 2023/24. The receipts position is detailed in table 23 below.

#### 4.4.2 Table 23: Capital Receipt Requirement – General Fund

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Requirement reported to 16 February 2023 Council	1.417	0.000	0.000	0.000	0.000
Receipts Brought Forward	(3.227)	0.000	0.000	0.000	0.000
Total Receipts received 2023/24	(6.913)	0.000	0.000	0.000	0.000
Receipts used to repay capital loans	0.000	0.000	0.000	0.000	0.000
<b>Net Useable Receipts</b>	<b>(6.913)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Surplus Receipts</b>	<b>(8.723)</b>	<b>(8.723)</b>	<b>(8.723)</b>	<b>(8.723)</b>	<b>(8.723)</b>

#### 4.5 Capital receipts – Housing Revenue Account

4.5.1 Housing Capital Receipts brought forward at 1 April 2023 were £12.961m. The housing receipts are committed against projects included in the 2023-2028 Investment Plan. The approved Capital Receipt requirement for 2023/24 was £3.941m. To date, receipts of £3.812m have been received in 2023/24. In total, subject to future pooling, this leaves a surplus balance of £16.792m to be carried forward to fund planned investment in future years.

#### 4.5.2 Table 24: Capital Receipt Requirement – Housing Revenue Account

	2023/24	2024/25	2025/26	2026/27	2027/28
	£m	£m	£m	£m	£m
<b>Receipts Brought Forward</b>	<b>(12.961)</b>	<b>(12.851)</b>	<b>(10.681)</b>	<b>(8.528)</b>	<b>(7.468)</b>
Receipts Received 2023/24	(3.831)	0.000	0.000	0.000	0.000
Receipts Pooled Central Government	0.000	0.000	0.000	0.000	0.000
<b>(Surplus)/ Balance to be generated to fund future years (subject to further pooling)</b>	<b>(16.792)</b>	<b>(12.851)</b>	<b>(10.681)</b>	<b>(8.528)</b>	<b>(7.468)</b>
<b>Requirement reported to November 2023</b>	<b>3.941</b>	<b>2.170</b>	<b>2.153</b>	<b>1.060</b>	<b>1.202</b>
Variations to be reported to Cabinet 2023/24	0.000	0.000	0.000	0.000	0.000
<b>Revised Requirement</b>	<b>3.941</b>	<b>2.170</b>	<b>2.153</b>	<b>1.060</b>	<b>1.202</b>
<b>Net Balance Carried forward</b>	<b>(12.851)</b>	<b>(10.681)</b>	<b>(8.528)</b>	<b>(7.468)</b>	<b>(6.266)</b>

#### 4.6 Investment Plan Monitoring Position to 31 January 2024

4.6.1 Actual expenditure for 2023/24 in the General Ledger was £59.769m; 57.99% of the total revised Investment Plan at 31 January 2024.

#### 4.6.2 Table 25: Total Investment Plan Budget & Expenditure to 31 January 2024

	2023/24 Approved Investment Plan £m	Actual Spend to 31 January 2024 £m	Spend as % of revised Investment Plan %
General Fund	70.653	37.713	53.38%
Housing	32.420	22.056	68.03
<b>TOTAL</b>	<b>103.073</b>	<b>59.769</b>	<b>57.99%</b>

## **SECTION 5 – TREASURY MANAGEMENT & CASH POSITION**

### **5.1 Current Cash Position**

5.1.1 The Authority's current available cash balance as at the end of January 2024 is £9.000m, with £5.000m invested externally with other UK Local Authorities or institutions. All investments are made in line with the approved Treasury Management Strategy.

#### **5.1.2 Table 26: Investment Position as at 31 January 2024**

<b>Counterparty</b>	<b>Type</b>	<b>Amount (£m)</b>	<b>Maturity</b>
DMO	Term	9.000	01 February 2024
Barclays	Call	0.876	n/a
Other LA	Fixed	5.000	09 February 2024*
Fixed Deposits	Fixed	2.500	March 2024

*\*This is the last maturity of this tranche.*

5.1.3 At its meeting ending on 31st January 2024, The Bank of England's MPC voted 6-3 that the Bank Rate should remain unchanged at 5.25%. The latest MPC projections suggest Bank rate remains at 5.25% until 2024 Q3, before tracking downwards to 4.25% by the end of 2026.

5.1.4 Twelve-month CPI inflation fell to 4.0% in December 2023, down from 4.6% in October 2023. Inflation peaked at 11.1% in October 2022. December's rate was below expectations in the November Report which was predicted to remain around 4.50%. This decline is expected to be accounted for by lower fuel, core goods and services prices. Although still elevated, wage growth has eased across a number of measures and is projected to decline further in coming quarters. The labour market has continued to ease but remains tight by historical standards. Unemployment is expected to rise somewhat further.

5.1.5 CPI inflation is projected to fall temporarily to the 2% target in 2024 Q2 before increasing again in Q3 and Q4. This profile of inflation over the second half of the year is accounted for by developments in the direct energy price contribution to 12-month inflation, which becomes less negative. In the MPC's latest projection, CPI inflation is set to be around 2.75% by the end of 2024. This reflects the persistence of domestic inflationary pressures, despite an increasing degree of slack in the economy. CPI inflation is projected to be 2.3% in two years' time and

1.9% in three years. Since the MPC’s previous meeting, global GDP growth has remained subdued. Wholesale energy prices have fallen significantly. Material risks remain from developments in the Middle East and from disruption to shipping through the Red Sea.

5.1.6 Table 29 below demonstrates the increase in rates both in the temporary space and longer-term PWLB rates.

5.1.7 The Authority is constantly monitoring interest rates, and whether the Authority should look to lock in rates as part of managing risk. This process considers the Authority’s underlying need to borrow (Capital Financing Requirement), Investment Plan priorities and commitments as well as the profile of existing loan arrangements.

5.1.8 Investment rates remain stabilised in line with the unchanged base rate, delivering return on investments and negating cost of carry.

5.1.9 **Table 27: Summary of Borrowing Levels**

Temporary Space		PWLB**	
Tenor	Level	Tenor	Level *
1 week	6.00%	2 years	5.54%
1 month	6.00%	5 years	5.04%
3 month	6.10%	10 years	5.13%
6 month	6.25%	20 years	5.58%
9 month	6.00%	30 years	5.61%
12 month	5.90%	50 years	5.40%

*\*Please note these levels are from 16/02/2024*

*\*\*PWLB rates do not include certainty rate reductions,*

5.1.10 Any shortfalls in cashflow are covered by in year temporary borrowing, which may be a quick and cost-effective method of cash management in the current climate. During November 2023, the authority secured £5.000m for 364 days, to cover an upcoming PWLB maturity which is due to be repaid in October 2024. To manage the cost of borrowing the loan was taken from the temporary market for a short period due to the volatility of rates, with the strategy to lock in lower interest rates in the medium term once interest rates stabilise as forecast.

## 5.2 Borrowing Position

5.2.1 Table 28 shows the Authority's current debt position, with total borrowing maturing in 2023/24 of £0.000m.

### 5.2.2 Table 28: Current Debt Position

	PWLB (£m)	LOBO (£m)	Temp (£m)	Total (£m)
Total Outstanding Borrowing Debt	387.443	20.000	5.000	412.443
Debt Maturing 2023/24	(0.000)	0.000	0.000	(0.000)

5.2.3 As at January 2024, the forecast under-borrowed position for the Authority is £79.004m (£68.532m at 31 March 2023). Whilst the Authority cannot borrow to fund revenue activity, it can look to utilise reserves, unwind its under-borrowed position, and externalise borrowing.

5.2.4 The last tranche of long-term borrowing was undertaken in August 2022, the Authority took £10m of long-term PWLB loans, this was for a combination of refinancing existing debt, de-risk the Authority's under-borrowed position, as well as take advantage of relatively low long-term rates.

5.2.5 Table 29 below shows the latest interest rate forecasts as provided by the Authority's treasury advisors Link. Rates remain elevated for the remainder of the year. It is forecasted that we are at the peak for 50-year borrowing during the current quarter, before tracking consistently back down to lower levels from 2024 onwards.

## 5.2.6 Table 29: Link Interest Rate Forecasts



### ECONOMIC FORECASTS

LINK GROUP – FEBRUARY 2024

	End Q1 2024	End Q2 2024	End Q3 2024	End Q4 2024	End Q1 2025	End Q2 2025	End Q3 2025	End Q4 2025	End Q1 2026	End Q2 2026	End Q3 2026	End Q4 2026	End Q4 2026
Bank Rate	5.25%	5.25%	4.75%	4.25%	3.75%	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
5yr PWLB Rate	4.50%	4.40%	4.30%	4.20%	4.10%	4.00%	3.80%	3.70%	3.60%	3.60%	3.50%	3.50%	3.50%
10yr PWLB Rate	4.70%	4.50%	4.40%	4.30%	4.20%	4.10%	4.00%	3.90%	3.80%	3.70%	3.70%	3.70%	3.70%
25yr PWLB Rate	5.20%	5.10%	4.90%	4.80%	4.60%	4.40%	4.30%	4.20%	4.20%	4.10%	4.10%	4.10%	4.10%
50yr PWLB Rate	5.00%	4.90%	4.70%	4.60%	4.40%	4.20%	4.10%	4.00%	4.00%	3.90%	3.90%	3.90%	3.90%

*\*Please note these forecasts are as at 06.02.2024*

## **SECTION 6 – DEVELOPER CONTRIBUTIONS**

### **6.1 Section 106 Contributions**

- 6.1.1 Planning obligations under Section 106 (s106) of the Town and Country Planning Act 1990, are commonly known as s106 agreements. They are a mechanism which can make a development proposal acceptable in planning terms, that would not otherwise be acceptable, and are focussed on mitigating the impact of the development on an area. S106 agreements are often called 'developer contributions' or 'planning gain' and include a range of identified categories, historically including highways, affordable housing, sport and leisure, health and play sites, amongst others.
- 6.1.2 The s106 Capital Programme Manager and s106 service area leads utilise the information collated within the Authority's s106 governance and monitoring process to define what monies are available for what and where this can be allocated, and develop projects based on this information.
- 6.1.3 The s106 programme of works aims to supplement and support the wider Authority budget, to ensure a good spread of spend for all areas of the Borough and to provide flexibility and value for money.
- 6.1.4 The s106 Capital Programme Manager and s106 service area leads utilise the information collated within the Authority's s106 governance and monitoring process to define what monies are available and where this can be allocated, and develop projects based on this information.
- 6.1.5 The s106 programme of works aims to mitigate the impacts of developments within the Borough, supplementing and supporting the wider strategic North Tyneside Plan.
- 6.1.6 Service areas are routinely reviewing this information and developing projects, which are then presented to Investment Programme Board (IPB) for consideration prior to securing full IPB approval. If approved the projects are then delivered.
- 6.1.7 The latest s106 finance spreadsheet which includes the financial information of all developer contributions, which have been received by the Authority can be found within Appendix 1 and Appendix 2.



### 6.1.8 Table 30: Section 106 Spend Update

	31 July 2023	30 Sept 2023	30 Nov 2023	31 Jan 2024
Received to date	£20.342m	£20.897m	£21.108m	£21.307m
Spend to date	(£9.604m)	(£9.829m)	(£11.165)	(£11.368)
Committed (through IPB governance)	(£3.244m)	(£4.774m)	(£4.057m)	(£4.063m)
<b>Uncommitted Balance</b>	<b>£7.494m</b>	<b>£6.294m</b>	<b>£5.886m</b>	<b>£5.876m</b>

6.1.9 As at 31 January 2024, £21.307m had been received by the Authority, of which £11.368m has been expended in line with agreements. £9.939m remains as at 31 January 2024, of which £4.063m is committed. This leaves an uncommitted balance of £5.876m.

6.1.10 In order to deliver projects within the allocated balance, service areas are developing and completing projects based on the legal parameters set within the wording of the planning obligations, all overseen by the Investment Programme Board (IPB) group. Significant work is ongoing with relevant officers in developing key projects and allocating the spend within all service areas.

## 6.2. Community Infrastructure Levy (CIL)

6.2.1 These are planning tools used to secure financial or non-financial contributions towards the provision of infrastructure to support and enable development and to mitigate the impact of development. CIL contributions now include secondary education, health and community facilities and other infrastructure developer contributions.

6.2.2 CIL continues to develop within the Authority and updates will be incorporated within this report over time as necessary. £0.831m of CIL monies have been received by the Authority, with no projects allocated or monies spent to date.

6.2.3 The Authority is strategically building balances in relation to CIL to facilitate investment within the Borough which will provide greatest benefit.

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Fund	Project	Financing Type	Year					Total £000
			Period of Change					
			2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	
<b>General Fund</b>								
	BS026 Asset Planned Maintenance							
	Council Contribution		2,709	3,100	1,750	1,500	1,500	10,559
	Contribution from Reserves (Insurance)		123	0	0	0	0	123
	<b>BS026 Asset Planned Maintenance Total</b>		<b>2,832</b>	<b>3,100</b>	<b>1,750</b>	<b>1,500</b>	<b>1,500</b>	<b>10,682</b>
	BS030 Public Sector Decarbonisation Scheme							
	Council Contribution		54	0	0	0	0	54
	<b>BS030 Public Sector Decarbonisation Scheme Total</b>		<b>54</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54</b>
	BS031 Childrens Home Capital Programme							
	Dept for Education - Childrens Home Capital Fund		35	0	0	0	0	35
	<b>BS031 Childrens Home Capital Programme Total</b>		<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35</b>
	BS033 Changing Places Facilities							
	Council Contribution		344	0	0	0	0	344
	Section 106		33	0	0	0	0	33
	Changing Places Grant MHCLG		193	0	0	0	0	193
	HLF Funding		58	0	0	0	0	58
	<b>BS033 Changing Places Facilities Total</b>		<b>628</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>628</b>
	BS034 Parks Sports Centre - Security Measures							
	Council Contribution		345	0	0	0	0	345
	<b>BS034 Parks Sports Centre - Security Measures Total</b>		<b>345</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>345</b>
	BS035 Former Rectory St Columbas Supported Accommodation							
	Council Contribution		135	0	0	0	0	135
	Leaseholder Contribution		26	0	0	0	0	26
	<b>BS035 Former Rectory St Columbas Supported Accommodation Total</b>		<b>161</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>161</b>
	BS036 S106 Oxford Centre Health Facilities							
	Section 106		130	0	0	0	0	130
	<b>BS036 S106 Oxford Centre Health Facilities Total</b>		<b>130</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>130</b>
	BS037 S106 Forest Hall Health Facilities							
	Section 106		32	0	0	0	0	32
	<b>BS037 S106 Forest Hall Health Facilities Total</b>		<b>32</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32</b>
	CO079 Playsites							
	Section 106		306	294	257	75	0	932
	<b>CO079 Playsites Total</b>		<b>306</b>	<b>294</b>	<b>257</b>	<b>75</b>	<b>0</b>	<b>932</b>
	CO081 Gosforth Nature Reserve Grey Squirrel Control and Enhancements							
	Section 106		18	0	0	0	0	18
	<b>CO081 Gosforth Nature Reserve Grey Squirrel Control and Enhancements Total</b>		<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>
	CO082 Sport and Leisure Facility Improvements							
	Revenue Contribution		3	0	0	0	0	3
	Contribution from Reserves (Leisure)		12	0	0	0	0	12
	<b>CO082 Sport and Leisure Facility Improvements Total</b>		<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>
	CO083 Whitley Bay Crematoria							
	Council Contribution		151	0	0	0	0	151
	<b>CO083 Whitley Bay Crematoria Total</b>		<b>151</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>151</b>
	CO086 North West Library Improvements							
	Section 106		48	0	0	0	0	48
	<b>CO086 North West Library Improvements Total</b>		<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48</b>
	CO088 Gateways to the Boroughs							
	Council Contribution		34	0	0	0	0	34
	<b>CO088 Gateways to the Boroughs Total</b>		<b>34</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34</b>
	CO089 S106 Raleigh Drive Allotment Extension							
	Section 106		25	0	0	0	0	25
	<b>CO089 S106 Raleigh Drive Allotment Extension Total</b>		<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>
	CO091 Neighbourhood Parks							
	Section 106		27	135	100	0	0	262
	<b>CO091 Neighbourhood Parks Total</b>		<b>27</b>	<b>135</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>262</b>

Gene	CO092 Wallsend Park Bothy Toilet						
	Revenue Contribution (HLF Reserve 9841 128)	88	0	0	0	0	88
	CO092 Wallsend Park Bothy Toilet Total	88	0	0	0	0	88
	CO093 Rising Sun Country Park S106 Ecology						
	Section 106	13	0	0	0	0	13
	CO093 Rising Sun Country Park S106 Ecology Total	13	0	0	0	0	13
	CO094 Lawn Tennis - Improvements to Tennis Courts						
	LTA Grant Funding	133	0	0	0	0	133
	CO094 Lawn Tennis - Improvements to Tennis Courts Total	133	0	0	0	0	133
	CO095 S106 Willington Quay Community Garden						
	Section 106	0	0	0	0	0	0
	CO095 S106 Willington Quay Community Garden Total	0	0	0	0	0	0
	CO096 St Peters Sports Pavilion and AGP Pitches						
	Council Contribution	0	273	0	0	0	273
	Football Foundation Grant	1,855	0	0	0	0	1,855
	Revenue Contribution	0	72	0	0	0	72
	Section 106	411	610	0	0	0	1,021
	Capital Receipts	0	433	0	0	0	433
	Northumberland FA	50	0	0	0	0	50
	National FA	323	0	0	0	0	323
	Rugby Football League	50	0	0	0	0	50
	Section 106 - Not Received	276	0	0	0	0	276
	Section 106 - Future Agreement	0	0	0	0	0	0
	CO096 St Peters Sports Pavilion and AGP Pitches Total	2,965	1,388	0	0	0	4,353
	CO097 Forest Hall Library Improvements						
	Section 106	21	0	0	0	0	21
	Arts Council Grant	266	0	0	0	0	266
	CO097 Forest Hall Library Improvements Total	287	0	0	0	0	287
	CO098 S106 Lakeside Centre Gym Equipment						
	Section 106	50	0	0	0	0	50
	CO098 S106 Lakeside Centre Gym Equipment Total	50	0	0	0	0	50
	CO099 Rising Sun Country Park Improvements						
	Section 106	88	44	0	0	0	132
	CO099 Rising Sun Country Park Improvements Total	88	44	0	0	0	132
	CO100 S106 Killingworth Sidings (Ecology)						
	Section 106	12	0	0	0	0	12
	CO100 S106 Killingworth Sidings (Ecology) Total	12	0	0	0	0	12
	CO101 Tynemouth Gym Equipment						
	Section 106	60	0	0	0	0	60
	CO101 Tynemouth Gym Equipment Total	60	0	0	0	0	60
	CO102 The Parks Artificial Pitch Improvements						
	Section 106	52	0	0	0	0	52
	CO102 The Parks Artificial Pitch Improvements Total	52	0	0	0	0	52
	CO103 Rising Sun Farm Allotments						
	Section 106	0	40	22	0	0	62
	CO103 Rising Sun Farm Allotments Total	0	40	22	0	0	62
	DV064 Council Property Investment						
	Council Contribution	733	500	0	0	0	1,233
	Capital Receipts	1,100	0	0	0	0	1,100
	DV064 Council Property Investment Total	1,833	500	0	0	0	2,333
	DV066 Investment in North Tyneside Trading Co						
	Council Contribution	1,000	3,500	3,000	3,000	2,000	12,500
	Section 106	1,328	0	0	0	0	1,328
	DV066 Investment in North Tyneside Trading Co Total	2,328	3,500	3,000	3,000	2,000	13,828

Gene	DV071 Section 106 Contributions to Set Up Health Facilities						
	Section 106	0	0	0	0	0	0
	DV071 Section 106 Contributions to Set Up Health Facilities Total	0	0	0	0	0	0
	DV073 Ambition for North Tyneside						
	Council Contribution	151	3,376	0	0	0	3,527
	Capital Receipts	317	0	0	0	0	317
	Historic England - Heritage Action Zone	0	0	0	0	0	0
	Revenue Contribution (08252)	444	0	0	0	0	444
	Revenue Contribution (08252 Reserve)	576	0	0	0	0	576
	DV073 Ambition for North Tyneside Total	1,488	3,376	0	0	0	4,864
	DV074 North Shields Heritage Action Zone (Ambition)						
	Council Contribution	87	0	0	0	0	87
	Historic England - Heritage Action Zone	88	0	0	0	0	88
	DV074 North Shields Heritage Action Zone (Ambition) Total	175	0	0	0	0	175
	DV077 Tyne Brand Development Site						
	North of Tyne Combined Authority - Brownfield Housing Fund	760	3,476	0	0	0	4,236
	DV077 Tyne Brand Development Site Total	760	3,476	0	0	0	4,236
	DV079 Howard Street The Exchange						
	Notca Cultural & Creative Zone Funding	3	0	0	0	0	3
	DV079 Howard Street The Exchange Total	3	0	0	0	0	3
	DV080 Segedunum Roman Museum MEND						
	Council Contribution	0	150	0	0	0	150
	Revenue Contribution (08252)	0	106	0	0	0	106
	Arts Council Grant (MEND)	0	419	0	0	0	419
	DV080 Segedunum Roman Museum MEND Total	0	675	0	0	0	675
	DV081 North Shields Cultural Quarter						
	Revenue Contribution (08252)	120	0	0	0	0	120
	Notca Cultural & Creative Zone Funding	166	250	0	0	0	416
	DV081 North Shields Cultural Quarter Total	286	250	0	0	0	536
	DV082 Wallsend Town & High Street Programme						
	Wallsend Town & High Street Fund (Notca)	1,240	600	0	0	0	1,840
	DV082 Wallsend Town & High Street Programme Total	1,240	600	0	0	0	1,840
	DV083 The Globe Gallery and Business Centre						
	Notca Cultural & Creative Zone Funding	300	0	0	0	0	300
	DV083 The Globe Gallery and Business Centre Total	300	0	0	0	0	300
	DV084 North West Waggonways/Parks						
	Section 106	30	535	0	0	0	565
	DV084 North West Waggonways/Parks Total	30	535	0	0	0	565
	ED075 Devolved Formula Capital						
	Education Funding Agency (Devolved)	1,568	1,610	610	610	610	5,008
	ED075 Devolved Formula Capital Total	1,568	1,610	610	610	610	5,008
	ED120 Basic Need						
	Education Funding Agency (Basic Need)	0	0	0	0	0	0
	ED120 Basic Need Total	0	0	0	0	0	0
	ED132 School Capital Allocation						
	Section 106	179	0	0	0	0	179
	Education Funding Agency (SCA)	4,788	3,518	3,868	3,868	3,868	19,910
	ED132 School Capital Allocation Total	4,967	3,518	3,868	3,868	3,868	20,089
	ED190 High Needs Provision Capital Allocation						
	Education Funding Agency (Basic Need)	2,236	0	0	0	0	2,236
	Education Funding Agency (High Needs)	1,743	1,000	0	0	0	2,743
	Education Funding Agency (DSG Safety Valve Grant)	475	4,206	0	0	0	4,681
	ED190 High Needs Provision Capital Allocation Total	4,454	5,206	0	0	0	9,660
	EDXXX Childcare Expansion Capital Grant						
	Education Funding Agency (CE)	0	441	0	0	0	441
	EDXXX Childcare Expansion Capital Grant Total	0	441	0	0	0	441

Gene	EDXXX Fordley Primary School						
	Council Contribution	625	450	0	0	0	1,075
	Education Funding Agency (SCA)	0	350	0	0	0	350
	EDXXX Fordley Primary School Total	625	800	0	0	0	1,425
	EV034 Local Transport Plan						
	Council Contribution	758	0	0	0	0	758
	Dept for Transport LTP ITA	842	958	958	958	2,000	5,716
	Dept for Transport LTP Maint	1,168	1,964	2,000	2,000	958	8,090
	Section 106	236	0	0	0	0	236
	Public Transport Funding	28	28	28	28	28	140
	Public Rights of Way Income	182	0	0	0	0	182
	Dft Pothole Funding	150	0	0	0	0	150
	EV034 Local Transport Plan Total	3,364	2,950	2,986	2,986	2,986	15,272
	EV055 Surface Water Improvements						
	Environment Agency Grant	675	0	0	0	0	675
	EV055 Surface Water Improvements Total	675	0	0	0	0	675
	EV056 Additional Highways Maintenance						
	Council Contribution	2,000	2,000	2,000	2,000	2,000	10,000
	Dft Pothole Funding	1,962	1,611	0	0	0	3,573
	EV056 Additional Highways Maintenance Total	3,962	3,611	2,000	2,000	2,000	13,573
	EV069 Vehicle Replacement						
	Council Contribution	1,482	1,676	1,123	3,000	1,500	8,781
	EV069 Vehicle Replacement Total	1,482	1,676	1,123	3,000	1,500	8,781
	EV076 Operational Depot Accommodation Review						
	Council Contribution	31	0	0	0	0	31
	ERDF	243	0	0	0	0	243
	EV076 Operational Depot Accommodation Review Total	274	0	0	0	0	274
	EV083 Street Lighting LED						
	Council Contribution	1,486	2,101	0	0	0	3,587
	EV083 Street Lighting LED Total	1,486	2,101	0	0	0	3,587
	EV091 Other Initiatives Climate Change						
	Council Contribution	85	1,779	1,000	1,000	1,000	4,864
	EV091 Other Initiatives Climate Change Total	85	1,779	1,000	1,000	1,000	4,864
	EV094 Transforming Cities Fund - NT02 North Shields Transport Hub						
	Council Contribution	0	1,376	0	0	0	1,376
	Transforming Cities Fund	6,500	3,282	0	0	0	9,782
	DLUHC	1,064	0	0	0	0	1,064
	EV094 Transforming Cities Fund - NT02 North Shields Transport Hub Total	7,564	4,658	0	0	0	12,222
	EV095 Active Travel Fund 1 & 2 Rake Lane						
	Dept for Transport Active Travel Fund Tranche2	59	0	0	0	0	59
	EV095 Active Travel Fund 1 & 2 Rake Lane Total	59	0	0	0	0	59
	EV096 Highway Maintenance Challenge Fund - Tanners Bank						
	Dept for Transport - Highway Maintenance Challenge Fund	294	290	0	0	0	584
	EV096 Highway Maintenance Challenge Fund - Tanners Bank Total	294	290	0	0	0	584
	EV097 Weetslade & Westmoor Roundabouts, Great Lime Road (S106 Bellway Homes)						
	Section 106	896	0	0	0	0	896
	EV097 Weetslade & Westmoor Roundabouts, Great Lime Road (S106 Bellway)	896	0	0	0	0	896
	EV098 Transforming Cities Fund - NT08 Four Lane Ends Bus Priority						
	Transforming Cities Fund	968	607	0	0	0	1,575
	EV098 Transforming Cities Fund - NT08 Four Lane Ends Bus Priority Total	968	607	0	0	0	1,575
	EV099 Transforming Cities Fund - NT10 Links to Metro						
	Dept for Transport LTP ITA	0	391	0	0	0	391
	Transforming Cities Fund	1,415	1,960	0	0	0	3,375
	EV099 Transforming Cities Fund - NT10 Links to Metro Total	1,415	2,351	0	0	0	3,766
	EV100 Active Travel 3 - Permenant Seafront Scheme						
	Dept for Transport Active Travel Fund Tranche 3	1,039	6,635	2,000	0	0	9,674
	Sustran	1,000	0	0	0	0	1,000
	EV100 Active Travel 3 - Permenant Seafront Scheme Total	2,039	6,635	2,000	0	0	10,674

<b>Gene</b>	EV101 Transforming Cities Fund – Intelligent Transport Systems						
	Transforming Cities Fund	118	0	0	0	0	118
	<b>EV101 Transforming Cities Fund – Intelligent Transport Systems Total</b>	<b>118</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>118</b>
	EV102 On Street Residential Charging Scheme						
	Dept for Transport LTP ITA	0	116	0	0	0	116
	Govt Grant - Office for Zero Emission Vehicles'	0	117	0	0	0	117
	<b>EV102 On Street Residential Charging Scheme Total</b>	<b>0</b>	<b>233</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>233</b>
	EV103 S106 Nexus Schemes						
	Section 106	94	0	0	0	0	94
	<b>EV103 S106 Nexus Schemes Total</b>	<b>94</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>94</b>
	EV104 Bus Service Improvement Plan						
	Transport North East	0	709	0	0	0	709
	<b>EV104 Bus Service Improvement Plan Total</b>	<b>0</b>	<b>709</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>709</b>
	GEN03 Contingencies						
	Council Contribution	718	1,050	1,000	1,000	1,000	4,768
	<b>GEN03 Contingencies Total</b>	<b>718</b>	<b>1,050</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>4,768</b>
	GEN12 Local Infrastructure						
	Council Contribution	147	100	100	100	100	547
	<b>GEN12 Local Infrastructure Total</b>	<b>147</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>547</b>
	GEN13 Project Management						
	Council Contribution	100	100	100	100	100	500
	<b>GEN13 Project Management Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>500</b>
	HS004 Disabled Facilities Grant						
	Better Care Fund	2,032	4,447	0	0	0	6,479
	<b>HS004 Disabled Facilities Grant Total</b>	<b>2,032</b>	<b>4,447</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,479</b>
	HS051 Private Sector Empty Homes						
	Council Contribution	228	205	206	0	0	639
	Homes & Communities Grant	32	0	0	0	0	32
	<b>HS051 Private Sector Empty Homes Total</b>	<b>260</b>	<b>205</b>	<b>206</b>	<b>0</b>	<b>0</b>	<b>671</b>
	HS053 Green Homes Local Authority Delivery						
	Green Homes Grant (LAD2) - Dept for BEIS	20	0	0	0	0	20
	Green Homes Grant (LAD3) - Dept for BEIS	862	0	0	0	0	862
	<b>HS053 Green Homes Local Authority Delivery Total</b>	<b>882</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>882</b>
	HS055 Home Upgrade Grant						
	Home Upgrade Grant (Govt)	103	311	0	0	0	414
	<b>HS055 Home Upgrade Grant Total</b>	<b>103</b>	<b>311</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>414</b>
	IT020 ICT Strategy						
	Council Contribution	1,517	1,000	1,250	1,250	1,250	6,267
	<b>IT020 ICT Strategy Total</b>	<b>1,517</b>	<b>1,000</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>6,267</b>
	<b>General Fund Total</b>	<b>59,180</b>	<b>64,301</b>	<b>21,372</b>	<b>20,489</b>	<b>17,914</b>	<b>183,256</b>
	<b>HRA</b>						
	HS015 Refurbishment / Decent Homes Improvements						
	See HRA Financing	24,740	25,605	25,535	26,620	28,715	131,215
	<b>HS015 Refurbishment / Decent Homes Improvements Total</b>	<b>24,740</b>	<b>25,605</b>	<b>25,535</b>	<b>26,620</b>	<b>28,715</b>	<b>131,215</b>
	HS017 Disabled Adaptations						
	See HRA Financing	1,633	1,599	1,315	1,328	1,341	7,216
	<b>HS017 Disabled Adaptations Total</b>	<b>1,633</b>	<b>1,599</b>	<b>1,315</b>	<b>1,328</b>	<b>1,341</b>	<b>7,216</b>
	HS039 ICT Infrastructure Works						
	See HRA Financing	736	585	112	113	114	1,660
	<b>HS039 ICT Infrastructure Works Total</b>	<b>736</b>	<b>585</b>	<b>112</b>	<b>113</b>	<b>114</b>	<b>1,660</b>
	HS044 HRA New Build						
	See HRA Financing	5,311	5,000	4,000	3,500	4,000	21,811
	<b>HS044 HRA New Build Total</b>	<b>5,311</b>	<b>5,000</b>	<b>4,000</b>	<b>3,500</b>	<b>4,000</b>	<b>21,811</b>
	HS054 HRA Vehicle Replacement Programme						
	See HRA Financing	0	0	0	1,800	1,800	3,600
	<b>HS054 HRA Vehicle Replacement Programme Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,800</b>	<b>1,800</b>	<b>3,600</b>
	<b>HRA Total</b>	<b>32,420</b>	<b>32,789</b>	<b>30,962</b>	<b>33,361</b>	<b>35,970</b>	<b>165,502</b>
	<b>Total £000</b>	<b>91,600</b>	<b>97,090</b>	<b>52,334</b>	<b>53,850</b>	<b>53,884</b>	<b>348,758</b>

		Year					Total £000
		Period of Change					
Fund	Category	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	
	<b>General Fund</b>						
	Council Contribution	14,920	23,169	11,529	12,950	10,450	73,018
	Council Contribution - Capital Receipts	1,417	0	0	0	0	1,417
	Grants & Contributions	41,477	40,954	9,843	7,539	7,464	107,277
	Revenue Contribution	567	178	0	0	0	745
	Contribution from Reserves	799	0	0	0	0	799
	<b>General Fund Total</b>	<b>59,180</b>	<b>64,301</b>	<b>21,372</b>	<b>20,489</b>	<b>17,914</b>	<b>183,256</b>
	<b>HRA Financing</b>						
	HRA Capital Receipts	3,541	2,570	2,153	1,060	1,202	10,526
	HRA Revenue Contribution	11,589	13,592	14,137	16,259	16,557	72,134
	HRA MRR	15,825	15,886	14,592	14,112	17,411	77,826
	HRA Grants & Contributions	1,050	611	0	0	0	1,661
	HRA Contribution from Reserves	415	130	80	1,930	800	3,355
	<b>HRA Financing Total</b>	<b>32,420</b>	<b>32,789</b>	<b>30,962</b>	<b>33,361</b>	<b>35,970</b>	<b>165,502</b>
	<b>Total£000</b>	<b>91,600</b>	<b>97,090</b>	<b>52,334</b>	<b>53,850</b>	<b>53,884</b>	<b>348,758</b>



## Appendix 2 - Section 106 Spend & Commitments Summary (January 2024)

	Received	Spent / Draw	Balance	Committed	Uncommitted
Sports Facilities	-2,199,507	1,857,100	-342,407	0	-342,407
Travel Provisions	-1,547,476	554,931	-992,545	-397,638	-594,907
Highway Works	-1,880,290	474,831	-1,405,459	-245,043	-1,160,416
Allotments	-216,307	113,780	-102,527	-22,514	-80,014
Cultural Facilities/Works	-28,000	0	-28,000	0	-28,000
Parks	-1,646,652	1,076,982	-569,129	-293,055	-276,074
Healthcare/ Facilities	-1,419,011	457,302	-961,709	0	-961,709
Employment Initiatives	-179,607	22,456	-157,151	-31,153	-125,998
Playsites	-1,223,215	1,016,363	-206,852	0	-206,852
Education	-8,435,679	4,128,210	-4,307,470	-3,016,709	-1,290,760
Affordable Housing	-1,264,673	1,264,673	0	0	0
Coastal Mitigation	-88,249	0	-88,249	0	-88,249
Ecology	-981,286	401,099	-580,188	-45,549	-534,639
Air Quality Monitoring	-11,507	0	-11,507	-11,507	0
Public Rights of Way	-122,335	0	-122,335	0	-122,335
Community Facilities	-63,865	0	-63,865	0	-63,865
<b>Total</b>	<b>-21,307,660</b>	<b>11,367,727</b>	<b>-9,939,393</b>	<b>-4,063,168</b>	<b>-5,876,225</b>

Appendix 2 - Section 106 Spend & Commitments breakdown (January 2024)

<b>Key:</b>	
IPB approved / comitted spend	GREEN
End dates due 2023	AMBER
Past end date	RED
Over 1 year to commit spend	CLEAR
Funding Drawn	Blue

Sports Facilities						
Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date
13/01433/S106 - Wallsend Ward (S0062) - Land East of the Covers, Wallsend - Bellway - 13/00987/FUL	(198,705)	198,705		0	0	13.10.2021
13/01901/S106 - Camperdown Ward (S0055) - Land at White House Farm, Station Road, Killingworth - Bellway Homes - 11/02337/FUL	(585,361)	407,953	(177,408)	0	(177,408)	10.12.2025
14/00242/S106 - Battle Hill Ward (S0060) - Hadrian Education Centre - Gladedale - 12/02047/FUL	(96,924)	96,924		0	0	08.12.2022
14/01941/S106 - Northumberland Ward (S0094) - Station Road East, Wallsend - Persimmon Homes - 12/02025/FUL	(429,216)	429,216		0	0	01.07.2024
15/00113/S106 & 17/01040/S106 - Valley Ward (S0091) - Land South of 81 Killingworth Avenue - Duke of Northumberland 72 Settlement - 14/01687/OUT	(50,026)	50,026		0	0	29.07.2024
16/00467/S106 - Benton Ward (S0100) - Darsley Park, Benton - Taylor Wimpey - 15/01144/FUL	(74,217)	74,217		0	0	07.01.2024
16/01598/S106 - Weetslade Ward (S0103) - Land at Former East Wideopen Farmhouse - Bellway - 16/00848/FUL	(2,748)	2,748		0	0	03.07.2024
18/00087/S106 - Northumberland Ward (S0121) - Land West of Station Road, Wallsend - Persimmon and Leech Homes - 16/01885/FUL	(136,193)	136,193		0	0	01.08.2027
20/01140/S106 - Collingwood Ward (S0125) - Moorhouses Covered Reservoir - Bellway Homes - 19/01280/FUL	(111,966)	111,966		0	0	04.10.2027
21/00801/S106 - Valley Ward (S0126) - Land North Of Castle Square, Backworth - Bernicia Group - 19/01674/FUL	(165,000)	0	(165,000)	0	(165,000)	01.12.2027
23/00495/S106 - Northumberland Ward (S0144) - Centurion Park, Rheydt Ave Wallsend - Bellway Homes - 22/01122/FUL	(349,151)	349,151		0	0	31.07.2028
<b>Total</b>	<b>(2,199,507)</b>	<b>1,857,100</b>	<b>(342,407)</b>	<b>0</b>	<b>(342,407)</b>	

Travel Provisions						
Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date
02/03264/S106 - Chirton Ward (S0008) - Land Parcels West of First Avenue and North of Second Avenue Off Narvik Way, Tyne Tunnel Trading Estate, North Shields - UK Land Estates (Partne	(7,500)	7,500		0	0	Was being held in 2015 for completion of Tyne Tunnel 2 - Record is on CD
11/00939/S106 - Weetslade Ward (S0036) - Land East of Great Lime Road, Wideopen - Bellway Homes - 13/00551/FUL	(197,400)	148,974	(48,426)	(48,426)	(0)	03.04.2024
12/01166/S106 - Collingwood Ward (S0066) - North Tyneside General Hospital - Northumbria Healthcare NHS Foundation Trust - 11/00765/OUT	(6,766)	(42,530)	(49,296)	0	(49,296)	01.10.2023
13/01282/S106 & 15/01941/S106 - Killingworth Ward (S0063) - Scaffold Hill - Bellway & Taylor Wimpey - 11/01600/FUL	(414,264)	414,264		0	0	26.06.2023
13/01736/S106 & 15/00513/S106 & 17/01036/S106 - Valley Ward (S0069) - Shiremoor West - Hotspur Land Ltd - 14/01931/FUL	(26,723)	26,723		0	0	30.10.2023
13/01901/S106 - Camperdown Ward (S0055) - Land at White House Farm, Station Road, Killingworth - Bellway Homes - 11/02337/FUL - SA records Travel Bonds detail S1021	(145,871)	0	(145,871)	(145,871)	0	24.07.2024
15/00113/S106 & 17/01040/S106 - Valley Ward (S0091) - Land South of 81 Killingworth Avenue - Duke of Northumberland 72 Settlement - 14/01687/OUT	(545,349)	0	(545,349)	0	(545,349)	29.07.2024
19/00262/S106 - Longbenton Ward (S0124) - Land East of Salters Lane, Longbenton - Avant Homes - 16/01889/FUL - SA records Travel Bonds detail S1021	(203,341)	0	(203,341)	(203,341)	0	06.09.2026
22/00498/S106 - Chirton Ward (S0133) - Former Motor Hog, Wallsend Road, North Shields - Mandale Investments - 21/02355/FUL	(262)	0	(262)	0	(262)	12.12.2023
<b>Total</b>	<b>(1,547,476)</b>	<b>554,931</b>	<b>(992,545)</b>	<b>(397,638)</b>	<b>(594,907)</b>	

Highway Works						
Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date
09/01790/S106 - Killingworth Ward (S0053) - Unit 12 Wesley Way/Benton Square Industrial Estate Benton - Harrison Properties Ltd - 09/00480/FUL - SA records GL/qlik s/b £7,056	(7,043)	0	(7,043)	(7,043)	0	No expiry date
11/01867/S106 & 11/0786/S106 - Wallsend Ward (S0041) - SPORTS GROUND KINGS ROAD SOUTH WALLSEND - NTC & BELLWAY HOMES-ISOS - 11/01345/FUL	(85,000)	0	(85,000)	(85,000)	0	14.07.2021
12/01166/S106 - Collingwood Ward (S0066) - North Tyneside General Hospital - Northumbria Healthcare NHS Foundation Trust - 11/00765/OUT	(283,133)	283,133		0	0	03.08.2017
13/01614/S106 - Killingworth Ward (S0058) - The Limes Development, Palmersville - Taylor Wimpey - 11/01307/OUT	(153,000)	0	(153,000)	(153,000)	0	11.06.2020

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14/00242/S106 - Battle Hill Ward (S0060) - Hadrian Education Centre - Gladedale - 12/02047/FUL	(5,500)	5,500	0	0	0	15.02.2024
14/01941/S106 - Northumberland Ward (S0094) - Station Road East, Wallsend - Persimmon Homes - 12/02025/FUL	(538,957)	0	(538,957)	0	(538,957)	17.05.2026
16/00467/S106 - Benton Ward (S0100) - Darsley Park, Benton - Taylor Wimpey - 15/01144/FUL	(174,397)	0	(174,397)	0	(174,397)	07.01.2026
20/01427/S106 - Chirton Ward (S0128) - West Chirton Industrial Estate South - Miller Homes - 14/01018/OUT	(373,020)	0	(373,020)	0	(373,020)	27.09.2028
19/00262/S106 - Longbenton Ward (S0124) - Land East of Salters Lane, Longbenton - Avant Homes - 16/01889/FUL - SA records GL/qlik s/b £95,417	(46,438)	0	(46,438)	0	(46,438)	06.09.2026
13/01431/S106 - Benton Ward (S0051) - Billy's Pit, Whitley Road, Benton - Muse Developments Limited - 13/00811/FUL SA records GL/qlik s/b £13,802	(213,802)	186,198	(27,604)	0	(27,604)	
<b>Total</b>	<b>(1,880,290)</b>	<b>474,831</b>	<b>(1,405,459)</b>	<b>(245,043)</b>	<b>(1,160,416)</b>	

Allotments						
Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date
10/00793/S106 - Battle Hill Ward (S0030) - Former Battle Hill Library, Community Centre And Customer Service Centre And, 1-22 The Parade, Wallsend - Keepmoat Homes - 09/03195/FUL	(2,700)	0	(2,700)	(2,700)	0	2011 - look to remove?
11/00939/S106 - Weetslade Ward (S0036) - Land East of Great Lime Road, Wideopen - Bellway Homes - 13/00551/FUL	(43,726)	43,726	0	0	0	01.04.2020
13/00947/S106 - Weetslade Ward (S0064) - Land at East Wideopen Farm - Bellway Homes - 13/00198/FUL	(8,100)	8,100	0	0	0	20.06.2022
13/01433/S106 - Wallsend Ward (S0062) - Land East of the Covers, Wallsend - Bellway - 13/00987/FUL	(2,700)	0	(2,700)	(2,700)	0	18.09.2024
13/01901/S106 - Camperdown Ward (S0055) - Land at White House Farm, Station Road, Killingworth - Bellway Homes - 11/02337/FUL	(37,144)	0	(37,144)	0	(37,144)	07.12.2025
13/02005/S106 - Whitley Bay Ward (S0072) - Site Of Former, 35 Esplanade - John Spencer Harvey - 13/01526/FUL	(2,755)	0	(2,755)	0	(2,755)	18.09.2024
14/00242/S106 - Battle Hill Ward (S0060) - Hadrian Education Centre - Gladedale - 12/02047/FUL	(2,700)	0	(2,700)	(2,700)	0	08.12.2022
14/01721/S106 - Northumberland Ward (S0089) - Former Parkside Special School, Wallsend - Bellway Homes - 14/00897/FUL	(5,400)	0	(5,400)	(5,400)	0	03.03.2022
14/01941/S106 - Northumberland Ward (S0094) - Station Road East, Wallsend - Persimmon Homes - 12/02025/FUL	(61,954)	61,954	0	0	0	16.11.2023
15/00100/S106 - Killingworth Ward (S0096) - Former REME Depot, Killingworth - Diocese of Hexham - 14/00730/FUL	(9,014)	0	(9,014)	(9,014)	0	22.06.2022
16/00467/S106 - Benton Ward (S0100) - Darsley Park, Benton - Taylor Wimpey - 15/01144/FUL	(5,573)	0	(5,573)	0	(5,573)	22.06.2023
21/00082/S106 - Northumberland Ward (S0129) - Field North of 45 Sunholme Drive, Wallsend - Persimmon Homes - 20/01047/FUL	(3,751)	0	(3,751)	0	(3,751)	16.12.2028
18/00087/S106 - Northumberland Ward (S0121) - Land West of Station Road, Wallsend - Persimmon and Leech Homes - 16/01885/FUL	(17,244)	0	(17,244)	0	(17,244)	01.08.2027
20/01140/S106 - Collingwood Ward (S0125) - Moorhouses Covered Reservoir - Bellway Homes - 19/01280/FUL	(5,793)	0	(5,793)	0	(5,793)	04.10.2027
21/00801/S106 - Valley Ward (S0126) - Land North Of Castle Square, Backworth - Bernicia Group - 19/01674/FUL	(2,700)	0	(2,700)	0	(2,700)	01.12.2027
16/02016/S106 - Longbenton Ward (S0105) - Land North of 1 Whitecroft Road, West Moor - Bellway - 16/01316/FUL	(5,055)	0	(5,055)	0	(5,055)	04.10.2027
<b>Total</b>	<b>(216,307)</b>	<b>113,780</b>	<b>(102,527)</b>	<b>(22,514)</b>	<b>(80,014)</b>	

Cultural Facilities/Works						
Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date
10/00793/S106 - Battle Hill Ward (S0030) - Former Battle Hill Library, Community Centre And Customer Service Centre And, 1-22 The Parade, Wallsend - Keepmoat Homes - 09/03195/FUL	(5,000)	0	(5,000)	0	(5,000)	06.06.2016
11/00939/S106 - Weetslade Ward (S0036) - Land East of Great Lime Road, Wideopen - Bellway Homes - 13/00551/FUL	(5,000)	0	(5,000)	0	(5,000)	01.05.2020
15/00496/S106 - Collingwood Ward (S0090) - Travelodge Hotel, Wallsend - Crown Estates - 14/01698/FUL	(3,000)	0	(3,000)	0	(3,000)	19.09.2021
16/00274/S106 - Camperdown Ward (S0098) - Land at Former Chan Buildings, Stephenson Industrial Estate - Lidl UK - 15/01708/FUL	(15,000)	0	(15,000)	0	(15,000)	22.06.2023
<b>Total</b>	<b>(28,000)</b>	<b>0</b>	<b>(28,000)</b>	<b>0</b>	<b>(28,000)</b>	

Parks						
Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date
10/02253/S106 - Chirton Ward (S0032) - Land At Former Meadowell Primary SchoolWantage AvenueNorth Shields - Ben Bailey Homes - 10/01274/FUL	(9,160)	2,340	(6,820)	(9,160)	2,340	No expiry date
13/01433/S106 - Wallsend Ward (S0062) - Land East of the Covers, Wallsend - Bellway - 13/00987/FUL	(13,012)	13,012	0	0	0	16.07.2020
13/01901/S106 - Camperdown Ward (S0055) - Land at White House Farm, Station Road, Killingworth - Bellway Homes - 11/02337/FUL	(296,279)	296,279	0	0	0	07.12.2025
13/02005/S106 - Whitley Bay Ward (S0072) - Site Of Former, 35 Esplanade - John Spencer Harvey - 13/01526/FUL	(8,414)	2,733	(5,681)	0	(5,681)	18.09.2024
14/00242/S106 - Battle Hill Ward (S0060) - Hadrian Education Centre - Gladedale - 12/02047/FUL	(31,638)	31,637	0	0	0	08.12.2022
14/01744/S106 - Howdon Ward (S0093) - St Marks Church, Wallsend - Marine Buildings Ltd - 13/01655/FUL	(3,251)	0	(3,251)	0	(3,251)	21.07.2022
14/01941/S106 - Northumberland Ward (S0094) - Station Road East, Wallsend - Persimmon Homes - 12/02025/FUL	(617,782)	401,119	(216,663)	(216,663)	0	17.05.2026
15/00100/S106 - Killingworth Ward (S0096) - Former REME Depot, Killingworth - Diocese of Hexham - 14/00730/FUL	(58,166)	58,166	0	0	0	22.06.2022

15/01088/S106 - Benton Ward (S0097) - Former St Bartholomews Primary School, Benton - Bellway - 15/00406/FUL	(8,960)	8,960	0	0	0	0	15.03.2023
<b>16/01571/S106 - Cullercoats Ward (S0102) - 16 John Street, Cullercoats - Bellway - 16/00193/FUL - Zero as per GL/Qlik</b>	<b>(540)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>06.12.2021</b>
14/01905/S106 - Wallsend Ward (S0123) - Wallsend Community Centre 196A and 196 Vine Street - A & J Keith Ltd - 14/01348/FUL	(3,363)	3,363	(0)	0	(0)	0	22.06.2023
17/00557/S106 - Riverside Ward (S0107) - Land at Ballast Hill Road - Cussins (North East) Ltd - 16/01692/FUL	(3,636)	0	(3,636)	0	(3,636)	0	26.10.2025
21/00082/S106 - Northumberland Ward (S0129) - Field North of 45 Sunholme Drive, Wallsend - Persimmon Homes - 20/01047/FUL	(19,433)	0	(19,433)	0	(19,433)	0	18.07.2029
16/01375/S106 & 17/0162/S106 - Camperdown Ward (S0086) - Stephenson House, Killingworth - Bellway - 16/00232/FUL	(21,958)	21,958	0	0	0	0	20.10.2022
20/01140/S106 - Collingwood Ward (S0125) - Moorhouses Covered Reservoir - Bellway Homes - 19/01280/FUL	(44,048)	0	(44,048)	0	(44,048)	0	14.10.2027
19/00262/S106 - Longbenton Ward (S0124) - Land East of Salters Lane, Longbenton - Avant Homes - 16/01889/FUL	(104,828)	67,232	(37,596)	(67,232)	29,636	0	06.09.2026
18/00087/S106 - Northumberland Ward (S0121) - Land West of Station Road, Wallsend - Persimmon and Leech Homes - 16/01885/FUL	(131,500)	131,500	(0)	0	(0)	0	01.08.2027
16/02016/S106 - Longbenton Ward (S0105) - Land North of 1 Whitecroft Road, West Moor - Bellway - 16/01316/FUL	(38,684)	38,684	0	0	0	0	04.10.2027
23/00804/S106 - Camperdown Ward (S0143) - Avant Homes Development Site, Killingworth Way - Avant Homes - 16/01889/FUL	0	0	0	0	0	0	0
03/03737/S106 - Riverside Ward (S0012) - Land East of St Aidans Roman Catholic Church Rosehill Road Wallsend - Bellway Homes - 03/03585/FUL	(232,000)	0	(232,000)	0	(232,000)	0	0
<b>Total</b>	<b>(1,646,652)</b>	<b>1,076,982</b>	<b>(569,129)</b>	<b>(293,055)</b>	<b>(276,074)</b>	<b>0</b>	<b>0</b>

#### Healthcare/ Facilities

Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date
11/00170/S106 - Riverside Ward (S0034) - John Lilley And GillieClive StreetNorth Shields - AWC Property Ltd - 10/01326/FUL	(5,808)	5,808	0	0	0	17.12.2017
11/00939/S106 - Weetslade Ward (S0036) - Land East of Great Lime Road, Wideopen - Bellway Homes - 13/00551/FUL	(23,599)	23,599	0	0	0	01.05.2020
11/01188/S106 - Tynemouth Ward (S0038) - Land To The Rear OfLinskill ParkPreston AvenueNorth Shields - Gentoo - 11/00748/FUL	(6,776)	0	(6,776)	0	(6,776)	17.01.2018
11/01967/S106 - Riverside Ward (S0043) - Site of Unit 1, Howdon Green Industrial Estate, Norman Terrace - Bellway Homes - 11/01346/FUL	(6,776)	6,776	0	0	0	23.03.2018
12/01234/S106 - St Mary's Ward (S0046) - Glebe School Site - Charles Church Ltd - 12/00896/FUL	(6,776)	0	(6,776)	0	(6,776)	19.09.2019
13/01614/S106 - Killingworth Ward (S0058) - The Limes Development, Palmersville - Taylor Wimpey - 11/01307/OUT	(31,918)	31,918	0	0	0	No date found
13/01736/S106 & 15/00513/S106 & 17/01036/S106 - Valley Ward (S0069) - Shiremoor West - Hotspur Land Ltd - 14/01930/FUL	(401,027)	0	(401,027)	0	(401,027)	01.06.2026
13/01901/S106 - Camperdown Ward (S0055) - Land at White House Farm, Station Road, Killingworth - Bellway Homes - 11/02337/FUL	(311,277)	0	(311,277)	0	(311,277)	07.12.2025
14/01941/S106 - Northumberland Ward (S0094) - Station Road East, Wallsend - Persimmon Homes - 12/02025/FUL	(398,412)	264,393	(134,019)	0	(134,019)	01.07.2024
15/00100/S106 - Killingworth Ward (S0096) - Former REME Depot, Killingworth - Diocese of Hexham - 14/00730/FUL	(68,404)	68,404	0	0	0	22.06.2022
16/02016/S106 - Longbenton Ward (S0105) - Land North of 1 Whitecroft Road, West Moor - Bellway - 16/01316/FUL	(56,404)	56,404	(0)	0	(0)	03.01.2028
18/00087/S106 - Northumberland Ward (S0121) - Land West of Station Road, Wallsend - Persimmon and Leech Homes - 16/01885/FUL	(101,833)	0	(101,833)	0	(101,833)	01.08.2027
11/02420/S106 - Chirton Ward (S0085) - Kendal Building, Waterville Road, North Shields - Pycrest Developments - 11/02074/OUT	0	0	0	0	0	0
<b>Total</b>	<b>(1,419,011)</b>	<b>457,302</b>	<b>(961,709)</b>	<b>0</b>	<b>(961,709)</b>	<b>0</b>

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#### Employment Initiatives

Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date
16/00274/S106 - Camperdown Ward (S0098) - Land at Former Chan Buildings, Stephenson Industrial Estate - Bellway - 15/01708/FUL	(14,800)	14,800	(0)	0	(0)	22.06.2023
16/02016/S106 - Longbenton Ward (S0105) - Land North of 1 Whitecroft Road, West Moor - Bellway - 16/01316/FUL	(17,608)	7,656	(9,952)	(9,952)	0	16.01.2029
21/00082/S106 - Northumberland Ward (S0129) - Field North of 45 Sunholme Drive, Wallsend - Persimmon Homes - 20/01047/FUL	(55,752)	0	(55,752)	(3,617)	(52,135)	15.12.2026
21/00449/S106 - Tynemouth Ward (S0130) - Tanners Banks - Ovington Boats - 20/01044/FUL	(2,584)	0	(2,584)	(2,584)	0	15.12.2026
22/00498/S106 - Chirton Ward (S0133) - Former Motor Hog, Wallsend Road, North Shields - Mandale Investments - 21/02355/FUL	(15,000)	0	(15,000)	(15,000)	0	30.09.2027
20/01140/S106 - Collingwood Ward (S0125) - Moorhouses Covered Reservoir - Bellway Homes - 19/01280/FUL	(15,018)	0	(15,018)	0	(15,018)	04.10.2027
21/02188/S106 (S0145) - Smulders - Hadrian Yard A & B - 22/00381	(15,185)	0	(15,185)	0	(15,185)	0
22/01495/S106 (S0146) - Smulders - Hadrian Yard C - 22/02171	(43,660)	0	(43,660)	0	(43,660)	0
<b>Total</b>	<b>(179,607)</b>	<b>22,456</b>	<b>(157,151)</b>	<b>(31,153)</b>	<b>(125,998)</b>	<b>0</b>

#### Playsites

Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date
12/01234/S106 - St Mary's Ward (S0046) - Glebe School Site - Charles Church Ltd - 12/00896/FUL	(2,306)	2,306	0	0	0	10.07.2020
13/01064/S106 - Valley Ward (S0050) - St Edmunds BuildingStation RoadBackworth - Bett Homes - 13/00622/FUL	(1,082)	1,082	(0)	0	(0)	30.01.2019
13/01433/S106 - Wallsend Ward (S0062) - Land East of the Covers, Wallsend - Bellway - 13/00987/FUL	(19,961)	19,961	0	0	0	16.07.2020
13/01737/S106 - Killingworth Ward (S0061) - Land North of Forest Gate, Palmersville - Avant Homes - 13/01412/FUL	(43,981)	43,981	0	0	0	01.01.2023
13/01901/S106 - Camperdown Ward (S0055) - Land at White House Farm, Station Road, Killingworth - Bellway Homes - 11/02337/FUL	(294,454)	294,454	0	0	0	08.11.2023
14/01721/S106 - Northumberland Ward (S0089) - Former Parkside Special School, Wallsend - Bellway Homes - 14/00897/FUL	(23,425)	23,425	0	0	0	03.03.2022
14/01904/S106 - Longbenton Ward (S0095) - Former St Stephen's School, Longbenton - Diocese of Hexham - 14/01490/FUL	(27,839)	27,839	0	0	0	25.10.2023
14/01941/S106 - Northumberland Ward (S0094) - Station Road East, Wallsend - Persimmon Homes - 12/02025/FUL	(218,532)	218,532	0	0	0	16.11.2023
15/00113/S106 & 17/01040/S106 - Valley Ward (S0091) - Land South of 81 Killingworth Avenue - Duke of Northumberland 72 Settlement - 14/01687/OUT	(252,435)	252,435	0	0	0	26.01.2026
15/01088/S106 - Benton Ward (S0097) - Former St Bartholomews Primary School, Benton - Bellway - 15/00406/FUL	(8,287)	8,287	0	0	0	22.06.2023
16/00188/S106 - Weetslade Ward (S0101) - Dudley People's Centre - Tantallon Homes - 15/00949/FUL	(8,498)	8,484	(14)	(14)	0	22.06.2023
16/00467/S106 - Benton Ward (S0100) - Darsley Park, Benton - Taylor Wimpey - 15/01144/FUL	(55,636)	55,636	0	0	0	07.01.2026

14/01905/S106 - Wallsend Ward (S0123) - Wallsend Community Centre 196A and 196 Vine Street - A & J Keith Ltd - 14/01348/FUL	(4,987)	4,987	0	0	0	0	01.12.2024
16/01375/S106 & 17/0162/S106 - Camperdown Ward (S0086) - Stephenson House, Killingworth - Bellway - 16/00232/FUL	(32,554)	32,554	0	0	0	0	06.07.2023
12/00415/S106 - Preston Ward (S0073) - Cleveland Adult Training Centre - Bellway - 11/02423/FUL	(7,469)	0	(7,469)			(7,469)	
19/00262/S106 - Longbenton Ward (S0124) - Land East of Salters Lane, Longbenton - Avant Homes - 16/01889/FUL	(143,050)	0	(143,050)			(143,050)	06.09.2026
20/01140/S106 - Collingwood Ward (S0125) - Moorhouses Covered Reservoir - Bellway Homes - 19/01280/FUL	(56,318)	0	(56,318)			(56,318)	04.10.2027
21/00801/S106 - Valley Ward (S0126) - Land North Of Castle Square, Backworth - Bernicia Group - 19/01674/FUL	(22,400)	22,400	0	0	0	0	01.12.2027
<b>Total</b>	<b>(1,223,215)</b>	<b>1,016,363</b>	<b>(206,852)</b>	<b>0</b>	<b>0</b>	<b>(206,852)</b>	

Education							
Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date	
13/01282/S106 & 15/01941/S106 - Killingworth Ward (S0063) - Scaffold Hill - Bellway & Taylor Wimpey - 11/01600/FUL	(3,187,125)	1,706,232	(1,480,893)	(1,480,893)	0	0	Primary - 20.03.2029, Secondary 23.09.2031
13/01433/S106 - Wallsend Ward (S0062) - Land East of the Covers, Wallsend - Bellway - 13/00987/FUL	(20,790)	0	(20,790)	0	(20,790)	0	16.07.2020
13/01614/S106 - Killingworth Ward (S0058) - The Limes Development, Palmersville - Taylor Wimpey - 11/01307/OUT	(68,082)	0	(68,082)	(68,082)	0	0	No date available
13/01736/S106 & 15/00513/S106 & 17/01036/S106 - Valley Ward (S0069) - Shiremoor West - Hotspur Land Ltd - 14/01930/FUL	(2,187,978)	2,122,978	(65,000)	(65,000)	0	0	30.10.2023
13/01737/S106 - Killingworth Ward (S0061) - Land North of Forest Gate, Palmersville - Avant Homes - 13/01412/FUL	(57,000)	50,000	(7,000)	(7,000)	0	0	01.01.2023
13/01901/S106 - Camperdown Ward (S0055) - Land at White House Farm, Station Road, Killingworth - Bellway Homes - 11/02337/FUL	(308,674)	0	(308,674)	0	(308,674)	0	26.06.2024
14/01721/S106 - Northumberland Ward (S0089) - Former Parkside Special School, Wallsend - Bellway Homes - 14/00897/FUL	(32,400)	0	(32,400)	0	(32,400)	0	03.03.2022
14/01941/S106 - Northumberland Ward (S0094) - Station Road East, Wallsend - Persimmon Homes - 12/02025/FUL	(433,782)	0	(433,782)	0	(433,782)	0	01.07.2024
15/00100/S106 - Killingworth Ward (S0096) - Former REME Depot, Killingworth - Diocese of Hexham - 14/00730/FUL	(760,470)	0	(760,470)	(760,470)	0	0	06.12.2023
15/00113/S106 & 17/01040/S106 - Valley Ward (S0091) - Land South of 81 Killingworth Avenue - Duke of Northumberland 72 Settlement - 14/01687/OUT	(796,764)	249,000	(547,764)	(547,764)	0	0	26.01.2026
17/00557/S106 - Riverside Ward (S0107) - Land at Ballast Hill Road - Cussins (North East) Ltd - 16/01692/FUL	(73,339)	0	(73,339)	0	(73,339)	0	26.10.2025
14/01905/S106 - Wallsend Ward (S0123) - Wallsend Community Centre 196A and 196 Vine Street - A & J Keith Ltd - 14/01348/FUL	(26,231)	0	(26,231)	0	(26,231)	0	01.12.2024
21/00082/S106 - Northumberland Ward (S0129) - Field North of 45 Sunholme Drive, Wallsend - Persimmon Homes - 20/01047/FUL	(55,326)	0	(55,326)	0	(55,326)	0	16.12.2028
20/01140/S106 - Collingwood Ward (S0125) - Moorhouses Covered Reservoir - Bellway Homes - 19/01280/FUL	(225,862)	0	(225,862)	0	(225,862)	0	17.12.2027
16/02016/S106 - Longbenton Ward (S0105) - Land North of 1 Whitcroft Road, West Moor - Bellway - 16/01316/FUL	(44,356)	0	(44,356)	0	(44,356)	0	03.01.2028
21/00801/S106 - Valley Ward (S0126) - Land North Of Castle Square, Backworth - Bernicia Group - 19/01674/FUL	(87,500)	0	(87,500)	(87,500)	0	0	01.12.2027
23/00495/S106 - Northumberland Ward (S0144) - Centurion Park, Rheydt Ave Wallsend - Bellway Homes - 22/01122/FUL	(32,500)	0	(32,500)	0	(32,500)	0	17.12.2027
23/00804/S106 - Camperdown Ward (S0143) - Avant Homes Development Site, Killingworth Way - Avant Homes - 16/01889/FUL	(37,500)	0	(37,500)	0	(37,500)	0	03.01.2028
<b>Total</b>	<b>(8,435,679)</b>	<b>4,128,210</b>	<b>(4,307,470)</b>	<b>(3,016,709)</b>	<b>(1,290,760)</b>	<b>0</b>	

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Affordable Housing							
Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date	
17/00557/S106 - Riverside Ward (S0107) - Land at Ballast Hill Road - Cussins (North East) Ltd - 16/01692/FUL	(107,560)	107,560	0	0	0	0	26.10.2025
16/02016/S106 - Longbenton Ward (S0105) - Land North of 1 Whitcroft Road, West Moor - Bellway - 16/01316/FUL	(1,157,113)	1,157,113	0	0	0	0	03.01.2028
<b>Total</b>	<b>(1,264,673)</b>	<b>1,264,673</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Coastal Mitigation							
Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date	
19/00058/S106 - Whitley Bay Ward (S0122) - 26-32 South Parade, Whitley bay - Avant - 17/01777/FUL	(7,200)	0	(7,200)	0	(7,200)	0	29.03.2029
21/00082/S106 - Northumberland Ward (S0129) - Field North of 45 Sunholme Drive, Wallsend - Persimmon Homes - 20/01047/FUL	(5,462)	0	(5,462)	0	(5,462)	0	05.01.2029
19/00652/S106 - Tynemouth Ward (S0132) - 30 - 37 Clive Street, North Shields, Tyne And Wear - UKQ Clive Street LLP - 19/00436/FUL	(10,000)	0	(10,000)	0	(10,000)	0	No expiry date
20/01140/S106 - Collingwood Ward (S0125) - Moorhouses Covered Reservoir - Bellway Homes - 19/01280/FUL	(27,113)	0	(27,113)	0	(27,113)	0	04.10.2027
21/00811/S106 - Benton Ward (S0139) - 2 Eastern Villas, Springfield Park, Forest Hall - Modobloc Ltd - 22/01307/FUL	(1,812)	0	(1,812)	0	(1,812)	0	No expiry date
21/00811/S106 - Valley Ward (S0134) - Hotspur North Backworth - Acland One Ltd - 21/08110/FUL	(2,359)	0	(2,359)	0	(2,359)	0	No expiry date
21/00801/S106 - Valley Ward (S0126) - Land North Of Castle Square, Backworth - Bernicia Group - 19/01674/FUL	(5,681)	0	(5,681)	0	(5,681)	0	01.12.2027
22/01553/S106 - Whitley Bay Ward (S0140) - 20/24 South Parade, Whitley Bay - Mr Kautman - 19/01232/FUL	(3,370)	0	(3,370)	0	(3,370)	0	10 years to deliver
22/01571/S106 - Wallsend Ward (S0141) - 1 Chestnut Street, Wallsend - Sweeney Miller LLP - 22/01571/FUL	(1,208)	0	(1,208)	0	(1,208)	0	No expiry date
20/01876/S106 - Collingwood Ward (S0142) - Unit 3 Cobalt Business Park - ASM 4 Ltd - 20/018761/FUL	(12,240)	0	(12,240)	0	(12,240)	0	No expiry date
23/00804/S106 - Camperdown Ward (S0143) - Avant Homes Development Site, Killingworth Way - Avant Homes - 16/01889/FUL	(1,963)	0	(1,963)	0	(1,963)	0	(1,963)
20/00832/S106 (S0147) - - Burradon Far H&C -	(2,696)	0	(2,696)	0	(2,696)	0	(2,696)
21/00766/S106 (S0148) - - Car Cl Wh Ba Ltd -	(3,775)	0	(3,775)	0	(3,775)	0	(3,775)
21/02428/S106 (S0149) - Land at Murton House Farm - -	(3,370)	0	(3,370)	0	(3,370)	0	(3,370)
<b>Total</b>	<b>(88,249)</b>	<b>0</b>	<b>(88,249)</b>	<b>0</b>	<b>(88,249)</b>	<b>0</b>	

Ecology						
Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date
00/02134/S106 - Collingwood Ward (S0056) - Plot 6, Cobalt Business Park, Silver Fox Way, Wallsend - Highbridge - 00/01360/FUL	(21,410)	8,149	(13,261)	0	(13,261)	No expiry date
06/01520/S106 - Tynemouth Ward (S0027) - Former Irvin Buildings, Union Quay, North Shields - Leftbank Developments (Hanover Square) Ltd - 05/03255/FUL	(6,000)	0	(6,000)	(6,000)	0	No expiry date
10/02253/S106 - Chirton Ward (S0032) - Land At Former Meadowell Primary SchoolWantage AvenueNorth Shields - Ben Bailey Homes - 10/01274/FUL	(3,900)	0	(3,900)	0	(3,900)	No expiry date
11/01755/S106 - Killingworth Ward (S0039) - Land To The North OfAmberley Community Primary SchoolEast BaileyKillingworth (now Greenacres) - Persimmon - 10/02655/FUL	(19,886)	19,886	0	(19,886)	0	17.01.2018
11/01967/S106 - Riverside Ward (S0043) - Site of Unit 1, Howdon Green Industrial Estate, Norman Terrace - Bellway Homes - 11/01346/FUL	(1,365)	0	(1,365)	0	(1,365)	24.03.2018
13/00947/S106 - Weetslade Ward (S0064) - Land at East Wideopen Farm - Bellway Homes - 13/00198/FUL	(11,016)	0	(11,016)	(11,016)	0	20.06.2022
13/01571/S106 & 14/00473/S106 - Camperdown Ward (S0059) - Former Norgas House Site, Northumbrian Way - Barratts - 13/00691/FUL	(20,815)	0	(20,815)	0	(20,815)	04.11.2020
13/01736/S106 & 15/00513/S106 & 17/01036/S106 - Valley Ward (S0069) - Shiremoor West - Hotspur Land Ltd - 14/01930/FUL	(313,787)	0	(313,787)	0	(313,787)	24.10.2023
13/01901/S106 - Camperdown Ward (S0055) - Land at White House Farm, Station Road, Killingworth - Bellway Homes - 11/02337/FUL	(29,646)	21,159	(8,487)	0	(8,487)	06.12.2023
13/02005/S106 - Whitley Bay Ward (S0072) - Site Of Former, 35 Esplanade - John Spencer Harvey - 13/01526/FUL	(3,582)	1,435	(2,147)	(2,147)	0	18.09.2024
14/00242/S106 - Battle Hill Ward (S0060) - Hadrian Education Centre - Gladedale - 12/02047/FUL	(13,348)	13,348	0	0	0	08.12.2022
14/01744/S106 - Howdon Ward (S0093) - St Marks Church, Wallsend - Marine Buildings Ltd - 13/01655/FUL	(1,384)	0	(1,384)	0	(1,384)	21.07.2022
15/00113/S106 & 17/01040/S106 - Valley Ward (S0091) - Land South of 81 Killingworth Avenue - Duke of Northumberland 72 Settlement - 14/01687/OUT	(71,009)	0	(71,009)	0	(71,009)	26.01.2026
16/00467/S106 - Benton Ward (S0100) - Darsley Park, Benton - Taylor Wimpey - 15/01144/FUL	(7,571)	0	(7,571)	0	(7,571)	07.01.2026
16/01375/S106 & 17/0162/S106 - Camperdown Ward (S0086) - Stephenson House, Killingworth - Bellway - 16/00232/FUL	(18,737)	18,737	0	0	0	06.07.2023
16/02016/S106 - Longbenton Ward (S0105) - Land North of 1 Whitecroft Road, West Moor - Bellway - 16/01316/FUL	(2,588)	2,588	0	0	0	25.10.2023
17/01202/S106 - Chirton Ward (S0108) - Land Adjacent to Vroom Car Retail Park, Orion Way - Northumberland Estates Ltd - 17/00531/FUL	(2,857)	0	(2,857)	0	(2,857)	08.06.2023
14/01905/S106 - Wallsend Ward (S0123) - Wallsend Community Centre 196A and 196 Vine Street - A & J Keith Ltd - 14/01348/FUL	(1,432)	0	(1,432)	0	(1,432)	22.06.2023
21/00082/S106 - Northumberland Ward (S0129) - Field North of 45 Sunholme Drive, Wallsend - Persimmon Homes - 20/01047/FUL	(7,054)	0	(7,054)	0	(7,054)	16.12.2028
19/00262/S106 - Longbenton Ward (S0124) - Land East of Salters Lane, Longbenton - Avant Homes - 16/01889/FUL	(41,668)	41,668	0	0	0	06.09.2026
21/00801/S106 - Valley Ward (S0126) - Land North Of Castle Square, Backworth - Bernicia Group - 19/01674/FUL	(6,000)	0	(6,000)	0	(6,000)	04.10.2027
20/01140/S106 - Collingwood Ward (S0125) - Moorhouses Covered Reservoir - Bellway Homes - 19/01280/FUL	(15,689)	0	(15,689)	0	(15,689)	11.10.2027
22/00498/S106 - Chirton Ward (S0133) - Former Motor Hog, Wallsend Road, North Shields - Mandale Investments - 21/02355/FUL	(19,821)	0	(19,821)	0	(19,821)	15.03.2023
15/01088/S106 - Benton Ward (S0097) - Former St Bartholomews Primary School, Benton - Bellway - 15/00406/FUL	(3,724)	2,403	(1,321)	(1,321)	(1,321)	16.07.2020
13/01433/S106 - Wallsend Ward (S0062) - Land East of the Covers, Wallsend - Bellway - 13/00987/FUL	(11,310)	0	(11,310)	(6,500)	(4,810)	06.12.2023
13/01901/S106 - Camperdown Ward (S0055) - Land at White House Farm, Station Road, Killingworth - Bellway Homes - 11/02337/FUL	(71,500)	71,500	0	0	0	03.03.2022
14/01721/S106 - Northumberland Ward (S0089) - Former Parkside Special School, Wallsend - Bellway Homes - 14/00897/FUL	(206,728)	200,226	(6,502)	0	(6,502)	No expiry date
13/01901/S106 - Camperdown Ward (S0055) - Land at White House Farm, Station Road, Killingworth - Bellway Homes - 11/02337/FUL	(3,000)	0	(3,000)	0	(3,000)	No expiry date
23/00804/S106 - Camperdown Ward (S0143) - Avant Homes Development Site, Killingworth Way - Avant Homes - 16/01889/FUL	(2,535)	0	(2,535)	0	(2,535)	No expiry date
23/00495/S106 - Northumberland Ward (S0144) - Centurion Park, Rheydt Ave Wallsend - Bellway Homes - 22/01122/FUL	(41,925)	0	(41,925)	0	(41,925)	01.07.2028
<b>Total</b>	<b>(981,286)</b>	<b>401,099</b>	<b>(580,188)</b>	<b>(45,549)</b>	<b>(554,525)</b>	

Air Quality Monitoring						
Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date
13/01282/S106 & 15/01941/S106 - Killingworth Ward (S0063) - Scaffold Hill - Bellway & Taylor Wimpey - 11/01600/FUL	(11,507)	0	(11,507)	(11,507)	0	20.04.2023
<b>Total</b>	<b>(11,507)</b>	<b>0</b>	<b>(11,507)</b>	<b>(11,507)</b>	<b>0</b>	

Public Rights of Way						
Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date
19/00262/S106 - Longbenton Ward (S0124) - Land East of Salters Lane, Longbenton - Avant Homes - 16/01889/FUL - SA records GL/Qlik s/b £53,356	(102,335)	0	(102,335)	0	(102,335)	06.09.2026
11/01867/S106 & 11/0786/S106 - Wallsend Ward (S0041) - SPORTS GROUND KINGS ROAD SOUTH WALLSEND - NTC & BELLWAY HOMES-ISOS - 11/01345/FUL	(20,000)	0	(20,000)	0	0	
<b>Total</b>	<b>(122,335)</b>	<b>0</b>	<b>(122,335)</b>	<b>0</b>	<b>(102,335)</b>	

Community Facilities						
Development	Received	Spent / Draw	Balance	Committed	Uncommitted	End Date
18/00087/S106 - Northumberland Ward (S0121) - Land West of Station Road, Wallsend - Persimmon and Leech Homes - 16/01885/FUL	(63,865)	0	(63,865)	0	(63,865)	01.08.2027
<b>Total</b>	<b>(63,865)</b>	<b>0</b>	<b>(63,865)</b>	<b>0</b>	<b>(63,865)</b>	

<b>Section 106 Totals</b>	<b>(21,307,660)</b>	<b>11,367,727</b>	<b>(9,939,933)</b>	<b>(4,063,168)</b>	<b>(5,876,111)</b>	
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## North Tyneside Council

### Report to Cabinet

Date: 18 March 2024

Title: Procurement Plan 2024-2025

Portfolio:	Finance and Resources	Cabinet Member:	Councillor Anthony McMullen
Report from Service Area:	Resources		
Responsible Officer:	Jon Ritchie, Director of Resources	Tel:	07581045261
Wards affected:	All wards		

#### PART 1

##### 1.1 Executive Summary:

- 1.1.1 The Authority undertakes a wide variety of duties and delivers a vast range of services to the people of North Tyneside via third parties. In turn this means that the Authority continues to spend a significant proportion of its budget on goods and services. Following approval of the Procurement Strategy this report also provides an update on social value created through the Authority's supply chain.
- 1.1.2 In accordance with Contract Standing Order 8(5), as the procurements identified in Appendix 1 will exceed individually £500,000, this report seeks approval to proceed with relevant procurement exercises throughout the financial year and award contracts in accordance with UK public procurement legislation to the most advantageous tenders. This will ensure contracts are procured efficiently and ensure value for money is achieved.

## **1.2 Recommendations:**

### **1.2.1** It is recommended that Cabinet:

- 1) approve the procurement of the goods and services as detailed in Appendix 1 of this report;
- 2) note the key achievements in social value for the Borough via procurement activity carried out in 2023 as set out in Appendix 2 of this report;
- 3) delegate authority to the relevant Director in consultation with the relevant Cabinet Member, Director of Resources and the Head of Law to commence the procurements identified and award contracts to those bidders who submit the most advantageous tenders in accordance with UK public procurement legislation.

## **1.3 Forward Plan:**

1.3.1 Twenty-eight days' notice of this report has been given and it first appeared on the Forward Plan that was published on 16 February 2024.

## **1.4 Council Plan and Policy Framework**

1.4.1 This report relates to the following priorities in the 2021 – 2025 Our North Tyneside Plan:

1.4.2 A Thriving North Tyneside; We will review how the Council purchases and contracts for goods and services to maximise value for money, social value and environmental sustainability.

## **1.5 Information:**

### **1.5.1** Background

1.5.1.1 The Authority continues to spend a considerable sum on third party goods and services. The Authority's Constitution requires that prior to any procurement commencing which exceeds £500,000 Cabinet approval must be obtained. Once the budget is approved by full Council, the third-party requirements become known. The procurement exercises that will commence in the financial year 2024/2025 have been identified and are set out at Appendix 1 of this report, although it should be noted that the contract start dates may in some cases be in the subsequent financial year due to the procurement lead in time.



This approach will ensure timely procurements whilst continuing to maintain value for money.

- 1.5.1.2 The Authority has sought Social Value within its contracts since the implementation of the Public Services (Social Value) Act 2012. However, following the adoption of the Procurement and Commercial Strategy the Authority has strengthened how it works with its suppliers to jointly deliver this key aspect when procuring goods and services. Environmental, Social and Governance (ESG) suppliers are already obliged to deliver Social Value to minimise the impact they have on the environment whilst at the same time maximising benefits for the local economy. Through its Procurement and Commercial Strategy the Authority ensures that when working with private sector suppliers there is a commitment by those suppliers to deliver Social Value within the Borough.
- 1.5.1.3 Following adoption of the Council Plan 2021-2025, the Authority updated its Social Value priorities in March 2022, and these are contained within the Authority's Procurement and Commercial Strategy 2022-2025. The Authority's Social Value Priorities and subsequent outcomes used to measure Social Value follows the priorities within the Our North Tyneside Plan: Thriving, Family Friendly, Secure, Caring and Greener.

## 1.5.2 Procurement Process

- 1.5.2.1 The Authority adopted its Procurement Strategy in March 2022. Utilising the Social Value principles within the Procurement and Commercial Strategy, the Authority will continue to gain commitments from suppliers which align with the policy priorities of the Mayor and Cabinet. This will include a greener target embedded to support the Authority's target to be carbon net-zero by 2030. The Authority's tendering process will be streamlined, and better information will be provided to the market as part of the process. Where appropriate, lower value tenders will be issued. The Authority has seen an increase in the number of Small and Medium Enterprises (SME's) and local suppliers that it procures with. The procurement exercises due to commence in 2024/25 will continue to give SME's and local suppliers the chance to work with the Authority, and in doing so enable and encourage smaller businesses to compete with larger suppliers. Working with the Business Forum and the North East Procurement Organisation (NEPO), bespoke workshops will be developed to support SME's. The principles set out in the Authority's Responsible Procurement Charter will be embedded in the tender requirements.

1.5.2.2 The relevant service area will develop tender packages and robust specifications to ensure that the Authority is protected in terms of financial and commercial risk. The duration of the contract will be considered to help shape new and emerging markets; lessons learned from any previous contracts will be considered when developing the tender package. Relevant existing frameworks will be explored if appropriate to the contract. Collaborative regional working will be explored if appropriate to the contract. The contract award criteria will be developed considering social value as appropriate.

### 1.5.3 Consultation

1.5.3.1 Consultation prior to commencing a procurement with the relevant Cabinet Members is key and this will ensure that the Authority's priorities are achieved through its contracting arrangements. The Authority's finance team will be engaged to identify any budgetary risks associated with the delivery of the service and any potential mitigations. Its legal team will review the terms and conditions for each procurement to ensure the Authority mitigates any commercial risk. Consultation and engagement with the market and any relevant associations will take place to ensure that the offer to the market is attractive and that a market exists to deliver the goods and services.

### 1.5.4 Award of contracts

1.5.4.1 An evaluation team consisting of subject matter experts and the procurement team will evaluate each bid received against the published award criteria and in accordance with UK public procurement legislation. Prior to award of any contract the evaluation result will be provided to the Director of Service to approve the award together with financial assurance that the contract value will remain within existing budgets.

### 1.5.5 Social Value and Contract Management

1.5.5.1 The Authority's Social Value Priorities and subsequent outcomes used to measure Social Value follow the priorities within Our North Tyneside Plan: Thriving, Family Friendly, Secure, Caring and Greener.

1.5.5.2 Social Value requirements have been an important aspect of the procurement process since The Public Services (Social Value) Act 2012 came into effect and this has directly resulted in benefits for communities across the Borough. It has proven a challenging task however, to ensure that the commitments made through the procurement process are upheld throughout the contract period.

Work is currently being undertaken to ensure that Social Value is monitored and measured effectively through the Authority's contract management toolkit. The Authority's contracted suppliers will each have their own corporate social responsibility approaches and through contract management work the Authority will continue to shape their social value objectives towards the policy priorities of the Mayor and Cabinet.

1.5.5.3 Social Value gained for the Borough continues to be monitored and reported to Cabinet twice per year.

1.5.5.4 Suppliers have worked with the North Tyneside Learning Trust to support the World of Work events including mock interviews and career speed dating.

#### 1.5.6 Social Value Commitments

1.5.6.1 Social Value commitments made by contractors and suppliers have been closely reviewed this year. The Procurement/Commercial Team work closely with both North Tyneside VODA and the North Tyneside Learning Trust to identify voluntary groups, schools and local organisations who could benefit as a result.

1.5.6.2 Since March 2022, the updated Social Value Matrix has been utilised in 46 procurements across all service areas which has enabled the Authority to engage with the supply chain and review feedback on its procurement process. Each of these procurements required at least one greener commitment to be made. Commitments have been made by the successful contractors which are being monitored across the contract period.

1.5.6.3 Recently Social Value presentations have been held which has encouraged suppliers to gain further knowledge on this issue, identify specific local organisations that they can help, whilst potentially improving their social value responses when applying for tenders locally and nationwide. The Procurement and Commercial Team will continue to engage with the Authority's Contractors and Suppliers during the 2024/2025 financial year.

1.5.6.4 Further details are set out at Appendix 2 of this report.

#### 1.6 **Decision options:**

1.6.1 The following decision options are available for consideration by Cabinet:

### 1.6.2 Option 1

Cabinet may approve the recommendations set out in paragraph 1.2 to carry out the necessary procurement exercises during the 2024/2025 financial year and give appropriate delegated authority to the Directors of Service.

### 1.6.3 Option 2

Cabinet may not approve the recommendations and continue to consider individual reports for each package of works and/or services. This may delay implementation of essential services and works being carried out.

1.6.4 Option 1 is the recommended option.

## 1.7 **Reasons for recommended option:**

1.7.1 Option 1 is recommended for the following reasons:

1.7.2 The Authority has a duty to obtain value for money. Tendering the opportunities identified in the report will meet the priorities contained within the Procurement Strategy and Our North Tyneside Plan.

## 1.8 **Appendices:**

1.8.1 Appendix 1: Procurement Plan March 2024-2025

Appendix 2: Social Value Updates March 2024

## 1.9 **Contact officers:**

1.9.1 Jon Ritchie – Director of Resources. Tel 07581045261

Sarah Heslop – Head of Commercial Services. Tel 0191 6435456

Malcom Williams – Commercial Manager. Tel 0191 643 7794

## 1.10 **Background information:**

1.10.1 There are no background papers.

## **PART 2 – COMPLIANCE WITH PRINCIPLES OF DECISION MAKING**

### **1.11 Finance and other resources**

- 1.11.1 The procurement of suppliers and contractors to complement the Authority's delivery needs is a critical part of the process to enable the successful delivery of key services.
- 1.11.2 The budgets to pay for the costs of suppliers of goods and services are provided for either via the Housing Revenue Account, the General Fund or the Capital Investment Plan.

### **1.12 Legal**

- 1.12.1 The procurements shall be carried out in compliance with the Authority's Contract Standing Orders and Public Procurement Regulations 2015 and all other procurement legislation that may be enacted or in force from time to time.

### **1.13 Consultation/community engagement**

#### **1.13.1 Internal Consultation**

Consultation has been carried out with Cabinet Members.

#### **1.13.2 External Consultation/Engagement**

Consultation will take place with relevant business associations regarding the tender opportunities. Where appropriate market engagement events will be undertaken prior to the tender process commencing.

### **1.14 Human rights**

- 1.14.1 There are no human rights issues directly arising from this report. Any potential implications will be considered before a decision is taken.

### **1.15 Equalities and diversity**

- 1.15.1 There are no equality and diversity issues which arise directly from this report. Equality and diversity issues will be assessed when developing the individual service specifications and before any decision to award individual contract is taken.

## 1.16 Risk management

1.16.1 Any risk management issues are included within the Authority's risk register and will be managed by this process.

## 1.17 Crime and disorder

1.17.1 There are no crime and disorder issues directly arising from this report.

## 1.18 Environment and sustainability

1.18.1 Where appropriate tenderers will be obliged to commit to social value outcomes including, for example, carbon reduction and recycling to support the Carbon Net-Zero 2030 Action Plan.

### PART 3 – SIGN OFF

- Chief Executive  X
- Director of Service  X
- Mayor/Cabinet Member(s)  X
- Chief Finance Officer  X
- Monitoring Officer  X
- Assistant Chief Executive  X

**Appendix 1 – Procurement Plan March 2024–2025**

<b>Title</b>	<b>Description of Service</b>	<b>Service Area</b>	<b>Contract Start Date</b>
Homecare Services	Contract to provide homecare services in North Tyneside	Adult Social Care	01/05/2024
Extra Care Services	Contract(s) for the provision of extra care schemes	Adult Social Care	01/07/2024
Step Down Care Home Beds	Contract to provide step-down care home beds to support hospital discharge	Adult Social Care	01/08/2024
NEPO419 Protective Clothing and Health & Safety Products	Contract for supply of PPE, Footwear and health and safety products	Cross Cutting	01/07/2024
NEPO508 Vendor Neutral Managed Service for Temporary Agency Workers	Contract to provide temporary agency workers	Cross Cutting	01/07/2024
NEPO507 Travel Management Service	Contract(s) to provide booking of rail and air travel tickets, hotel accommodation and any other ancillary requirements related to business travel.	Cross Cutting	01/08/2024
NEPO502 Office Supplies	Contract(s) for supply of stationery, office equipment and electronic consumables	Cross Cutting	01/02/2025
NEPO301 Electricity Supply and Demand Framework Agreement	Contracts for electricity supply and associated services to non-domestic sites. Including provision of Automatic Meter Reading (AMR)	Cross Cutting	01/04/2025
NEPO311 Water Retail Services	Contract for the provision of Water, Wastewater and Ancillary Services.	Cross Cutting	01/04/2025

**Appendix 1 – Procurement Plan March 2024–2025**

<b>Title</b>	<b>Description of Service</b>	<b>Service Area</b>	<b>Contract Start Date</b>
NEPO224 Acquisition of Heavy Goods and Specialist Vehicles	Contract(s) for the acquisition of heavy goods and specialist vehicles through either purchase or contract hire, alongside the contract hire of buses.	Environment	01/04/2024
Public Sector Decarbonisation work	Contract(s) to carry out decarbonisation works including Tynemouth Pool, White Swan and North Shields Library	Environment	01/05/2024
NEPO203 The supply of Rock Salt	Contract for the supply of rock salt in both bulk and bagged form	Environment	01/07/2024
NEPO208 Vehicle Parts and Lubricants	Contract(s) for the supply of vehicle parts and lubricants for a wide range of cars, light & medium commercials, heavy goods, specialist and grounds maintenance vehicles.	Environment	01/01/2025
NEPO202 Managed Remarketing of Vehicles and Plant	Contract(s) for the collection, preparation for sale, storage, re-marketing, sale of vehicles and plant and similar assets and the prompt return of sale proceeds after disposal, of vehicles and plant.	Environment	01/02/2025
Food waste collection services	Contract(s) to ensure we comply with new regulations with regards collection of food waste this could include purchase of vehicles and containers to carry the service out in house or a provider to carry out the service on behalf of the Authority.	Environment	01/04/2025



**Appendix 1 – Procurement Plan March 2024–2025**

Title	Description of Service	Service Area	Contract Start Date
Recycling Services	Contract to process and treat dry recycling	Environment	01/10/2025
Waste Services	Contract for the disposal and treatment of residual waste streams	Environment	01/04/2027
Housing Programmed Frameworks	Contract(s) to provide a range of services to support the housing and repairs team including (but not limited to) heating upgrades and roofing	Housing Property Services	01/04/2024
Housing Specialist Works Frameworks	Contract(s) to provide specialist goods and services to support the Housing and Repairs team including drainage, asbestos and provision of fire doors for tenanted properties	Housing Property Services	01/04/2024
Commercial, Schools & Public Buildings Repairs & Maintenance, Planned Works and Preventative Maintenance Frameworks	Contract(s) to provide a range of services to support planned and preventative asset management.	Housing Property Services	01/04/2024
Charlton Court Demolition and New Build Works	Contract(s) for the demolition works followed by construction of 14 flats and a 40 sheltered accommodation units	Housing Property Services	01/04/2024
NEPO221 Demolition and Asbestos Removal	Contract(s) for demolition and asbestos removal	Housing Property Services	01/04/2024
Fire Compartmentation Works	Contracts for Fire Compartmentation Works to the Authority's housing stock	Housing Property Services	01/07/2024

**Appendix 1 – Procurement Plan March 2024–2025**

<b>Title</b>	<b>Description of Service</b>	<b>Service Area</b>	<b>Contract Start Date</b>
St Mary's Lighthouse Works	Contract(s) for improvement and compliance works and external decoration	Housing Property Services	01/07/2024
NEPO234 Asbestos Management	Contract(s) for survey and removal of asbestos	Housing Property Services	01/07/2024
Benton Lane Demolition and New Build Works	Contract(s) for the demolition works followed by construction of 12 apartments and 36 houses for general need tenancies	Housing Property Services	01/10/2024
Rosehill Club Demolition and New Build Works	Contract(s) for the demolition works followed by construction of 5 houses and 4 flats for general need tenancies	Housing Property Services	01/10/2024
Parkside House Demolition and New Build Works	Contract(s) for the demolition works followed by construction of 10 apartments for general need tenancies	Housing Property Services	01/10/2024
NEPO305 Energy Performance of Building Inspections	Contract for energy performance certificates and Building Inspection Surveys under the Buildings Directive.	Housing Property Services	01/02/2025
NEPO207 Building Construction Works	Contract(s) for new build properties	Housing Property Services	01/04/2024
Desktop Refresh	Contract for hardware to replace laptops, Desktops and monitors at end of life.	Resources	01/04/2024
Royal Quays Barrage Repairs	Contract to repair or replacement of the Tidal Entrance Barrier located in the North Lock Barrel of	Resources	01/05/2024
NEPO513 Legal Services	Contract(s) for the provision of legal advice	Resources	01/06/2024

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**Appendix 1 – Procurement Plan March 2024–2025**

<b>Title</b>	<b>Description of Service</b>	<b>Service Area</b>	<b>Contract Start Date</b>
Renewal of Print Management Solution - (MFD's)	Contract for the renewal of the existing Print Managent Solution. Print/Scan/Copy solution across the Authority	Resources	01/04/2024
Infrastructure Hardware Replacement	Contract for replacement servers that support the majority of the IT within the Authority which are approaching the end of their 7 year life span.	Resources	01/04/2024
Provision of Insurances (Excluding Broker Services)	Contract(s) for insurance cover including motor and property	Resources	01/10/2024

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# Social Value Update:

## April 2023 – March 2024

### Procurement process

46

Tenders have included an updated social value question since April 2022, across all service areas within the authority. 40 of these tenders have been awarded to date.

Each tender required at least one greener commitment to be made – working to support the authority's goal to be carbon net zero by 2030.



£

Over 80% of awarded tenders asked suppliers whether their staff are paid the real living wage – with targets being put in place for improvements to be made.

Over 40% of awarded tenders have required suppliers to set targets to reduce their annual business miles.



### Key achievements



Over £166,000 offered to community projects within North Tyneside.

85 staff hours spent on school and college visits within North Tyneside. With an additional 96 staff hours donated internally.



Several contractors donated over £5000 in labour and materials to help DIY SOS renovate True Colours Theatre in Wallsend.

Contractors have worked to improve the life of the residents in sheltered accommodation by donating and installing defibrillators and improving communal outside spaces.



Local authority suppliers donated over £4,730 worth of Christmas gifts for children in care across the borough. Suppliers have also donated thousands to local charities.

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