



North Tyneside Council

Overview, Scrutiny & Policy Development Committee

Friday, 7 June 2019

Monday, 17 June 2019 0.01 Chamber - Quadrant, The Silverlink North, Cobalt Business Park, North Tyneside, NE27 0BY **commencing at 6.00 pm.**

Agenda Item	Page
1. Apologies for Absence	
To receive apologies for absence from the meeting.	
2. Appointment of Substitute Members	
To receive a report on the appointment of Substitute Members	
3. Declarations of Interest and Dispensations	
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.	
4. Minutes	5 - 10
To confirm the minutes of the meeting held on 4 March 2019.	
5. Creating a Brighter Future progress 2018/19	11 - 34
To receive and monitor progress of the Creating a Brighter Future programme.	
6. Our North Tyneside Performance – update	35 - 38

Members of the public are entitled to attend this meeting and receive information about it. North Tyneside Council wants to make it easier for you to get hold of the information you need. We are able to provide our documents in alternative formats including Braille, audiotape, large print and alternative languages.

Agenda Item	Page
To receive an update presentation on the progress that has been made to deliver the aims and objectives of the Our North Tyneside plan.	
7. Cabinet Response to the Scrutiny Report on The Effectiveness of Collaborative Working in North Tyneside	39 - 50
To receive Cabinet's response to the report of the Effectiveness of Collaborative Working in North Tyneside.	
8. Scrutiny Work Programme	51 - 52
To inform the Committee to the development of its work programme for the 2019/20 municipal year.	

Circulation overleaf ...

Members of the Overview, Scrutiny & Policy Development Committee

Councillor Jim Allan (Deputy Chair)
Councillor Brian Burdis
Councillor Sandra Graham (Chair)
Councillor Janet Hunter
Councillor Andy Newman
Councillor Martin Rankin
Councillor Joe Kirwin
Councillor Willie Samuel

Councillor Alison Austin
Councillor Karen Clark
Councillor Muriel Green
Councillor Anthony McMullen
Councillor Pat Oliver
Councillor Debbie Cox
Councillor Les Miller

Michelle Ord, Parent Governor Representative
Michael Vine, Church Representative
Stephen Fallon, Church Representative

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Overview, Scrutiny & Policy Development Committee

4 March 2019

Present: Councillor S Graham (Chair),
Councillors J Allan, B Burdis, N Craven, N Huscroft,
M Green, Janet Hunter, A McMullen, A Newton, P Oliver,
M Rankin, J O'Shea and M Thirlaway

Church Representative
Rev M Vine

Parent Governor Representative
Mrs M Ord

Other Members
Councillor R Glindon
Councillor B Pickard

OV42/03/19 Apologies

Apologies for absence were received from Councillors A Austin and K Clark.

OV43/03/19 Substitute Members

There were no substitute members.

OV44/03/19 Declarations of Interest

Councillor M Thirlaway declared a registerable personal interest in item 5 Creating a Brighter Future progress update (OV46/03/19), as he was employed by Parkside Care Ltd.

Councillor M Thirlaway declared a non registerable personal interest in item 6 Construction, Housing Repairs and Maintenance Services – presentation (OV47/03/19), as his father is employed by Kier North Tyneside.

OV45/03/19 Minutes

Resolved that minute of the meeting held on 14 January 2019 be confirmed;

OV46/03/19 Creating a Brighter Future progress update

The Committee examined delivery of the Creating a Brighter Future (CBF) Programme as at the end of the 3rd quarter of the financial year 2018/19.

The Committee was presented with a report setting out progress in relation to each project in terms of project delivery and achievement of savings.

The overall savings requirement for the 2018/19 business cases was £10.143m. The Authority's December financial outturn £7.187m had been delivered or was on track for delivery. This provided a high level of confidence that circa 71% of the total required savings had been realised in by the 3rd quarter.

All projects were given (Blue-completed), Red, Amber Green) (B)RAG rating for both project and savings delivery and showed that one project relating to Sourcing, Supply Chain and Commercials was indicating a red rating in relation to saving delivery.

It was stated that progress had been made against the in-year procurement target where £0.408m had been identified, with a further £0.435m of proposals to be investigated but not realised.

In October 2018, Cabinet decided to work towards returning the Procurement Services to the direct management of the Authority.

A Member questioned the confidence of realising the delivery of the five projects with an Amber rating. It was stated that work continued to identify savings to mitigate any shortfall.

A Member sought and was given reassurance that all projects had been fully risk assessed and impact tested.

In relation to project Value for Money Tested Social Care a Member stated that Care Homes were reluctant to take people with complex needs due to the difference in banding around the region. It was questioned if North Tyneside were being slow at setting fees.

In response it was stated that the priority was to ensure people were delivered the correct service and North Tyneside carries out the Health check first and then the social need to ensure this. It was suggested that there was a need to look at criteria and this area may be something that scrutiny may wish to explore further.

Agreed that the Creating a Brighter Future Programme: 2018/19 Quarter 3 Progress Report be noted.

OV47/03/19 Construction, Housing Repairs and Maintenance Services - presentation

At the request of the Committee the Head of Environment, Housing & Leisure and Senior Manager (Housing Property and Highways Investment) attended the meeting to provide a presentation to the progress of the Construction, Housing Repairs and Maintenance Services project to bring services back in-house under the Authority management.

The Committee was reminded that following reviews of the contract by scrutiny and Cabinet, Cabinet had decided not to extend the existing Kier contract. A project team was created in October 2017 to oversee the transfer back into the Authority and the transfer date of the services would take place on 1 April 2019.

The Committee was given detailed information to all key aspects of the transfer, which was to be completed before the transfer date.

It was emphasised with appreciation the collective work of the project steering group and the trade unions involved that ensured the progress of delivering the transfer of the services was on track.

Members questioned if the transfer would take place on the 1 April 2019 as planned and sought reassurance that contingency plans were in place in case of encountering any difficulties.

Reassurances were given that there was confidence that the transfer would take place as planned and that all contingency and risk assessment plans were in place.

It was emphasised that the service provision to be provided at day one of the transfer was planned to mirror that was currently in place under the Kier contract. Following the transfer it was planned to make enhanced changes in service delivery that would be implemented throughout the coming year.

A member questioned how tenants would be affected through changes to working practices. It was explained that a great deal of the changes had come through consultation and agreement with tenants, which were detailed in the New Tenants Handbook. It was requested that the New Tenants Handbook be circulated to all Members of the Authority.

Members questioned to what effect the transfer of services would have on apprenticeships and opportunities for ex services personnel. In response it was stated that on completion of the transfer all personnel would be working to all Authority polices, including Human Resources that cover apprenticeships and opportunities for ex services personnel.

On request it was stated that all contact details would be circulated to all Members of the Authority of the new in-sourced management's structure of the Construction, Housing Repairs and Maintenance Services on 1 April 2019.

It was **Agreed** that the (1) Construction, Housing Repairs and Maintenance Services presentation be noted; (2) the New Tenants Handbook be circulated to all Members of the Authority; and (3) contact details of the new in-sourced management's structure of the Construction, Housing Repairs and Maintenance Services be circulated on 1 April 2019.

OV48/03/19 Our North Tyneside Performance update - Presentation

The Head of Corporate Strategy, Senior Manager Policy, Performance and Research accompanied by the Deputy Mayor who has Cabinet Responsibility for performance provided a presentation to the progress on the delivery of the Our North Tyneside Plan.

The Head of Corporate Strategy introduced the item highlighting that the information the Committee was to receive was pitched at a high level.

The Senior Manager Policy, Performance and Research in presenting the information with regards to Our People ... listened to, explained that this was a key measure that was asked in the North Tyneside Residents Survey and explained that in comparison to the national picture North Tyneside was bucking the trend.

Members questioned why there was no contextual information to the measures of (a) resident thinking that the council acts on their concerns and (b) that it provides good value for money, stating that additional contextual information would allow a greater understanding of the position and would be more beneficial to the scrutiny process.

Members stated that without the contextual and comparative information of the measures meant no meaningful scrutiny could be exercised. Officers reiterated that the information being presented was pitched at a high level of detail and that all the contextual and comparative information was publicly available on the Councils website and the web link could be provided to the Committee. It was also suggested that a briefing report could be provided to the members of the committee.

The Cabinet Member with responsibility for performance asked the Committee to consider deferring the item until its next scheduled meeting where a full report with all contextual and comparative information would be provided. He also assured the Committee that the online link to information and a briefing report would be provided in the interim period.

The Committee considered the Cabinet Members suggestion and agreed to the proposal.

It was **Agreed** that (1) the Our North Tyneside Performance update be deferred to the next scheduled meeting of the Overview, Scrutiny & Policy Development Committee on the 17 June 2019; (2) in the interim period a briefing report and online link to the contextual and comparative information be circulated to Committee.

OV49/03/19 Annual Scrutiny Report

The Committee received the Overview, Scrutiny & Policy Development Committee Annual Report 2018/19.

The report highlighted the role that scrutiny had in policy development and outlined various pieces of work undertaken by Overview, Scrutiny & Policy Development Committee and its sub-committees during 2018/19 municipal year.

The Committee requested that the report be updated following the 1 April to indicate the progress of the Construction project and the insourcing of the services currently being delivered by Kier.

The Committee also agreed to delegate to the Chair/Deputy Chair that following agreement with the responsible sub-committee completed in-depth studies be forwarded to Cabinet. The annual report should be updated, as and when necessary, to reflect the most up to date position before it is received at Annual Council 16 May 2019.

Discussion with regards to the 2019/20 work programme to place and it was agreed that the Committee, should consider undertaking an in-depth study into the Authority partnership with Engie and receive items at future meeting with regards to the Planning Process & Building Control.

Agreed that a fully updated Overview, Scrutiny & Policy Development Committee Annual Report be submitted to Annual Council on 16 May 2019.

OV50/03/19 Cabinet Response to Capita Sub-group Report

The Committee received the response report from Cabinet to the recommendations submitted by the sub group of the Overview, Scrutiny & Policy Development Committee in relation to its study into the Authority's Partnership with Capita.

Appended to the report was the actions to be taken with associated timescale for the completion of each of the recommendations. It was agreed that continued monitoring of the actions to the recommendations be placed on the work programme for 2019/20.

Agreed that the recommendation response from Cabinet in relation to the work of the Overview, Scrutiny & Policy Development Committee its study into the Authority's partner Capita be noted.

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Meeting: Overview, Scrutiny & Policy Development Committee

Date: Monday 17th June 2019

Title: Creating a Brighter Future Programme:
2018/19 Quarter 4: End of Year Progress Report

Author: Janice Gillespie

Tel: 0191 643 5701

Service: Commercial Services & Business Redesign

Wards affected: All

1. Purpose of Report

The purpose of this report is to update Overview, Scrutiny & Policy Development Committee on the Quarter 4 end of year position of key 2018/19 projects and business cases within the overall Creating a Brighter Future (CBF) Programme.

2. Recommendations

The Committee is recommended to note the position of the projects, in terms of both project and savings delivery.

3. Summary

The Authority has implemented significant change to support delivery of its Creating a Brighter Future programme and its four key priority outcomes:

- Cared for, Safeguarded and Healthy
- Great Place to Live, Work Visit
- Fit for Purpose Organisation
- Maximising Resources

As part of the 2017-2020 financial planning process, the Cabinet and Council agreed an Efficiency Plan which set out a series of projects which would deliver required savings whilst delivering CBF outcomes. These projects form the basis of this report.

The table below provides a summary of progress in project delivery and achievement of savings and/or income across the programme.

Project Delivery			Savings Delivery		
Blue	All milestones completed	40	Blue	Full saving realised via project activities	37
			Green	Some or all of saving achieved via mitigation	6
Red	Milestones not completed	3	Red	Saving unachieved in 2018/19 and will carry forward to 2019/20	0

The Authority's March financial outturn shows that:

- £7.142m was delivered against the overall target via project activities outlined in associated 2018/19 business cases;
- Another £0.147m of underachieving projects was achieved by mitigation in HECS through additional income received in-year;
- £2.854m of the overall target that remained to be delivered at year end was mitigated through in-year actions and savings within the wider General Fund that saw the Authority achieve an overall surplus position in the General Fund at the year end. Mitigation was possible due to additional interest savings generated by the Authority's Treasury Management strategy and additional income received via Central Government (such as the Levy Account Surplus). This was reported as part of the 2018/19 outturn report to Cabinet on 28 May 2019. This risk associated with the delivery of these proposals was recognised during the 2019/20 budget setting process and these are included in the plans to be monitored during 2019/20.

4. Background Information

The following documents have been used in the compilation of this report:

- CBF Programme 2018/19 Update Report: Quarter 4: End of Year (attached)

Creating a Brighter Future Programme

2018/19
Quarter 4: End of Year Report



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Executive Summary

This is 2018/19 Quarter 4: End of year update report, summarising the delivery status of the Creating a Brighter Future (CBF) programme 2017-2020 as at 31 March 2019.

The overall savings requirement for the 2018/19 business cases agreed by Council on 15 February 2018 is £10.143m. This report shows the outcome of both the project work, and the realisation of associated savings, broken down by the four key CBF outcomes: Cared for, Safeguarded & Healthy; Great Place to Live, Work and Visit; Fit for Purpose; and Managing Resources.

The Authority's March financial outturn shows that:

- £7.142m was delivered against the overall target via project activities outlined in associated 2018/19 business cases;
- Another £0.147m of underachieving projects was achieved by mitigation in HECS through additional income received in-year;
- £2.854m of the overall target that remained to be delivered at year end was mitigated through in-year savings within the wider General Fund that saw the Authority achieve an overall surplus position in the General Fund at the year end. Mitigation was possible due to additional interest savings generated by the Authority's Treasury Management strategy and additional income received via Central Government (such as the Levy Account Surplus). This was reported as part of the 2018/19 outturn report to Cabinet on 28 May 2019. This risk associated with the delivery of these proposals was recognised during the 2019/20 budget setting process and these are included in the plans to be monitored during 2019/20.

As part of the Council's programme management arrangements, all business cases and projects within the CBF programme are monitored on a regular basis. Each project is given a RAG rating for project delivery and savings delivery. The definitions and numbers of projects falling into those categories are shown below.

Project Delivery			Savings Delivery		
Blue	All milestones completed	40	Blue	Full saving realised via project activities	37
			Green	Full saving realised, but through in-year mitigation.	6
Red	Milestones not completed	3	Red	Saving unachieved in 2018/19.	0

Cared for, Safeguarded & Healthy

Value for Money Tested Social Care (2018/19 target: £0.915m)

Value for Money Tested Social Care; long-term national policy direction in social care has created a situation which is sometimes at odds with realistic outcomes and the financial position. This project will make changes to day-to-day commissioning and assessment processes to re-set the outcome of funded social care. In partnership with the Clinical Commissioning Group, and using a single trusted assessor, outcomes will be shaped by working with individuals to find the most suitable arrangements for care.

The project will focus on 5 main areas:

A. Ensure customers with healthcare needs are appropriately funded (£0.400m)

We will ensure that all social work staff assess clients only for social care needs and ensure that support plans only encompass the care/support/services required to meet those needs. Anything outside of this would be escalated to the CCG for NHS funding for that part of the support service. It has been estimated that this could generate savings of circa £0.400m.

Savings Delivery Status

Complete

All the £0.400m income target has been achieved, and the project continues to achieve further income. This will be used to mitigate shortfalls elsewhere in the programme (see Appendix 1).

Work Delivery Status

Complete

The original work required is complete, but work continues to secure further savings.

B. Review the Direct Payment rate (£0.100m)

We will review the current Direct Payment (DP) rate payable to Personal Assistants (PA's) because it has not changed since April 2014. We will do this by making our rates clear, equitable and consistent with rates applied by other local authorities in the region. In doing so, we expect to identify savings of around £0.100m. Note: The rates paid for DP Support Services are outside the scope of this review.

Savings Delivery Status

Complete

All the £0.100m target has been achieved: £0.025m through activity related to the business case, and the other £0.075m via one-off savings within Direct Payments (see Appendix 1).

Work Delivery Status

Complete

Cabinet agreed the proposed revision to the direct payment rate in October and this is now being implemented.

C. Review residential care costs and quality bands (£0.300m)

When we commission residential and nursing care placements, for individuals requiring that level of support, we are required to set a rate and communicate this to the provider market. There are currently a number of different bands and rates based on quality, environment and care. This project will review the banding system, taking into account the CQC rating and the authority's internal quality assurance judgement.

Savings Delivery Status

Green

The re-banding exercise was delayed by negotiations regarding the inflationary uplift to be applied to the contract. An agreement was ultimately reached with care home providers which has allowed detailed work to review bandings of care homes to commence, taking into account Care Quality Commission (CQC) ratings. This saving required mitigation at the end of 2018/19 and was met through the Authority's Treasury Management strategy and other savings within Central Items. The target, and work, will now continue with the intention of delivering savings in 2019/20.

Work Delivery Status

Red

Agreement has been reached with care providers regarding uplifts to be applied to rates paid. This will now enable us to progress with the business case proposal to revise the banding system in 2019/20.

D. Review and restructure the Integrated Services Rehabilitation Offer (£0.050m)

We will review the roles of both the Community Occupational Therapy Team, and the Reablement Service, because both teams carry out similar roles in assessing the environmental, care, and adaptation needs required to provide and maintain independent living. We will take advantage of a recent natural reduction in staffing hours due to flexible retirements, and reduced-hour returns to work following maternity leave, to remove areas of duplication and create capacity in localities.

Savings Delivery Status

Complete

All of the £0.050m savings target has been achieved.

Work Delivery Status

Complete

All of the project work is complete.

E. Review block contracts (£0.065m)

Over the last 5 years, Adult Social Care has moved away from large block contracts for beds and places (used or not), toward more flexible and responsive framework agreements based purely on service levels. However, there is still a small number of block contracts still in place. To ensure that value for money is being achieved in all aspects of Adult Social Care spend, these block contracts have been reviewed, and efficiency options have been identified. In some cases, this will be from the amalgamation of services and service types; in others it will be about reviewing the cost profile with the organisation delivering the service.

Savings Delivery Status

Complete

All of the £0.065m savings target has been achieved.

Work Delivery Status

Complete

All of the project work is complete.

New Model to Support Children (2018/19 target: £0.310m)

National policy direction, inspection and demand pressures are creating an environment where local authorities are looking at alternative models to deliver services to support children, including collaboration. This project aims to review best practice and the alternatives to our current approach. It will continue to build on the practical collaborations proposed on Fostering and Additional Needs as well as the strengths of the current North Tyneside team. It will also continue to explore the capability to grow direct provision as the dynamics of the market change and our capability to deliver specialist housing and support grows. This means a continuation of the "Transforming Children's Services" programme which includes increasing the accommodation available to improve the early help offer and reduce the demand for external residential placements, with the potential to trade surplus capacity. There will also be a review of the approach to the provision of financial support through the "S17 budget".

The 2018/19 Business Case outlines savings of £0.065m and focuses on 2 main areas:

A. Supporting children without spend (£0.040m)

A range of measures to reduce Section 17 Budget spend, including: Reduced use of legal counsel; reduced use of 3rd party forensic services; restricted discretionary spend; improved application and approval pathways; etc.

B. Increased traded and placement capacity (£0.025m)

Address the national rise in demand for residential care by improving early help; edge of care; and intervention support, whilst also re-designing and developing our accommodation offer, so that, boosted by our Good/Outstanding Ofsted rating, we can trade placements to other local authorities.

Savings Delivery Status

Complete

Both the £0.025m from increased traded placement capacity, and the £0.040m, related to Section 17 Budget spend, has been achieved.

Work Delivery Status

Complete

The work to deliver the required savings and income is complete.

Work also continues to deliver year 2 savings outlined in the 2017/18 business case:

C. New model to support children (£0.245m)

Savings Delivery Status

Green

Demand fluctuations related to the number of Looked After Children and placements will continue to influence the savings from this project. 50% (£0.123m) of the target saving was achieved via business case savings, 29% (£0.072m) was mitigated via an overachievement in grant income within the wider HECS service, leaving 21% (£0.050m) requiring mitigation through Central Items at the end of 2018/19.

Work Delivery Status

Complete

We have a strategy to support as many children as possible to remain safely at home, which includes a number of component projects, such as: strengthening the multi-agency safeguarding hub (MASH) at the front door; investing in social work practice; and developing a range of alternative in-house accommodation options.

Re-engineered Customer Pathway – Year 2 (2018/19 target: £0.200m)

This proposal relates to the delivery of demand savings, resulting from the impact of the new model of delivery implemented in 2017/18.

Savings Delivery Status

Green

As is seen nationally, we continue to face demand pressures on package costs for older people, predominantly in relation to home care.

£0.100m of the £0.200m target was achieved via project activity with the remaining £0.100m requiring in-year mitigation via Central Items at 2018/19 outturn. Work remains on-going to ensure this saving is fully delivered in 2019/20.

Work Delivery Status

Complete

We implemented a new customer pathway for adult social care clients, including a redesign of our services and staffing model, in 2018/19. That work is now complete.

Great Place to Live, Work and Visit

10 Year Plan for Waste – Alternate Weekly Collection (2018/19 target: £0.218m)

This project will introduce alternate weekly collections from 2018/19. This would generate the greatest level of savings through reduced waste disposal charges and some collection savings, and requires a limited amount of investment.

Alternate Weekly Collections work positively by increasing householders' awareness of the waste they throw away and different ways to deal with it. This not only leads to a reduction in waste but also greater capture of recyclable waste.

Savings Delivery Status

Complete

Alternative weekly collections began on 28th August 2018. All the £0.218m part-year savings target has been achieved, with savings also continuing into 2019/20.

Work Delivery Status

Complete

The work is complete, though monitoring of savings will continue into 2019/20.

Protect Our Environmental Standards (2018/19 target: £0.100m)

North Tyneside has an excellent record of maintaining a clean and green environment. However, in times of reducing resources the challenge for the Council is to find new ways of working to deliver consistent standards that reflect residents' priorities.

Whilst a reduced resource will impact on environmental standards in some locations, the service will continue to be delivered in line with relevant legislation, and will continue to:

- *Plant floral displays in high profile areas such as our parks, cemeteries, town centres and areas of tourism in line with a great place to live, work and visit policy commitments;*
- *Carry out weed spraying on three occasions a year across the borough (with the option for a fourth spray where required); and*
- *Continue to improve biodiversity areas across the borough.*

We will also continue to encourage communities to become more involved in taking care of their local environment through campaigns such as 'Love your Street' and Big Spring Clean.

Savings Delivery Status

Complete

All the £0.100m target has been achieved.

Work Delivery Status

Complete

All the work is complete.

Protect the Cultural Offer (2018/19 target: £0.159m)

During a period of significant financial pressure, North Tyneside Council has managed to sustain and develop a rich cultural offer. The Mayor and Cabinet have already publicly committed to protecting and developing this offer; demonstrated by an Investment Plan which includes Whitley Bay Regeneration Programme; The Dome; the North and South Promenade; St Mary's Island; The Wallsend Regeneration Programme; Segedunum Master Plan; and the North Shields Master Plan.

This project aims to work with cultural partners to protect and develop the offer where we can, making the most of the Authority's assets, with an optimum sport, leisure and library offer that makes the maximum difference to residents, business and visitors delivering a developed and sharpened events programme while exploiting opportunities to maximise income and reduce costs.

We will make savings in 3 main areas:

- A. Reduce Customer First Centre and Community Centre Library opening hours (£0.108m)**
- B. Reduce Branch Library opening hours (£0.031m)**

Savings Delivery Status

Complete

All of the £0.139m target relating to these two areas has been saved.

Work Delivery Status

Complete

All work is complete.

- C. Sponsorship of Christmas Lighting (£0.020m)**

Savings Delivery Status

Complete

Sponsors could not be identified for the 2018 Christmas season, but the idea will be explored further for 2019. Re-procurement of some of the Town Centre schemes, and the cessation of the 'design a light' scheme have secured the savings required.

Work Delivery Status

Complete

Work is complete.

Specialist Housing – Year 2 (2018/19 target: £0.021m)

This project represents the work being carried out to deliver the year 2 savings outlined within the 2017/18 Specialist Housing Business Case.

Savings Delivery Status

Complete

This represents the full year impact from work carried out in Year 1. The saving is achieved.

Work Delivery Status

Complete

All work has been completed.

A Fit for Purpose Organisation

How We Are Organised (2018/19 target: £3.505m)

As services change the organisation must change with them. This project aims to ensure the organisation is reshaped to reflect changes in services and reductions in resources. In addition to changes in service delivery it also aims to ensure the organisation's infrastructure is changed and shrinks in line with the rest of the organisation with resultant changes in overheads and recharges. This will include taking opportunities to streamline the Council's infrastructure and processes where appropriate. In addition, making sure that infrastructure is tested against best practice, the priorities of the Mayor and Cabinet and the market.

The project will restructure staff, operations, funding and fees across the following areas to ensure we are lean and fit for purpose:

A. Renegotiate the fee paid to Engie re: customer services offer (£0.150m)

Savings Delivery Status

Complete

This saving was not delivered via a renegotiation of the fee paid to Engie, following rejection of a proposed reduction in the customer service offer.

Instead the saving was achieved via allocation of resources received from the Pension Fund 'cap and collar'.

Work Delivery Status

Complete

The work is complete.

B. Reduce Feasibility Fund (£0.100m)

Savings Delivery Status

Complete

All of the £0.100m saving has been achieved.

Work Delivery Status

Complete

All work is complete.

C. Reduce Service Improvement Fund (£0.100m)

Savings Delivery Status

Complete

All of the £0.100m saving has been achieved.

Work Delivery Status

Complete

All work is complete.

D. Reduce pensions to meet current need (£0.250m)

Savings Delivery Status

Complete

All of the £0.250m saving has been achieved.

Work Delivery Status

Complete

All work is complete.

E. Management and staff savings from Customer Journey Programme (£2.500m)

Savings Delivery Status

Green

A total of £1.213m in relation to Management Savings was secured during 2018/19. The remaining £1.287m required in-year mitigation through Central Items at outturn.

This savings target was identified as a risk by Cabinet and Heads of Service have been working on a range of plans and actions that are currently in development to address the remaining balance to be achieved in 2019/20.

Work Delivery Status

Red

Work will continue into 2019/20 to identify savings to deliver this project in 2019/20.

F. Reduce Swans site management costs following new security arrangements (£0.028m)

Savings Delivery Status

Complete

All of the £0.028m saving has been achieved.

Work Delivery Status

Complete

All work is complete.

G. Restructure External Funding team, and electronic delivery of Business Factory (£0.040m)

Savings Delivery Status

Complete

All of the £0.040m saving has been achieved.

Work Delivery Status

Complete

All work is complete.

H. Increased contribution from high needs DSG (£0.050m)

Savings Delivery Status

Complete

The full saving is achieved.

Work Delivery Status

Complete

All work is complete.

I. Increased facilities and fair access income (£0.050m)

Savings Delivery Status

Complete

The saving has been delivered.

Work Delivery Status

Complete

All work is complete.

J. Restructure Admissions and Attendance service (£0.050m)

Savings Delivery Status

Complete

All of the £0.050m saving has been achieved.

Work Delivery Status

Complete

All work is complete.

K. Restructure Investment Service (£0.020m)

Savings Delivery Status

Complete

The saving has been achieved.

Work Delivery Status

Complete

All work is complete.

L. Reduce Workforce Development spend on Corporate Training (£0.025m)

Savings Delivery Status

Complete

All of the £0.025m saving has been achieved.

Work Delivery Status

Complete

All work is complete.

M. Reduce payment to Engie following return of work to Finance team (£0.057m)

Savings Delivery Status

Complete

All of the £0.057m saving has been achieved.

Work Delivery Status

Complete

All work is complete.

N. Capitalisation of staff in relation to Customer Journey development work (£0.025m)

Savings Delivery Status

Complete

All of the £0.025m saving has been achieved.

Work Delivery Status

Complete

All work is complete.

O. Reduce spend on Civic functions (£0.015m)

Savings Delivery Status

Complete

The saving was delivered.

Work Delivery Status

Complete

All work is complete.

P. Restructure complaints process (£0.035m)

Savings Delivery Status

Complete

All of the £0.035m saving has been achieved

Work Delivery Status

Complete

All work is complete, but there is an intention to revisit and review the complaints process.

Q. Catering budgets for Council, Cabinet and Committee meetings (£0.010m)

Savings Delivery Status

Complete

The saving was delivered.

Work Delivery Status

Complete

All work is complete.

People Wellbeing Services (2018/19 target: £2.500m)

This business case builds on extensive work done across the organisation to help people help themselves, simplify routes into the Authority, and bring together teams to more effectively target need as we understand it in individual communities.

Specifically, it develops the thinking behind the SIGN Network, the My Care web presence, Care and Connect, the work done on integrated front doors to support children and adults and the conversation of our sport, leisure and cultural services to support community wellbeing. It also builds on the work done to bring together our work with young people from 0-19, seeking to apply those design principles and ways of working to services for adults.

The aim will be to better integrate existing work and teams across: Adult social care; Children and young people's early help and social work services; Housing and homelessness; Public health; Culture; Leisure; Education, skills and learning; and Revenue and benefits.

Savings will result in the following areas:

A. Maximising Income (£1.713m)

Maximising funding and income generation opportunities, via collaboration with other local authorities, around Children's and Adults services; and opportunities to generate income via CYPL services provided to other authorities.

Savings Delivery Status

Complete

The project has secured all the £1.713m income required to meet the target, and some additional income, which is being used to mitigate shortfalls elsewhere in the programme (see Appendix 1).

Work Delivery Status

Complete

Children's services have secured income via a number of different channels:

1. Partners in Practice funding from DfE; received after achieving a 'Good' judgement from Ofsted. This involves working with other authorities that have been judged poor or inadequate and developing an innovative new Edge of Care service.
2. The Children's Social Care Innovation Programme; which will help us explore opportunities to collaborate in a North of Tyne partnership with Newcastle and Northumberland Councils.
3. A number of other, smaller income sources, including Troubled Families, and Dedicated Schools Grant.

We will continue to work to deliver the obligations we have taken on, which are associated with this extra income.

B. Staff savings (£0.710m)

Restructure, reduction in hours, and deletion of vacancies across HECS and EHL, following transfer of services to on-line offer.

Savings Delivery Status

Complete

All of the £0.710m target has been saved.

Work Delivery Status

Complete

All of the work is complete.

C. Expenditure (£0.077m)

Reduction in spend associated with restructured services

Savings Delivery Status

Green

£0.027m is confirmed from reductions in contracts. The remaining £0.050m relates to reduction in spend on external fostering placements. Currently, £0.025m of this £0.050m is projected to be delivered via business case proposals, with the rest requiring in-year mitigation through Central Items in 2018/19.

Work Delivery Status

Complete

Work continues as outlined in the 2017/18 New Model to Support Children business case (year 2), including development of a new Fostering Strategy, but the milestones are essentially complete.

Maximising Resources

Sourcing, Supply Chain and Commercials (2018/19 target: £1.500m)

More than half of the Authority's expenditure is to third parties and with a supply chain of over 4,000 organisations and individuals it is critical that sourcing, supply chain and commercial arrangements are as sharp as possible. This project aims to look beyond the large-scale commissioning and major partnerships to ensure all of the supply chain is subject to a rigorous value for money test and best practice category management is applied.

Savings Delivery Status

Green

A total of £0.408m was achieved in 2018/19 against this target. From the outset this has been an ambitious target and the risk for delivery was recognised by Cabinet and the Senior Leadership Team. The remaining target was met in 2018/19 through mitigation from in-year savings made via Central Items. This savings proposal was carried forward into 2019/20 as part of setting the 2019/20 Budget.

Work Delivery Status

Red

As part of the 2018/19 financial outturn a review of supplies and Services, 3rd party payments and Contract forward plan has been undertaken, to determine the opportunity to secure any further procurement savings in 2019/20. Alternative plans and actions for delivery are being developed and an update will be provided as part of the first financial management report to Cabinet.

Fees and Charges (2018/19 target: £0.190m)

In 2012 a piece of work was carried out and reported to Cabinet which set some guiding principles for discretionary charges. These principles have subsequently been reviewed on an annual basis as part of the annual financial planning and budget process to test that they remain relevant and appropriate in the current planning horizon.

This business case proposes savings following a review of our Fees and Charges, carried out in accordance with those principles:

A. Review of Social Care Charges (0.160m)

This will increase some Court of Protection team charges (£0.060m), and the adoption of the Department of Health Minimum Income Guarantee (MIG) buffer for new clients from April 1st 2018 (£0.100m).

Savings Delivery Status

Complete

£0.040m of savings were achieved via activities directly related to the changes outlined in the business case. The remainder was achieved via an overachievement of savings in the Healthcare Funding business case (see Appendix 1).

Work Delivery Status

Complete

Cabinet agreed the proposed revision to the client contributions policy and introduction of charges for Court of Protection services in October and these are now being implemented.

B. Bereavement Services Income (£0.030m)

An increase in cremation, burial, and purchase of grave fees of between 1% and 3%.

Savings Delivery Status

Complete

The full saving has been achieved.

Work Delivery Status

Complete

All work is complete.

Year 2 Savings from 2017/18 Business Cases (£0.525m)

These are year 2, and part-year, savings from changes to fees and charges implemented in 2017/18:

A. 5p Increase on School Meals (0.062m)

Savings Delivery Status

Complete

All savings have been achieved.

Work Delivery Status

Complete

All work is complete.

B. Increased Income from Registrars (£0.015m)

Savings Delivery Status

Complete

The saving is achieved.

Work Delivery Status

Complete

The work is complete.

C. Increase in Swimming Lesson Charges (0.050m)

Savings Delivery Status

Complete

All savings have been achieved.

Work Delivery Status

Complete

All work is complete.

D. Increased in Sport & Leisure facility charges (£0.060m)

Savings Delivery Status

Complete

All savings have been achieved.

Work Delivery Status

Complete

All work is complete.

E. Increase income from outdoor facilities (£0.001m)

Savings Delivery Status

Complete

All savings have been achieved.

Work Delivery Status

Complete

All work is complete.

F. Increased in off-peak swimming charges (£0.005m)

Savings Delivery Status

Complete

All savings have been achieved.

Work Delivery Status

Complete

All work is complete.

G. Public Health contracts for: sexual health; drug & alcohol; health checks; and 0-19 services (0.332m)

Savings Delivery Status

Complete

All savings have been achieved.

Work Delivery Status

Complete

All work is complete.

Health, Education, Care and Safeguarding (18/19 Only)	Savings Target	Delivered	Mitigations	Skill To Be Delivered	Comment
A new model to support children - Year 2	245,000	122,500	72,000	50,500	One off - being met by overachievement of grant income
Developing Specialist Services (Children's)	25,000	25,000	0	0	One off - being met from day to day auditing of client direct payment accounts and reclaiming unused funding
Direct payment rates	100,000	25,000	75,000	0	Overachievement but fluid picture - risk that the turnover of client deaths is quicker than the requirement for healthcare
Healthcare Funding	400,000	675,473	(120,000)	(155,473)	
Increased and traded placement capacity (Children's)	25,000	25,000		0	
Management Savings - HECS	72,466	72,466		0	
People Services - Adults Staffing	303,948	303,948		0	
People Services - Alternative Delivery Model	480,000	340,000	140,000	0	18/19 Only
People Services - Misc Grants / Income	733,000	790,189	(57,189)	0	18/19 Only
People Services - Partners in Practice	500,000	582,811	(82,811)	0	18/19 Only
People Services - Children's Spend (FGC)	12,000	12,000		0	
People Services - Children's Spend (IFAs)	50,000	25,000		25,000	
People Services - Children's Spend (SCARPA)	15,000	15,000		0	
People Services - Employment & Skills Staffing	76,052	76,052		0	
People Services - HECS Staffing	184,000	184,000		0	
Public Health contract savings for sexual health, drug & alcohol, health checks and 0-19 services	332,000	332,000		0	
Re-engineered Customer Pathway - Year 2	200,000	100,001		99,999	
Residential care fees	300,000	0		300,000	
Review & Restructure Integrated Services Rehab offer	50,000	50,000		0	
Review of block contracts in Adults	65,000	65,000		0	
Review of social care charges	160,000	40,000	120,000	0	
Specialist Housing - Year 2 (Adults)	21,000	21,000		0	
Support without spend (Children's)	15,000	15,000		0	
Health, Education, Care and Safeguarding Total	4,364,466	3,897,440	147,000	320,026	

Agenda Item 6

Meeting: Overview, Scrutiny and Policy Development Committee

Date: 17 June 2019

Title: Our North Tyneside Performance Report

Author: Jacqueline Laughton Tel: (0191) 6437524

Service: Corporate Strategy

Wards affected: All

1. Purpose of Report

1.1 To update the Committee on the progress that has been made in delivering the aims and objectives of the Our North Tyneside plan.

2. Recommendations

2.1 It is recommended that the Committee note the progress that has been made against the Our North Tyneside plan.

3. Information:

3.1 The Our North Tyneside plan sets out the high level ambitions for the borough via three themes; Our People, Our Place and Our Economy.

3.2 The plan also provides the strategic policy framework for the Authority, which means that other key plans and strategies, such as the Local Plan, the Ambition for North Tyneside and the Customer Service programme are all aligned to the plan. For example the Customer Service programme that Cabinet agreed in May 2019 is focused on delivering the Our North Tyneside objective; 'Our People will be listened to so that their experience helps the Council work better for residents'.

3.3 The Our North Tyneside plan also supports the Authority's work with external partners, for example the work of the North of Tyne Combined Authority supports a number of objectives and the recently refreshed Safer North Tyneside Partnership plan directly contributes to the objectives; 'Our People will be cared for, protected and supported' and 'Our places will provide a clean, green, healthy, attractive and safe and sustainable environment'.

3.4 Within the Authority, service planning is aligned to the delivery of the Our North Tyneside plan. Performance is managed against these objectives at a strategic and operational level on a regular basis. For example performance reporting takes place within the Authority on a quarterly, monthly, weekly and even daily basis.

3.5 Based on an analysis of the outcome measures in the plan and internal reporting the rest of this report provide the Committee with an update on the progress that the Authority is currently making to deliver the Our North Tyneside plan.

4 Our North Tyneside performance update:

Our People

4.1 Based on an analysis of the latest data, North Tyneside has strong performance with

- An increase in the percentage of young people who are 'ready for school'.

73% reached a Good Level of Development at the Foundation Stage, which is in line with the national figure of 72%. Since 2013, North Tyneside has improved by 25% points compared to a national improvement of 20% points.

- More young people being 'ready for work'.

67.9% of pupils have reached the Expected Level in Reading, Writing and Maths in North Tyneside at Key Stage 2 (age 11). This is an improvement from 2017 and remains higher than the provisional national average.

At Key Stage 4 (GCSE) North Tyneside's overall performance in English and Maths 4+ remains in line with last year (65% compared to last year's national of 64%). Performance for disadvantaged pupils has improved and is now in line with latest national average.

2.9% of 16 and 17 year olds are Not in Education, Employment or Training, which has improved from 2013/14 when it was 4.1%. This performance is better than the national rate (2.8%) for the first time since 2012 and only the second time ever.

This performance is supported by the high number of North Tyneside primary and secondary schools that are rated as Good or Outstanding by Ofsted. Around 8 in 10 young people attend a school that is ranked as Good or Outstanding.

- People being cared for and supported, especially if they become homeless.

Only 52 people were accepted as homeless in 2018/19, which is down from 179 the previous year. This significant improvement is due to the changes that were introduced at the start of the year, which ensured a greater focus on prevention and triage work in order to prevent an individual becoming homeless.

There continues to be strong performance in supporting people through both adult and children's social care. For example 9 in 10 user of Adult Social Care report that they are satisfied with the service that they received.

4.2. The belief from residents that the council acts on the concerns of local residents (46%) and that the council provides good value for money (39%) is similar to the satisfaction levels that were seen at the start of the plan in 2013 (44% and 38% respectively)

While it is known that local performance is relatively strong compared to comparator councils, it is important to recognise that North Tyneside is facing the same issues as other Authorities. A key driver for local satisfaction is residents' views on visible services. Analysis from the Institute for Government indicates that funding, across the country, for neighbourhood services has reduced between 20-40%.

This, in part, has contributed to results from the latest version of the LGA ran national survey has reported the lowest level of satisfaction for value for money since the start of the survey in 2013. North Tyneside Council has reduced the budget by £120m since 2010.

The new Customer Service strategy, which Cabinet agreed in May 2019, is focused on improving satisfaction in these key areas.

Our Places

4.3. The Our North Tyneside Plan sets out that our places will be great places to live, and attract others to visit or work here. In addition they will offer a good choice of housing, provide a clean, green and safe environment as well as having an effective transport and physical infrastructure.

4.4. Based on an analysis of the latest data, North Tyneside has strong performance with

- People being happy to live in North Tyneside.

79% of people are satisfied with their local area as a place to live. This is above compactor councils (which are reporting between 66% and 74%) and is in line with last year and the national LGA survey.

- Delivering a clean, green, healthy, attractive, safe and sustainable environment.

There was less than 1k tonne per household collected last year, due to a number of changes, including at the Household Waste and Recycling Centre. The amount of waste collected from households and operations has now at its lowest level. The proportion of household reuse, recycling and composting has shown improvement since the introduction of alternate weekly collections.

The Authority's carbon footprint has reduced by 45% since the base line year of 2010/11 and is on course to achieve the target of a 50% reduction by 2027.

- Delivery of the council's Affordable Homes Programme is on track to deliver 3,000 affordable homes across the borough between 2014/15 and 2023/24.

250 Affordable homes were completed during 2018/19.

- Promotion of parks, beaches, festivals and seasonal activities

Three beaches in North Tyneside are among a group of only 52 beaches in the country to win both a Blue Flag and Seaside Award. Half of the Blue Flag awards given to North East beaches were presented in respect of North Tyneside beaches. Six of the warden managed parks in North Tyneside have retained their Green Flag Awards.

Our events and festivals programme continues to attract visitors year-round. Over 180,000 visitors attended events in the past year

4.5. While North Tyneside continues to be a safe place to live, there has been a reduction in the percentage of people who feel safe after dark. The Committee will be aware of the development of the new Safer North Tyneside Strategy and the associated work plan to deliver the strategy.

This includes the development of an Anti Social Behaviour toolkit, alongside new Environmental Wardens and the introduction of a CCTV vehicle that targets hotspot

areas. In addition, diversionary activities through our Sport and Leisure service are being delivered.

Our Economy

4.6. Based on an analysis of the latest data, North Tyneside has strong performance with

- An increase in jobs in the borough.

There are 85,000 jobs, which is an increase of around 15,000 since 2013. Over the past few years the borough has been very successful in attracting inward investment to create new jobs and through the creation of new businesses.

- Supporting new businesses

93.9% of North Tyneside businesses are still in operation after one year, which is higher than the North East (92.4%) and England (91.6%) levels. This relates to businesses that were created in 2016.

Over a longer time period, for those businesses created in 2012, North Tyneside also performs strongly

	North Tyneside	North East	England
After 2 years	76.1%	75.6%	73.8%
After 3 years	59.8%	59.8%	59.2%
After 4 years	48.7%	48.7%	50.3%
After 5 years	43.6%	43.6%	43.1%

The data suggests the pay of those working in North Tyneside has increased since 2012 and by a similar level to the North East average. Pay in North Tyneside remains below the UK average but the gap may have decreased slightly since 2012.

4.7. Ensuring that young people in North Tyneside have the right high level skills to progress and succeed in the jobs market is key to the success of the local economy.

In terms of skills gaps, the availability of reliable data continues to be difficult at a Local Authority level and the main indicator continues to be the UK Employer Skills Survey, which was published in July 2018. It does show that there has been an increase in the skills shortage vacancies in North Tyneside, which has been driven by an increase in 'non-market services' e.g. public administration, defence, education and health work

In a national study, North Tyneside is ranked 70th out of 150 for Apprenticeship starts as a proportion of 16-24s in a local area. In addition 91% of young people progress onto a positive destination after Key Stage 5. This has been increasing year on year over the past few years and continues to be higher than the national rate. While the rate of apprenticeship starts by population has decreased from last year, in part due to national changes, North Tyneside remains in the top quintile performance band. There has, however, been an increase in the rate of higher (level 4) apprenticeship starts across all age ranges (+50 starts from last year).

**North Tyneside Council
Report to Cabinet
Date: 28 May 2019**

**Title: Cabinet Response to
Overview, Scrutiny and
Policy Development Report
on *The Effectiveness of
Collaborative Working in
North Tyneside***

**Portfolio(s): Children, Young People and
Learning**

Cabinet Member: Councillor Peter Earley

Report from Service Area: Health, Education, Care and Safeguarding

Responsible Officer: Jacqui Old, Head of Health, Education, Care and Safeguarding Tel 0191 643 7317

Wards affected: All

PART 1

1.1 Executive Summary:

The purpose of this report is to seek Cabinet approval to the proposed response to the recommendations included in the Overview, Scrutiny and Policy Development Report into the effectiveness of collaborative working in North Tyneside.

In accordance with Section 21B of the Local Government Act 2000, Cabinet is required to provide a response to the recommendations of the Overview, Scrutiny and Policy Development Report within two months.

In providing this response, Cabinet is asked to state whether or not it accepts each of the recommendations and the reasons for this decision. Cabinet must also indicate what action, if any, it proposes to take.

1.2 Recommendation(s):

It is recommended that Cabinet agree the proposed responses to the recommendations from the Overview, Scrutiny and Policy Development Sub Group in relation to its study into the effectiveness of collaborative working in North Tyneside, as shown in Appendix 1 of this report.

1.3 Forward Plan:

This report first appeared on the Forward Plan that was published on 26 April 2019.

1.4 Council Plan and Policy Framework:

The 2018-2020 Our North Tyneside Plan states that 'Our people will':

- Be listened to so that their experience helps the Council work better for residents.
- Be ready for school – giving our children and their families the best start in life.

- Be ready for work and life – with the right skills and abilities to achieve their full potential, economic independence and meet business needs.
- Be healthy and well – with the information, skills and opportunities to maintain and improve their health, well-being and independence, especially if they are carers.
- Be cared for, protected and supported if they become vulnerable including if they become homeless.
- Be encouraged and enabled to, whenever possible, be more independent, to volunteer and to do more for themselves and their local communities.

Effective collaborative working by the Authority with partner agencies contributes to these priorities, in particular ensuring that residents are cared for, protected and supported.

1.5 Information:

On 9 July 2018 the Children, Education and Skills Sub-committee of Overview, Scrutiny and Policy Development Committee agreed to establish a sub-group to review the collaborative working practices of the Authority to ensure they were improving outcomes for children and their families with a focus on the most vulnerable and in need.

The sub-group considered it appropriate to examine the collaborative working practices of the Authority, including the Multi Agency Safeguarding Hub, the Tyneside Alliance and the North of Tyne Collaboration and to consider proposals relating to the future of the North Tyneside Safeguarding Children Board.

The sub-group met on a number of occasions to receive information from Officers and also met with representatives of partner agencies as well as Social Workers and front line staff in Children's Services.

Cabinet has a statutory duty to respond to the recommendations of the Overview & Scrutiny Report into the effectiveness of collaborative working practices within two months. Cabinet is asked to state whether or not it accepts each of the recommendations and the reasons for this decision. Cabinet must also indicate what action, if any, it proposes to take.

1.6 Decision options:

The following decision options are available for consideration by Cabinet:

Option 1

Cabinet accepts the recommendations set out in paragraph 1.2.

Option 2

Cabinet does not accept the recommendations set out in paragraph 1.2, and provides an alternative response to the report at the meeting.

1.7 Reasons for recommended option:

Option 1 is recommended in order to improve and further develop the effectiveness of collaborative working by the Authority.

1.8 Appendices:

Appendix 1: Cabinet Response to Overview, Scrutiny and Policy Development Committee Recommendations, Completed Action Plan

Appendix 2: Overview, Scrutiny and Policy Development Report on *The Effectiveness of Collaborative Working in North Tyneside* (March 2019)

1.9 Contact officers:

Jacqui Old, Head of Health, Education, Care and Safeguarding Tel. 0191 643 7317
Julie Firth, Assistant Director, Safeguarding and Children's Services Tel. 0191 643 5943
Nik Flavell, Senior Manager for Quality Assurance Tel. 0191 643 7219
David G Dunford, Acting Senior Business Partner Tel 0191 643 7027

1.10 Background Information

No additional background papers/information have been used in the compilation of this report

PART 2 – COMPLIANCE WITH PRINCIPLES OF DECISION MAKING

2.1 Finance and other resources

It is anticipated that recommendations within the completed action plan can be implemented within existing financial resources.

2.2 Legal

In accordance with Section 21B of the Local Government Act 2000, Cabinet is required to provide a response to the recommendations of the Overview, Scrutiny and Policy Development Report within two months. In providing this response, Cabinet is asked to state whether or not it accepts each of the recommendations and the reasons for this decision. Cabinet must also indicate what action, if any, it proposes to take.

2.3 Consultation/community engagement

The sub-group consulted with Officers of the Authority and also met with representatives of partner agencies as well as Social Workers and front line staff in Children's Services.

2.4 Human rights

There are no direct human rights implications arising from this report.

2.5 Equalities and diversity

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

2.6 Risk management

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

2.7 Crime and disorder

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

2.8 Environment and sustainability

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

PART 3 - SIGN OFF

- Chief Executive
- Head(s) of Service
- Mayor/Cabinet Member(s)
- Chief Finance Officer
- Monitoring Officer
- Head of Corporate Strategy and Customer Service

**Cabinet Response to Overview and Scrutiny Recommendations
Completed Action Plan**

Cabinet Response to Overview, Scrutiny and Policy Development Report on *The Effectiveness of Collaborative Working in North Tyneside*

In accordance with Section 122 of the Local Government and Public Involvement in Health Act 2007, Cabinet are required to provide a response to the recommendations of the Overview and Scrutiny Committee within 2 months. In providing this response Cabinet are asked to state whether or not it accepts each recommendation and the reasons for this decision. Cabinet must also indicate what action, if any, it proposes to take.

Overview and Scrutiny Recommendation	Officer Commentary	Cabinet Decision (Accept or reject)	Action to be taken (if any) and timescale for completion
<p>1. Cabinet notes that the Children, Education and Skills Sub-committee considers the education role in the MASH vital and recommends continued funding for the seconded post for education in the MASH for future years.</p>	<p>Initial funding was in place to fund a seconded education post within the Multi-Agency Safeguarding Hub (MASH) for a twelve month period from September 2018 to pilot and establish the usefulness and contribution of the post to safeguarding decision-making. This pilot was based on the positive first year of partners such as Police and 0-19 Public Health co-locating and providing effective collaborative safeguarding information and decision-making and an identified need for an equivalent post from education. Following a</p>	<p>Accept</p>	<p>Action already taken.</p>

	review, the post will continue. Costs will be met within existing resources.		
<p>2. Cabinet requests the Head of Health, Education, Care and Safeguarding considers increasing the membership of the MASH to include on a more formal basis:</p> <ul style="list-style-type: none"> a) a mental health and drug and alcohol and /or CAMHS professional/advocate; b) a Learning disabled advocate; and c) the Dynamic MARAC (multi-agency risk assessment conferences) 	<p>The MASH has benefitted from participation of a range of partner agencies through direct co-location of safeguarding practitioners or improved information-sharing arrangements with non co-located partners. Partner information is now systematically shared by Police, Health, Probation, Education, Youth Offending, Housing, Harbour, Early Help and Social Care. This enables more timely and more comprehensive understanding of the needs of a child than ever before.</p> <p>In relation to the use and effectiveness of dynamic MARAC (Multi-Agency Risk Assessment Conference) arrangements, these have been explored by the MASH partners and site-visits to where these arrangements have existed have taken place. Work is</p>	Accept	<p>Review of the range of partners participating in the MASH to assist in the identification of new partners to further enhance the quality of safeguarding decision-making.</p> <p>To be completed by 30 June 2019</p> <p>Review and determine the optimum of frequency of MARAC meetings in light of national learning and best practice.</p> <p>To be completed by 30 June 2019</p>

	on-going to determine the most appropriate arrangements, including frequency, for North Tyneside which is proportionate to the known needs of the resident population and capacity of partner agencies.		
3.	Cabinet requests the Head of Health, Education, Care and Safeguarding to consider producing a universal 'brand' for use by all partners, including the community safety partnership and businesses in the area, to inform the general public in North Tyneside about what to do if they have concerns about a child or vulnerable adult so that the issue, how to identify it and what to do about it becomes familiar to the general public.	This recommendation was already identified as a priority for Children's Services. Work is on-going to produce a 'What to do if you have concerns....' Poster and Literature. Additionally, work is on-going to improve the website for Children's Services to ensure it is up-to-date, clear and accessible. Associated costs will be met from within existing resources.	Accept Develop and Produce Posters and Literature for Borough-wide use detailing the contact details for those concerned with the safety and welfare of a child or young person and improve the accessibility of the website for Children's Services. To be completed by 30 September 2019
4.	Cabinet informs the Head of Health, Education, Care and Safeguarding that the Children, Education and Skills Sub-committee	The North Tyneside Safeguarding Children's Board (NTSCB) has an established independent Chair. Working Together	Develop and implement a new Multi-Agency Safeguarding Arrangement to replace the North Tyneside Safeguarding Children's Board in compliance with the statutory requirement to do so.

<p>advocates the appointment of an Independent Chairperson for the new local safeguarding arrangements and the inclusion of schools, lay people and the ambulance service in the new arrangements and puts this forward to the North and South of Tyne Strategic Safeguarding Forum.</p>	<p>2018 requires the Board's replacement with new Multi-Agency Safeguarding Arrangements (MASA). A Task and Finish Group has been established with statutory partners. The Group will consider how to ensure robust and effective governance arrangements, including the value of an independent Chair and the composition of the arrangements.</p>		<p>To be completed by 30 September 2019</p>
<p>5. Cabinet reassures itself that the steps taken to "resource sufficient capacity within their own organisation, enabling senior managers and practitioners to work with host authorities to help them improve" for the Tyneside Alliance have left the Authority with sufficient experience and capacity to retain its own high level of performance.</p>	<p>A key consideration in relation to the successful application by North Tyneside to the Department for Education for Partner in Practice status was the capacity of the Authority to deliver continued improvement and high quality services to residents whilst sharing expertise to the benefit of the sector. Officers are confident that there is the capacity and that the service has strength in depth enabling it to 'flex' to meet the occasional demands of sector led improvement.</p>	<p>Accept</p>	<p>No action required.</p>

<p>6. Cabinet requests the Head of Health, Education, Care and Safeguarding to ensure that Corporate Parenting Committee receives information on a quarterly basis on the percentage of the initial healthcare assessment which are being completed within the statutory period of 20 working days.</p>	<p>Cabinet regularly and directly consider performance and financial information about the service. This will be included.</p>	<p>Accept</p>	<p>Monitoring, scrutiny and challenge by the Multi-Agency Looked After Partnership (MALAP) around the performance of the Authority – as Corporate Parent – in ensuring that Initial Health Assessments for children and young people in care are completed within 20 days of becoming Looked After.</p> <p>Quarterly reports of the MALAP to the Corporate Parenting Committee on performance by the Authority in relation to Initial Health Assessments for children and young people becoming Looked After.</p> <p>To be commenced by 30 June 2019 and then on-going</p>
<p>7. Cabinet requests the Head of Health, Education, Care and Safeguarding to:</p> <p>a) ensure that when social workers are referring children for Initial Assessments, they always give the detail (in the referral form) of why the child has become looked after and do not leave it vague e.g. 'family breakdown'. This will</p>	<p>All the recommended actions will be taken forward to ensure effective and efficient processes to facilitate the promotion of health of Looked After Children.</p>	<p>Accept</p>	<p>When Social Workers are referring children for Initial Health Assessments, they always give details of why the child has become looked after to assist the doctor who undertakes the Initial Health Assessment to have a full picture of the circumstances and improve planning for the child</p> <p>To be commenced from 01 June 2019 and then on-going</p> <p>Development of a robust process for the request of an Initial Health Assessment</p>

	<p>assist the doctor who undertakes the Initial Health Assessment, to have a full picture of the circumstances and improve planning for the child;</p> <p>b) develop a robust process that ensures the health staff based in the RHELAC team receive a request for an Initial Health Assessment for a child who has become Looked After including the consent form, within the set time-scales so that the child can receive the assessment within the statutory time-scale of 20 working days; and</p> <p>c) develop a robust system to ensure that GPs are always notified in a timely manner of when a child ceases to be 'Looked After'.</p>		<p>for a child who has become Looked After, including consent, so that the child can receive the assessment within the statutory time-scale of 20 working days</p> <p>To be completed by 30 September 2019</p> <p>Develop a process to ensure that GPs are always notified in a timely manner of when a child ceases to be Looked After</p> <p>To be completed by 30 September 2019</p>
8. Cabinet requests the Head of Health, Education, Care and Safeguarding to review the	Officers notes that Children's Services benefits from a dedicated	Accept	The Principal Social Worker to review the forums and communication methods in place for the dissemination of information

<p>process of dissemination of information to front line staff regarding changes at the Strategic Level to ensure it is efficient and effective.</p>	<p>Principal Social Worker post with specific responsibility for ensuring a robust and effective link between safeguarding practitioners and Senior Leaders. This post fulfilled the recommendation of the national Munro Report into Child Protection in 2011 that such a post would help ensure that practitioners were aware of and able to feed into of strategic decisions. Officers also note that in the Focused Visit by Ofsted in May 2018 Inspectors found morale amongst staff to be very high and that Senior Leaders were visible and accessible. Officers are not complacent and accept that it is essential that dissemination of information to front-line staff is efficient and effective.</p>		<p>relating to the strategic planning of the Authority in relation to children and young people, proposing changes where appropriate to ensure dissemination is efficient and effective.</p> <p>To be completed by 31 August 2019</p>
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Meeting: Overview, Scrutiny and Policy Development Committee

Date: 17 June 2018

Title: Overview and Scrutiny Work Programme 2019-20

Author: Democratic Services Tel: 0191 643 5318

Service: Law & Governance

Wards affected: All

1. Purpose of Report

The purpose of the report is to inform the Committee to its work programme for the 2019/20 municipal year.

2. Recommendations

The Committee is recommended to note the report on the work programme for 2019/20.

3. Details

Background

- 3.1 As part of the process for establishing the 2019-20 Overview and Scrutiny work programme. As in previous years, the focus of overview and scrutiny will be on contributing to policy development.
- 3.2 Members of the Committee are invited to put any suggestions forward.
- 3.3 The Senior Officers are also looking to identify key policy areas for scrutiny to focus on and any will be discussed with the Chair/Deputy, Cabinet Members and relevant officer leads in the coming month.
- 3.4 As has been practice in previous years, it is recommended that sub-groups (of around 4/5 members) be established to carry out the topics that have been selected for in-depth investigation. The sub-groups operate in a more informal way and often over a shorter period of time. When dealing with a specific topic, this focused way of working is often more productive than trying to achieve the same in a formal committee setting.
- 3.4 Whilst more than one topic can be prioritised across the municipal year, only one sub-group should be established at any one time due to resourcing constraints.

- In-depth review 2019

It has been the view of the Committee that it carries out reviews of the service delivering partnerships to the Authority and the Committee is reminded that it has already completed reviews of the partnerships with Kier and Capita.

The purposes of these studies have been to look, understand and review how the partnerships with the Authority have operated since their inception.

It is the intention that a review of partnerships should continue and include the partnership with Engie under the same basis and arrangements will be made to establish a sub-group to undertake this work.

Overview, Scrutiny & Policy Development Committee is requested to note the agreed approach and that no further in-depth work should be carried out until already agreed work is completed.

- 3.5 With regards to the scrutiny of the 2019/20 Budget proposals that took place December 2018/January 2019.

Arrangements are ongoing to plan for the programming of the Budget Scrutiny in line with the process undertaken in recent years. Again in line with recent practice an invitation to take part in this scrutiny will be offered to all non- executive Members.

4. In addition to undertaking in-depth studies into priority policy areas, Overview, Scrutiny & Policy Development Committee will consider the following items of business throughout the year:

- Our North Tyneside bi-annual performance reports
- Creating a Brighter Future quarterly updates on the delivery of the Programme
- Mayor's Annual Report setting out the Cabinet's priorities.
- Plans/strategies that fall within the Budget and Policy Framework
- Approval of reports from sub-committees/study groups
- Overview, Scrutiny & Policy Development Committee - Annual report

5. Appendices (if any)

None