



North Tyneside Council

Overview, Scrutiny & Policy Development Committee

Friday, 21 February 2020

Monday, 2 March 2020 0.02 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 any apologies for absence	
2. Appointment of Substitute Members	
To receive a report on the appointment of Substitute Members.	
3. Declarations of Interest and Notification of any Dispositions 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 interests that have been granted to you in respect of any matters appearing on the agenda.	
You are also requested to 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 - 8
To confirm the minutes of the Overview, Scrutiny & Policy Development Committee meeting held on 13 January 2020.	
5. Efficiency Saving Programme progress update	9 - 38
To receive Quarter 3 position of key 2019/20 projects and business cases within the overall Efficiency Savings Programme.	

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
6. Our North Tyneside Performance report	39 - 66
To provide an update report on the progress that has been made to delivering the Our North Tyneside plan.	
7. Annual Scrutiny Report	67 - 76
To receive the Overview and Scrutiny Annual Report 2019/20 and progress the next steps in the approval process for the annual report.	
8. Scrutiny update	77 - 78
The purpose of the report is to inform the Committee of the work that will take place during the period March – June 2020.	
9. Capita - Quarter 3 Performance Update & preparations for Year 8 Benchmarking	79 - 116
To receive Capita Quarter 3 Performance Update & preparations for Year 8 Benchmarking	
10. 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 items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 1 & 3 of Part 1 of Schedule 12A to the Act.	
11. Freedom of the Borough - Nominations	117 - 130
To consider nominations for recommendation to Annual Council for final consideration	

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

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

This page is intentionally left blank

Overview, Scrutiny & Policy Development Committee

Monday, 13 January 2020

Present: Councillor S Graham (Chair)
Councillors J Allan, B Burdis, K Clark, M Green,
Janet Hunter, A McMullen, A Newman, P Oliver,
M Rankin, M Ord, M Vine, D Cox, J Kirwin, L Miller,
W Samuel and S Fallon

S Fallon – Church Representative
M Ord - School Governor Representative
M Vine – Church Representative

In attendance:
Councillors R Glindon and B Pickard, J Wallace, J Mole
and John O’Shea

Apologies: Councillors A Austin

OV27/20 Appointment of Substitute Members

Pursuant to the Council’s constitution the appointment of the following substitute Member was reported:- Councillor J Wallace for Councillor A Austin.

OV28/20 Declarations of Interest and Notification of any Dispensations Granted

There were no Declarations of Interest

OV29/20 Minutes

Resolved that the minutes held on the 21 October & 4 November 2019

OV30/20 Retail and Town Centre Sub Group

The Committee received the report of the Retail and Town Centre Sub-group.

In presenting the report and its recommendation Councillor Janet Hunter informed the committee that the sub-group had completed its work during the 2018/19 period, however there had been a delay to the reporting the sub-groups findings.

It was stated that during the delay the Council had developed its strategy, “An Ambition for North Tyneside” that encapsulated the views of the sub-group and that was being progressed.

It was therefore requested that the work undertaken by the sub-group be noted.

It was **Agreed** that the report of the Retail and Town Centre Sub-group be noted.

OV31/20 2020/21 Budget Scrutiny Report

The Committee received the report of the Budget Sub-group that detailed the scrutiny into the Cabinet's initial 2020/24 Financial Planning and Budget proposals.

The group met on 16 December 2019, where officers presented the position of the Authority budget, the Initial budget proposals and several business cases that would allow the Authority to make the necessary savings to have a balanced budget.

The Committee was informed that there would be a further meeting of the Budget Sub-group, where it would scrutinise the Cabinets Final Budget Proposals and this would take place on the 4 February 2020. The Committee agreed to delegate the sub-group responsibility to make further comment and any recommendations to Cabinet following this meeting.

It was **Agreed** that (1) the Budget Sub-Group report detailing comments be referred to Cabinet; and (2) delegate responsibility to the Budget Sub-group to make further comment and any recommendations to Cabinet following scrutiny of Cabinets 2020/21 Final Budget Proposals.

OV32/20 Technical Services Partnership - Capita Quarterly Update

The Committee received the update for Quarter 2 ('Q2') of the financial year, detailing Capita Partnership performance from July to September 2019 against the agreed Annual Service Plan for 2019/20.

The Council monitors performance of the Partnership on a monthly basis and Capita are required to meet a series of important performance milestones for each service they deliver on our behalf and these are known as Key Performance Indicators ('KPI's).

The KPI's, divided into Category 1 (not linked to the payment mechanism) and Category 2 (linked to the payment mechanism) and each have an explicit target.

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

- Property Services
- Engineering Services
- Regulatory Services

It was **Agreed** that the Technical Services Partnership - Capita Quarterly Update be noted.

OV33/20 Exclusion Resolution

Resolved that under Section 100A(4) of the Local Government Act 1972 (as amended) and having applied a public interest test in accordance with Part 2 of Schedule 12A 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.

OV34/20 Technical Services Partnership - Capita Quarterly Update Further information

The Committee received the Capita Quarterly financial position information.

It was Agreed that the Capita Quarterly financial position information be noted

This page is intentionally left blank

Meeting: Overview, Scrutiny & Policy Development Committee

Date: Monday 2nd March 2020

Title: Efficiency Savings Programme:
2019/20 Quarter 3: Progress Report

Author: Janice Gillespie

Tel: 0191 643 5701

Service: Resources

Wards affected: All

1. Purpose of Report

The purpose of this report is to update Overview, Scrutiny & Policy Development Committee on the Quarter 3 position of key 2019/20 projects and business cases within the overall Efficiency Savings 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 Efficiency Savings Programme and its six key priority outcomes:

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

As part of the 2019-2023 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 priority 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.

The Authority's financial position at the end of quarter three reported that:

- £1.923m has been delivered against the overall target via project activities outlined in associated business cases;
- A further £4.310m is expected to be delivered against the targets during the course of the financial year;
- Another £1.400m of underachieving projects are projected to be achieved by management action mitigation in-year;
- £2.900m of the overall target remains to be delivered at this stage of the financial year.

The high-risk nature of the £2.900m savings still to be achieved has been recognised and reflected in the 2020-2024 medium term financial plan.

4. Background Information

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

- Efficiency Savings Programme 2019/20 Update Report: Quarter 3 (attached)

Efficiency Savings Programme

2019/20
Quarter 3 Report

Contents

Page 11



North Tyneside Council

Section	Page
Executive Summary	3
Ready for School	4
Ready for Work and Life	7
Cared for, Safeguarded and Healthy	8
Great Place to Live, Work and Visit	15
Fit for Purpose Organisation	21
Maximising Resources	25

Executive Summary

This is the 2019/20 Quarter 3 Progress Report summarising the delivery status of the Efficiency Savings Programme as at 31 December 2019.

The overall savings requirement for the 2019/20 business cases agreed by Council in February 2019 is £10.533m. This report shows the outcome of both the project work and the realisation of associated savings, broken down by the six key outcomes: Ready for School; Ready for Work and Life; Cared for, Safeguarded & Healthy; Great Place to Live, Work and Visit; Fit for Purpose Organisation; and Managing Resources.

The Authority's quarter two position shows that:

- £1.923m has been achieved and coded out in the general ledger;
- £4.310m is forecast to be achieved;
- £1.400m of mitigation toward the total savings requirement has been identified; and,
- £2.900m is still to be achieved.

The high-risk nature of the £2.900m savings still to be achieved has been recognised and reflected in the 2020-2024 medium term financial plan.

As part of the Council's programme management arrangements, all business cases and projects within the Efficiency Savings 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.

Work Delivery			Savings Delivery			£m
Blue	All milestones complete	26	Blue	Full saving realised and coded in the General Ledger	18	1.923
Green	All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	13	Green	Full saving forecasted to be realised but not yet coded in the General Ledger.	21	4.257
				Full saving forecasted to be realised through mitigating actions, not yet coded in the General Ledger.		1.400
Amber	Some milestones delayed and/or minor concern about delivering some future milestones	6	Amber	Projected shortfall in savings up to a value of £0.050m.	2	0.053
Achieved savings						7.633
Red	Milestones significantly delayed and/or major concern about delivering future milestones	1	Red	Projected shortfall in savings in excess of £0.050m	5	2.900
Savings still to achieve						2.900

Ready for School

Continue to Redesign 0-19 Services (2019/20 target: £0.831m)

Starting with ante-natal services this proposal aims to continue our work to target our services at need and to manage demand for more specialist services. Critical to delivery will be the Healthy Child Programme and the work to increase the richness and consistency of the Early Help offer. This approach links to Government Policy and best practice through concentrating on prevention and developing more schools to deliver Early Years, which, in turn, saves money and avoids cost.

Savings from Full Year Effect of 2018/19 Saving

£0.515m

A. Early Help & Vulnerable Families – Family Gateway (£0.065m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The Service achieved 86% of this saving in quarter 1 and has the balance was achieved during quarter 2.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The Service has undertaken a review of the early help commissioned services to ensure they maximise both efficiency and impact and align these services to the developing service model. This work has enabled the Service to reduce its expenditure on third parties and fully code out the £0.065m saving target.

B. Selling Capacity at Riverdale (£0.025m)

Savings Delivery Status

RAG (last period)	Amber	RAG (this period)	Amber
-------------------	-------	-------------------	-------

The current forecast is that the Service will deliver this saving on target at £0.025m. The saving was not anticipated to be realised until March 2020 but has been given an Amber rating highlighting the fact that currently there is no spare capacity at Riverdale to enable spaces to be sold. The Service remains confident that it will be able to achieve this saving by year end, however this will be via mitigation through alternative one-off sources.

Work Delivery Status

RAG (last period)	Amber	RAG (this period)	Amber
-------------------	-------	-------------------	-------

This proposal relates to the Authority selling spare spaces at the Riverdale Assessment unit to the wider market. Currently there are is no spare capacity available so the Service is unable to actively offer spaces to other local authorities. Once spaces become available the Service will actively approach the market to generate income from any spare capacity.

C. Early Life Support & Prevention (£0.097m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

Budgets have been identified to be reduced, and this saving has been achieved.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

This proposal relates to the removal of residual budgets within Childcare Premises. A review of these codes has taken place and the Service has achieved the saving in full. The work to identify the saving has been completed.

D. Public Health (£0.328m)

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

The entire £0.328m is forecast to be achieved. The original milestone aimed for the saving to be coded in the General Ledger in April 2019 however, this will not be coded out until March 2020. Whilst the original milestone has not been met, the Service is confident the saving is in place and will be achieved.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

This proposal was agreed as part of the 2018/19 budget and relates to plans to renegotiate contracts relating to drug and alcohol, 0-19 service, sexual health, stop smoking, health checks, and health promotion within the Public Health service. Work has taken place during 2018/19 and new contracts are in place to enable a saving to be realised in 2019/20.

Savings from New 2019/20 Projects

£0.265m

E. Early Help & Vulnerable Families – Troubled Families Income (£0.265m)

This proposal represents a continuation of the effective redesign and delivery of 0-19 services, including the introduction of locality teams in 2015 and their expansion in 2017, the establishment of a Ready for School Centre in 2018, and a partnership approach to helping turn around troubled families. This strategy aims to continue our work to target our services at need and to manage demand for more specialist services. We will review the range of partnership services commissioned to deliver 0-19 services and seek opportunities to maximise their efficiency and ensure they are aligned to the overall delivery model in North Tyneside. We have been successful at delivering the Troubled Families programme in North Tyneside and have so far secured more than £1m in attachment fees and transformation grant for those children and families we have worked with over the period of the programme. In addition to the attachment fees and transformation grant, there is an opportunity to secure significant “payment by

results” income for the work we do with children and families. This is one-off income and is separate to the core transformation grant that we receive. We are confident that we are delivering the work required to demonstrate the required results; key to success of this income proposal is ensuring we have appropriate systems and processes to record and report on this work in order to submit claims to the Department for Education.

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

Savings will be delivered throughout the year, based on performance. The full £0.265m of the savings target is currently forecast to be achieved, but results will be monitored, and the forecast adjusted accordingly. Income is being received for ‘Payments by Result’ by demonstrating outcomes associated with “turning around” troubled families.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

Savings are based on sound practice and positive outcomes. Work is on plan and will continue throughout the year. The Service will be required to continue to monitor the situation closely as it looks to maximise the level of income it generates.

2018/19 Savings Carried into 2019/20	£0.051m
---	----------------

F. New Model to Support Children – 2018/19 (£0.051m)

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

This saving was achieved in 2018/19 via one-off management actions and a permanent solution is required for 2019/20. The entire £0.051m savings target is forecast to be achieved in 2019/20 via mitigating actions.

Work Delivery Status

RAG (last period)	Amber	RAG (this period)	Amber
-------------------	-------	-------------------	-------

The Service is continuing to explore all available options to permanently secure this saving. Until a permanent solution is identified by the Service an amber rating has been applied. The Service is confident they can continue to meet the saving requirement through in-year management actions until that point.

Ready for Work and Life

Delivering Whole System Support to Children with Additional Needs (2019/20 target: £0.100m)

Changes in legislation and national policy regarding children with Special Educational Needs and Disabilities (SEND) have placed significant additional demands on local authorities. These changes also place an additional emphasis on the role of “local areas” to meet the needs of children with additional needs, including the full range of partners involved.

Rising demand has created significant pressures for all local authorities and their partners, and reinforced the need for a whole-system response. We will build resilience in the universal offer to prepare young people with additional needs for adult life by developing an integrated approach across education, health and care services.

As part of a wider strategy, this budget proposal is particularly concerned with ensuring needs are appropriately funded by the relevant agency, in line with statutory responsibilities and policy. We will ensure there is a clear policy for funding decisions and a consistently applied process for ensuring funding is appropriate and the source of funding is in line with the agreed policy. This will ensure the authority maximises the levels of Continuing Care funding received from the CCG where health needs have been clearly identified and are being met by packages of care commissioned by the Authority.

Savings from New 2019/20 Projects

£0.100m

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

The entire £0.100m savings target is currently forecast to be achieved. The proposal's original target was for the saving to be reflected in the general ledger by the end of Quarter 1 and although that target hasn't been met, a green rating has been applied to reflect the confidence that this will be achieved during 2019/20.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

As part of a wider strategy, this budget proposal is particularly concerned with ensuring needs are appropriately funded by the relevant agency, in line with statutory responsibilities and policy.

The Service has worked on ensuring there is a clear policy for funding decisions in place and a consistently applied process for ensuring funding is appropriate and the source of funding is in line with the agreed policy. This work will ensure the Authority can maximise the levels of Continuing Care funding it receives from the CCG or the wider NHS where health needs have been clearly identified and are being met by packages of care commissioned by the local authority.

Cared for, Safeguarded & Healthy

Responding to Rising Complex Needs (2019/20 target: £1.000m)

Whilst there will be a continuing clear focus on preventing health and social needs from occurring and escalating, the need for formal care and support will continue. We know that complexity of need is increasing and the cost of providing services is rising exponentially. From a public health perspective, we will continue to focus on the principal preventable causes of ill health – tobacco, obesity, alcohol misuse and poor mental health (including social isolation). We will seek to reduce costs by ensuring that the Authority secures the appropriate contributions from our partners in accordance with the legislative framework. We need to mitigate against the rising costs of care whilst still ensuring that people are ‘cared for and safeguarded’. We will carry out a review of all current funding to voluntary organisations not currently on a commissioned framework. This will provide an opportunity to review the total spend holistically and ensure any work complements and is not duplicated by the work to create new community hubs. Over the past five years the number of people supported in extra care and independent supported living schemes has continued to rise in the Borough and we know that using this approach can delay and prevent the use of more costly residential care and that our residents prefer to be supported in their own homes. This journey will continue with increased provision of specialist housing in the Borough, which is affordable now and in the longer term.

Savings from Full Year Effect of 2018/19 Saving

£0.400m

A. Responding to Rising Complex Needs (£0.250m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The entire savings target has been achieved. New processes and governance were implemented during 2018/19 that helped secure additional CHC and S117 funding.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The Service is continuing to train its social work teams to make certain the case for funding health needs is made as strongly as possible as well as ensuring Senior Management can provide challenge to the CCG to maximise the funding received.

B. Disability and Mental Health (£0.100m)

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

The entire £0.100m savings target is forecast to be achieved. The milestone set out in the proposal was for the saving to be recognised by year end. The Service is on track to deliver this saving.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

Both the Charlton Court and Bonchester sites were opened for clients in July 2019. This completes the work the Service set out to achieve this proposal. The Service will continue to monitor the position during the financial year to ensure that the saving will be achieved in full by year end.

C. Strategy and Transformation (£0.050m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The entire £0.050m has been achieved.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

This proposal was agreed as part of the 2018/19 budget and relates to plans to renegotiate block contracts within Adults Social Care. Work has taken place during 2018/19 and new contracts are in place to enable a saving to be realised in 2019/20.

Savings from New 2019/20 Projects	£0.300m
--	----------------

D. Wellbeing and Assessment (£0.300m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

£0.050m of this target relates to a saving forecasted to be achieved by August 2019 relating to a budget reduction, this element of the saving has been achieved. The remaining £0.250m related to the development of in-house or Local Authority Trading Company delivery model for complex non-residential packages, plus on-going work re partnerships and governance, which was anticipated to deliver savings by March 2020. Whilst an in-house trading company model has not been established the Service has delivered this saving by achieving additional CCG income.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

This is the continuation of a budget proposal agreed and implemented during 2018/19. A review of relevant budget codes has taken place and relevant budgets have been reduced to reflect 2018/19 expenditure levels. This has achieved the £0.050m savings target.

A review of all current funding to voluntary organisations, not currently on a commissioned framework has taken place to provide an opportunity to review expenditure holistically and ensure the work complements and is not duplicated by the work on the community hubs.

E. Residential Care Fees – 2018/19 (£0.300m)**Savings Delivery Status**

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The entire £0.300m savings target has now been achieved. This has been achieved in 2019/20 through a one-off mitigation made possible from the receipt of additional back dated S117 income. The permanent saving will be secured in 2020/21.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

This was achieved in 2018/19 via one-off management actions and a permanent solution was required for 2019/20. A consultation document is currently with care home providers covering fee proposals for 2019/20 and the proposed revision to the quality banding structure. However, the new quality banding is now expected to come into effect for the beginning of 2020/21. As a result, the Service has been required to find a mitigation to achieve this saving in 2019/20. The mitigation has been achieved through additional S117 income.

A Focus on the Social Care Customer Experience (2019/20 target: £0.324m)

Health and social care is a complex set of systems often governed by distinct pieces of legislature and delivered by multiple services, even within a single organisation such as the Authority. In 2017 we reviewed the adult social care customer journey and ensured that our customers had a named worker, based in a local team, who would remain with that person throughout their social care journey. This has proved successful and is enabling better quality customer relationships to develop, as well reducing costly, duplicate processes from occurring. We aim to go further and whilst there are limited direct cost savings at this stage, we know that getting the right person to do the right thing correctly the first time means we are able to direct our resources more effectively and mitigate against the increasing demand for good quality advice and information. This proposal will:

- *Continue with our highly successful case management modernisation programme, to ensure that social care payments and processing are accurate, clear and efficient; and,*
- *Make best use of the new 'My Care' portal in the initial screening and contact service gateway to support NHS and other wellbeing professional to self-serve or make online referrals; this will create more time for resident calls. The new community hubs will provide close, comfortable locations for our customers to meet with our social work teams and reduce the number of costly home-based visits workers current undertake.*

A. Social Care Customer Experience – Assistive Technology (£0.200m)**Savings Delivery Status**

RAG (last period)	Red	RAG (this period)	Red
-------------------	-----	-------------------	-----

Whilst our strategy over recent years has been successful in reducing admissions to residential and nursing care, and supporting more people to live at home, the costs

associated with home care have increased significantly. During 2017/18, we worked to reduce the number of home care packages that involved two carers visiting a home, through an increased use of equipment, adaptation and technology. We plan to take this work further by investing in cutting-edge, modern technology which can help people do more for themselves, maintaining their independence and wellbeing. The associated financial benefit will be a reduction in the number of home care hours commissioned. Currently, £0.100m of the total savings target is forecast to be achieved.

Work Delivery Status

RAG (last period)	Amber	RAG (this period)	Amber
-------------------	-------	-------------------	-------

Work is underway, with specialist support, with resulting savings expected by March 2020. At this stage further work is expected to be required to achieve the full £0.200m target and, as such, an amber rating has been applied. Digital Champions have been identified and a project plan has been established and implemented to cover both the operational and strategic working groups with the aim of achieving the full saving in 2019/20.

B. Social Care Customer Experience – Provider Payments (£0.025m)

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

The entire saving is forecast to be achieved and is on track to be realised in 2019/20. The original target was set to be achieved by September 2019 and despite the saving not being coded in the ledger, the saving is still expected to be fully achieved.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

In 2018, HECS implemented a new case management system for children’s and adult social care. Alongside this a new payment system called ContrOcc was implemented. The Service continues the development of this system to ensure that all payments, invoices and charges are made via this system. Linked to this is an opportunity to streamline and reduce the amount of staff time currently involved in these processes.

2018/19 Savings Carried into 2019/20	£0.099m
---	----------------

C. Re-engineering the Customer Pathway Year 2 (£0.099m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The entire £0.099m savings target has been achieved via deletion of a post.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The work related to a review of the staffing structure and this enabled the deletion of a post.

Leading Sector-Led Improvement (2019/20 target: £0.100m)

North Tyneside has developed a national reputation for the quality of its children's services, including receiving Partners in Practice status from the Department for Education and the opportunity to deliver sector-led improvement (SLI) to other authorities in the country. This work will develop a long-term offer for SLI as well as exploring opportunities to provide ad hoc and bespoke support to authorities that seek it from us. This will bring additional income.

Savings from New 2019/20 Projects
--

£0.100m

Savings Delivery Status

RAG (last period)	Amber	RAG (this period)	Green
-------------------	-------	-------------------	-------

The total savings target is forecast to be achieved. The Service is continuing to explore available options to achieve further income if possible.

Work Delivery Status

RAG (last period)	Amber	RAG (this period)	Green
-------------------	-------	-------------------	-------

Success of this proposal is dependent on:

- Maintaining, and further improving, quality and outcomes through delivery of North Tyneside services, in order to further grow our reputation across the sector;
- Delivering our funded PiP obligations to a high standard and demonstrating our ability to support other authorities to improve;
- Effective and proactive marketing of the North Tyneside offer across the sector;
- Sufficient senior and operational management capacity to deliver this commercial work; and,
- A 'whole Council' approach to SLI, as a number of our strengths which we could sell relate to areas outside of social care, such as data analysis and workforce development.

Sustaining a high profile within the sector also opens a number of opportunities to access other government funding streams.

Delivering our Accommodation Strategy for Social Care (2019/20 target: £0.425m)

Early work on the Cabinet's Affordable Homes Programme has demonstrated the Authority's ability to deliver specialist housing which supports independent living and reduces costs. This proposal aims to continue to shape our housing growth plans to include specialist housing products and services for children and adults with additional needs, Looked After Children and older people. We have had significant success with recent developments at Mitford Gardens and Elm House, which have also proved better value for money than external options, and the joint team with commissioning, housing and social care expertise that was created for this work will continue to explore opportunities to develop a range of other internal accommodation services in line with our strategy in order to save costs on

existing pilot work to deliver at scale. Specifically, the accommodation strategy for Looked After Children and care leavers is focused on keeping children and young people connected to their communities, maintaining relationships with families and support networks, and promoting independent living with specialist housing in the Borough, which is affordable now and in the longer term.

A. Delivering Accommodation Strategy for Social Care - 2019/20 (£0.260m)

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

The entire £0.260m savings target is forecast to be achieved. The milestones set a target date of March 2020 so the Service is on track to realise the savings in line with the milestones.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

This saving is made up of two proposals: Fostering Strategy and Accommodation Strategy. The Service has been working to develop its Fostering Strategy and consultation was completed in August. The draft strategy was presented and discussed at SLT and with lead Members and a final proposed was presented to Cabinet in October. The Service has also been conducting a review of its accommodation strategy including the development of new internal provisions aimed at reducing the use of external provision.

2018/19 Savings Carried into 2019/20	£0.165m
---	----------------

B. Alternative Service Delivery Model – 2018/19 (£0.140m)

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

The entire £0.140m savings target is forecast to be achieved however, at this stage there is an expectation that this will need to be achieved via in-year mitigations. The Savings delivery has been given a green rating as the Service is confident that, in the same manner as 2018/19, they will be able to mitigate the saving in full.

Work Delivery Status

RAG (last period)	Red	RAG (this period)	Red
-------------------	-----	-------------------	-----

This saving was mitigated through management actions in 2018/19. The Service is continuing to explore options available to permanently secure this saving. Until a permanent solution is found the Service is confident that they will be able to continue to meet this saving in-year.

C. Children's Spend (IFAs) – 2018/19 (£0.025m)

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

The entire £0.025m savings target is forecast to be achieved however, at this stage there is an expectation that this might need to be achieved via in-year mitigations. The Savings delivery has been given a green rating as the Service is confident that, in the same manner as 2018/19, they will be able to mitigate the saving in full.

Work Delivery Status

RAG (last period)	Amber	RAG (this period)	Amber
-------------------	-------	-------------------	-------

This saving was mitigated through management actions in 2018/19. The Service is continuing to explore options available to permanently secure this saving. Until a permanent solution is found the Service is confident that they will be able to continue to meet this saving in-year.

Great Place to Live, Work and Visit

Regenerating the Borough and Building Up Business (2019/20 target: £0.103m)

On 26 November 2018, Cabinet approved an overarching Regeneration Strategy (the Strategy) "An Ambition for North Tyneside". The aim of the Strategy is to match ambition for North Tyneside to the Local Plan which sets out the strategy for the next 15 years. The Regeneration Strategy recognises what has been achieved so far and how the Borough has changed. The Strategy takes a forward look at what we are doing, what we will do next and what we will do if we can and this is being developed across the four areas of the Borough.

The people and places of North Tyneside have always been about ambition. The Authority will support that ambition and innovation. The Strategy aims to shape North Tyneside and make sure it is fit for the future. As part of that, the Authority will continue to work with and encourage inward investment into the borough and growth in new business.

Savings from New 2019/20 Projects

£0.103m

A. Business and Enterprise (£0.042m)

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

The entire £0.042m of this saving is forecast to be achieved. The original milestone was for this saving to be achieved and fully coded in the general ledger by June 2019. The saving is still to be coded out but will be fully completed by year end.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The proposal required ERDF funding to be secured which would cover current NTC salary costs. The funding was secured in April 2019 and work is therefore completed.

B. Regeneration (£0.049m)

Savings Delivery Status

RAG (last period)	Amber	RAG (this period)	Amber
-------------------	-------	-------------------	-------

The current forecast is for £0.021m of the £0.049m saving to be achieved as at quarter three. The original proposal was for this saving to be achieved following a restructure. The restructure came into effect in September 2019 mean only part of the saving will be achieved through this method in 2019/20. The remainder will be through mitigating actions via the reduction in expenditure on supplies and services. The full year effect of this saving will be achieved in the 2020/21 base budget.

Work Delivery Status

RAG (last period)	Amber	RAG (this period)	Amber
-------------------	-------	-------------------	-------

This proposal relates to a restructure within Regeneration & Economic Development involving a deletion of a post and an increase in another post's full time equivalent

value. So far the restructure has delivered 43% of the savings target. The amber rating reflects that the original milestone was for the full saving to be delivered within quarter one.

C. Swans Site Management (£0.012m)

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

The entire £0.012m target is forecast to be achieved via service charges paid throughout the year. The original milestone was for this to be fully achieved and coded within the general ledger by June 2019. This saving has been secured but, as yet, has not been coded in the ledger. This will be fully completed by year end.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The proposal was for the remaining security charges linked to the management of the Swans site to be covered by service charges levied on the development plots. The change to the service charges was implemented and the work is completed.

Profit from Property Development (2019/20 target: £0.670m)

The housing and property market in North Tyneside has remained relatively buoyant through a difficult decade. In parallel to the Mayor and Cabinet's Affordable Homes Programme and in line with the Draft Local Plan this proposal aims to use a range of commercial models to exploit current and acquired assets to build for profit. We expect this to happen both at scale and at a property by property basis beginning with initial work in North Shields (Northumberland Square) and Whitley Bay (The High Point, Whiskey Bends and The Avenue). This links to the Government ambition to deliver more homes. The target for this project was reduced via a £0.180m Trading Company dividend.

Savings from Full Year Effect of 2018/19 Saving	£0.670m
--	----------------

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

The Trading Company is profitable and a dividend is expected to cover the saving. The dividend will not be payable until the year-end, in-line with the milestone set.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

Work is on plan and will continue throughout the year to maintain/increase profits.

Post 2019 Construction Delivery (2019/20 target: £0.500m)

Throughout 2018/19 the Construction Project has been working to prepare for the return of services for the delivery construction services to both the Housing Revenue Account and the General Fund. This project will continue into 2019/20 as over 400 staff are TUPE'd into the Authority and a re-modelled approach to delivery is implemented in order to reduce cost and grow the business in the future.

Savings from New 2019/20 Projects

£0.500m

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

Currently, the entire £0.500m target is expected to be delivered. This forecast position was reviewed during quarter three, in-line with the October review and the Service is confident the saving will be achieved by year end.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

This proposal relates to the opportunity that the return of the repairs and maintenance service will bring with regards to charging the appropriate level of support services recharges to the HRA to reflect the greater number of staff and increased activity. The position is being monitored through the first 6 months of operation and a review will then take place in October to ensure the appropriate level of service recharge.

Develop our Community Hubs (2019/20 target: £1.403m)

Over the last decade the Authority has created significant assets to support and serve our communities. Four Customer First Centres have been delivered alongside new assets in Dudley, Shiremoor, Battle Hill and Howdon as well as significant investment in the leisure offer in Whitley Bay, North Shields, Wallsend and Killingworth. In harmony with the work to protect and develop the cultural offer this proposal aims to identify the needs of each community and focus services to support those needs and provide a universal service which helps manage demand for more intensive and expensive support. The outcome will be the development of our team and work with partners to deliver a maximum use of an optimum number of hubs. We will move away from separate management of services, to integrated teams that have a shared focus on promoting wellbeing and keeping people 'healthy'. Each community hub will be tailored to meet the unique needs of each of the four localities across the Borough.

Savings from Full Year Effect of 2018/19 Saving

£1.403m

Savings Delivery Status

RAG (last period)	Red	RAG (this period)	Red
-------------------	-----	-------------------	-----

Work done to date has highlighted the ambitious nature of the target and as such the Community Hubs project is only expected to contribute a small percentage of the overall target. Currently, £0.200m of the total savings target is forecast to be

achieved, with another £0.300m expected in mitigation from management actions identified by the Senior Leadership Team. £0.903m of this saving remains unachieved at this stage. The high-risk nature of this saving was recognised, and growth has been allocated within the 2020/21 budget to full achieve this saving.

Work Delivery Status

RAG (last period)	Red	RAG (this period)	Complete
-------------------	-----	-------------------	----------

At the start of 2019 the Authority was successful in securing a grant from Public Health England in support of a bid to relocate the Drug and Alcohol Services into the Wallsend Community Hub. A project team was established to oversee the project including securing the legal permissions required to make all the required structural and interior changes to the building as well as exploring all available options to deliver savings against the target. This project is on target to meet its milestones and deliver the project within 2019/20. However, the project will not deliver the level of savings originally planned for. This project was always seen as high risk and as such growth was allocated to ensure this saving is achieved in full during 2020/21.

Protect & Develop North Tyneside’s Cultural Offer (2019/20 target: £0.625m)

In a period of significant financial pressure, North Tyneside Council has managed to sustain and develop a rich cultural offer. This project aims to continue to work with cultural partners to protect and develop the offer, 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. This links to Central Government’s Culture White Paper and National Library Strategy.

Savings from New 2019/20 Projects	£0.625m
--	----------------

A. Sport and Leisure (£0.600m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The service is currently benefiting from a change in the VAT rules that had previously restricted local authorities from treating sporting facilities as being exempt from VAT. The rule change means the Authority no longer needs to levy VAT on leisure activities offered in our sporting facilities. This has allowed the increase of income targets within the Sport and Leisure service. This saving is now complete.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The areas where budgets could be increased as a result of the VAT change have been identified and adjusted. The work is now complete.

B. Arts (£0.025m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

Income budgets have been increased to reflect the increased sponsorship income. As such the entire savings target has been achieved.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The proposal was to work with partners to generate more income from sponsorship and make more efficient use of existing resources. This will reduce the demand upon the existing budgets for the delivery of library, events and arts provision. Income budgets have been increased and work is now complete.

10 Year Plan for Waste (2019/20 target: £0.200m)

For ecological and financial reasons it is imperative that local authorities have long term plans for waste. This proposal aims to establish a 10 year plan to increase recycling and contain the growth of waste costs as well as developing a post 2022 solution for disposal of residual waste.

Savings from Full Year Effect of 2018/19 Saving	£0.100m
--	----------------

A. Alternate Weekly Collection (£0.100m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

Current projections suggest that the volume of waste is continuing to reduce into 2019/20 as a result of AWC and the entire saving has been achieved.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

Alternate Weekly Collections commenced in August 2018 and the service continues to monitor volumes of materials that are being collected under the new strategy. If the trend continues then work is complete.

Savings from New 2019/20 Projects	£0.100m
--	----------------

B. Cost Reductions from Alternate Weekly Collection (£0.100m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The entire £0.100m target has been achieved.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

This saving has been achieved through operational changes that the Service was able to implement as a result of the introduction of Alternate Weekly Collections, saving on fuel and vehicle costs. The work is now complete.

A Fit for Purpose Organisation

How We Are Organised (2018/19 target: £0.539m)

As services change the organisation must change with them. This proposal 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 Authority’s decision-making 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.

Savings from Full Year Effect of 2018/19 Saving	£0.100m
--	----------------

A. Early Help & Vulnerable Families – Youth Offending and Early Help (£0.100m)

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

The entire £0.100m target is currently forecast to be achieved in line with the March 2020 milestone set. The position will continue to be monitored as the Service continues its service review.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

This proposal was based on anticipated savings that would be available following a review of the service delivery options around, Early Help, and Youth Offending. The service is currently undertaking this review and remains on target to deliver the work in line with the March 2020 milestone set. The current proposal will be to delete 2 admin posts as well as continuing to hold a vacant Youth Justice post. The Service will continue to explore opportunities of providing work to Northumberland County Council.

Savings from New 2019/20 Projects	£0.439m
--	----------------

B. Early Help & Vulnerable Families – Additional Income and Budget Reduction (£0.268m)

Savings Delivery Status

RAG (last period)	Amber	RAG (this period)	Red
-------------------	-------	-------------------	-----

A line by line review has been completed and the full £0.168m is not expected to be achieved in line with the March 2020 milestone set. The Service is exploring options to mitigate this saving via alternative methods during the remainder of 2019/20.

The proposal to secure £0.100m of external funding is currently forecast to only deliver £0.050m of this target in line with the March 2020 milestone.

Work Delivery Status

RAG (last period)	Amber	RAG (this period)	Amber
-------------------	-------	-------------------	-------

This proposal contains two elements. Firstly, a line-by-line review of budgets and expenditure has been undertaken to identify a range of areas where budgets can be reduced through tighter gatekeeping of discretionary spend. £0.168m was forecast to be delivered via this exercise, however due to pressures within children's social care this is unlikely to be achieved.

A range of bids have also been submitted for funding for 2019/20 and HECS will continue to consider opportunities as they arise, ensuring they target their resources effectively and maximise value for money. £0.050m of the remaining £0.100m is forecast to be delivered via this route.

A further review is underway to consider alternative options for securing the remaining savings required.

C. Sport & Leisure (£0.021m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The entire £0.021m saving has been achieved in line with the milestone set.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

This saving has been achieved through a staffing reduction of 2 part time posts within the Sport & Leisure team. Work is complete.

D. Commissioning (£0.032m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The entire £0.032m saving has been delivered in line with the milestone set. This has been achieved through a reduction in 3rd party fees.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The existing CAPITA Childcare Web Portal and EVINCE childcare information system ensure there is an effective interface between parents, providers (Schools and PVI) and the Authority. This facilitates access to childcare information, eligibility checking and financial payments that cover all government funded childcare provision across North Tyneside. As the system continues to embed, efficiencies will be derived from reducing the need for additional technical support and reducing the reliance on additional staff time as the IT system and processes become more automated. All work is complete.

E. Procurement (£0.018m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The entire £0.018m saving has been achieved in line with the milestone set.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The transfer of the Procurement Function from Engie back to the Authority has provided opportunities to rationalise existing procurement processes. The current annual payment to Engie will cease and procurement duties will be integrated across the Commissioning Service. In anticipation of this occurring budgets have been reduced to reflect the lower third party fees payable. All work is complete.

F. Car Mileage (£0.100m)

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

The entire £0.100m saving is forecast to be achieved in line with the March 2020 milestone.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

A review of car mileage budgets and expenditure is underway and a reduction to budgets will be made against areas in surplus. Work is on plan and the review of mileage will continue throughout the year.

Procurement – Sourcing Savings from 2018/19 (2019/20 target: £1.592m)

2018/19 Savings Carried into 2019/20	£1.592m
---	----------------

Savings Delivery Status

RAG (last period)	Red	RAG (this period)	Red
-------------------	-----	-------------------	-----

In previous years savings have been achieved against this proposal from various actions aimed at reducing the cost of procurement. However, the target is ambitious and as such is unlikely to be delivered in its current form. £0.400m of the total saving is currently forecast to be achieved, with another £0.200m expected in mitigation from management actions identified by the Senior Leadership Team to date. The residual balance of £0.992m remains unachieved at this stage. The high-risk nature of this saving was recognised, and growth has been allocated within the 2020/21 budget to full achieve this saving.

Work Delivery Status

RAG (last period)	Red	RAG (this period)	Complete
-------------------	-----	-------------------	----------

Whilst, further options for savings via procurement will continue to be explored during the final quarter of 2019/20, this project was always seen as high risk and as such growth was allocated to ensure this saving is achieved in full during 2020/21.

Management Savings from 2018/19 (2019/20 target: £1.287m)

2018/19 Savings Carried into 2019/20	£1.287m
---	----------------

Savings Delivery Status

RAG (last period)	Red	RAG (this period)	Red
-------------------	-----	-------------------	-----

In previous years savings have been achieved against this proposal from various actions aimed at reducing the cost of management. However, the target is ambitious and as such is unlikely to be delivered in its current form. £0.600m of the total saving is currently forecast to be achieved via mitigation from management actions identified by the Senior Leadership Team. The residual balance of £0.687m remains unachieved at this stage. The high-risk nature of this saving was recognised, and growth has been allocated within the 2020/21 budget to full achieve this saving.

Work Delivery Status

RAG (last period)	Red	RAG (this period)	Complete
-------------------	-----	-------------------	----------

Should any further options for savings of this nature present themselves in 2019/20, these will continue to be explored, but this project was always seen as high risk and as such growth was allocated to ensure this saving is achieved in full during 2020/21.

Other Staffing Savings from 2018/19 (2019/20 target: £0.044m)

This is a 2018/19 staff saving proposal which was achieved in 2018/19 through management actions but will be achieved permanently in 2019/20.

2018/19 Savings Carried into 2019/20	£0.044m
---	----------------

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

This was achieved in 2018/19 via one-off management actions and a permanent solution was required for 2019/20. A post has been deleted and all of the £0.044m saving has been achieved.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The staffing post has identified and the budget adjusted. Work is now complete.

Maximising Resources

Fees and Charges (2019/20 target: £0.284m)

The Authority has an agreed Fees and Charges Policy that reflects policy priorities, need and the wider market in which we operate. This proposal will continue our work to regularly review our Fees and Charges.

Savings from Full Year Effect of 2018/19 Saving	£0.102m
--	----------------

A. Bereavement (0.020m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The entire £0.020m saving has been achieved via an increase in income targets which the Service is forecasting to achieve. The Service will continue to monitor the position throughout the year to ensure the level of income generated remains on target.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The Service is now operating with increased fees and charges. Work is therefore complete but monitoring will continue throughout the year.

B. Facilities and Fair Access (£0.082m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The entire £0.082m saving has been achieved through increased income based on a rise in the charges on school meals.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The fee increases have been applied and the new charges are in place for services provided in 2019/20, the work is complete.

Savings from New 2019/20 Projects	£0.062m
--	----------------

C. Marketing – Reduction in the Number of Council Magazines (£0.022m)

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

During 2019/20 the Authority will reduce publication of its Council Magazine from four issues per year to three. The entire savings target is forecast to be achieved by March 2020 in line with the milestones set.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The Council will produce one less Council Magazine in 2019/20 than it did in 2018/19, therefore work on this saving proposal is complete.

D. Marketing – Advertising Income and Marketing Spend (£0.020m)

Savings Delivery Status

RAG (last period)	Amber	RAG (this period)	Green
-------------------	-------	-------------------	-------

The £0.020m target is forecast to be achieved. The original milestone was for achievement by March 2020 and the saving will be delivered on schedule.

Work Delivery Status

RAG (last period)	Amber	RAG (this period)	Green
-------------------	-------	-------------------	-------

The Service has worked to secure new income streams whilst ensuring marketing costs are kept to a minimum. This work will continue throughout 2019/20 to ensure delivery in line with the March 2020 milestone.

E. Security (£0.020m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

The entire £0.020m savings target has been achieved via trading of Security services.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

During 2018, the CCTV Control Room was relocated to the White Swan Centre. As part of that relocation the Authority, with assistance from the Safer North Tyneside Partnership, invested in new equipment which brought the service up-to-date with the latest technology. This new technology is compatible with being able to connect it to a number of commonly used CCTV systems. This provides a much greater opportunity to trade the service offer in a commercial way than before. The Service is aware of the opportunities that exist with the insourcing of the Authority's joint-venture with Kier North Tyneside and with the technical services partnership with Capita, particularly in relation to managing security at construction sites. As such the Service will look to secure additional income throughout 2019/20. Work to secure contracts will continue throughout the year but income targets have been adjusted and the saving has been achieved.

2018/19 Savings Carried into 2019/20

£0.120m

F. Social Care Charges from 2018/19 (£0.120m)

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

This was achieved in 2018/19 via one-off management actions and a permanent solution is required for 2019/20. The entire £0.120m saving is forecast to be achieved in line with the March 2020 milestone.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
-------------------	----------	-------------------	----------

Cabinet agreed the new policy in October 2018 and this was implemented in January 2019. Full year effect of savings are forecasted to be achieved in 2019/20, the work is therefore complete.

Treasury Management (2019/20 target: £0.306m)

The current, sustained, low interest rate climate is allowing some significant work to be done to ensure the Authority's Treasury functions are effective and the debt portfolio optimised. This proposal takes a short, medium and long-term look at the requirement with a view to reducing costs.

Savings from New 2019/20 Projects

£0.306m

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

The entire £0.306m saving is forecast to be achieved via a reduction in interest costs in line with the March 2020 milestone date.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

A review of cash flow projections and the timing of the use of reserves and balances will be performed to identify if borrowing can be delayed to allow for further savings in interest costs. Work is on plan and will continue throughout the year.

Strain on Fund (2019/20 target: £0.200m)

This saving has arisen from a review of anticipated strain on the fund payments based on the current level of applications and approvals over recent years. The accounting treatment for strain on the fund payments was changed in 2017/18 and the full payment is now recognised in the year that the employee leaves rather than being spread over a three-year period

Savings from New 2019/20 Projects**£0.200m****Savings Delivery Status**

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

The entire £0.200m saving is forecast to be achieved via a reduction of strain on the fund in line with the March 2020 milestone date.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Green
-------------------	-------	-------------------	-------

A review of anticipated strain on the fund payments based on the current level of applications and approvals over recent years will be performed. The accounting treatment for strain on the fund payments was changed in 2017/18 and the full payment is now recognised in the year that the employee leaves rather than being spread over a three year period. It is anticipated that this will enable savings to be made. Work is on plan but monitoring will continue throughout the year.

Meeting: Overview, Scrutiny and Policy Development

Date: 2 March 2020

Title: Our North Tyneside Corporate Performance Report

Author: Jacqueline Laughton

Tel: 0191 643 7070

Service: Corporate Strategy

Wards affected: All

1. Purpose of Report

1.1. This report provides the Committee with an update on progress with delivering the Our North Tyneside Plan. The report was considered by Cabinet on 20 January 2020.

1.2. It provides an overview of performance since the start of the plan and identifies the agreed activities that the Authority will pursue in the future. In addition, it provides comparator information, such as national or regional performance, as there are several issues where North Tyneside is facing similar challenges as other parts of the country.

1.3. The report shows progress, since the start of the plan, in a number of key areas including

- supporting 71% of young people to be ready for school, which is a greater increase than the national position since the start of the plan
- the delivery of 1,471 affordable homes in the borough so far
- a 45% reduction in the council's carbon footprint and increase in the recycling rate
- 400k more tourist visits to North Tyneside
- An increase in the number of people in work and the number of businesses in the borough

1.4. It also shows areas for further development; some of which have already been acknowledged by the Cabinet. This includes perception of residents regarding the service that is delivered by the council. This is being addressed through the Customer Service programme that Cabinet agreed on 28 May 2019.

1.5. Finally, the Committee will recognise that the Our North Tyneside Plan was refreshed by Council on 20 February 2020 to reflect the updated priorities.

2. Recommendations

2.1. It is recommended that the Committee notes the progress that has been made to deliver the objectives of the Our North Tyneside Plan.

3. Details

Background

3.1. As the Committee is aware the Authority manages performance at two levels;

1. Strategic objectives, as defined in the Our North Tyneside Plan, are monitored and managed twice a year through regular reports to Cabinet and Overview, Scrutiny and Policy Development Committee

This is supplemented by quarterly discussions with Lead Members, which tracks performance and the financial implications.

2. Operational performance is managed on day to day basis by service areas, with a regular overview on a monthly basis. This

3.2. At a strategic level, the highlights of this report are

Our People

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

- Continued progress with supporting young people to be ready for school

72% 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 24% points, which is 4% points greater than the national improvement.

- More young people being 'ready for work'.

67% 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.

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.

Despite the widely reported challenges, there continues to be strong performance in supporting people through both adult and children's social care. 73% of users feel that the Adult Social Care service has made them safe, which is higher than the national position.

The Local Government Association has reported some of the lowest ever satisfaction scores for local authorities in recent years. While North Tyneside had bucked this national trend over the past few years, this year there has been a decline. It has previously been acknowledged and Cabinet initiated work on 28 May 2019 which aims to improve this position.

Our Places

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 comparator councils (which are reporting between 66% and 74%) and is in line with last year and the national LGA survey.

- 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 comparator 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.

1,471 Affordable homes have been completed so far. This exceeds the performance from the previous 10 years by 75%.

- 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

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. Cabinet agreed a new Safer North Tyneside Strategy on 26 November 2018 and the associated work plan to deliver the strategy.

Our Economy

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

- Grow by supporting new businesses and building on our strengths, including our existing world class companies, and small and growing enterprises.

The number of registered businesses in North Tyneside has grown every year since 2011, which has led to an increase of around 15,000 jobs in the borough since 2013. there are now 85,000 jobs.

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 being driven by an increase in 'non-market services' e.g. public administration, defence, education and health work

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 also been an increase in the rate of higher (level 4) apprenticeship starts.

4. 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) Our North Tyneside Plan,

OUR
PEOPLE WILL...

OUR
PLACES WILL...

OUR
ECONOMY WILL...

Our North Tyneside Performance Update January 2020



Be ready for work and life



Be cared for, protected and supported



Be great places to live



Benefit from the completion of the North Tyneside Living project



Have an effective transport and physical infrastructure



Be a thriving place of choice for visitors



Be business friendly, ensuring the right skills and conditions are in place to support investment



Page 43

Be listened to



Be healthy and well



Encourage residents to be more independent, volunteer and do more for themselves and local communities



Offer a good choice of quality housing



Provide a clean, green, healthy, attractive, safe and sustainable environment



Continue to regenerate Wallsend and Whitley Bay and deliver new schemes in Killingworth and Forest Hall



Grow by supporting new businesses and building on our strengths



Continue to support investment in our business parks, units and town centres



OUR JOURNEY TO 2021



Contents

Key

Unless otherwise stated please use the following key throughout this document

North Tyneside

England

North East

Our People

- Page 3: Be listened to so that their experience helps the Council work better for residents
- Page 4: Be ready for school – giving our children and their families the best start in life
- Page 5 - 6: Be ready for work and life – with the right skills and abilities to achieve their full potential, economic independence and meet business needs.
- Page 7: 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
- Page 8 - 9: Be cared for, protected and supported if they become vulnerable including if they become homeless
- Page 10: Be encouraged and enabled to, when ever possible, be more independent, to volunteer and to do more for themselves and their local communities.

Our Places

- Page 12: Be great places to live by focusing on what is important to local people, such as by tackling the derelict properties that are blighting some of our neighbourhoods
- Page 13: Offer a good choice of quality housing appropriate to need, including affordable homes that will be available to buy or rent
- Page 14: Benefit from the completion of the North Tyneside Living project and by North Tyneside Council's housing stock being decent, well managed and its potential use maximised
- Page 15 - 16: Provide a clean, green, healthy, attractive, safe and sustainable environment. This will involve creating a cycle friendly borough, investing in energy efficiency schemes and by encouraging more recycling
- Page 17: Have an effective transport and physical infrastructure - including our roads, pavements, street lighting, drainage and public transport.
- Page 18: Continue to be regenerated in Wallsend and Whitley Bay, through effective public, private and community partnerships, while ambitious plans will be developed for North Shields, Forest Hall and Killingworth
- Page 19: Be a thriving place of choice for visitors through the promotion of our award winning parks, beaches, festivals and seasonal activities

Our Economy

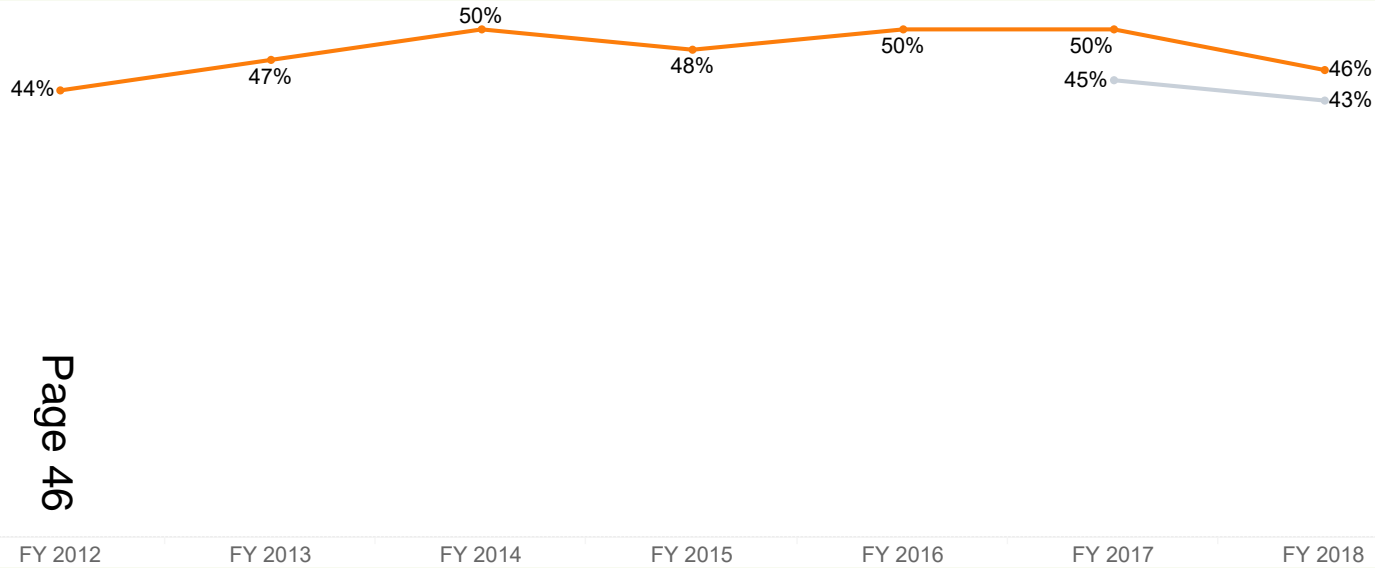
- Page 21: Grow by supporting new businesses and building on our strengths, including our existing world class companies, and small and growing enterprises.
- Page 22: Be business friendly, ensuring the right skills and conditions are in place to support investment, and create and sustain new high quality jobs and apprenticeships for working age people
- Page 23: Continue to support investment in our business parks, units and Town Centres

Our People

Our People will

Be listened to so that their experience helps the Council work better for residents

% residents feel the council acts on the concerns of its local residents a great/fair amount (Higher is better)



Update on performance

A key priority for the Our North Tyneside plan is that people are "listened to so that their experience helps the Council work better for residents".

Through Ipsos MORI's wider polling work, it has been evident for the last few years that the general public is tiring of austerity and the impact it is having on public services. The knock-on perceptions of public services can be seen in the data that has been collected by the LGA, which shows some of the lowest satisfaction scores ever recorded this year.

While North Tyneside initially bucked the national trend at the start of the plan, in the past year the local position has started to reflect the national picture. However North Tyneside still performs well overall compared to comparator councils, as indicated in the chart.

Despite the national context there are a number of issues where there are opportunities to improve. This insight has informed the new Customer Service Programme, which Cabinet agreed on 28 May 2019. The programme seeks to review and improve the customer service experience delivered by the Authority and its partners.

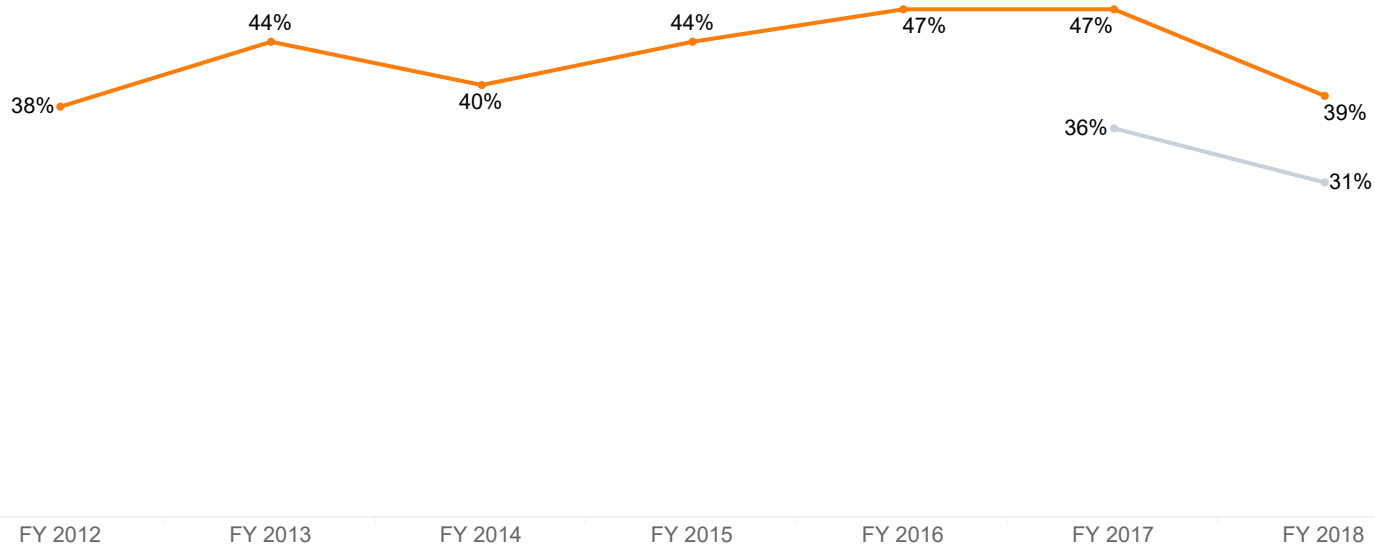
A key driver for resident satisfaction has been their perception of whether we provide good value for money. By the end of 2019/20 the council's grant funding will have reduced by approximately 51% from 2013/14. However the Authority has a strong track record in delivering the required savings, including delivering 94% of the plans in 2017/18.

Building upon that track record, the approach for 2019-2023 is to

- * achieve savings early where possible
- * mitigate against future financial risks; and
- * work in a very different way to ensure that resources can be more effectively targeted at the people who need them most

Page 46

% of residents who believe that the council provides value for money (Higher is better)

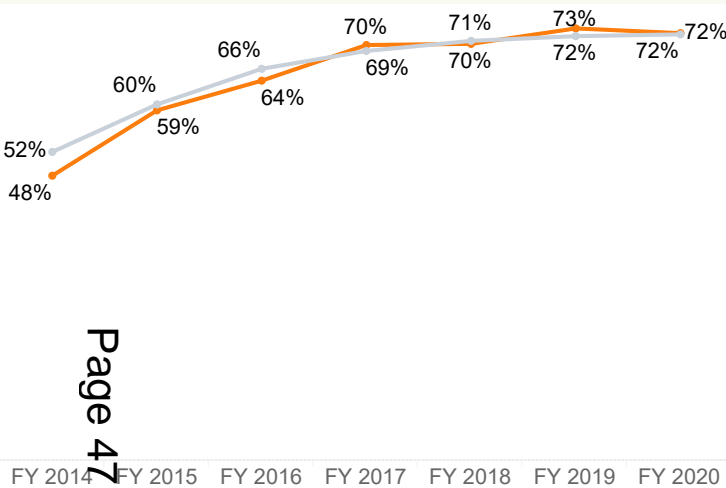


Our People will

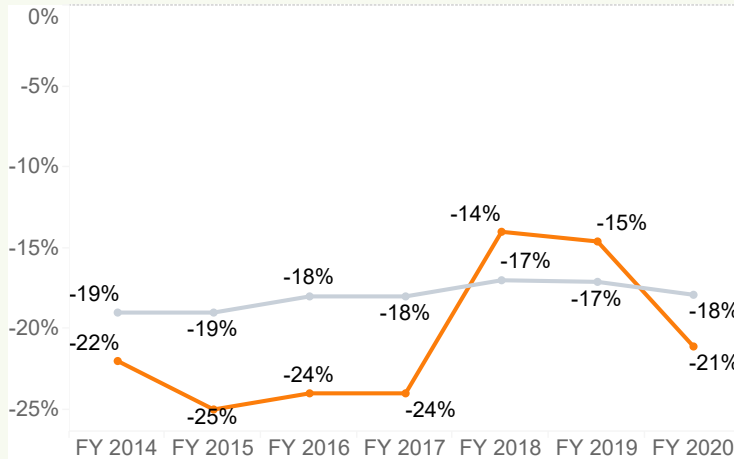
Key
■ North East
■ North Tyneside

Be ready for school – giving our children and their families the best start in life

% pupils reaching a Good Level of Development at Foundation Stage (Higher is better)



The gap between disadvantaged (FSM) pupils and their peers reaching the expected level (GLD) at foundation stage. (Higher is better)



Update on performance

The research is clear that the benefits of a good start in life for a young person are likely to support them in later years.

Overall, North Tyneside has a good record with ensuring that the majority have the best start in life. Locally, the improvement in pupils reaching a Good Level of Development has been greater than that seen nationally.

However it is understood that while performance may be strong compared to the national position, there are gaps across the borough. We know that these gaps grow through a young persons life.

Therefore work continues to improve performance for all young people.

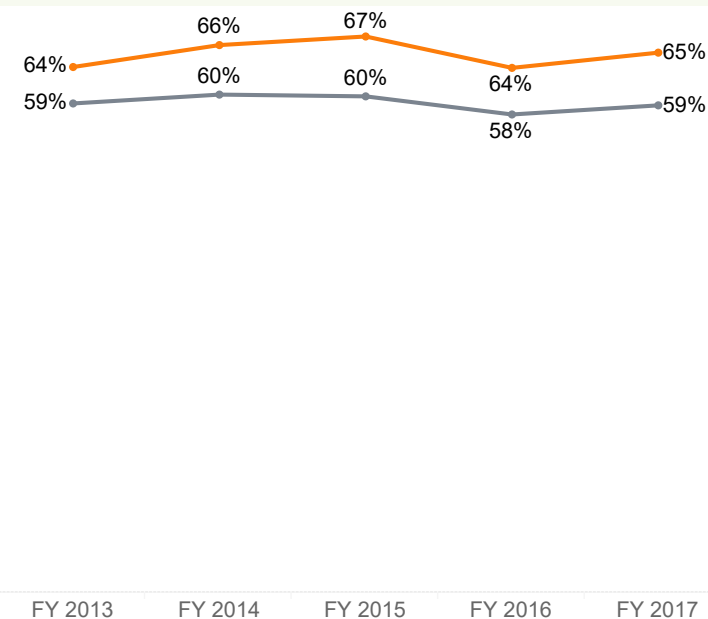
As an example, the school nursing and health visiting teams are now well embedded within locality teams and work with families and schools. They ensure good quality contact in the period around birth and provide extra support for those families that require it.

We also ensure high quality provision is available to deliver the 2 year old offer for economically disadvantaged families, the 3 and 4 year old universal offer and the 30 hours of free childcare for working parents. 99.6% of childcare providers in the borough are judged by Ofsted to be Good or higher.

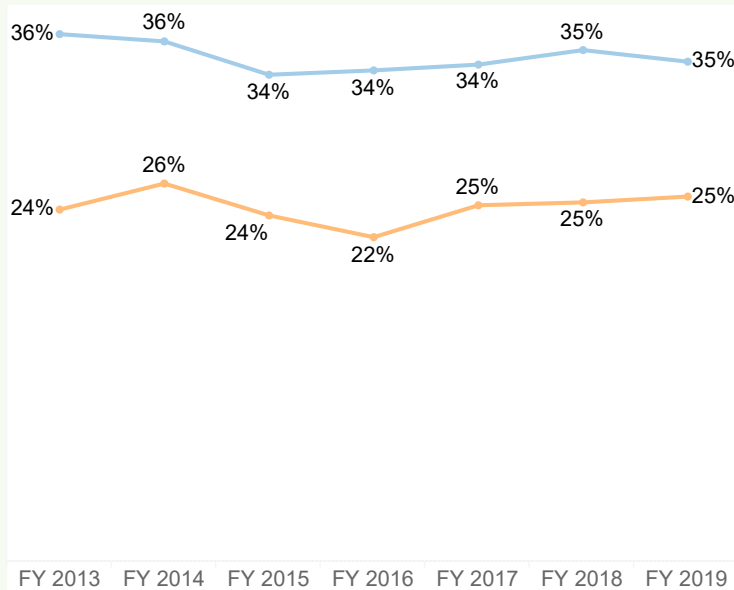
Being overweight or obese is a concern among children and young people. The rate of obese children doubles from age of 4-5 (1 in 10) and age 10-11 (1 in 5), with a higher propensity for obesity to occur in areas of deprivation. Obese children are likely to stay obese into adulthood and more likely to develop non-communicable diseases such as type 2 diabetes and cardiovascular diseases at an earlier age.

Ensuring that all children are 'Ready for School' is also a key focus for the North of Tyne Education Challenge.

2.02i - Breastfeeding initiation (Higher is better)



Childhood obesity (Lower is better)
 (Reception / Year 6)

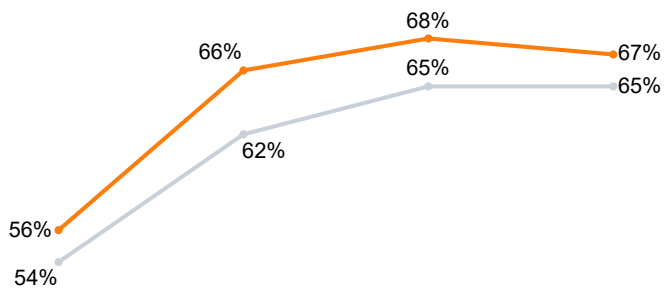


Page 47

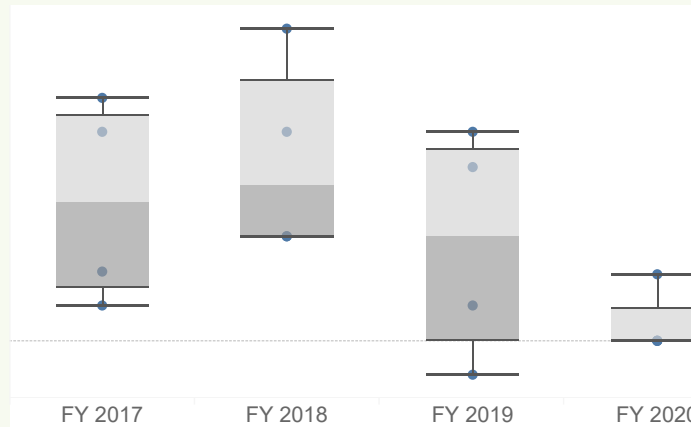
Our People will

Be ready for work and life – with the right skills and abilities to achieve their full potential, economic independence and meet business needs.

% of pupils reaching the Expected level in Reading, Writing and Maths at KS2 (Higher is better)



KS1 to KS2 Value Added (Reading) (Higher is better)



Update on performance

North Tyneside has an education system to be proud of. A top performer regionally and nationally. This reflects the hard work done by our head teachers and their teams, governing bodies, elected members, authority staff and our fantastic children and young people.

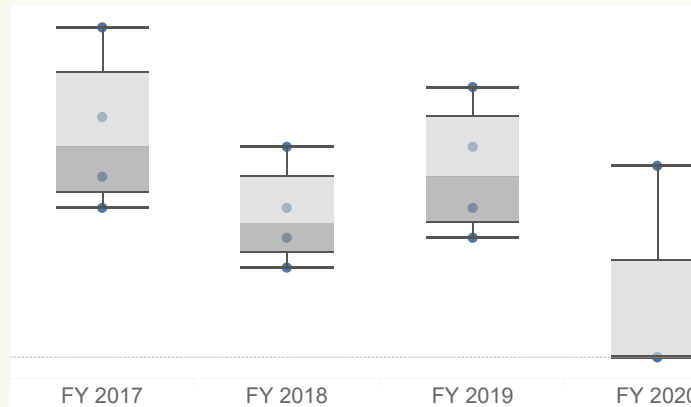
North Tyneside also has a track record of high attainment; at Key Stage 1, local pupils (aged 5- 7 years) performed significantly better than the national figure across reading, writing, maths and the combined measure.

North Tyneside continues to focus on closing the attainment gap between the most vulnerable people and their peers. At Key Stage 2, disadvantaged pupils performance is slightly higher than disadvantaged pupils nationally.

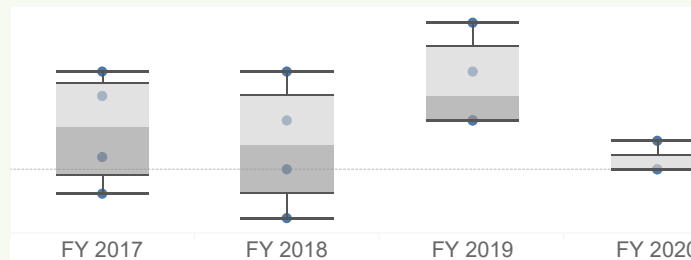
At Key Stage 2, when pupils are aged between 7 - 11 years, 67% of pupils met the expected level in reading, writing and maths. This was 2% higher than the national position.

We continue to monitor progress against the recommendations of the Council's Education Review; paying particular attention to the need to manage the impact of surplus places at secondary level, the financial challenge for the Dedicated Schools Grant and the approach of the North of Tyne Education Challenge.

KS1 to KS2 Value Added (Reading) (Higher is better)



KS1 to KS2 Value Added (Reading) (Higher is better)

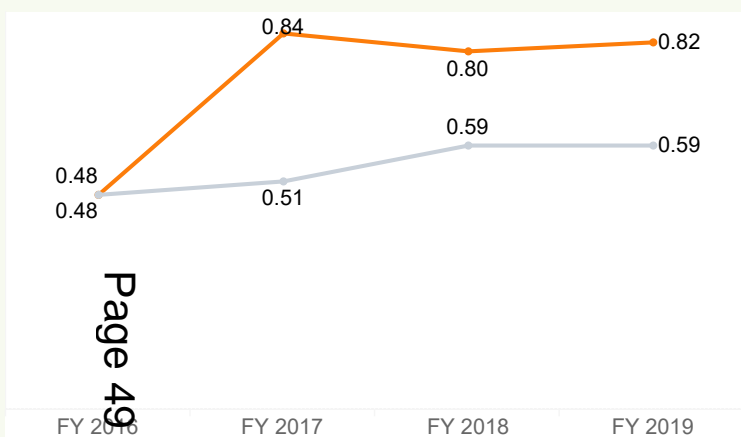


Our People will

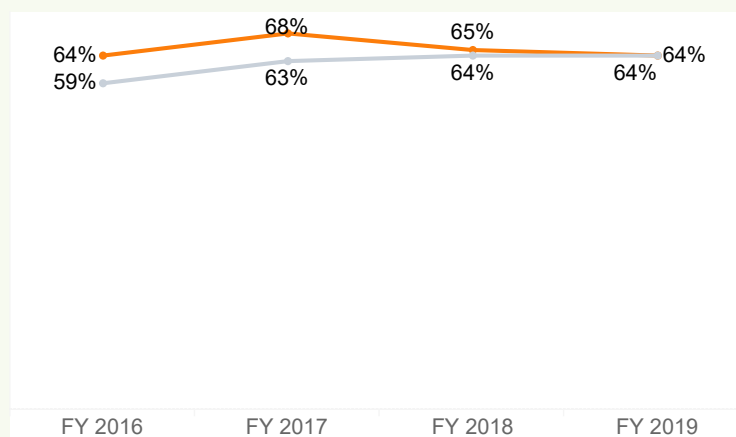
Key
 ■ England
 ■ North East
 ■ North Tyneside

Be ready for work and life – with the right skills and abilities to achieve their full potential, economic independence and meet business needs.

Progress 8 gap between disadvantaged pupils and their peers (Lower is better)



% Pupils achieving Basics (A* to C/9 to 4) in English and Maths at) KS4 (Higher is better)



Update on performance

North Tyneside has been working with schools, businesses and other agencies to ensure that all young people are as ready for work and life as possible when they leave school at 16 or 18. The Authority also wants to support adults to be ready for employment through their working life and more detail is provided on page 22.

The evidence show that being out of education, employment or training (NEET) at 16 or 17 years old is linked to later unemployment as well as poor mental health. Addressing the mental health needs of local people is well understood locally, for example the Kooth.com digital platform has been introduced to provide access to online counselling across local high schools, colleges and through voluntary sector organisations.

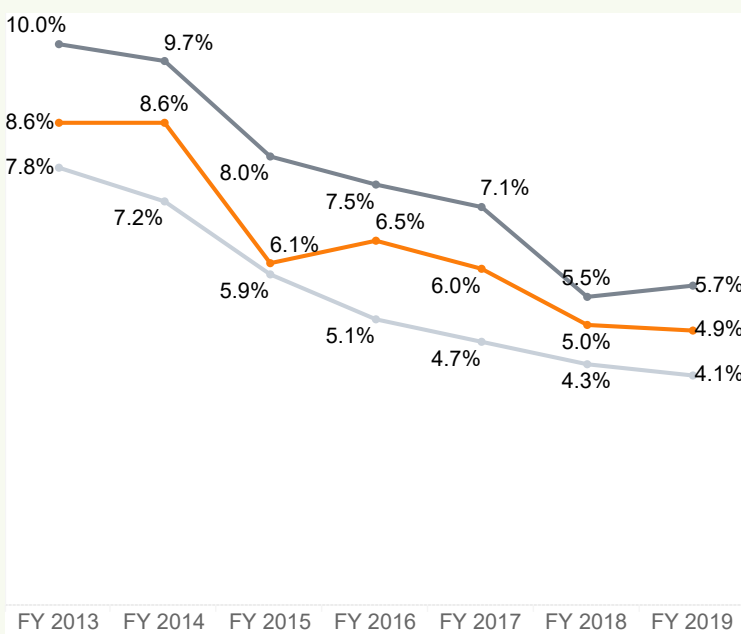
Higher rates of NEET can be indicative of a local mismatch between education and economy, which is covered in more detail on page 22.

Indications for 2019 show that pupil outcomes, at the age of 16, have been maintained (Key Stage 4). The average points for A level and academic qualifications are higher than the national position. In addition, average points for Tech level and Applied General qualifications are significantly higher than national.

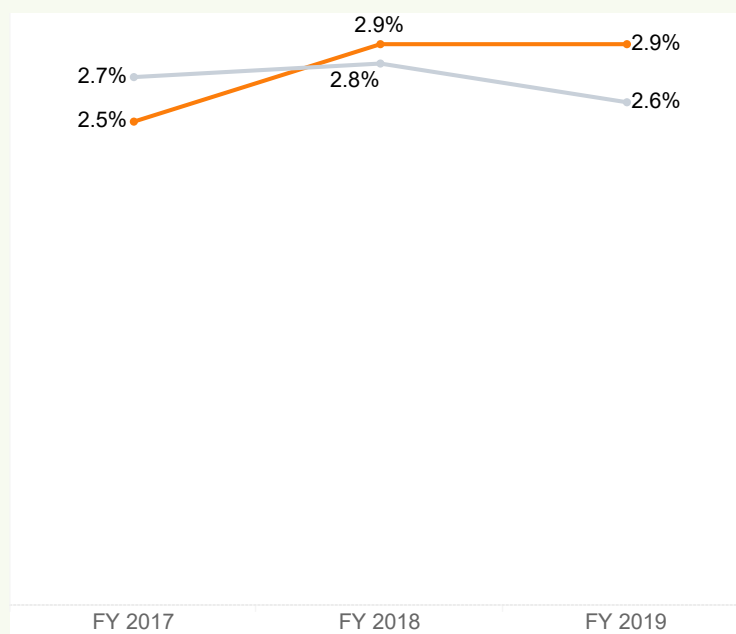
The implementation of the Authority's Employment and Skills Strategy has resulted in an increased focus on ensuring priority groups (especially those students who are looked or have special educational needs and disabilities) are ready for training or employment and that outcomes continue to improve.

This local work is now being further developed with the North of Tyne Combined Authority, through a North of Tyne School Improvement Strategy and the Education Challenge.

Unemployment rate (Lower is better)



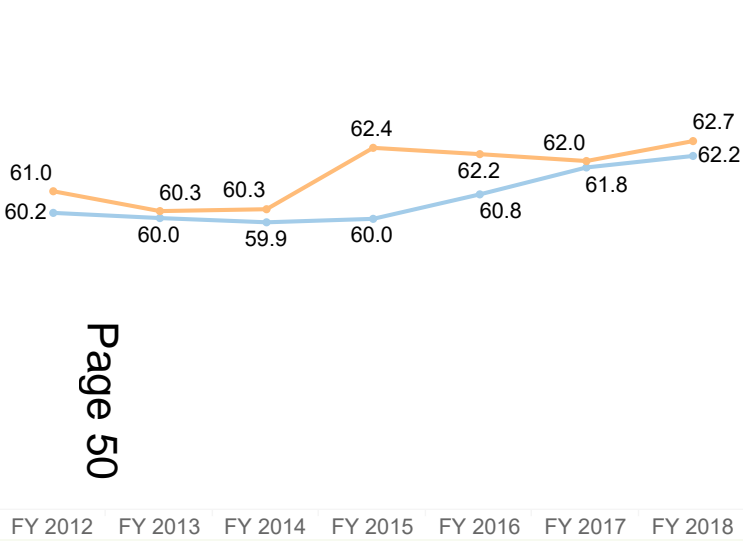
% Not in Education, Employment or Training (Lower is better)



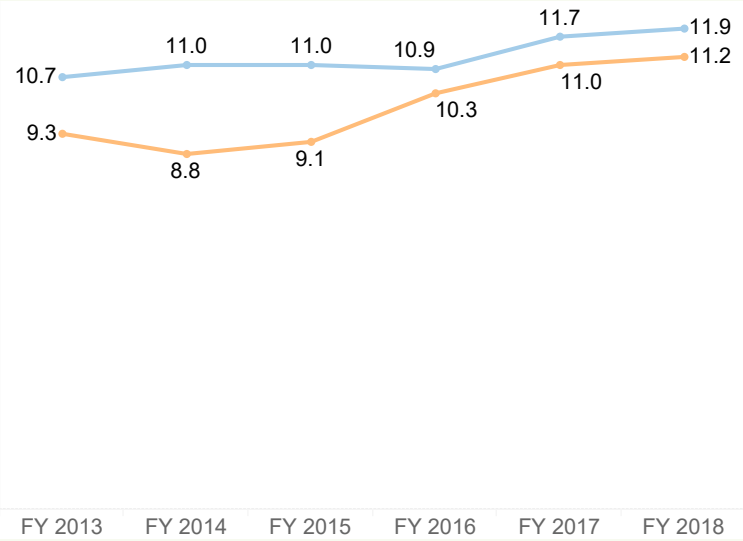
Our People will

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

Healthy life expectancy (Higher is better)
 (Male / Female)



Inequality in life expectancy (Lower is better)
 (Male / Female)



Update on performance

The plan has a clear focus on ensuring that residents have a healthy start to life, which continues through their life. A key part of this is the continued focus on addressing the causes of poor health.

Average life expectancy in the borough is 80 years. However healthy life expectancy remains static at 62 years for both men and women.

While both figures are above their respective regional average, both are below the national average. There is also a significant inequality gap within the borough.

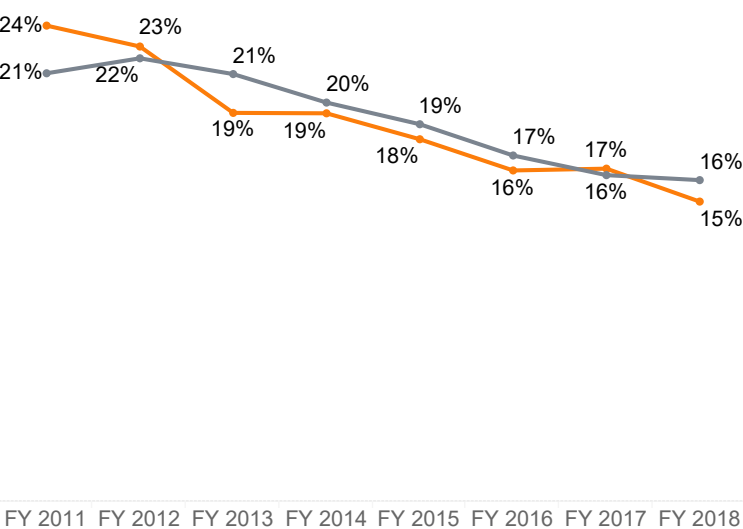
Deaths due to cancer, cardiovascular (heart disease) and respiratory disease are declining, though the still remain the leading causes of premature death in the borough.

Much of this premature mortality is preventable. However social factors, exposure to risk factors (such as smoking, harmful levels of alcohol consumption, poor diet and low levels of physical activity), as well as late presentation, diagnosis and treatment are all key contributors to the diseases that lead to early deaths.

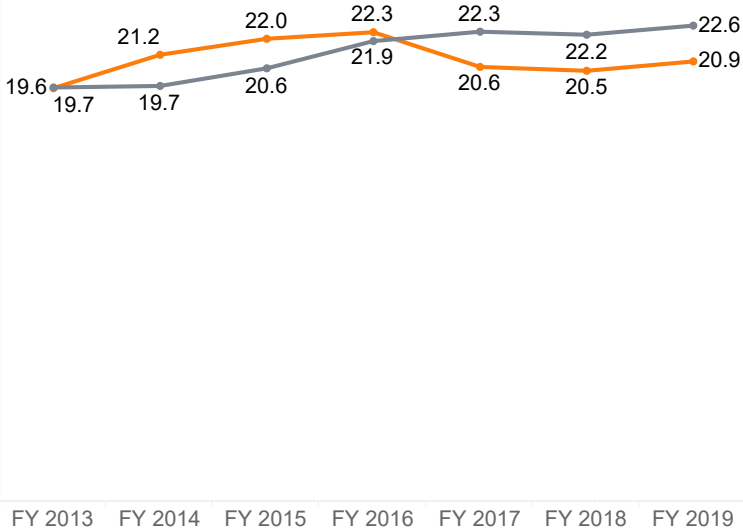
More than 1 in 10 of the adult population has a caring responsibility with an estimated 1 in 7 of North Tyneside's over 65 population caring for someone.

Work continues to tackle these issues, including through the delivery of the North Tyneside Health and Wellbeing Strategy.

C18 - Smoking Prevalence in adults (18+) - current smokers (APS) (Lower is better)



E06b - Under 75 mortality rate from liver disease considered preventable (Lower is better)

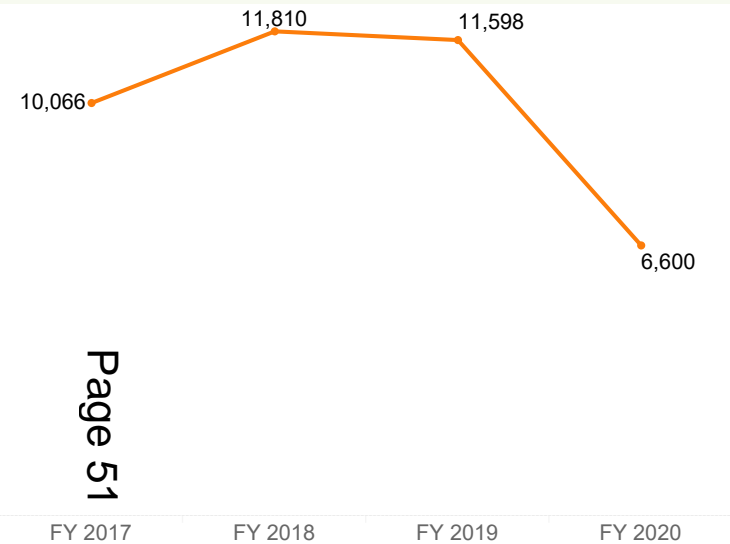


Page 50

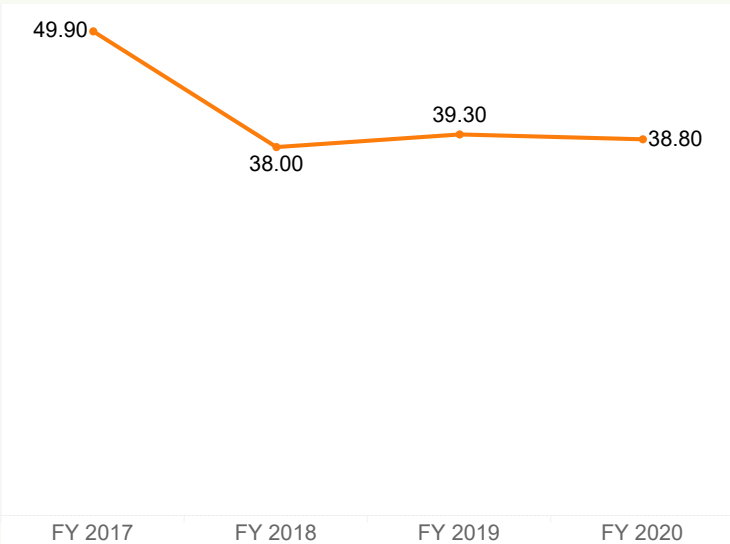
Our People will

Be cared for, protected and supported if they become vulnerable including if they become homeless

Number of contacts to safeguarding services - children



Children subject to a child protection plan during the year



Update on performance

Ensuring that all residents are cared for, safeguarded and healthy is a key priority.

Our looked after children rate is second lowest in the north east region. Where children are looked after by the local authority, more are cared for closer to home than is the case nationally. However, reflecting the national increase, there has been an increase in the recent past.

Children's Services were judged to be Good with Outstanding features by Ofsted in 2017. We have a strong track record and our Multi-Agency Safeguarding Hub (MASH) has been endorsed by Ofsted. It has been recognised nationally as an example of best practice, with other authorities seeking to learn from our approach

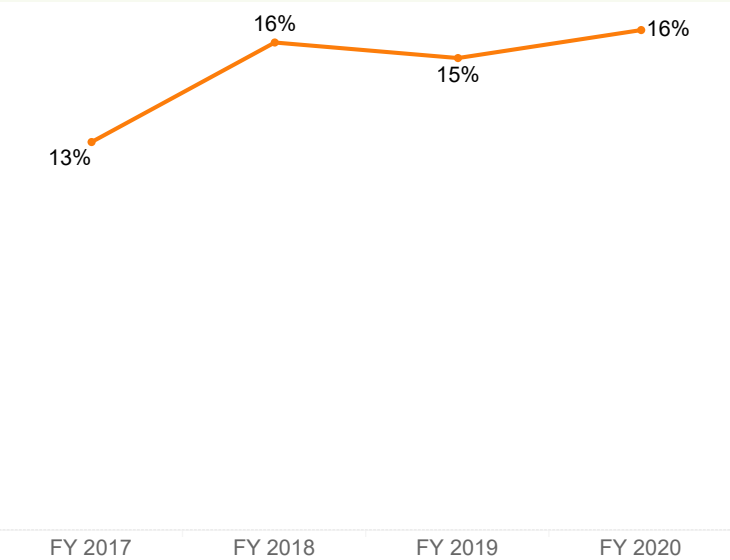
Our Multi-Agency Locality Teams continue to deliver effective early help services. We are now leading the development of new partnership arrangements through the new Multi-Agency Safeguarding Arrangements.

North Tyneside, like many local authorities both regionally and nationally, is experiencing an increase in the numbers of children with Special Educational Needs and/or Disability (SEND). Work is ongoing to provide this support. For example, capital funding is being used to create additional educational places to meet the immediate needs of children.

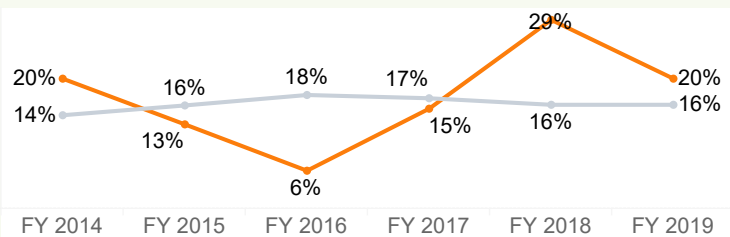
We launched Adopt North East - the Regional Adoption Agency – in December 2018, which involved transferring staff from four other local authorities into North Tyneside Council.

Page 51

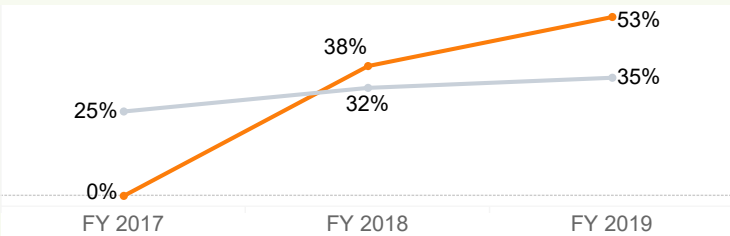
Looked After Children Stability - 3 or more Placements % (Lower is better)



% LAC Pupils (SSDA903 cohort) attaining Basics (A*-C / 9-4 E&M) at KS4 (Higher is better)



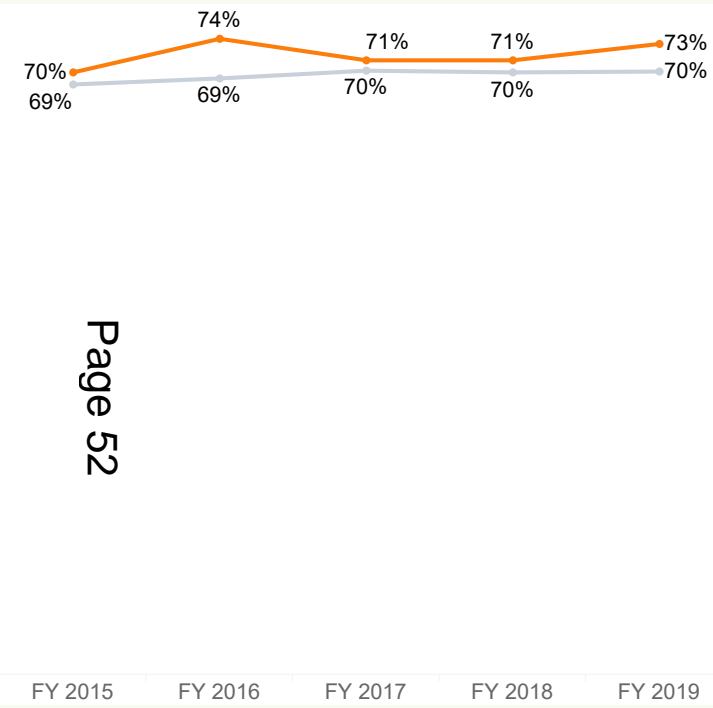
% LAC Pupils (SSDA903 cohort) reaching the Expected Level in Reading, Writing and Maths at KS2 (Higher is better)



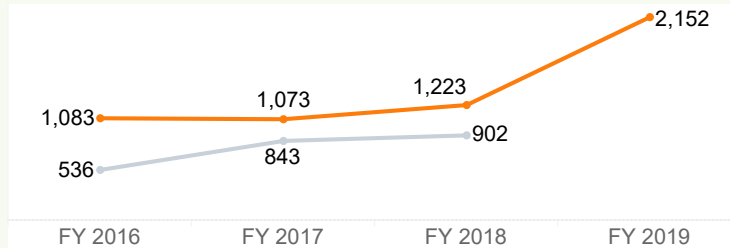
Our People will

Be cared for, protected and supported if they become vulnerable including if they become homeless

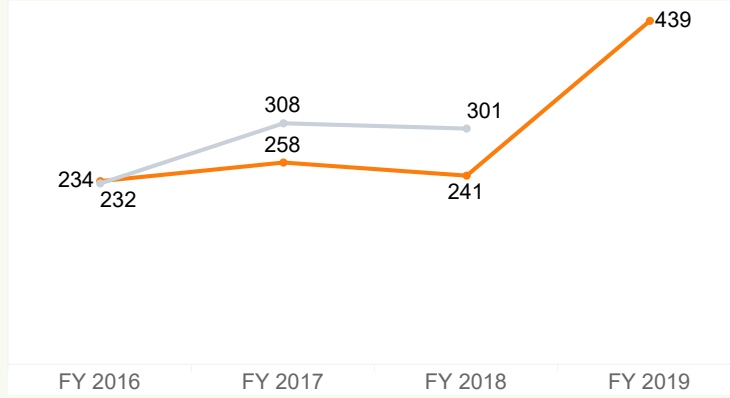
The proportion of people who use Adult Social Care services who feel safe (Higher is better)



ASC Safeguarding Concerns per 100,000 population & No. of ASC Safeguarding Contacts per year



ASC Safeguarding Enquiries per 100,000 population



Update on performance

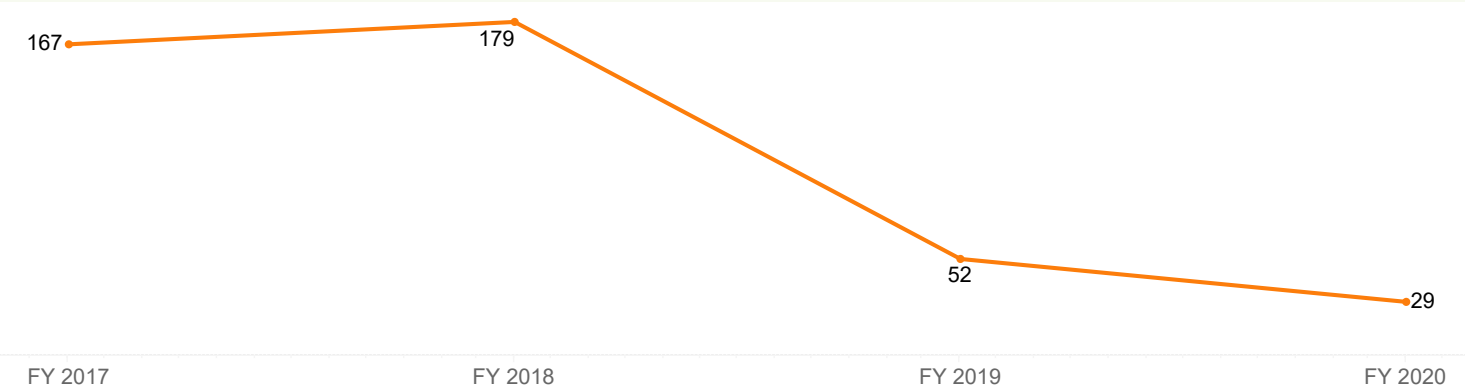
There was an increase in reported concerns around adult safeguarding compared to previous years. In part, this reflects a change in recording where safeguarding concerns are reported without any pre-screening. Internal, monthly data shows that this increase has now reduced.

The priorities for the Safeguarding Adults Board are

- * Transitional Safeguarding arrangements - ensure robust and consistent responses are in place to manage safeguarding for vulnerable young people
- * Early identification and Prevention of Domestic Abuse. To support the work of the Strategic forum
- * Focus on forms of Criminal exploitation - including County Lines, Sexual Exploitation, Cuckooing, Hate Crime and Criminal Gangs.
- * Making Safeguarding Personal – further embedding and scrutiny of current arrangements.

Page 52

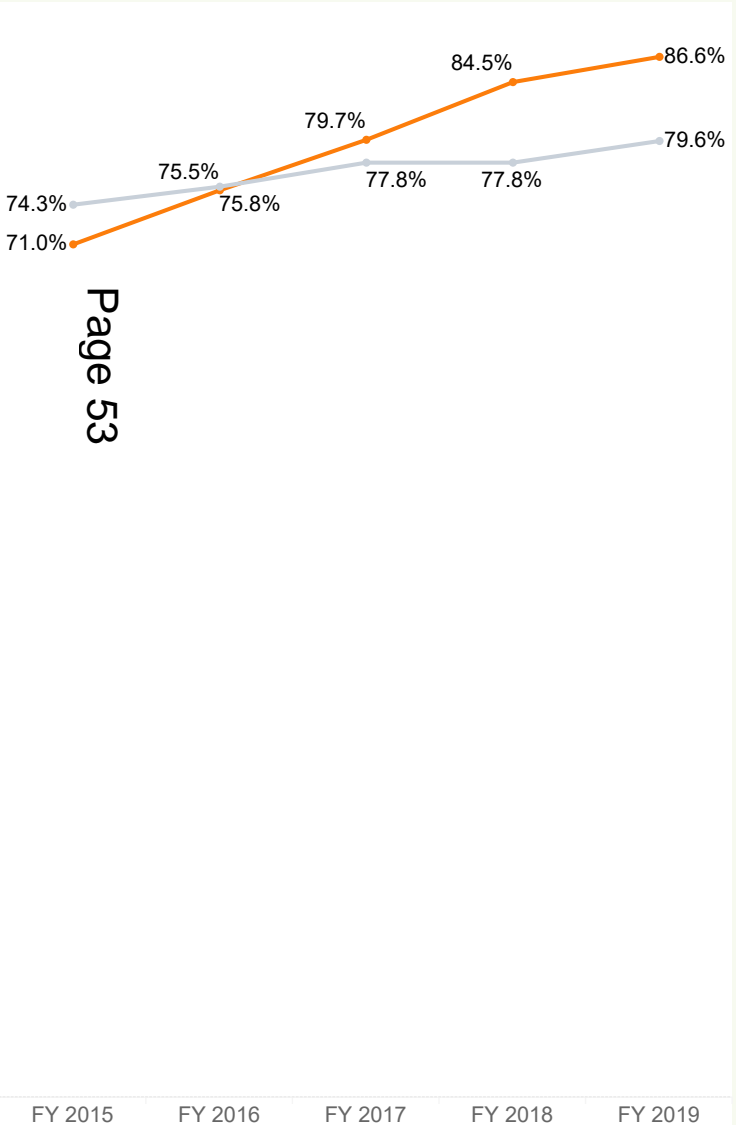
Number of homeless presentations accepted as priority homeless



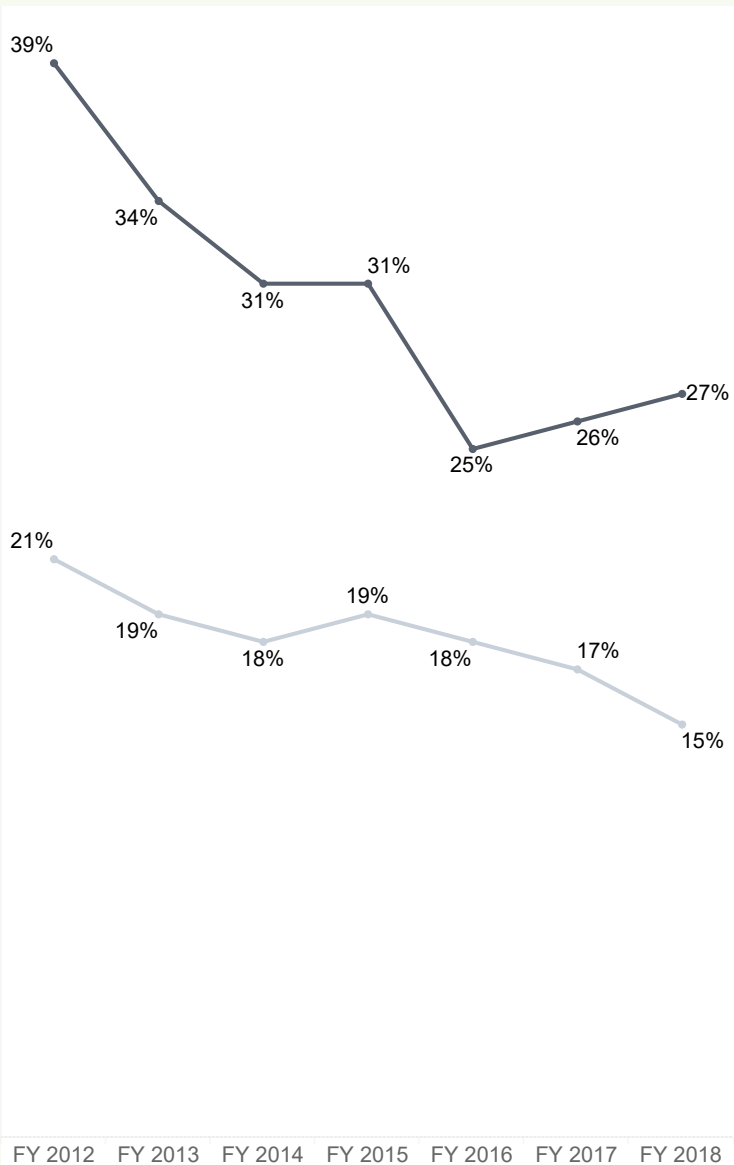
Our People will

Be encouraged and enabled to, when ever possible, be more independent, to volunteer and to do more for themselves and their local communities.

Proportion of people who received a short-term service during the year where the sequel was either no ongoing support or support of a lower level (Higher is better)



Residents who volunteer (Higher is better)
 Informal / Formal



Update on performance

A key approach to the plan is to enable residents to be able to do more for themselves and their community.

While nationally the proportion of people volunteering fell in the past year, North Tynesides rate has remained stable.

The council continues to work closely with VODA who host the Volunteer Centre. This year they have been involved in over 20 different event promoting volunteering opportunities. Work has started on a plan with HR on how we make the council more volunteer friendly.

We have positively supported groups and organisations that increase volunteering for residents including 4 North Tyneside based organisations receiving the Queen’s award for volunteering.

Work is ongoing with partners in the North Tyneside Strategic Partnership to identify opportunities for increasing collaboration between members in order to raise the profile of volunteering opportunities.

North Tyneside was ranked third best in the country for the provision of advice and information following the launch of the new My Care North Tyneside and SIGN Directory websites.

Page 53

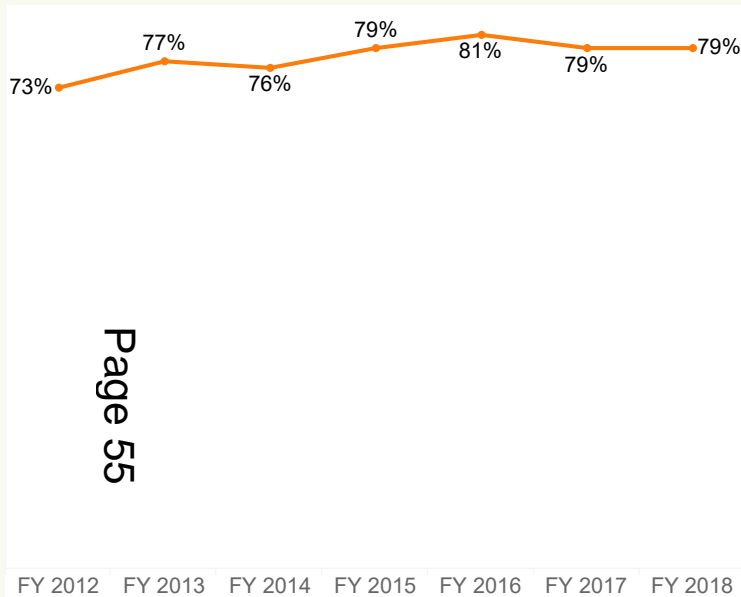
Page 54

Our Places

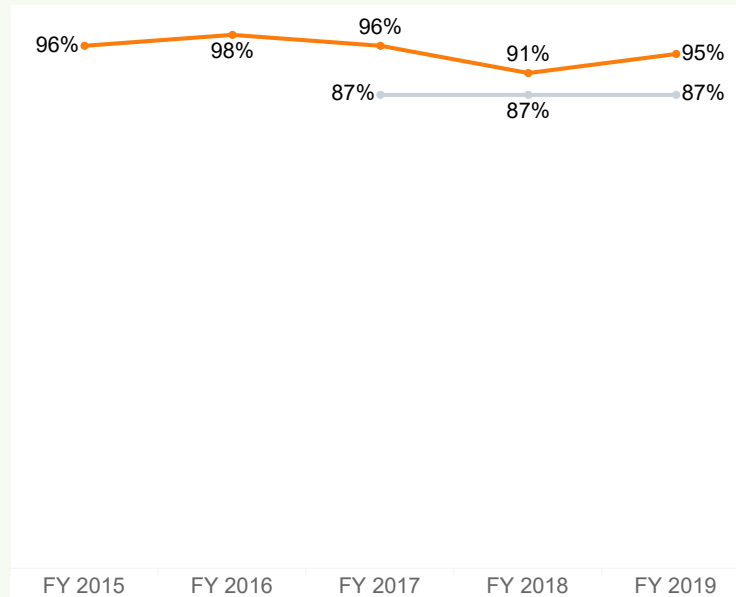
Our Places will

Be great places to live by focusing on what is important to local people, such as by tackling the derelict properties that are blighting some of our neighbourhoods

% of residents satisfied with their local area as a place to live (Higher is better)



% of Primary Schools rated Good or Outstanding by OFSTED (Higher is better)



Update on performance

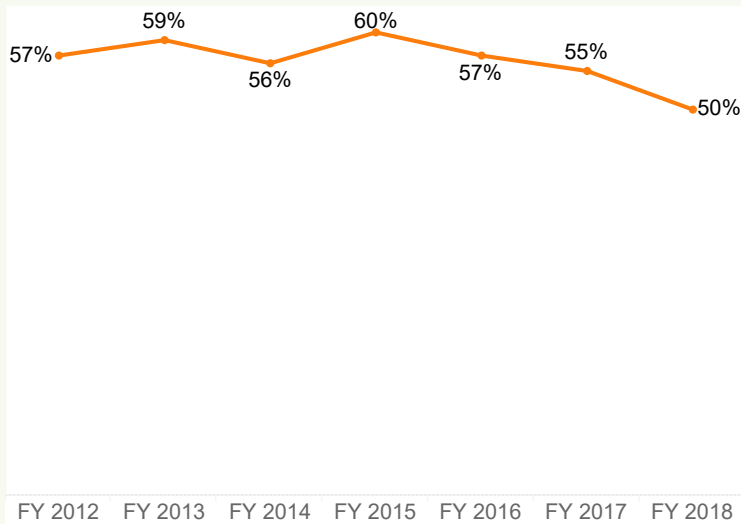
The Our North Tyneside plan is focused on ensuring that the borough is a great place to live.

Overall 4 in 5 residents believe that North Tyneside is a good place to live. The Sunday Times has once again named Tynemouth as one of the best places to live in Britain. Local people have identified the following factors, specific to council services, as the most important in making somewhere a good place to live; health services, clean streets and education provision.

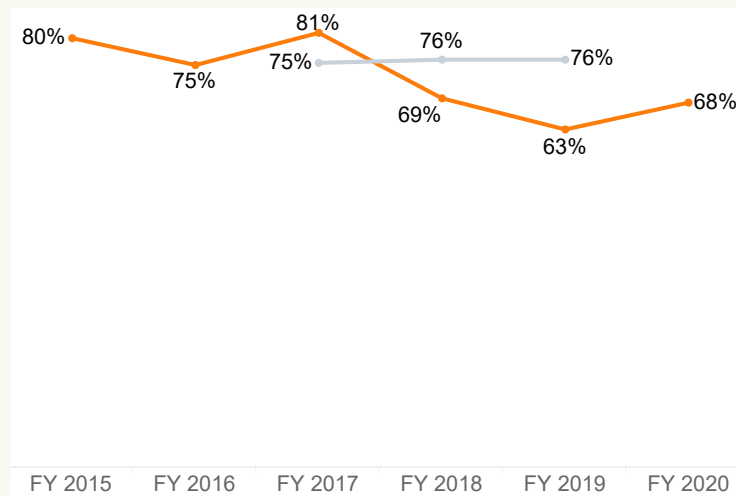
As a place North Tyneside is now one of the less deprived, relative to the rest of England. In 2004 the borough was ranked the 80th most deprived area in England (1 = most deprived). In 2019 it was ranked 128th.

Tackling derelict properties was raised by residents and included as a priority in the plan. As an example of activity, a Private Sector Empty Homes Programme was established in 2018 to target and tackle long-term empty properties. 6 long term problematic empty properties have been returned to use as affordable housing with a further 10 properties due to be returned to use as affordable housing this year through the council Empty Homes Leasing Scheme.

% of residents satisfied with street cleaning (Higher is better)

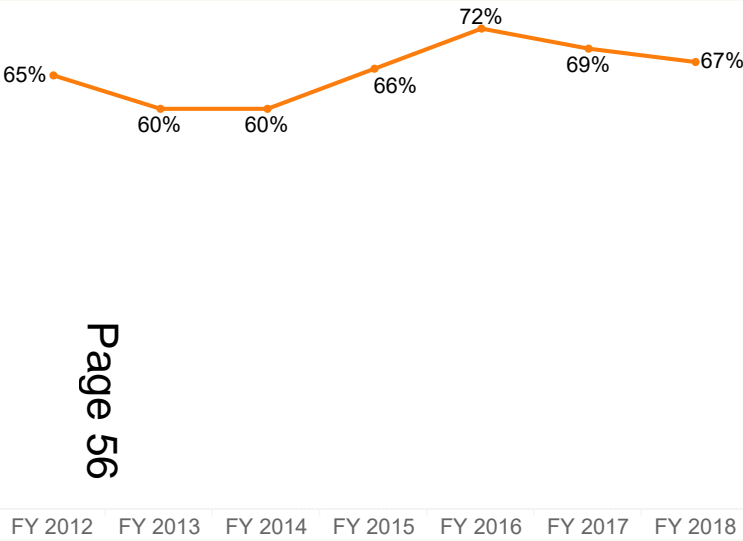


% of Secondary Schools rated Good or Outstanding by OFSTED (Higher is better)

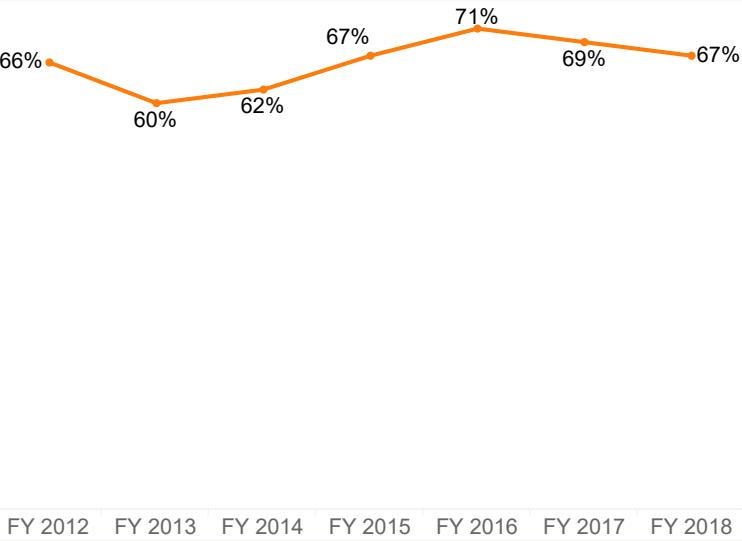


Offer a good choice of quality housing appropriate to need, including affordable homes that will be available to buy or rent

% of residents satisfied with the choice of housing (Higher is better)



% of residents satisfied with the quality of housing (Higher is better)



Update on performance

The Local Plan shows how land will be used for housing, employment and retail across the borough over a 15-year period. The Local Plan recommends the number of homes to be built in the borough each year.

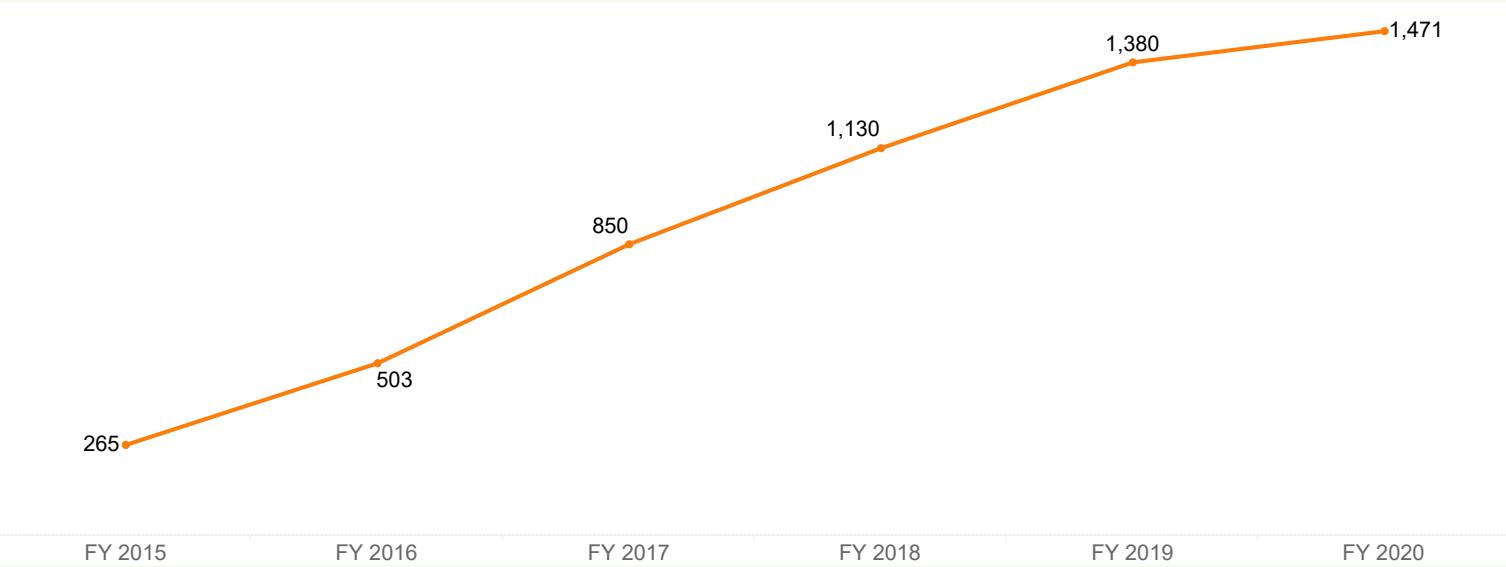
These new homes will be built mainly by private developers; 25% will be affordable new homes and will include a mix of new council housing and homes managed by registered providers. Working through the Local Plan, the Authority will work with developers to encourage them to build homes that are not only affordable but meet the needs of everyone, including self-build and specialist housing.

At its meeting on 14 October 2013, Cabinet agreed an ambitious programme to increase the pace and scale of the affordable homes delivery within North Tyneside through the delivery of 3,000 affordable homes over a period of 10 years from 2013/14.

To date 1,471 new affordable homes have now been delivered within 5 years through the Affordable Homes Programme, exceeding the total number delivered in the previous 10 years by 75% (789 homes).

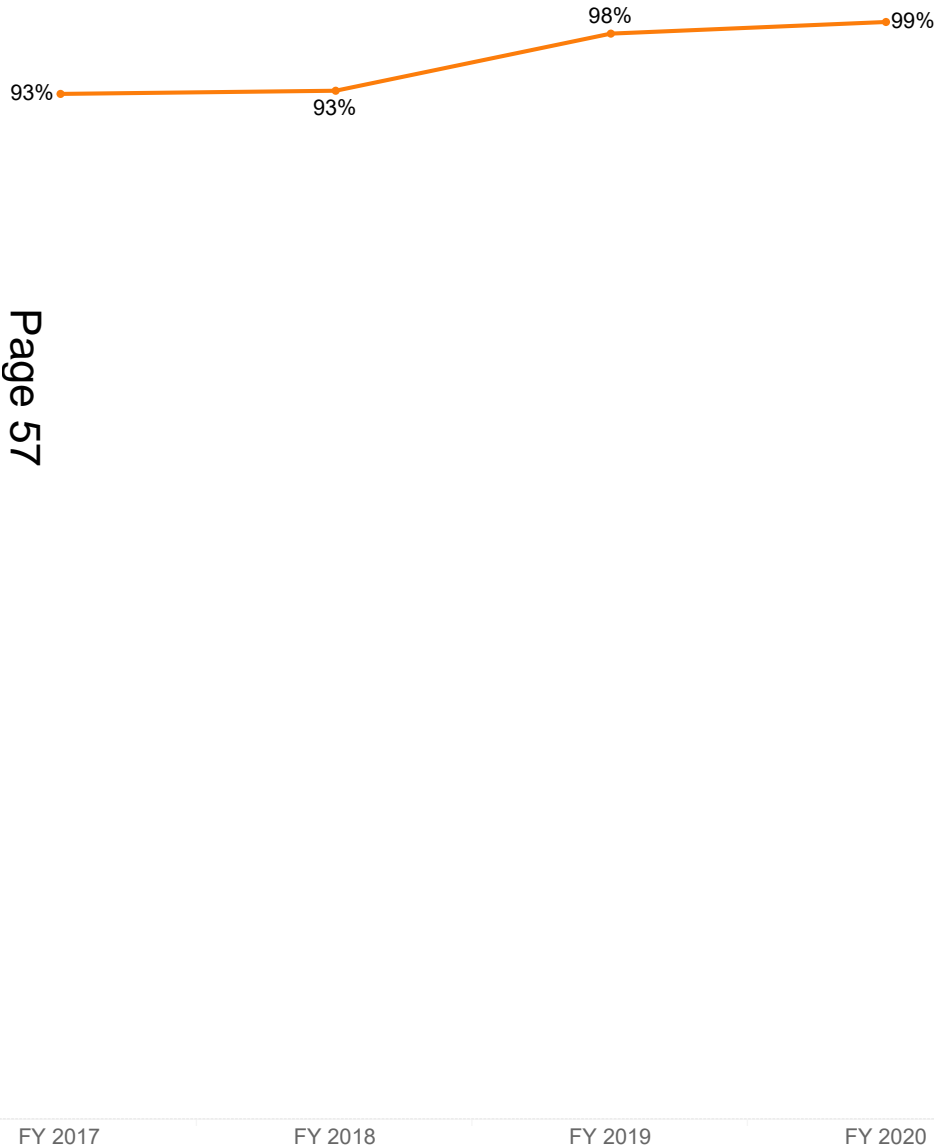
Average prices in North Tyneside are marginally higher than the Tyne and Wear average, comparable in price in Newcastle and Northumberland, but lower than the national average. The average house price in North Tyneside has risen from £137,000 in September 2010 to £166,000 in September 2019.

Number of affordable homes delivered (gross) (Higher is better)



Benefit from the completion of the North Tyneside Living project and by North Tyneside Council’s housing stock being decent, well managed and its potential use maximised

% North Tyneside Living properties Occupied (Higher is better)



Page 57

Update on performance

The £300 million North Tyneside Living programme has transformed the council's retirement accommodation to modern, attractive, fit for purpose homes for the over-60s.

The programme has successfully delivered 26 North Tyneside Living schemes; a mix of newly built and refurbished existing schemes to create 924 new homes to support independent living. 99% are now occupied.

The Authority's Specialist Housing Group was formed to ensure the delivery of housing across the Borough, as identified in the Specialist Housing Market Position Statement. This Group updates an opportunities log to monitor potential specialist provision. There are 15 potential schemes currently on the opportunities log including Extra Care Schemes for the elderly, supported housing for young people and new build for people with complex needs such as learning difficulties and autism. Within the Affordable Homes Programme, it is expected that there will be a further 269 specialist homes built by 2024.

In 2019/20 there are 16 specialist housing units projected to be brought forward with the Specialist Housing Group continuing to work with a range of external providers to explore bringing forward schemes which may see this number increase in year.

The Housing Property and Construction Service was successfully transferred from Kier North Tyneside to North Tyneside Council on 1st April 2019.

The major capital improvement programme to investing £28.364 million in works to keep our homes to the Decent Homes Standard is on track. At the end of quarter 2 2019/20, 6 projects have been completed, delivering the following works:-

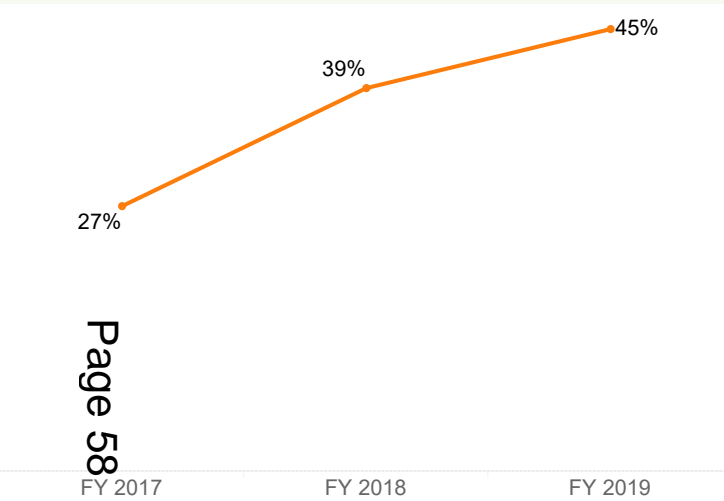
- 85 properties benefitting from window and door replacement work
- 143 properties benefitting from external walling refurbishment works
- 120 properties benefitting from kitchen and bathroom replacements (2 projects)
- 361 properties benefitting from external redecoration
- 57 properties benefitting from roofing replacements

As we continue to work with our direct delivery teams and new supply chain we continue to review and monitor the cost for delivering our projects. At this stage we envisage a considerable saving in delivering the Capital Improvement works that help maintain our properties to the Decent Homes Standard.

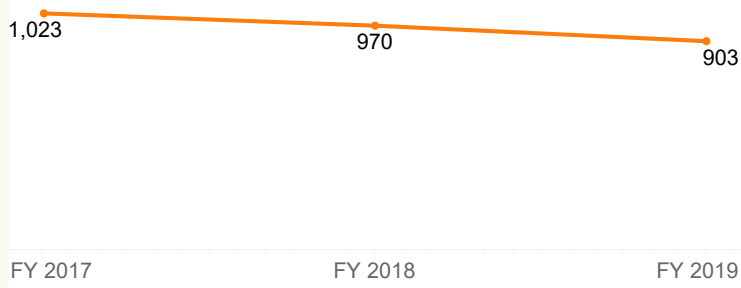
Our Places will

Provide a clean, green, healthy, attractive, safe and sustainable environment. This will involve creating a cycle friendly borough, investing in energy efficiency schemes and by encouraging more recycling

Reduction in carbon emissions in Council operations against base line year 2010/11 - actual (Higher is better)



Total waste produced per household (Kg) - actual (Lower is better)

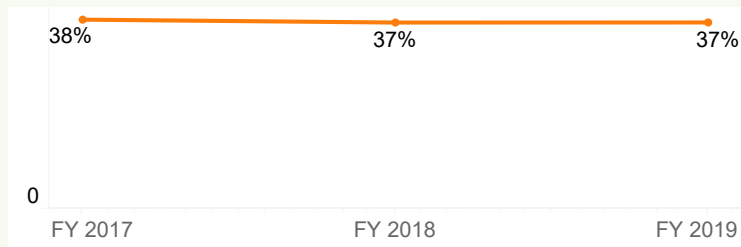


Update on performance

The North Tyneside Low Carbon Plan 2016-2027, adopted by Cabinet on 14 March 2016, set an ambitious target to reduce the carbon footprint of the Authority and the Borough of North Tyneside by 50% by 2027.

Carbon emissions in council operations showing a 45% reduction against baseline year, 2010/11 and is on track to achieve the end of year target of 46%. We therefore expect to meet the 50% target. Nationally, this places us in the top quartile performance and second in the region.

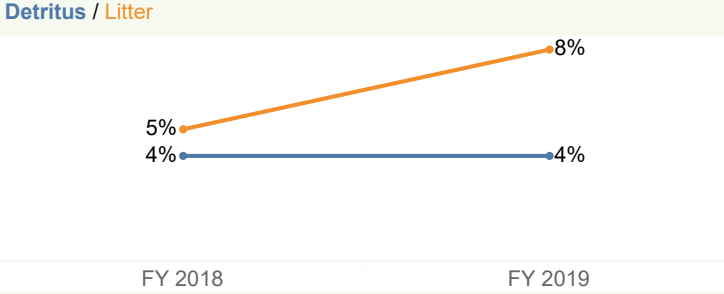
Household waste sent for reuse, recycling & composting - actual (Higher is better)



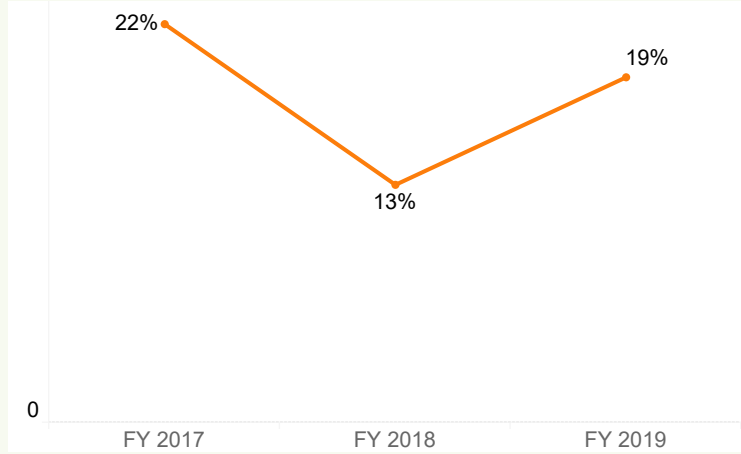
As a growing borough we need to plan to reduce the amount of waste generated by households, and to ensure we maximise any waste generated as a resource. During 2018/19, alternate weekly waste collection were introduced. This change has led to an increase in the borough's recycling rate by increasing householders' awareness of the waste they throw away and different ways to deal with it. The household recycling performance is now at the highest ever recorded at 42%.

This builds upon the previous changes at the Household Waste and Recycling Centre, when restrictions on large vehicles and a resident permit scheme were introduced. The led to the amount of waste going through the site reducing for the first time in six years.

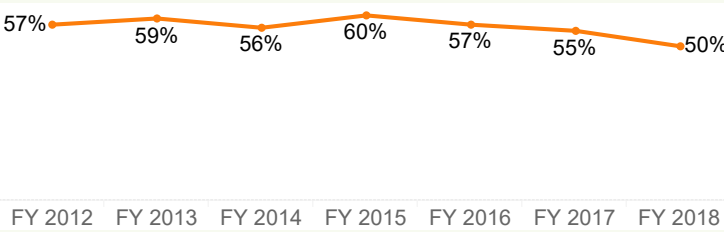
% of areas that do not meet the Keep Britain Tidy standard for detritus and litter (Lower is better)



Percentage of municipal waste sent to landfill - actual (Lower is better)



% of residents satisfied with street cleaning (Higher is better)

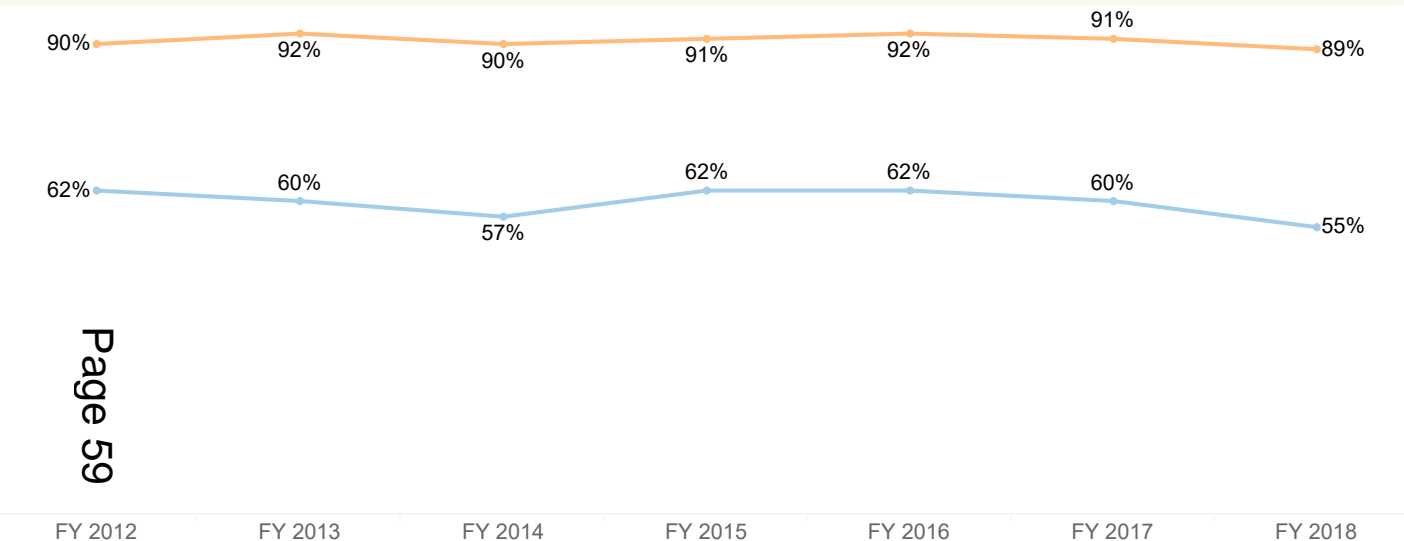


Page 58

Our Places will

Provide a clean, green, healthy, attractive, safe and sustainable environment. This will involve creating a cycle friendly borough, investing in energy efficiency schemes and by encouraging more recycling

% of residents who feel safe (Higher is better)
 During the day / after dark



Page 59

Update on performance

North Tyneside is one of the safest areas of the country to live, work and visit with comparatively low levels of crime. The recent Safer Communities Survey showed that perceptions of crime being a problem in North Tyneside remain extremely low at 3%.

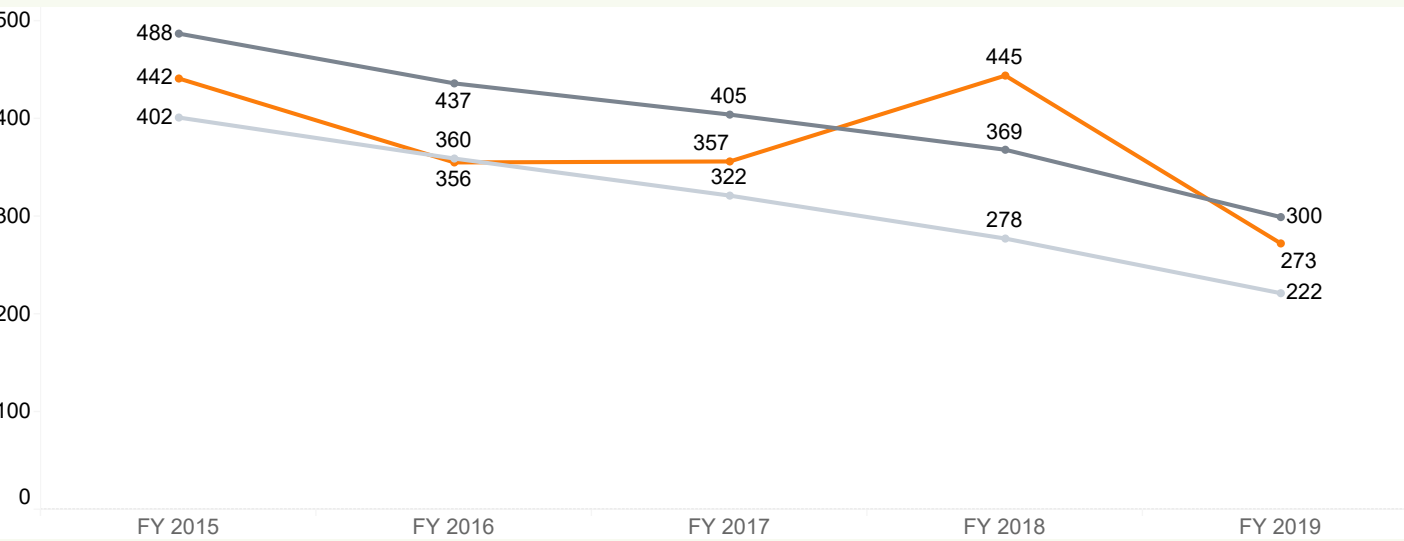
The overall crime rate had risen steady since 2016, which in part is due to a change in reporting processes by Northumbria Police; the local rise follows the trend across the Northumbria Force.

On 26 November 2018, Cabinet agreed a new Community Safety Strategy which was subsequently agreed with Partners and full Council. The partnership, which is chaired by Cllr Burdis, has identified four key priorities for North Tyneside:

- Safeguarding
- Public Protection
- Alcohol and Drugs; and
- Crime and Disorder.

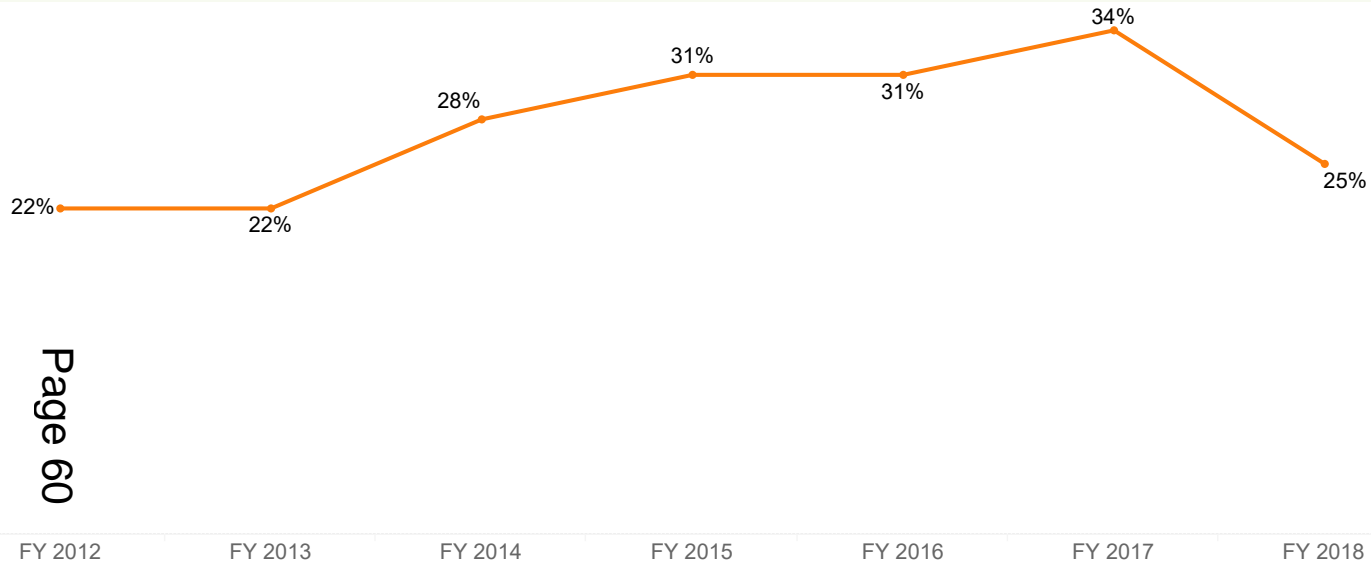
A new North Tyneside Cycling Strategy has been agreed to cover the period 2018-32. Cycling infrastructure is being developed within major schemes, including Local Growth Fund (LGF) schemes e.g. A1056 Weetslade corridor, North Bank of the Tyne LGF scheme, Coast Road cycle route, Cobalt cycle scheme (LGF) and at A189 Killingworth Road. There has been recorded cycle growth is 14% from 2017 to 2018

Number of young people who are first time entrants into Youth justice system - PNC Rate Per 100,000 of the 10 - 17 population (Higher is better)



Have an effective transport and physical infrastructure - including our roads, pavements, street lighting, drainage and public transport.

% of residents satisfied with road maintenance (Higher is better)



Update on performance

North Tyneside is growing as a place to live, work and visit. A range of transport and sustainable infrastructure projects are being delivered to support this expansion and provide the facilities our future population will need.

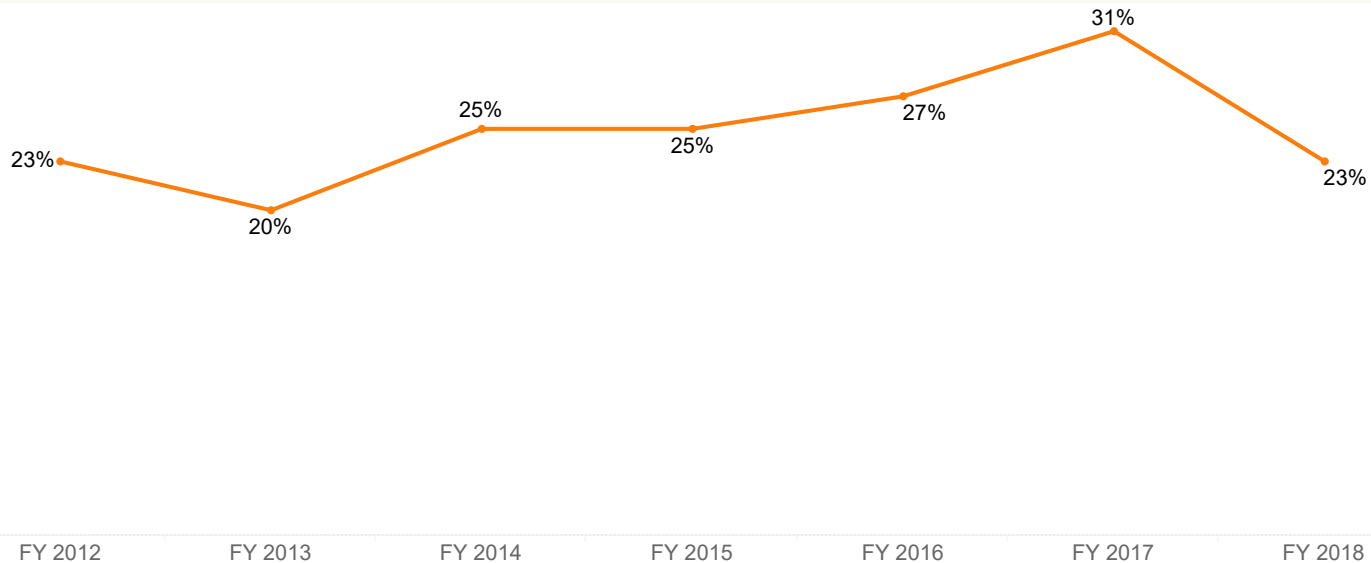
The major projects already completed or underway include

- A189 Salters Lane
- A19 Silverlink Roundabout
- A1058 Coast Road Cycle Route
- Northumberland Park Metro to Cobalt Cycle path
- A191 Holystone Bypass
- North Bank of the Tyne Highway Improvement Scheme

North Tyneside has also been successful in a regional bid to secure a number of additional Electric Vehicle Charging points across the area.

Page 60

% of residents satisfied with pavement maintenance (Higher is better)



Our Places will

Continue to be regenerated in Wallsend and Whitley Bay, through effective public, private and community partnerships, while ambitious plans will be developed for North Shields, Forest Hall and Killingworth

Update on performance

The regeneration of the coastline between St. Mary's Lighthouse and Cullercoats Bay has attracted more than £36 million of new council and private sector investment. Major renovation of the iconic Spanish City Dome was completed during summer 2018 and it welcomed nearly 16,000 visitors during its opening weekend.

In March 2019, the £6 million works to Forest Hall shopping area was completed. Working with the community and businesses, this scheme has transformed the appearance of this well used local centre and has acted as a catalyst for further private sector investment into commercial properties.

A major £6 million flood alleviation project to recontour parts of Killingworth Lake and the site and introduce new planting has been completed.

A vision and 15 year Masterplan for Segedunum is being drawn up and will identify potential opportunities to grow the visitor offer.

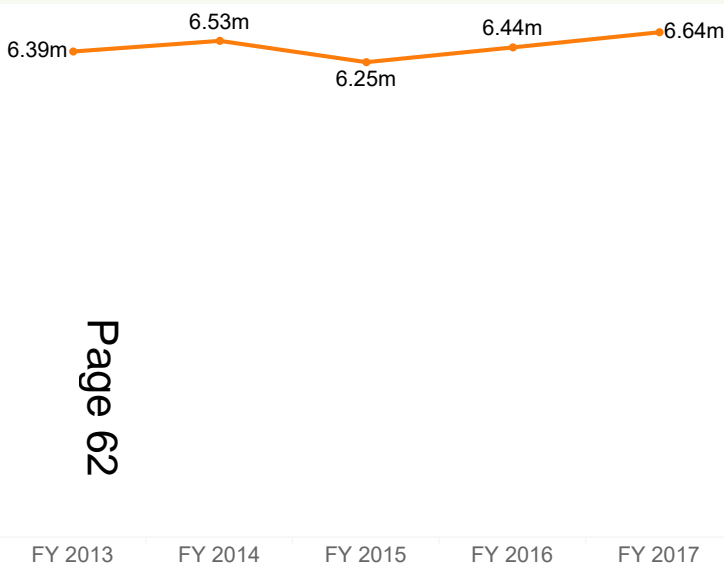
The North Shields Town Centre and Fish Quay Master Plan is in development.

On 26 November 2018, Cabinet agreed An Ambition for North Tyneside which is the new regeneration strategy for the borough.

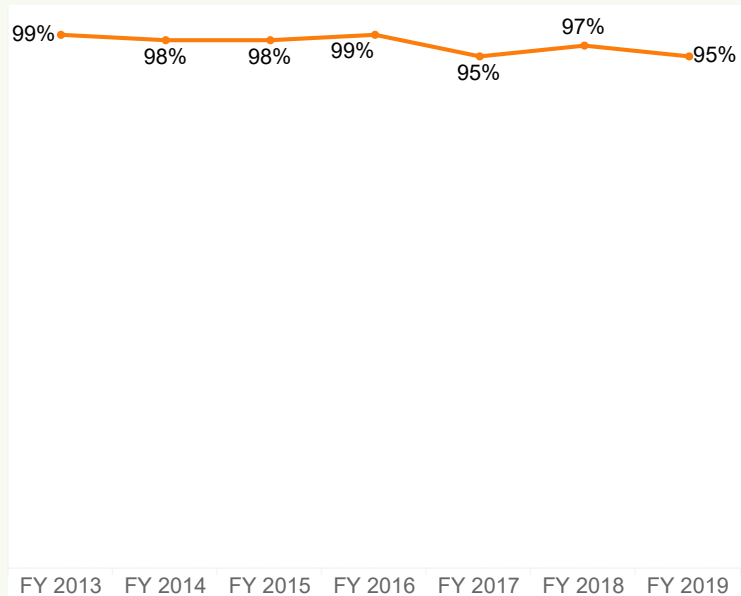
Our Places will

Be a thriving place of choice for visitors through the promotion of our award winning parks, beaches, festivals and seasonal activities

Number of day visits and overnight stays to North Tyneside (STEAM) (Higher is better)



Satisfaction of visitors to North Tyneside (Higher is better)



Update on performance

The Our North Tyneside plan is also focused on ensuring the borough is a great place for visitors.

The borough attracts around 5.8 million visitors, who contribute around £289 million to the local economy. Tourism supports almost 3,700 jobs and this trend is expected to continue to improve following the opening of Spanish City in 2018 following the £19.821m refurbishment. This was part of the broader regeneration of the coastline between St Mary's Lighthouse and Cullercoats Bay that attracted more than £36 million of new council and private sector investment.

Our events and festivals programme continues to attract visitors year-round. Over 180,000 visitors attended events in the past year. The key events in North Tyneside includes the Mouth of the Tyne Festival, which has seen performances from Elbow, Paul Weller, Paloma Faith and this year local lad Sam Fender sold out within an hour. In addition there is an annual programme of popular events including Christmas events and markets, fireworks display and Tynemouth Station and Spanish City Plaza Summer Events.

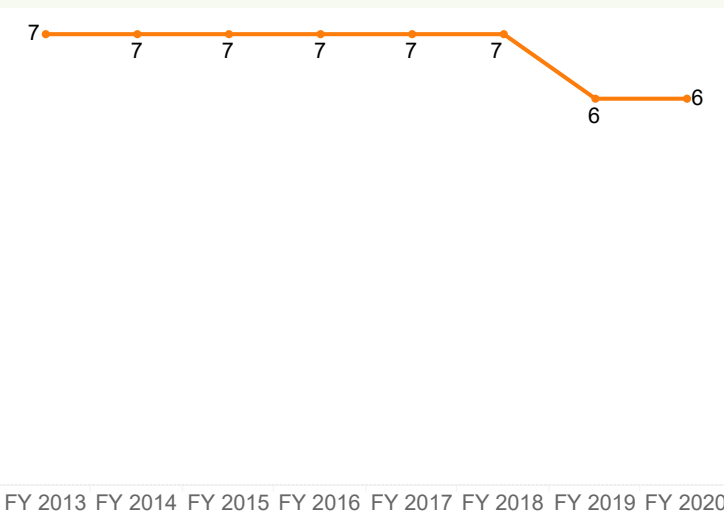
Environmental standards across North Tyneside have been maintained with the borough's park and beaches achieving a number of awards.

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.

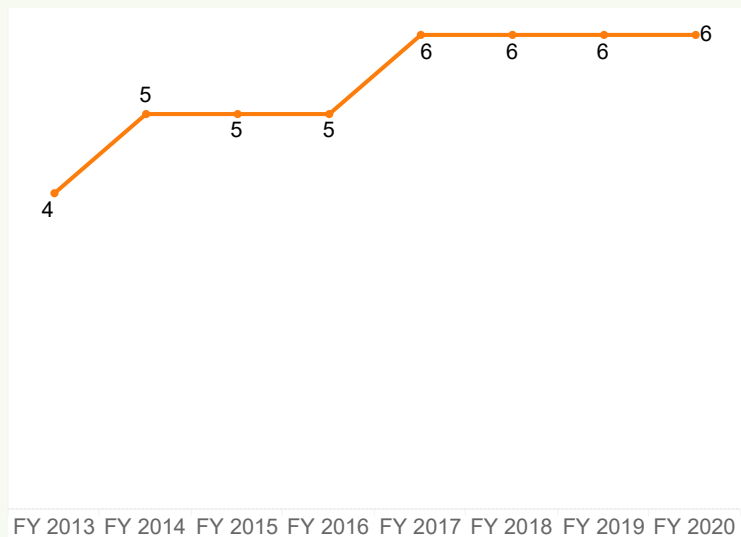
Six of the warden managed parks in North Tyneside have retained their Green Flag Awards this year including Northumberland Park, Wallsend Park, the Rising Sun Country Park, Benton Quarry, Killingworth Lakeside and Marden Quarry. In addition, the Friends of Brierdene (a resident led volunteer group who manage their local green space in Whitley Bay) also retained their prized Green Flag Community Award.

Page 62

Number of Blue Flag and Seaside Awards achieved (Higher is better)



Number of Green Flag Awards achieved (Higher is better)



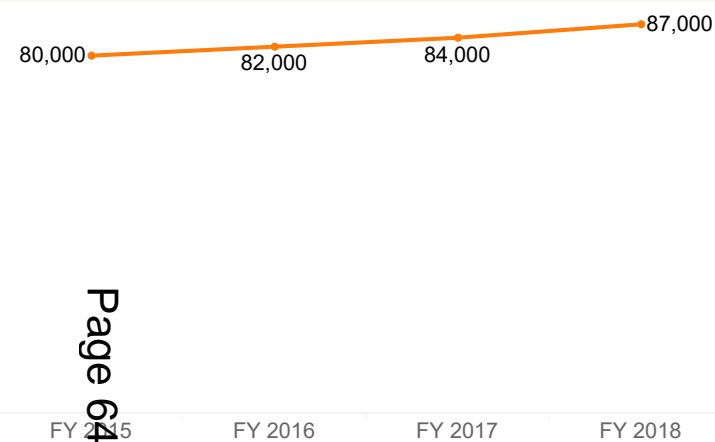
Our Economy

Our Economy will

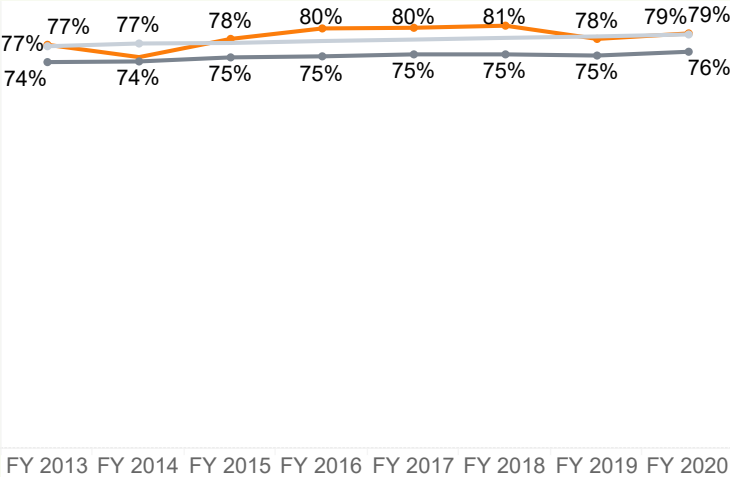
Key
 England
 North East
 North Tyneside

Grow by supporting new businesses and building on our strengths, including our existing world class companies, and small and growing enterprises.

Jobs in North Tyneside (as measured by ONS Business Register and Employment Survey - total employment measure) (Higher is better)



Economic activity rate for residents aged 16-64 (Higher is better)



Update on performance

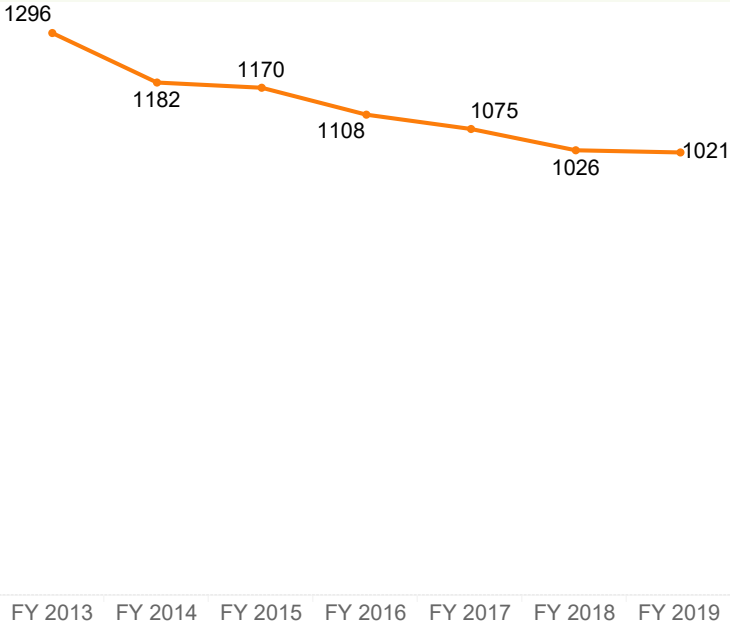
A key strand of the plan is to ensure that North Tyneside is a great place to work.

The number of registered businesses in North Tyneside has continued to grow and has increased by 7,000 jobs since 2015. There are now 87,000 jobs.

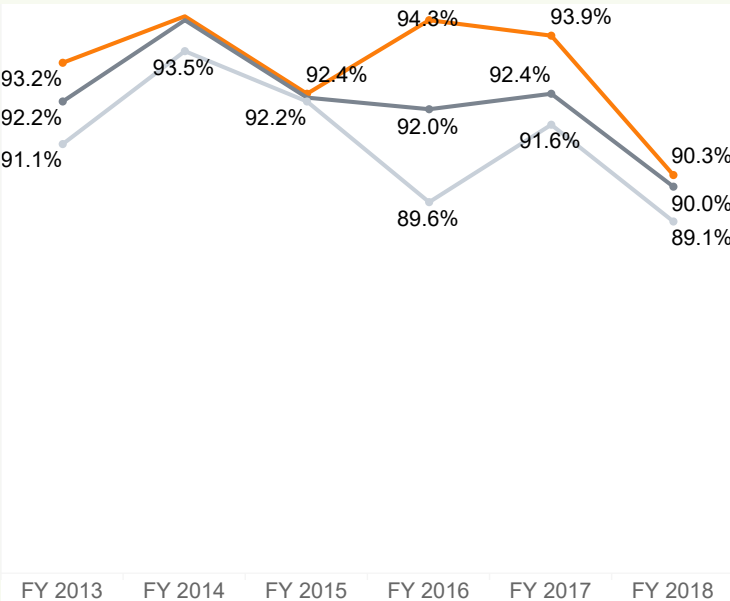
The main industries that these enterprises operate in

- * Professional, scientific and technical
- * Construction
- * Accommodation and food services
- * Retail
- * Business administration and support services
- * Information and communication
- * Arts, entertainment, recreation and other services
- * Manufacturing

Number of small business start ups (Higher is better)



Businesses surviving one year after being started (Higher is better)



The increase in businesses in the borough directly benefits residents, as almost 8 in 10 residents are economically active. In addition, 55% of people who work in the borough also live here, while 15% live in Newcastle and 15% live in Northumberland.

There has been a national decline in the number of business start ups, since 2013. Locally, the award winning Business Factory supports around 200 new business start-ups per annum and more intensive assistance is given to high potential start-ups through the Aspire programme, which is also supported by our large companies.

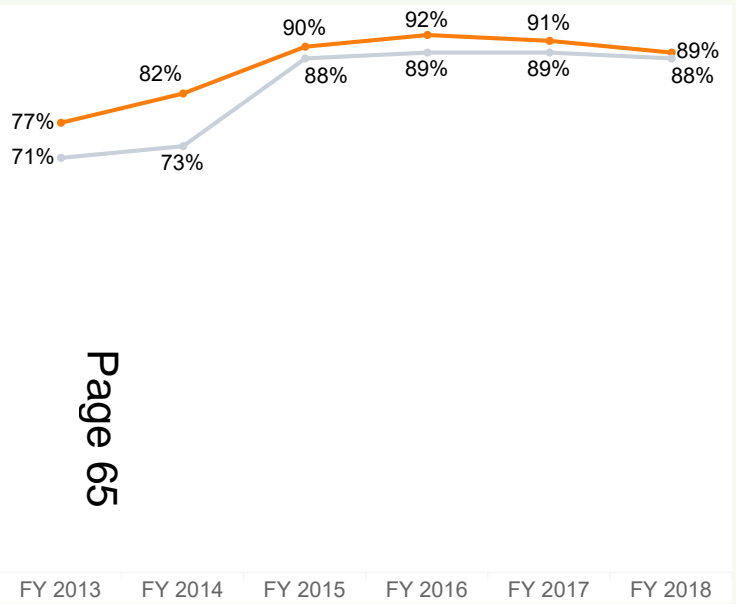
For those businesses that have started, they are more likely to be operational a year later in North Tyneside compared to other areas.

Page 64

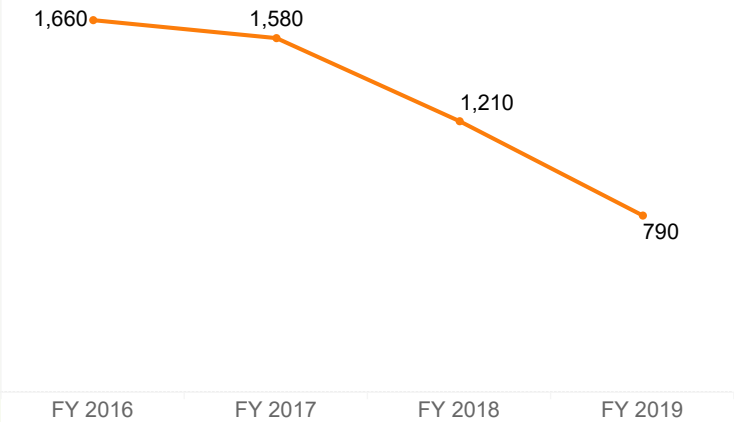
Our Economy will

Be business friendly, ensuring the right skills and conditions are in place to support investment, and create and sustain new high quality jobs and apprenticeships for working age people

Positive destination, post KS5 (A level) (Higher is better)



Number of level 1 (intermediate) apprenticeships starts (Higher is better)



Update on performance

Over the past decade there has been a reduction in the percentage of residents with no qualifications; down from 14% in 2008 to 7.2% in 2018. At the same time, 33.6% of residents are now qualified to Level 4 or higher which is the highest ever level for North Tyneside.

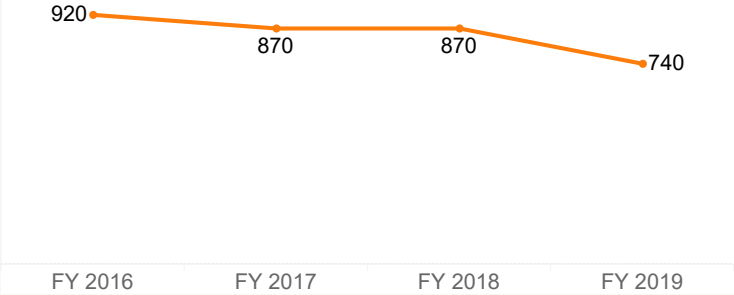
91% of young people progress onto a positive destination after Key Stage 5. This has been increasing year on year over the past few years and continues to be higher than the national rate.

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 last published in July 2018. It shows that three quarters of the hard to fill vacancies were for associate professional and technical occupations. This includes sectors such as 'science', 'engineering and technology', 'health and social care' and 'businesses and public sector'.

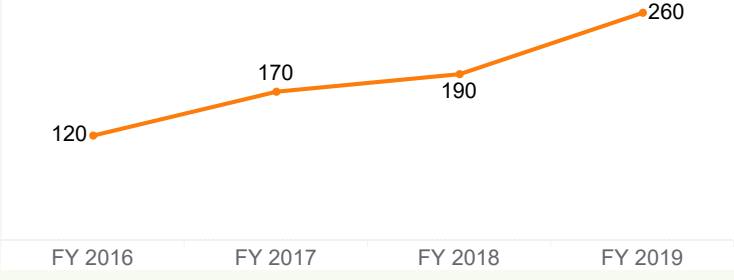
The number of apprenticeships is decreasing is linked to national policy changes. However North Tyneside remains in the top quintile performance band. In a national study, North Tyneside was ranked 70th out of 150 for Apprenticeship starts as a proportion of 16-24s in the local area.

As an organisation, 84 apprentices have been recruited since 2015. In North Tyneside as a borough, there 2,270 apprenticeship starts last year. As an organisation, 84 apprentices have been recruited since 2015.

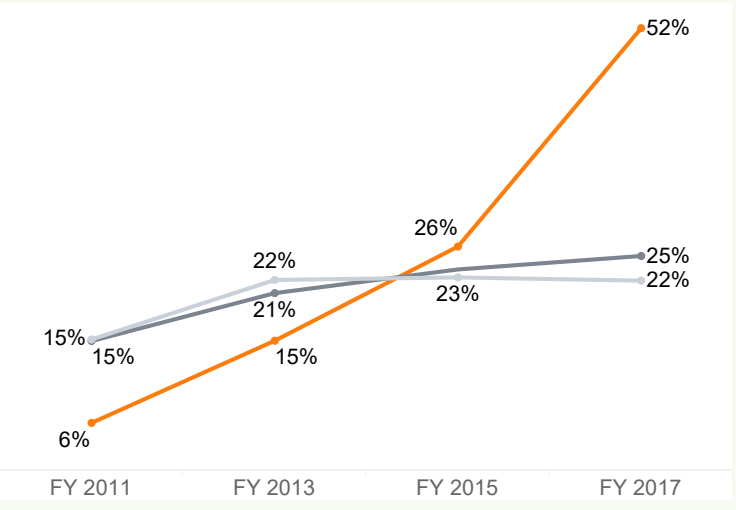
Number of level 2 (advanced) apprenticeships starts (Higher is better)



Number of level 3 (higher) apprenticeships starts (Higher is better)



Skills gap - measured by skills shortage vacancies as a proportion of all job vacancies (Lower is better)



Page 65

Our Economy will

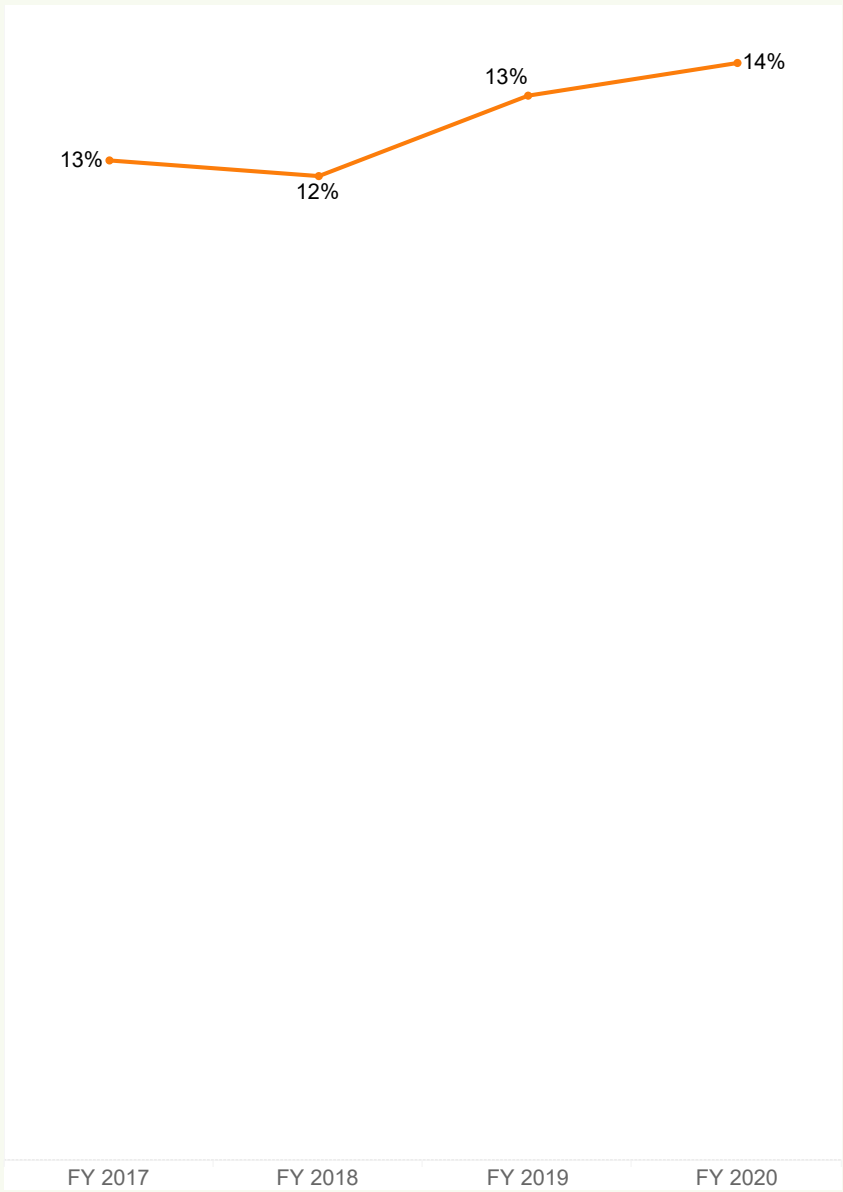
Continue to support investment in our business parks, units and Town Centres

Business Park (Higher is better)

Cobalt
80% occupied
14,000 staff

Quorum
70% occupied
6,000 staff

Town Centre vacancy rate (Lower is better)



Update on performance

Over the past year the borough has attracted inward investment jobs growth, or had existing firms expand. This has included Vbites, Connect Health, Sage, Sterling Pharma & Crown Packaging. The Quorum and Cobalt Business parks, Benton Square Industrial Estate and New York Industrial Park have been key factors in this success.

North Tyneside is home to two Enterprise Zones - the Swans Offshore Energy Development (at the former Swans shipyard) and the larger 30 hectare site at Royal Quays Enterprise Park, Port of Tyne.

North Tyneside is the top performing local authority in the region for attracting foreign direct investment last year. 41% of the jobs that were created from foreign direct investment in the north east (7 Local Authorities) were created in North Tyneside. 619 jobs were created in North Tyneside.

The Ambition for North Tyneside plan outlined ways to improve transport links and connectivity from town centres to other parts, redevelop unused buildings, create more and better jobs and develop sustainable communities, meet housing needs, continue to attract visitors and investment and close the gap in life chances by tackling working poverty.

Following the award of £200k funding from the North of Tyne Combined Authority, work is underway to develop a masterplan for North Shields Town Centre and Fish Quay. Like many town centres, North Shields has suffered from the decline in town centre retailing which is a consequence of structural changes at a national level in the retailing and leisure industries. The purpose of the masterplan is to set out a vision for the town centre which reflects the Authority's policy objective to broaden and diversify the visitor offer.

Meeting: Overview, Scrutiny and Policy Development Committee

Date: 2 March 2020

Title: Overview and Scrutiny Annual Report

Author: Joanne Holmes Tel: 0191 643 5315

Service: Law and Governance

Wards affected: All

1. Purpose of Report

To introduce the Overview and Scrutiny Annual Report 2019/20 and progress the next steps in the approval process for the annual report.

2. Recommendations

To agree the Overview and Scrutiny Annual Report 2019/20 as attached and refer to Annual Council on 21 May 2020.

3. Details

- 3.1 At the end of each municipal year a report is produced which summarises the activities and performance of scrutiny over the last year and sets out the approach to the development of the work programme for the year ahead.
- 3.2 Attached at Appendix A is the Overview and Scrutiny Annual Report 2019/20. The report highlights the role of scrutiny in relation to policy development, and highlights the achievements of the Overview, Scrutiny and Policy Development Committee and its sub-committees over the year. The report also highlights the process in place for the development of the 2020/21 work programme, including the involvement of stakeholders in developing a work programme that will deliver a timely contribution to policy development across the Council.
- 3.3 Members are recommended to approve the report as attached and refer the report to the Annual Council meeting on 21 May 2020.

4. Background Information

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

N/A

This page is intentionally left blank

Overview and Scrutiny Annual Report 2019-20



Date: March 2020

Author: Overview, Scrutiny and Policy Development Committee



Introduction

Welcome to the Overview and Scrutiny Annual Report 2019-20

This report gives a summary of the work of Overview and Scrutiny over the year and highlights some key achievements, with a focus on areas where scrutiny has had an impact on policy development.

The report also sets out the process for the development of the 2020-21 work programme.

The role of Overview and Scrutiny

The role of overview and scrutiny is to provide a 'critical friend' challenge to the Cabinet (and other decision makers), whilst also assisting in the development of key policies and plans.

Over recent years there has been an emphasis on promoting and developing the policy development role of overview and scrutiny. Throughout 2019-20 this has continued, and policy reviews have been undertaken with links to the priorities within the 'Our North Tyneside Plan'.

We have been a 'critical friend'

The Overview, Scrutiny and Policy Development Committee and its sub-committees have continued to fulfil the important role of being a critical friend to Cabinet and providing challenge, particularly on budget and performance issues.

A Budget and Council Plan Study Group provides an annual opportunity for Scrutiny members to undertake a thorough review of the detailed budget proposals and business case information put forward by Cabinet. The Study Group produced a report and conclusions which were subsequently reported to the Overview, Scrutiny and Policy Development Committee and Cabinet as part of the budget-setting process.

The Finance Sub-committee has continued to examine the Council's budget monitoring position on a bi-monthly basis, including the forecast outturn positions for the General Fund, the Housing Revenue Account and the Investment Plan. Members have also continued to review the red risks associated with the Business and Technical Partnerships, and monitored the impact of welfare reform changes.

Overview, Scrutiny & Policy Development Committee: Review of the Engie Partnership

The Overview Scrutiny & Policy Development Committee has recently established a sub-group to undertake a review of the partnership with Engie and the delivery of the contract which covers services including ICT, Finance and Customer Services. The aim of the review is to gain a clearer understanding of the partnership with Engie, how it is operating, and whether services are being delivered to the Authority and residents to meet the levels specified at inception. The Sub-group will report their findings later in the year.

We have also focused on policy development

Some examples of the policy development work undertaken during 2019/20 are:

Retail and Town Centre Sub-group – Economic Prosperity Sub-committee

The Economic Prosperity Sub-Committee completed an examination of the future town and retail centres in the Borough. The Sub-Committee concluded that the Cabinet should develop a vision for the future development of our town centres over the next 10-15 years to complement the Council's Ambition for North Tyneside and the Local Plan, identifying and building upon their unique selling points. In preparing the vision the Cabinet was recommended to give consideration to the findings and conclusions set out in the Sub-Committee's report. The Overview, Scrutiny and Policy Development Committee subsequently agreed not to submit the recommendations contained in the report to Cabinet because in the time taken to complete the study, the Council had encapsulated the views of the sub-committee in developing its strategy, "An Ambition for North Tyneside".

Adult Social Care Sub-group – Review of Domiciliary/Home Care Provision

The Adult Social Care, Health and Wellbeing Sub-committee has established a Sub-group to review Domiciliary/Home Care. This arose from concerns raised by the sub-committee around the quality of some social care services, and the role of the Council in commissioning and facilitating good quality home care services. The focus of the review is to understand the current system, identifying both positives and areas of concern; understanding the role of the local authority in relation to quality; and understanding home care in the context of the Council's priority around customer service. The review may lead on to further work to consider alternative models of delivery for home care.

Tenancy Agreement sub-group – Housing Sub-committee

The Housing sub-committee established a sub-group to look at the tenancy agreements in place with all tenants of North Tyneside properties, with a view to ensuring that it delivers the best outcomes for tenants and the Authority. This area was put forward following a discussion about the impact of rent arrears and anti-social behaviour. A small group of members have held an initial meeting with relevant officers and will continue its work by meeting with officers from Community Protection, reviewing tenancy agreements from other local authorities and housing providers, and looking at previous tenant feedback on the agreements.

Early Intervention Children’s Readiness for School Sub-Group

The Children, Education and Skills Sub-group have established a sub-group to undertake a review of Early Intervention and Children’s Readiness for School. The review will aim to identify whether any improvements could be made to the support available to parents to ensure improved outcomes for children and families. As part of the review the Sub-group will be gathering evidence from primary and first school headteachers in the borough, the health visitor service, early help services, and nursery and school nurse staff.

Monitoring Role

Whilst helping to develop new policies and assisting in the review of others, scrutiny has also invested time in monitoring the development and delivery of existing plans and policies to ensure that the best quality services are delivered to residents and visitors of North Tyneside.

Some examples of the plans and policies that have been monitored throughout the year include:

Service Delivery and Performance - Overview, Scrutiny and Policy Development Committee and its sub-committees have continued to receive monitoring reports on service delivery and performance across the Council. Scrutiny Members have also had the opportunity to comment on various policies and strategies prior to submission to Cabinet for approval.

Northumbria Healthcare Foundation Trust: Annual Quality Account - The Adult Social Care, Health and Wellbeing Sub-committee received a presentation from the Trust on the Quality Account 2018/19. The Sub-committee welcomed the opportunity to submit a statement for inclusion in the published document covering views on the Trust’s performance over the year as set out in the Quality Account and the priorities identified by the Trust for 2019-20. The Sub-committee were supportive of the Trust’s approach to priorities, particularly those in relation to Sepsis, maternity services and bereavement.

The Newcastle and North Tyneside Biodiversity Action Plan 2012-22 - The Environment Sub Committee received its annual update on the actions being taken to deliver the Biodiversity Action Plan within North Tyneside. The Sub Committee was pleased to note that the majority of the proposed actions had already been delivered and that officers were in close contact with developers to ensure that appropriate steps were taken to protect and enhance wildlife habitats before and during development in the borough.

Construction project – Housing sub-committee has continued to keep a watching brief on the progress of the construction project, which has facilitated the transfer of the housing repairs and maintenance service back under the direct management of the Authority. Members reviewed the first 6 months following the transfer of the service (on 1st April 2019) to get an overall picture of how successful the hand over was and how the service had bedded in over those initial few months.

The sub-committee looked at the work of all 8 workstreams that had been set up to ensure the correct arrangements were in place to deliver the construction needs of the Authority. Members discussed day to day operations of job allocations and the technology used to coordinate this. From discussions it was suggested that it would be timely to review the Empty Homes 'moving in' and 'moving out' standards and the sub-committee pressed the need for Elected Members to be involved in this, carrying out some visits to properties themselves. The sub-committee will continue to be involved in this review, commenting on what the new standards will look like.

Active North Tyneside Annual Report - The Culture and Leisure Sub Committee received the Active North Tyneside Annual Report 2018-19 which presented the work undertaken to demonstrate progress against delivery of performance of Active North Tyneside during the past 12 months.

Tour of Britain 2019 cycle event - The Culture and Leisure Sub-Committee received an overview of the Stage three of the 2019 OVO Energy Tour of Britain cycle event, including the event preparations and an assessment of the likely impact upon and benefits for North Tyneside. The event was the UK's largest professional cycle race, televised in 166 countries and broadcasted live on the ITV network. Stage three of the Tour of Britain held on the 9 September which was hosted by the North of Tyne Combined Authority was linked with Northumberland, North Tyneside and Newcastle Upon Tyne. The world's top riders and teams contesting a 114-mile route started from the centre of Berwick-upon-Tweed, cycled through Ford, Wooler, Whitley Bay, Tynemouth, North Shields and Wallsend before finishing in Newcastle city centre. Stage three of the tour was coordinated by a multi-agency steering group 'Culture Creative' involved representatives from Northumberland, North Tyneside and Newcastle local authorities, as well as the emergency services and transport providers.

Bookstart Partnership Scheme - The Bookstart Partnership Agreement established in 1992 was the world's first national book gifting programme, which was run by BookTrust, the largest reading charity in the UK. Bookstart gifts free books to every child at two key stages; 0-12 months and 3-4 years of age; it also gave additional support to targeted families, multilingual children and those with additional needs. Bookstart aimed to promote and encourage families to share books, stories and rhymes at the earliest possible age; it was based on the premise that children who had an early introduction to books, and were read to every day, benefited educationally, culturally, socially and emotionally.

Regeneration – The Sub-Committee would also consider the latest regeneration developments in relation to the culture and leisure facilities across the Borough.

Behaviour Management and Exclusion Policies - the Children, Education and Skills Sub-committee received an update on patterns and trends in behaviour and exclusion of pupils.

Safeguarding - the Children, Education and Skills Sub-committee received reports on the new multi agency safeguarding arrangements in North Tyneside and also received an update on the work undertaken by the Authority and its partners to prevent and protect young people from sexual exploitation.

Attainment - the Children, Education and Skills Sub-committee received a report on the educational outcomes and progress of the Authority's looked after children. The Committee were pleased to note that the younger pupils had demonstrated that being in care does not necessarily need to be a barrier to achieving and the early years foundation stage and phonics outcomes were higher than pupils who were not in care and at key stage 1 in reading and mathematics, this was also the case.

Prevention and Early Help - the Children, Education and Skills Sub-committee received a progress report on the work undertaken to deliver Prevention and Early Help and to achieve the Troubled Families programme outcomes.

The Chairs and Deputy Chairs of all the Committees/Sub-committees continue to meet on a regular basis to share information on ideas and topics for review, to identify issues where services could be improved for residents, and to avoid any potential areas of duplication.

Engagement and partnership working

A key role of overview and scrutiny is to promote issues of concern to the public and, where appropriate, consult with residents and service users on scrutiny investigations to be taken forward.

Scrutiny has continued to work closely with its partners, maintaining positive relationships and sharing key information, particularly in relation to health bodies and policing issues.

Representatives of the Clinical Commissioning Group, Northumbria Healthcare Foundation Trust, Healthwatch, and NHS England have all been in attendance at various meetings to share information and maintain key links with Members. In addition, Members are part of a joint regional scrutiny committee who are scrutinising developments in health care in relation to the establishment of the Integrated Care System which covers the North East and North Cumbria, and the Integrated Care Partnerships.

Various pieces of work this year have involved engagement with service users and partner organisations and this has been highlighted throughout this report.

Retail and Town Centre Sub-group

The Retail and Town Centre's Sub-group has sought input from a range of interested parties to feed into the review. From a business perspective, the group has met with representatives of the Whitley Bay, Wallsend and North Shields Chambers of Trade, The Crown Estate, New River, owners of the Forum and the Beacon Centre, and representatives from the Royal Quays. In addition, the Sub-group considered information from the Youth Council and representatives of the Youth Council attended a meeting of the Sub-group to share their views on young people and the future of town centres.

Future Scrutiny

Preparation for the development of the 2020-21 overview and scrutiny work programmes is under consideration. The Chairs and Deputy Chairs will be discussing possible areas for review in order to prioritise topics for scrutiny during 2020-21. Elected Members, senior officers and the public will be encouraged to suggest topics that scrutiny could usefully investigate.

All suggestions received will be considered by individual sub-committees at the beginning of the new municipal year in order to develop work programmes for the year ahead. Some reviews will carry forward from this year. When prioritising topics, consideration will be given to whether the issue is timely and whether there is potential to have a positive impact on Council policy.

This page is intentionally left blank

Meeting: Overview, Scrutiny and Policy Development Committee

Date: 2 March 2020

Title: Scrutiny Update

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 of the work that will take place during the period March – June 2020.

2. Recommendations

The Committee is recommended to note the report and agree if its work is completed before June 2020, to delegate the Engie Scrutiny Sub-group to forward its report with its findings and any recommendations to Cabinet.

3. Details

Background

3.1 The Overview, Scrutiny & Policy Development Committee agreed and has established an Engie Scrutiny Sub-group that met on the 4 November to scope the review.

3.2 The Engie Scrutiny Sub-group is progressing with its work into the review of its partner Engie.

The sub-group has a provisional timetable to continue its work, which is planned to take place during March – June 2020. It is hoped that this would provide sufficient time for the sub-group to complete its work and to provide Cabinet a report of its findings and any recommendations for consideration.

3.3 The Overview, Scrutiny & Policy Development Committee is asked to delegate the Engie Scrutiny Sub-group authority to and once completed to forward its report with its findings and any recommendations to Cabinet.

4. Appendices (if any)

None

This page is intentionally left blank

Meeting: Overview, Scrutiny & Policy Development Committee

Date: Monday 2 March 2020

Title: Technical Services Partnership – Capita Quarterly Update

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

Service: Environment, Housing and Leisure

Wards affected: All

1. Purpose of Report

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

A programme of scrutiny for the Partnership for this municipal year was agreed at the Committee meeting on 18 July 2019.

This report presents the planned update for Quarter 3 ('Q3') of the financial year, detailing Partnership performance from October to December 2019 against the agreed Annual Service Plan for 2019/20.

2. Recommendations

The Committee is recommended to:

- a) note the contents of this report;
- b) consider the 2019/20 service delivery performance as at Q3 presented in **Appendix 1**;
- c) consider the 2019/20 financial position as at Q3 presented in **Appendix 2**; and
- d) note that the next review of the Partnership by the Committee will be in respect of Q4 and out turn performance (December – March 2020)

3. Details

3.1 Background

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

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

That programme consists of the following:

- **Annual Service Plan**
 - **the agreed Annual Service Plan will be reported to the Committee at the start of each financial year:** this was done for 2019/20 at the meeting of the Committee on 18th July 2019
 - **the Annual Service Plan for 2020/21:** Work is taking place on developing the 2020/21 Annual Service Plan which will run from April 2020. This plan will be reported to the Committee once work has concluded and the plan has been approved by technical services Strategic Partnership Board
 - **monitoring reports against the Annual Service Plan will be made available each quarter:** this report provides the Committee with an update on Q3 performance from October to December 2019.

- **Benchmarking**
 - **Scrutiny Members will be presented with the outcome of the Year 5 benchmarking exercise once finalised:** this took place at the meeting on the Committee on 18 July 2019
 - Arrangements will be made for Scrutiny Members to have oversight prior to the commencement of the Year 8 benchmarking exercise during 2020/21.

3.2 2019/20 Service Delivery Performance as at Q3

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

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

- Property Services
- Engineering Services
- Regulatory Services

The process of review is via sub-groups for each service area, which then report into Operational Partnership Board on a monthly basis and Strategic Partnership Board on a quarterly basis. In addition to the KPI's, for each of the above service areas there are several action plans that are also monitored and additionally the investment commitments such as jobs and support to the council's priorities are also reviewed. Some information on our apprentices has been included in the Q3 presentation as a particular focus following apprentice week.

The information attached as **Appendix 1** will be presented to the Committee to explain the outcome of Q3 performance.

3.3 2019/20 Financial Position as at Q3

The financial position of the Partnership as at Q3 is attached as **Appendix 2** and this will be presented to the Committee to explain the forecast.

The Partnership continues to jointly work hard, as would be expected, to manage budget pressures with oversight from service leads and relevant Cabinet Members.

4. **Appendices**

Appendix 1 – Presentation - 2019/20 Service Delivery Performance as at Q3

Appendix 2 - Presentation – 2019/20 Financial Position as at Q3

5. **Background Information**

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

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

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

This page is intentionally left blank

2019/20 Service Delivery Performance as at Q3

This page is intentionally left blank



North Tyneside Council

Working in partnership with
CAPITA



Page 85

Overview, Scrutiny & Policy Development Committee: 2nd March 2020

Presentation of Q3 2019/20 Performance

Overview, Scrutiny & Policy Development Committee:

Margie Burdis

Contents

1. Annual Service Plan 19/20 – Q3 update

- a) Operational update
- b) People update
- c) CSR/Added Value Activities

2. Partnership Performance 19/20 – Q3 update

- a) Cross Cutting Action Plans
- b) Property Services
- c) Engineering Services
- d) Regulatory Services



North Tyneside Council

Working in partnership with
CAPITA



Page 87

Annual Service Plan 2019/20

Q3 Update

Overview, Scrutiny & Policy Development Committee:



North Tyneside Council

Working in partnership with
CAPITA



Page 88

Annual Service Plan 2019/20

Q3 Operational Update

Overview, Scrutiny & Policy Development Committee:

Major Schemes Board

- The Partnership's Major Schemes Board has been refreshed to focus on strategic goals rather than operational detail on individual schemes. Changes include;
 - New Chair and refreshed approach
 - New project reporting format
 - Greater focus on overall project budget and forecasting
 - Strategic programme has been developed to capture future pipeline
 - Inclusion of projects based on impact, not just value.
- The first Partnership-delivered S278 scheme is nearing completion (Avant Homes, Killingworth Way). This has been a big success and is on programme and budget.
- The table summarises the schemes Capita are supporting the Authority to deliver on. These are corporately monitored by the Investment Programme Board.

Investment Plan Ref	Capital Project	Capita Service Area
DV070	Forest Hall Regeneration	Engineering
EV056	Additional Highways Maintenance	Engineering
EV080	Coast Road Cycle Route	Engineering
EV082	North Bank of the Tyne Infra	Engineering
BS026	Asset Planned Maintenance Programme	Asset
BS029	Wallsend Customer First Centre	Property
DV068	Southern Promenade	Engineering
EV034	Local Transport Plan	Engineering
EV084	A189 Improvements Haddricks Mill to West Moor	Engineering
EV088	Transforming Cities: Tyne View Park Terrace Cycleway	Engineering
EV090	Section 278 Avant Homes at Killingworth Way	Engineering
GEN12	Local Infrastructure Projects	Engineering
HS052	Killingworth Moor Infrastructure	Engineering

Operational Achievements – Q3, 2019/20



- ❑ For the 20th successive year, Building Control was awarded quality assurance accreditation following an external audit by certification body Exova BM TRADA.
- ❑ Trading Standards worked with Northumbria Police to seize fireworks illegally stored at a business in Shiremoor.

- ❑ Strategic Property invited offers for Point Pleasant Industrial Estate in Wallsend.
- ❑ The Food Safety team prosecuted Gulshan in Hotspur Street, Tynemouth, for serving food containing peanut to a teenage girl with a nut allergy.



Operational Achievements – Q3, 2019/20

- ❑ Vicky Ellis, receptionist at North Tyneside Business Centre, was runner-up in the North Tyneside Customer Service Awards.
- ❑ During December, on-street parking was free in town centres at weekends.



- ❑ Sustainable travel improvements along the A189 Salters' Lane were completed.
- ❑ The HAMP (Highway Asset Management Plan) Annual Information Report 2019 was approved by Cabinet.





North Tyneside Council

Working in partnership with
CAPITA



Page 92

Annual Service Plan 2019/20

Q3 People Update

Overview, Scrutiny & Policy Development Committee:

Staff highlights

- ❑ 3 x New Starters (1 is a Growth position) and 7 x leavers (including one retirement)
- ❑ 1 x Graduate, Louis Crinnion was appointed in Engineering Design
- ❑ Jade Bruce, Technical Support in Highways has enrolled onto the Project Management Degree Apprenticeship at University of Cumbria
- ❑ Ben Ali in Engineering Design became an Incorporated Engineer with the Institution of Civil Engineers (ICE)
- ❑ David Wall in Engineering Design successfully completed his training to become an assessor with the Chartered Institution of Highways and Transportation (CIHT)
- ❑ Jen Chamley on gaining qualification in Responsible Business Management (BITC) accredited by the Institute of Leadership and Management (ILM)
- ❑ Focus Group set up to review staff survey results, groups will be quarterly and facilitated by Mark Simmons, Divisional Employee Engagement Manager
- ❑ Victoria Ellis runner up in the North Tyneside Customer Service Awards

Selection of case studies - Our Apprentices

Matthew Lloyd Construction Operations Apprentice



Team:
Construction (Highways)
Apprenticeship:
Level 3: Construction Operations
Learning provider:
Northumberland College
Start date of apprenticeship and duration:
January 2020, lasting around 18 months

What attracted you to at Capita?

The opportunity to grow within a career. With having family that live in North Tyneside, I liked the idea of making a difference within their community to make it a better, safer environment.

Why did you decide to do an apprenticeship?

I chose to do an apprenticeship over a traditional college/university course because the idea of learning a qualification whilst having a full-time career seemed more appealing.

What do you most enjoy about your job/apprenticeship?

I enjoy having a different challenge every day. It is very rewarding when you have been working on a project for a few weeks or months and then you see the final outcome of your hard work.

What work/tasks are you working on at present?

I am working on a project in Wallsend, North Tyneside, refurbishing an old flagged footpath into a new Tarmac footpath outside a primary school.

What are your biggest challenges?

Weather conditions, location of job and traffic management.

How has Capita supported you in your apprenticeship?

By giving me the opportunity of weekly day release to gain my qualifications. Managers are also very supportive - if I am unsure of anything they support me to do my best, which has made me increasingly independent.

What are your future plans?

With the right support and experience, I would love to work my way up to a site supervisor role in Construction.

What would your advice be for anyone considering an apprenticeship?

If you are considering an apprenticeship my advice would be to go for it, it's the best thing I've ever done and I've never looked back.

“Matthew is a pleasure to work with and it has been rewarding to see his skill set expand and improve over the years.”

Lee Hunter, Line Manager

Reagan Johnson Civil/Traffic Engineering Apprentice



Team:
Network Management
Apprenticeship:
Level 6 - Civil Engineering Degree Apprenticeship
Learning provider:
Teesside University
Start date of apprenticeship and duration:
September 2018, lasting around six years

What attracted you to Capita?

I was attracted to Capita by their offer of both experience in an engineering discipline in addition to a degree which provides a good route into civil engineering.

Why did you decide to do an apprenticeship?

I wanted to pursue a qualification within civil engineering, however I felt that if I was to attend university full-time, it would restrict me as I would lack experience. My apprenticeship with Capita will enable me to leave university with six years of engineering experience under my belt. This will provide me with the necessary physical understanding to work on future projects rather than theory alone. The benefit of earning a wage and a degree concurrently is also very appealing in comparison to the extensive loans that students currently pay to attend university on a full-time basis.

What do you most enjoy about your job/apprenticeship?

I really enjoy developing my knowledge of engineering every day at Capita and the satisfaction to see the projects that I manage once they are complete and constructed on the highway. The company offers regular development opportunities to advance my personal development as an engineer, while allowing me to become involved with professional organisations such as the Institution of Civil Engineers (ICE).

What work/tasks are you working on at present?

I have recently completed a project in Tynemouth, North Tyneside, involving the implementation of three large raised tables in a conservation area to mitigate previous speeding issues. These features have now been installed and received positive feedback from local residents and ward councillors. I am also working alongside North Tyneside Council's Sustainable Transport team, which often involves completing schemes around schools to improve crossing provision as well as address traffic and parking issues.

What are your biggest challenges?

I am currently completing a degree alongside my job and the workload I receive can sometimes be quite a lot to manage. I have overcome this challenge by improving my organisation by starting assignments and revision as early as possible to prevent my workload becoming unmanageable.

How has Capita supported you in your apprenticeship?

Capita provides me with one day a week to study and complete my degree, as well as extensive developmental opportunities.

I also find the support outstanding from my colleagues and managers as I progress through different projects, as they offer software, books and their advice on a technical level.

What are your future plans?

I am hoping to pursue and achieve the EngTech qualification with the ICE while progressing through my apprenticeship, and the Incorporated Engineer (IEng) award in the following years. I would also like to complete a job rotation to allow me to gain knowledge within one of the many engineering disciplines that operate within Capita.

What would your advice be for anyone considering an apprenticeship?

Full-time university isn't the only option to succeed today. An apprenticeship can offer you so much real-life experience as well as a good salary which you don't get at university. It also allows you to be given responsibility for projects and finish your education with no loans to deal with in the future.

“Reagan continues to provide valuable support to colleagues both within his team and in others and is dedicated to broadening his experience. He has shown an aptitude for civil engineering from the outset and we are happy to be able to support his continued professional development.”

Nick Saunders, Line Manager

Selection of case studies - Our staff studying using the levy funding available to upskill

Jade Bruce Technical Support Manager



Team:
Construction (Highways)
Apprenticeship:
Level 6 - Project Management Degree Apprenticeship
Learning provider:
Cumbria University
Start date of apprenticeship and duration:
September 2018, lasting around four years

Why did you decide to do an apprenticeship?

I decided to become an apprentice when they introduced the Apprenticeship Levy. The levy gave me the opportunity to do a degree, which is something I have always wanted to pursue but didn't think I would have the skills or grades to get in.

What do you most enjoy about your job/apprenticeship?

I enjoy the variety of my role, I have been fortunate enough to be given the opportunity to work on a range of different projects/tasks across our Partnership in North Tyneside and even across the wider business.

What work/tasks are you working on at present?

I am currently working on supporting writing the Annual Service Plan/ Action Plans for Engineering Services, this is an essential part of our Partnership contract which I have been heavily involved in since joining Capita in 2013.

What are your biggest challenges?

Personally, I would say, going 'back to school' and trying to start learning again after such a long break. I wasn't a great student as a teenager, so the jump to university level has been a big test for me.

How has Capita supported you in your apprenticeship?

As part of my degree apprenticeship, I have to work on projects or tasks which directly relate to the module at university. The one I am currently working on relates to 'earned value', which directly relates to money acquired over the current duration of the project. As Capita is a large and diverse business, there are plenty of opportunities to work on various aspects of a project.

What are your future plans?

My ultimate goal is to become a Project Manager. Capita work on various different projects across the UK, from technology transformation to setting up new local government partnerships. I would like to be involved in the new initiatives being introduced and help plan them through to a successful implementation.

What would you advice be for anyone considering an apprenticeship?

This is big commitment which requires dedication, but I would encourage anyone who wants to progress in their career to consider an apprenticeship. Apprenticeships help you build your academic knowledge whilst getting hands on experience which is essential for employers. Personally, I never thought I would ever be able to do a degree, so I am grateful for the opportunity.

“Taking part in this degree apprenticeship has allowed Jade to learn new skills which she has been able to utilise on real-world projects within the engineering service as she progresses with her learning. We have seen real benefits for Jade personally and for Capita as a business.”

Anthony Hewitt, Line Manager

Michelle McBeth Trainee Quantity Surveyor



Team:
Quantity Surveying, Construction
Apprenticeship:
Level 6 - Quantity Surveying Degree apprenticeship
Learning provider:
Northumbria University
Start date of apprenticeship and duration:
October 2018, lasting around five years

Why did you decide to do an apprenticeship?

I discussed my current career path with my line manager and it was suggested I consider entering a formal training course. This would set me onto a recognised career and development path, which I didn't actually have.

We decided on the degree apprenticeship route as it was a great opportunity for me to re-train to ultimately become professionally qualified as a Quantity Surveyor, enabling me to potentially further develop and enhance my career opportunities.

What do you most enjoy about your job/apprenticeship?

I enjoy the variety of projects I get to work on, I am always learning something new and building knowledge and experience. I work with some great people as well which always helps.

What work/tasks are you working on at present?

Currently, I am providing commercial support on a number of schemes including a cycle path from Northumberland Park to Cobalt Business Park, sustainable travel improvements along the North Bank of the Tyne and footpath improvements. I'm also working on developing the pricing of schemes at tender stage for potential and upcoming projects.

What are your biggest challenges?

Probably finding the time to fit everything in between work, study and home life. It's sometimes hard to be motivated to write an assignment or do some study when you have had a tough day at work! The study part of the apprenticeship can be challenging at times especially since I haven't studied at higher education level for a very long time, but there is lots of study support available through the university and colleagues at work are always willing to help if they can.

How has Capita supported you in your apprenticeship?

Capita has supported me by providing a work place mentor and also afforded me the time I need to do any required assignment works. The company also enables me to work flexibly, in any location, to suit my individual workload or work/life balance needs.

What are your future plans?

To successfully complete the apprenticeship and become a fully qualified, experienced Quantity Surveyor. Hopefully, I will continue to further develop my chosen career within Capita.

What would your advice be for anyone considering an apprenticeship?

Go for it! It's a great opportunity to gain major qualifications whilst gaining both on the job work experience and also earning a salary.

I think the benefit of having all that work place experience alongside the academic qualification will really put you ahead of others in a competitive job market. The fact you will not have a massive student loan debt at the end is also a big bonus.

“I'm just so proud of Michelle.

Managing your work and home life, whilst studying part-time, isn't easy at all, but she's grasped this development opportunity with both hands and is now finally on a structured career route to becoming an experienced, skilled and knowledgeable Commercial team member of Capita.”

Phil Knowles, Line Manager



North Tyneside Council

Working in partnership with
CAPITA



Page 96

Annual Service Plan 2019/20

Q3 CSR Update

Overview, Scrutiny & Policy Development Committee:

CSR/Added Value Activities, Q3, 2019/20 (CPT 17)

- ❑ 231 Hours donated to the local community in Quarter 3 equating to an average of £5,775 in staff time
- ❑ Donated £500 to Meadowell Connected to support their residential Christmas Lunches and 13 staff volunteered over the 2 days to prepare, cook and serve food
- ❑ Richard Blackburn, Engineering Design attended an Away Day with Northumbria University to help design the Civil Engineering Degree Apprenticeship – scheduled to be available in September 2020
- ❑ 100 Selection Boxes were donated to Forward Assist for Christmas to donate to children
- ❑ Capita donated £300 of Vouchers to Norham High School for gifts/rewards at Christmas
- ❑ £2000 was donated by Capita to Forward Assist. This will support funding the Spring Break for Veterans at Kielder Forest in May 2020.



Operational Achievements – Q3, 2019/20 – Schedule 10 CPT 17

ASP Objectives 19/20	Q3 Update
All Partnership jobs to continue to be advertised via NTC	Ongoing via Capita Resourcing
2 x summer placements, 6 x work experience placements, 1 x graduate, 1 x apprentices. Develop a Pre Apprenticeship Programme with NTLT	1 x graduate recruited in Engineering Design Placements agreed to date: 2 x Year 11 student – Marden High – January 2020 1 x Foundation Placement – Tyne Met – January 2020 2 x Career Development Module Placements (72 hours) – Newcastle University – January and March 8 x Year 11 Students – John Spence – February 2020 3 x Year 12 students – Burnside Community College – March 2020 Norham High School – July 2020 1 x Year 3 student – Beng Civil Engineering – Newcastle University – Year out placement
Continue to work with David Bavaird (Chair - North Tyneside Business Forum), in identification and support of local SME's	Ongoing discussions as well as discussions with VODA supporting charities with pro bono business advice. Pro bono advice occurring via relationships with Meadowell Connected and BITC.
Work with CTP (Career Transition Partnership) for minimum of 1 x employability workshop.	Anthony Hewitt continues his role as a Trustee Board member for Forward Assist. Raised £2000 to date for Forward Assist and donated selection boxes David Daghish continues to represent Capita on the Armed Forces Forum New CTP Partnership Manager in post – meeting in Q4 about opportunities available.
Charitable Support	Forward Assist, Charity of the Year until end of March 2020. Meadowell Connected remain our Strategic Partner and Margie Burdis remains on the Board and has been appointed finance chair. Agreed to support Meadowell Connected in 2020 with a summer BBQ and an Easter egg donation/hunt.



North Tyneside Council

Working in partnership with
CAPITA



Page 99

Q3 Performance Summary:

Overview, Scrutiny & Policy Development Committee:

Cross Cutting Action Plans – Q3, 2019/20

AP Number	Description	Q1	Q2	Q3	Comments
CC 1	Ensuring that financial targets are achieved and received and that business cases are reviewed and that business cases are aligned with council policy direction	Green	Green	Green	Business cases reviewed at C&F group and reported in summary, along with savings targets, to OPB, SPB and Overview, Scrutiny and Policy Development Committee. Governance reviewed and improved with the role of C&F being strengthened with sub-groups added for property and engineering.
CC 2	Enforcement Review – Consistent and transparent approach to enforcement and targeting hotspots more effectively	Green	Green	Green	Capita Council's JAIL group. Several good examples of improved alignment and targeting, including a parking proposal at Gibraltar Rock pub and removal of truck with waste from Wallsend property.
CC 3	Pavement and footways review – increasing asset life and improving member engagement	Green	Green	Green	Plans for footway spending presented to Highways Investment Sub Group, LMB and ward member briefings. Programme being delivered and members have been provided with progress updates. Additional resources targeted on priority areas.
CC 4	Preparation for Benchmarking (Nov 2020) – Monitor progress of Y5 delivery plan and ensure transparency	Green	Green	Green	Y5 delivery plan has been kept up to date and reported to SPB and Overview, Scrutiny and Policy Development Committee along with agreement of a timetable for member agreement of the Y8 plan. Preparations are on track to meet these deadlines.
CC 5	Construction (Housing) – Ensuring smooth transition and efficient working between services	Green	Green	Green	A number of joint meetings have taken place with the new council service to ensure alignment and improved working. A number of initiatives to improve this are being explored. The detailed financial impacts have been worked through at C&F group and Capita has agreed to return Asset services to the Council to consolidate the service.
CC 6	Supporting Norham High School – Help the school fulfil its ethos and values	Green	Green	Green	Initiatives include Young Enterprise and Go4Set. Donated vouchers for a celebration assembly and Partnership Director has joined the Board of Governors as a foundation governor. Engagement with Percy Main Primary School has included provision of a school governor, £6,000 for outdoor classroom and STEM Box
CC 7	Corporate Parenting – Help the Authority become brilliant corporate parents	Green	Green	Green	Capita has continued to provide appropriate training to all teams and has supported a number of events including Barnardo's visits and worked with charities that support the council.
CC 8	Ambition for North Tyneside – Ensure alignment of services	Green	Green	Green	Capita has supported the Council's Ambition in 'People, Place and Economy' eg, A189 Salters Lane Improvement Scheme; public realm improvements in Forest Hall; and the Coast Road Cycle Scheme. Capita now attends IIPB and, following a review, a new joint Major Programmes Board (MPB) has been established.

Property Action Plan Dashboard – Q3 2019/20

Action Plan Number	Description	Q1	Q2	Q3	Comments
PROP 1	Estates Strategy – Provide direction to asset management programme and other plans	Green	Green	Green	On-track. Updated Estates Strategy has been prepared for endorsement by SPG.
PROP 2	Review Service Charge Process - Identify areas of non-compliance and improve the service charge process	Green	Amber	Amber	8 out of 10 ring fence service charges have been reconciled. The 2 outstanding could not be completed as planned in Q3 - NTBC due to utility issues, Saville Exchange due to auditorium issues.
PROP 3	Legal Completions - Reduce backlog of cases with Legal instructions, where terms agreed but transaction incomplete.	Green	Green	Green	On-track. Schedule of meetings in place with Legal to track cases.
PROP 4	Backdated Reviews – completion/closure of outstanding rent reviews or lease renewals	Green	Green	Green	On-track. Prioritisation of cases in place.
PROP 5	Non-operational Premises Compliance – Establish and maintain compliance	Green	Green	Green	On-track. An agreed workplan is in place.
PROP 6	Property Processes Review – ensure processes are efficient, clear and delivering the Council's priorities	Green	Green	Green	On-track. Process for traveller encampments being utilised.
PROP 7	Operational Premises Compliance – Establish and maintain compliance	Green	Green	Green	On-track. Scald testing and Legionella programmes underway.
PROP 8	Compliance with Carbon Reduction Commitment Energy Efficiency Scheme (CRC) – ensure energy management (TEAM) system generates compliant reports	Green	Green	Green	On-track. TEAM introduced and initial staff training completed.

Property KPI Dashboard – Q3 2019/20

Category 2 KPI's

KPI ref	Definition	Expected	Min	Weighting	Frequency	Baselined	Accuracy	Owner
PROP 2.1	Asset Valuations delivered to timescale	100%	100%	20%	Annual		2 D.P.	MB
PROP 2.2	Housing Stock Valuations delivered to timescale	100%	100%	20%	Annual		2 D.P.	MB
PROP 2.3	Asset Management – Asbestos	100%	95%	20%	Mthly		Whole number	WS
PROP 2.4	Asset Management – Legionella	100%	95%	20%	Mthly		Whole number	WS
PROP 2.5	Asset Management – Fire Risk Assessment (FRA)	100%	95%	20%	Mthly		Whole number	WS

October		November		December		Q3	
Figures	%	Figures	%	Figures	%	Figures	%
-							
<u>10</u>	100%	<u>14</u>	100%	<u>4</u>	100%		
10	G	14	G	4	G		
<u>123</u>	100%	<u>147</u>	100%	<u>138</u>	100%		
123	G	147	G	138	G		
<u>9</u>	100%	<u>12</u>	100%	<u>9</u>	100%		
9	G	12	G	9	G		

Category 1 PI's

KPI ref	Definition	Expected	Min	Weighting	Frequency	Baselined	Accuracy	Owner
PROP 1.1	% of lease renewals and rent reviews dealt with on time	100%	95%		Mthly		1 D.P.	MB
PROP 1.2	Debt recovery actions	95%	90%		Mthly	To be baselined	Whole number	MB
PROP 1.3	% of properties let from the Council's commercial portfolio	75%	70%		Mthly		2 D.P.	MB
PROP 1.4	Strategic Property Customer Satisfaction	90%	80%		Quarterly		2 D.P.	MB
PROP 1.5	R&M cost recharges and legionella recharges	100%	90%		Mthly		2 D.P.	WS
PROP 1.6	Notification of Change	100%	90%		Mthly		Whole number	WS
PROP 1.7	Asset Management Customer Satisfaction	90%	80%		Bi-annual		1 D.P.	WS

October		November		December		Q3	
Figures	%	Figures	%	Figures	%	Figures	%
<u>39</u>	100.0%	<u>39</u>	100.0%	<u>39</u>	100.0%		
39	G	39	G	39	G		
<u>28</u>	100%	<u>32</u>	100%	<u>24</u>	100%		
28	G	32	G	24	G		
<u>222</u>	81.02%	<u>220</u>	80.88%	<u>218</u>	80.74%		
274	G	272	G	270	G		
-						<u>2</u>	100.00%
-						2	G
<u>1</u>	100.00%	<u>1</u>	100.00%	<u>1</u>	100.00%		
1	G	1	G	1	G		
<u>16</u>	100%	<u>12</u>	100%	<u>2</u>	100%		
16	G	12	G	2	G		
-							

Engineering Action Plan Dashboard – Q3 2019/20

Action Plan Number	Description	Q1	Q2	Q3	Comments
1	Transparency Act – production of an operational report to be published on the Authority’s website	Green	Green	Green	Draft operational report produced. Added value elements being incorporated prior to finalising.
2	Highway Asset Inventory Collection – collection of additional highway asset data such as road signs to improve the inventory	Amber	Green	Green	In Q1 there was slippage in finalising the scope. Data collection underway in Q2. Programme reprofiled but remains on track to be completed by Q4.
3	Strategic Gulley Cleaning Programme – development of a risk-based gulley cleansing programme	Amber	Green	Green	In Q1 there was slippage in the programme. This is now on track.
4	Customer Satisfaction: Postcard Survey – implementation of a postcard resident satisfaction survey to inform the Highway Asset Management Plan	Green	Green	Green	This Action Plan was reprofiled in Q2 to take account of the timing of the Residents Survey to ensure it involves the Authority’s appointed survey partner Ipsos MORI.
5	Customer Satisfaction: Integrated Transport – gathering customer feedback in relation to road safety and cycling initiatives in order to inform service improvements	Green	Green	Green	Customer engagement undertaken. Production of a draft engagement strategy, due in Q2, has been reprofiled to Q3 to allow further analysis of the information collected.

Engineering KPI Dashboard– Q3 2019/20

Category 2 KPI's

KPI ref	Definition	Expected	Min	Weighting	Frequency	Baselined	Accuracy	Owner	October		November		December		Q3	
									Figures	%	Figures	%	Figures	%	Figures	%
ENG 2.1	Roads and Pavements – Percentage of routine street care safety inspections carried out on time	95%	90%	30%	Mthly		2 D.P.	MF	<u>744</u>	100.00%	<u>641</u>	99.84%	<u>420</u>	99.76%		
									744	G	642	G	421	G		
ENG 2.2	Roads and Pavements – Percentage of CAT 1 highway defects that were compliant within 24 hours	98%	96%	30%	Mthly		2 D.P.	MB	<u>13</u>	100.00%	<u>13</u>	100.00%	<u>6</u>	100.00%		
									13	G	13	G	6	G		
ENG 2.3	Roads & Pavements – Percentage of Cat 2 Highways defects made compliant within 10 working days	98%	96%	30%	Mthly		2 D.P.	MB	<u>306</u>	98.39%	<u>224</u>	99.12%	<u>217</u>	99.54%		
									311	G	226	G	218	G		
ENG 2.4	Parking - No. of PCNs correctly issued	99%	95%	10%	Mthly		2 D.P.	GH	<u>24469</u>	99.87%	<u>24123</u>	99.87%	<u>24031</u>	99.86%		
									24500	G	24154	G	24065	G		
ENG 2.5	Roads and Pavements – Quality of maintenance repairs	93%	90%	0%	Mthly		2 D.P.	MB	<u>61</u>	98.39%	<u>80</u>	97.56%	<u>52</u>	96.30%		
									62	G	82	G	54	G		

Category 1 PI's

KPI ref	Definition	Expected	Min	Weighting	Frequency	Baselined	Accuracy	Owner	October		November		December		Q3	
									Figures	%	Figures	%	Figures	%	Figures	%
ENG 1.1	Roads and Pavements – Time taken to respond to permit request	99%	95%		Mthly		2 D.P.	RR	<u>1116</u>	100.00%	<u>797</u>	100.00%	<u>592</u>	100.00%		
									1116	G	797	G	592	G		
ENG 1.2	Roads and Pavements – Permit scheme compliance of Capita workforce.	90%	85%		Mthly		2 D.P.	MB	<u>298</u>	90.03%	<u>227</u>	90.08%	<u>186</u>	92.54%		
									331	G	252	G	201	G		
ENG 1.3	Casualty reduction	See PI	N/A		Annual		Whole number	NS								
ENG 1.4	Roads and Pavements – Percentage of pothole and footpath enquiries inspected within 3 working days	80%	75%		Mthly		2 D.P.	AM	<u>147</u>	82.58%	<u>115</u>	92.00%	<u>98</u>	90.74%		
									178	G	125	G	108	G		
ENG 1.5	Increasing use of Sustainable Transport on Go Smarter Scheme for schools	See PI	N/A		Annual		1 D.P.	AH								

Regulatory Services Action Plan Dashboard – Q3 2019/20

Action Plan Number	Description	Q1	Q2	Q3	Comments
PLG 1	Planning Policy Development – Progress the delivery supporting the Local Plan	Green	Green	Green	On track.
REG 1	Air Quality Strategy – Develop a 5-year Air Quality Strategy	Green	Green	Green	Draft strategy prepared. Cabinet approval to be sought following consideration of Air Quality Feasibility Study proposals.
REG 2	Taxi Licensing Policy - Review the existing policy for hackney carriages and private hire licensing	Green	Green	Green	Revised policy developed. Cabinet approval to be sought in October.
REG3	Housing Enforcement Policy – Develop and approve a new policy	Green	Green	Green	Draft Policy developed. Currently being reviewed following national advice prior to seeking Cabinet approval.
REG 4	Food Law Plan 2020 – 2022 – Develop and approve a 2-year food law enforcement plan	Green	Green	Green	On track.
REG 5	Contaminated Land Strategy – Review the strategy	Green	Green	Green	Revised draft strategy presented to Cabinet in September. Consultation now underway.
BC 1	Retention of ISO 9001:2015- Retain quality assurance standard covering the Building Control service	Amber	Green	Green	In Q1 there was slippage in the internal audit programme. This is now on track
BC 2	Building Excellence Awards – Support the annual Local Authority Building Control (LABC) awards programme	Green	Green	Green	Complete. 4 North Tyneside businesses were Finalists resulting in 1 winning 'Best Change of Use of an Existing Building' category.

Regulatory Services KPI Dashboard – Q3 2019/20

Category 2 KPI's

KPI ref	Definition	Expected	Min	Weighting	Frequency	Baselined	Accuracy	Owner
PLG 2.1	Planning - % major applications determined on time	95%	90%	25%	Quarterly		Whole number	JP
PLG 2.2	Planning - % minor applications determined on time	96%	90%	25%	Quarterly		Whole number	JP
PLG 2.3	Planning - % other applications determined on time	96%	92%	25%	Quarterly		Whole number	JP
PP 2.1	Public Protection -Persistent Environmental Health complaints in relation to domestic or business premises	100%	95%	15%	Mthly		Whole number	JL
PP 2.2	Public Protection -Broadly Compliant Food Establishments	90%	86%	10%	Annual		2 D.P.	JL

October		November		December		Q3	
Figures	%	Figures	%	Figures	%	Figures	%
<u>33</u>	97%	<u>31</u>	97%	<u>27</u>	96%	<u>27</u>	96%
34	↑	32	↑	28	↑	28	G
<u>148</u>	99%	<u>136</u>	99%	<u>133</u>	99%	<u>133</u>	99%
149	↑	137	↑	134	↑	134	G
<u>665</u>	100%	<u>649</u>	100%	<u>649</u>	100%	<u>649</u>	100%
667	↑	650	↑	650	↑	650	G
<u>2</u>	100%	<u>5</u>	100%	<u>4</u>	100%	-	
2	G	5	G	4	G	-	
<u>1311</u>	94.79%	<u>1301</u>	95.10%	<u>1301</u>	95.17%	-	
1383	↑	1368	↑	1367	↑	-	

Regulatory Services KPI Dashboard – Q3 2019/20

Category 1 PI's

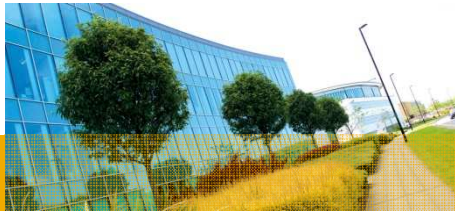
KPI ref	Definition	Expected	Min	Weighting	Frequency	Baselined	Owner
PLG 1.1	Planning - % appeals contrary to officer decision	28%	32%		Mthly	Whole number	JP
PLG 1.2	Planning - % discharge of conditions determined on target	78%	72%		Mthly	Whole number	JP
PLG 1.3	Planning - % minor pre application enquiries responded to in time	90%	85%		Mthly	Whole number	JP
PLG 1.4	Planning - % stage 1 major pre-applications responded to in 5 weeks	80%	70%		Mthly	Whole number	JP
PLG 1.5	Planning - % Committee decisions made contrary to Officer advice	10%	15%		Mthly	Whole number	JP
PLG 1.6	Planning - % enforcement cases closed within target	80%	70%		Mthly	Whole number	JP
PP 1.1	Public Protection - Considering of safeguarding issues in relation to taxi complaints or applications	TBC	TBC		Mthly	To be benchmarked	JL
BC 1.1	Building Control - % of requests for site inspections responded to within target	98%	95%		Mthly	1 D.P.	CG
BC 1.2	Building Control - % of requests for dangerous structures assessment response to within target	100%	95%		Mthly	1 D.P.	CG
BC 1.3	Building Control - % of Quality Assurance internal audits without a non-conformity	90%	80%		Mthly	1 D.P.	CG
REG 1.1	Regulatory Services - Customer Satisfaction Rating	80%	80%		Mthly	To be benchmarked	all

October		November		December		Q3	
Figures	%	Figures	%	Figures	%	Figures	%
<u>6</u> 18	33% R	<u>6</u> 16	38% R	<u>5</u> 13	38% R		
<u>117</u> 130	90% G	<u>121</u> 130	93% G	<u>121</u> 129	94% G		
<u>156</u> 160	98% G	<u>161</u> 165	98% G	<u>157</u> 161	98% G		
<u>9</u> 11	82% G	<u>10</u> 13	77% A	<u>9</u> 12	75% A		
<u>12</u> 73	16% R	<u>10</u> 67	15% A	<u>10</u> 68	15% A		
<u>369</u> 444	83% G	<u>336</u> 410	82% G	<u>338</u> 412	82% G		
<u>0</u> 0	#DIV/0! #DIV/0!	<u>0</u> 0	#DIV/0! #DIV/0!	<u>0</u> 0	#DIV/0! #DIV/0!		
<u>406</u> 406	100.0% G	<u>420</u> 420	100.0% G	<u>257</u> 257	100.0% G		
<u>3</u> 3	100.0% G	<u>7</u> 7	100.0% G	<u>3</u> 3	100.0% G		
<u>2</u> 2	100.0% G	<u>2</u> 2	100.0% G	<u>1</u> 1	100.0% G		
<u>4140</u> 4790	86.4% G	<u>7788</u> 8830	88.2% G	<u>7990</u> 9090	87.9% G		



North Tyneside Council

Working in partnership with
CAPITA



Page 108

Annual Service Plan 2020/21

Progress and Timelines

Overview, Scrutiny & Policy Development Committee:

ASP 2020/21

Benchmarking:

With the delivery plan from year 5 benchmarking complete, the next benchmarking review takes place at the end of the current contract year.

- Work is currently underway to scope this exercise, which will build on the Year 5 approach and include external challenge.
- Following SPB, OSPDC will receive initial thoughts in the summer of 2020 to take feedback then a firm proposal in September/October 2020 with the benchmarking activity itself to be delivered from November 2020. Thereafter the outcomes of the review will be reported to SPB and OSPDC.

Annual Service Plan 2020/21

- A separate meeting of SPB has been arranged on **17th March 2020** to present the performance element of the ASP for agreement. Capita will follow the Council standard template for the remainder of the document, and this will be circulated to OSPDC on completion.
- Work is underway in reviewing the KPI's PI' and Action Plans which Capita will be asked to deliver against in this year. The area of most substantial change is in property as a result of the asset service transferring back to the Council at the start of the month. It is likely that at least one current PI will be promoted to a KPI in the property area with the addition of some new PI's and action plans.
- We are also looking closely at volumetric impacts in planning where the number of applications have reduced and at those performance measures where a further stretched target would not be feasible in highways.
- The approach to the cross-cutting action plans has been to remove ones that have become business as usual, such as supporting corporate parenting, to allow us to add in new ones aligned to the Councils strategic priorities including customer service and climate change emergency.
- At the Q2 scrutiny review it was requested that the practice of baselining should not prevent us from setting an up-front target and this approach is being adopted in the next ASP.
- Once the ASP 2020/21 is in play it will progress through OSPDC in the same manner as the current year

This page is intentionally left blank