



North Tyneside Council

Overview, Scrutiny & Policy Development Committee

Tuesday, 28 July 2020

Wednesday, 5 August 2020 The meeting will be held virtually and live streamed - please use the link below. - **commencing at 6.00 pm.**

Agenda Item	Page
1. Apologies for Absence To receive apologies for absence from the meeting.	
2. Appointment of Substitute Members To receive the appointment of Substitute Members.	
3. Declarations of Interest and Dispensations You are invited to declare any registerable and/or non registerable interests in matters appearing on the agenda, and the nature of that interest. You are also invited to disclose any dispensation in relation to any registerable and/or non-registerable interests that have been granted to you in respect of any matters appearing on the agenda.	
4. Minutes To confirm the minutes of the meeting held on 2 March 2020.	5 - 8
5. Covid-19 Recovery Framework and Progress in North Tyneside To update the Council's Recovery Framework for Covid-19 on the four strategic objectives from the Framework.	9 - 26
6. Efficiency Savings Programme: 2020/21 Quarter 1: Progress Report To receive an update on the Quarter 1 position of key 2020/21 projects and business cases within the overall Efficiency Savings Programme.	27 - 46

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
7. Technical Services Partnership - Capita Quarterly Update	47 - 172
To receive an update on the performance of the Technical Services Partnership.	
8. Exclusion Resolution	
The Committee will be requested to pass the following resolution: Resolved that under Section 100A(4) of the Local Government Act 1972 (as amended) and having applied a public interest test 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.	
9. Technical Services Partnership - Capita Quarterly Update Further information	173 - 180

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

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Overview, Scrutiny & Policy Development Committee

Monday, 2 March 2020

Present: Councillor S Graham (Chair)
Councillors J Allan, D Cox, M Green, Janet Hunter,
J Kirwin, L Miller A McMullen, A Newman, P Oliver,
W Samuel, S Fallon and J Stirling

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

In attendance:
Councillors B Pickard and R Glindon

Apologies: Councillors A Austin, B Burdis and M Rankin

OV35/20 Appointment of Substitute Members

Pursuant to the Council's constitution the appointment of the following substitute Member was reported: - Councillor J Stirling for Councillor B Burdis.

OV36/20 Declarations of Interest and Notification of any Dispensations Granted

There were no Declarations of Interest.

OV37/20 Minutes

Resolved that minute of the meeting held on 13 January 2020 be confirmed;

OV38/20 Efficiency Saving Programme progress update

The Head of Resources attended the meeting and presented the Quarter 3 position of the Efficiency Savings Programme as at 31 December 2019.

The overall savings requirement for the 2019/20 business cases was £10.533m.

The update set out each project that would deliver the required savings whilst delivering priority outcomes within the agreed Efficiency Plan.

The position showed;

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

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

It was **AGREED** that the Efficiency Savings Programme: 2019/20 Quarter 3: progress be noted.

OV39/20 Our North Tyneside Performance report

The Committee was provided an update report on the progress on delivering the Our North Tyneside Plan.

It provided an overview of performance from the start of the plan and identified activities that the authority had agreed to pursue in the future.

There were several issues that North Tyneside faced similar as to other parts of the country and comparator information was provided on national and regional performance.

Progress on key areas was provided which included;

- A greater increase than the national position for Supporting 71% young people to be ready for school
- An increase in the recycling rate and a 45% reduction in the Councils carbon footprint
- The delivery of 1,471 affordable homes in the borough
- 400k more tourist visits in North Tyneside
- Increases in number of people in work and businesses in the borough.

The report also recognised that the refreshed Our North Tyneside Plan had updated priorities in relation to the declaration of a climate emergency and the role of the North of Tyne Combined Authority.

A Member asked what action was being taking to ensure good performance across the borough. In response the Head of Corporate Services stated that work was underway that would develop action plans for targeted areas.

Members asked and it was agreed that further information with regards to KS2 and SEN expected level in attainment be provided.

A Member questioned and it was agreed that an updated position would be provided in respect of the position of the percentage of Secondary Schools rated good or Outstanding by OFSTED.

It was raised if the works on Salters Lane had been completed as there were concerns to the condition with the cycle way in that location. It was stated that the developer had a plan in place for the development completion. It was requested and agreed that this would be shared with Members of the Committee.

A member requested information to the number of electric charging points available for public use in the borough. It was agreed that this would be provided to the Members of the Committee.

It was **Agreed** that the Our North Tyneside Plan update be noted; and (2) the father information requested be circulated to Committee Members.

OV40/20 Annual Scrutiny Report

The Committee was provided the Overview and Scrutiny Annual Report 2019/20. The reported provided information to the policy development work and monitoring undertaken by the sub-committees during 2019/20.

It was **Agreed** that the Overview and Scrutiny Annual Report 2019/20 be noted.

OV41/20 Scrutiny update

The Committee received a report that requested it to delegate the Engie Sub-group to forward its report and findings to Cabinet if its work was completed before June 2020.

It was **Agreed** to delegate the Engie Sub-group to progress its report to Cabinet if completed before June 2020.

OV42/20 Capita - Quarter 3 Performance Update & preparations for Year 8 Benchmarking

The Committee received the Quarter 3 (Q3) update of the Capita Performance.

In relation to the operational update, the Partnership's Major Schemes Board had been refreshed to focus on strategic goals rather than on the operational detail of individual schemes. Information was given to the range of Capital projects that were corporately monitored by the Investment Programme Board.

Operational Achievements were presented which included:

- Continued accreditation following an external audit of Building Control
- Trading Standards/Police seizure of illegal fireworks
- Strategic property offers for Point Pleasant Industrial Estate
- Food Safety team prosecution
- December free parking arrangement
- Completion of the sustainable travel improvements along the A189 Salters Lane
- Staff -Customer Service award
- Cabinet approval of the Highways Asset Management Plan

Within the People Update, the Committee were informed of several achievements of employees who had been appointed, completed and or gained qualification in several service posts. Members were also provided a copy of the Learning on the job with an apprenticeship booklet that provided further detail to individual employee's progress through their apprenticeship.

The Committee was updated to the corporate social responsibility (CSR) activity that the partnership had provided charitable support during Q3.

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.

OV43/20 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 1 and 3 of Part 1 of Schedule 12A to the Act.

OV44/20 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

OV45/20 Freedom of the Borough - Nominations

The Overview, Scrutiny & Policy Development Committee received a report, which outlined the process for the award of the Freedom of the Borough and sought approval of the eligible nominations submitted.

The Committee was required to assess any nominations submitted and make a recommendation to Annual Council on 21 May 2020 for final consideration.

Any nomination for the award of Freedom of the Borough of North Tyneside must be persons/organisations of distinction and persons who have, in the opinion of the Council, rendered eminent services to the borough and have either:

- a) lived in the borough; or
- b) worked or been based in the borough; or
- c) been born in the borough.

Agreed that the two nominations recommended for the Award of the Freedom of the Borough be submitted to Annual Council on 21 May 2020 for final consideration.

Meeting: Overview Scrutiny and Policy Development Committee

Date: 5 August 2020

Title: Covid-19 Recovery Framework and Progress

Author: Phil Scott

Service: Corporate Strategy

Wards affected: All

1. Purpose of Report

1.1 The purpose of this report is to update the Overview, Scrutiny & Policy Development Committee on the council's Recovery Framework (the Framework) for Covid-19. The report will provide an update on the four strategic objectives from the Framework.

1.2 A copy of the Authority's Framework is appended to this report and sets out how work is being taken forward to move from the Covid-19 crisis response phase to the recovery phase.

1.3 The Framework was agreed by Cabinet on 29 June 2020.

1.4 The Framework is shaped by the Our North Tyneside Plan and the Authority's core values:

- we listen – our detailed plans will be informed through engagement with council staff, residents, businesses, community/voluntary sector and other partners
- we care – the health and safety of our teams and residents will be our top priority at all times and our Customer Service Programme vision will continue throughout
- we are ambitious – we will take this opportunity to be flexible, innovative and to stop doing what we no longer need; to keep and nurture what we value and to hold on to the new things we do (“build back better”); and
- we are good value for money – tight financial control, planning and risk management will continue to be a priority.

2. Recommendations

2.1 It is recommended that the Committee notes the approach set out in the Recovery Framework and work to date.

3. Details

3.1 The Committee are aware that Covid-19 has imposed significant and additional demands on the Authority, its partners and all aspects of local private and public services. Local partners, the Local Authority and NHS services, have been working together proactively since the start of the pandemic, to understand and respond to these challenges.

3.2 Whilst this continues to be an iterative process, the Authority's Recovery Framework is a structured approach, with clear stages built upon strategic objectives from the Our North Tyneside Plan:

- Our People
- Our Places
- Our Economy, and
- Our Organisation.

Each of the strategic objectives has a number of workstreams which will manage activity to move through the Recovery Framework phases.

OUR PEOPLE

3.3 Health and Wellbeing

3.3.1 The incidence of COVID-19 in North Tyneside remains low, as it does across the North East region. The localised outbreaks witnessed nationally are likely to continue to characterise the next period of the pandemic, with a possible resurgence of Coronavirus infection levels during the autumn/winter period.

3.3.2 Infection prevention and control measures remain the key mechanisms to control transmission of the virus. There has been and will continue to be a strong emphasis on promoting and encouraging respiratory and hand hygiene and social distancing.

3.3.3 The Local Outbreak Management Plan and associated governance structures are now in place to ensure that there is capacity and capability to implement preventative measures and early identification and response to outbreaks in North Tyneside.

3.3.4 Physical and mental wellbeing of our residents remains an important priority within the recovery phase and work has included support for residents to stop smoking given the increased risks of COVID-19 and promoting physical activity as a means to improve general wellbeing as well as burning calories. The recently published obesity strategy to get the nation fit and healthy, protect themselves against COVID-19 and protect the NHS will support further work in this area.

3.3.5 The forthcoming winter period and flu season will be challenging in the midst of a pandemic. Work has commenced on developing a plan with partners to mitigate the impact on social care and the NHS, this includes promoting high uptake of the flu vaccination particularly in high risk groups.

3.4 Social Care

3.4.1 Services involving the direct delivery of care for critical wellbeing, from both council teams and the independent sector, have continued to be delivered during the period but within the relevant social distancing measures outlined by Government.

3.4.2 Residential care and support for both adults and children and young people has continued but again, within the restrictions set out by Government. Occupancy in older persons care homes reduced significantly due to deaths and reduced admissions. The market is starting to see admissions to care homes resume. Support to this sector has been significant throughout the pandemic and continues including delivering training, provision of staff, supporting with PPE, help to interpret national guidance and support to answer individual questions about managing difficult situations within the published guidance.

3.4.3 Adult social work has taken advantage of the "easements" in the Care Act 2014 as set out in the Coronavirus Act 2020. They have operated at Level 2, which means all services have continued but with a proportionate approach to assessments and care planning. This has meant the majority of assessments and care planning, have taken place over telephone or video.

3.4.4 Social care continues to monitor demand for care and support. Demand at Gateway has reduced from a peak during the pandemic but remains higher than pre-Covid-19 levels. Demand for hospital discharges has reduced and there is currently sufficient capacity with the homecare market.

3.4.5 Childrens' services have delivered reduced numbers of face to face visits, instead carrying out telephone and video assessments and interventions. As national measures have relaxed, the proportion of visits carried out face to face has begun to increase. From 1 August, all statutory social work visits to children and families will be carried out in person; this will be in line with all of the required risk assessments and national safety guidance.

3.4.6 Requests for support for domestic abuse are continuing to increase across the Northumbria Police area. This has meant an increase in work for the childrens' services teams in North Tyneside but they continue to respond within timescales to all work.

3.4.7 The Director of Public Health has written to all care home owners in the Borough to give notice that she approves the opening of homes to visitors, if they wish to do so, and they can comply with the relevant safety guidance.

3.5 Community and Support for the Critically Vulnerable / Shielded

3.5.1 A small workstream group continues to meet weekly to oversee the Community and Voluntary Sector and volunteering recovery action plan.

3.5.2 Weekly support calls are now being made to 471 people, from a peak of 1,778 people. This is likely to be the remaining cohort of people who have support needs that will continue into the next phase of recovery.

3.5.3 From the 1 August, the number of virtual support hubs will reduce from 4 to 1, in line with the overall reduction in the number of people requiring support. A local support hub will be required until at least December 2020 and resources for this have been agreed.

3.6 Schools

3.6.1 The School Improvement Team continue to work with schools on planning for the safe return of all children and young people in September, with a focus on blended learning of classroom and home-based activities.

3.6.2 It is too early to assess the impact of the lockdown and pandemic on educational attainment.

3.6.3 An education strategy is being developed which will incorporate a recovery plan to support schools and the education sector from the impact of the pandemic.

3.6.4 A letter has been received from the Minister for Roads, Buses and Places regarding preparation for home to school transport ahead of the return to school in September. Officers are currently assessing the implications and working with Nexus on this matter.

OUR PLACES

3.7 Housing Property and Construction

3.7.1 Following agreement from the Head of Service and Cabinet Member the following work has re-started week commencing 29 June:

- planned external decoration works across the borough
- planned fencing replacement work across the borough
- planned roofing replacement works across the borough
- planned external brickwork repair works across the borough; and
- non-urgent and routine responsive repairs to the internal of tenants' homes by appointment.

3.7.2 A revised spend profile for all Planned Capital works was submitted for inclusion at June's Investment Programme Board.

3.7.3 Officers are looking at options to accelerate some work within the Housing Asset Management Plan to increase works that can be delivered this year.

3.8 Highways and Town Centres

3.8.1 All Category 1 and 2 highway defects are being repaired in line with policy timescales. The highway inspection regime has now returned to its pre-Covid-19 programme.

3.8.2 The carriageway resurfacing programme is underway and on programme. Other planned maintenance schemes have now restarted with restrictions on working hours to allow staggered shifts in order to maintain social distancing requirements.

3.8.3 The major project at Southern Promenade has commenced.

3.8.4 Parking enforcement has re-started.

3.8.5 Work is underway to determine a process for dealing with pavement licence applications as a result of the Business and Planning Act.

3.8.6 Measures to implement the emergency active travel fund schemes were introduced on 30 June.

3.9 Covid Secure Workplaces

3.9.1 The North Tyneside Council Standard guidance for operating buildings during the pandemic, has been reviewed and refreshed in line with the most recent Government and public health guidance. All works to phase 1 buildings were completed on 25 July. Surveys of phase 2 buildings will be complete by early September.

3.10 Culture, Sport & Leisure

3.10.1 Saint Mary's Lighthouse and Segedunum opened week commencing 27 July.

3.10.2 There has been a phased reopening of all 5 leisure centres and the gym at John Willie Sam's centre, starting with gym and other activities such as exercise classes and group activities following after the initial phase has been evaluated.

3.10.3 Whitley Bay Min Golf opened week commencing 27 July.

3.10.4 The Football Association has announced the intention to restart grass roots football. The team are reviewing guidance and assessing options for North Tyneside.

3.10.5 All play sites are now open across the Borough.

3.11 Environmental Operations

3.11.1 As the Committee is aware, refuse collection has continued throughout the pandemic, observing national safety guidance.

3.11.2 Toilets at the following sites have reopened – Tynemouth park, Whitley Bay Metro, Churchill Playing Fields, Wallsend park, Rising Sun Countryside Park and the Ferry Landing at North Shields.

3.11.3 Cafes at Wallsend park and Northumberland Park are now open.

3.11.4 Bedding plants are being planted out across the borough.

3.11.5 Grass cutting is at approximately 95%.

OUR ECONOMY

3.12 Business

3.12.1 Baseline metrics to understand the post coronavirus economic landscape are in place and will continue to be refined. The measures help to assess where the greatest impact has been, and which sectors have been affected. Approval has been received to accept the North of Tyne Capacity Fund resources which will fund the 'Back to Work' service providing flexible, immediate and responsive support to address employment issues faced by businesses and individuals.

3.12.2 Work is ongoing to support and monitor the reopening of our town centres, including the number of vacant units and business closures, as well as new start-ups.

3.12.3 Support and advice to all businesses is ongoing. This is supported by a comprehensive communication and engagement strategy which advises both businesses and visitors on social

distancing in town centres and includes advice following the announcements regarding the reopening of pubs and restaurants.

3.12.4 Work is ongoing to refine the Town Centre recovery plan; current activity has focussed on the re-opening of our centres which has required significant resource.

3.12.5 Support to a wide range of businesses has been ongoing through the Discretionary Fund which has provided financial assistance to businesses with fixed property related costs.

3.13 Jobs

3.13.1 The Chancellor of the Exchequer presented his 'Plan for Jobs' to Parliament on Wednesday 8 July 2020 to outline how the government will boost job creation in the UK. Discussions are underway with the Department for Work and Pensions and the Department for Education in relation to the design and implementation of these schemes.

3.13.2 Allocation of the £2m Hardship Grant, allocated from Government to support working age adults who claim council tax support, continues.

OUR ORGANISATION

3.14 Finance

3.14.1 The impact of COVID-19 on the Trading Company is being modelled and will be reported through to the Trading Company's Board.

3.14.2 Finance officers have been identified for each recovery workstream to ensure that the finance team are aware of the estimated financial impact of recovery for each area.

3.14.3 The next return for the Ministry of Housing, Communities and Local Government (MHCLH) is due on 31 July 2020. At the last Finance workstream meeting (20/07/2020) the team worked through the implications of the recent announcement in relation to income cost pressures. A detailed methodology for review of income cost pressures is in development with Engie Finance to ensure a consistent approach is applied across the organisation. The Authority will be required to submit a return to the MHCLG and this will be open to external scrutiny.

3.14.4 Allocations for Tranche 3 of Local Support Grant was announced on 16 July 2020. The Authority received a further £1.777m which brings the total support grant received to date to £14.308m.

3.14.5 An initial review of the Medium-Term Financial Strategy and Medium-Term Financial Plan has been undertaken and the results have been included in the report to Cabinet on 3 August 2020. The basis for the review is as per information which had been shared with SLT on 9 July 2020 and subsequently to Lead Members on 13 July 2020.

3.15 Digital Connectivity

3.15.1. Additional kit for those working from home has been procured and issued. A small working group has been established to monitor home connectivity issues and to ensure employees are able to work remotely effectively.

3.16 Human Resources/Organisational Development

3.16.1 The Authority is following all national guidance in relation to working practices and support for its employees. The position remains, that people should work from home unless there is a business or personal reason why this is not possible to do so. The Recovery Coordinating Group (RCG) is overseeing building re-openings and any return to building based work or service restarts.

3.16.2 A significant number of new and revised policies and support arrangements for employees have been produced during the pandemic. These build upon the Authority's existing employee support packages and cover areas such as home working, wellbeing and caring responsibilities.

3.16.3 A 'pulse' survey has been undertaken to assess the impact and views of employees and this will be repeated throughout the recovery process.

3.16.4 A comprehensive pack of building, service, team and individual risk assessments and planning tools has been established and all teams are working with these tools.

3.17 Political and Democratic Recovery

3.17.1 Members will now be familiar with virtual meetings, and the Authority has successfully conducted a number of such meetings over the past months. In line with the position reported to Cabinet, it is intended that, until future notice, all meetings will continue to be held virtually. In addition, planning for the 2021 elections, which now comprise the Mayoral election, the Police and Crime Commissioner election, the election of 1/3 of the Council, and two by-elections, is underway with planning taking specific account of the Covid-19 uncertainty; however, such planning is at an early stage, and will continue to adapt to changing circumstances.

4. Appendices

- Covid-19 – A Framework for Recovery in North Tyneside. Report to North Tyneside Council Cabinet, 29 June 2020

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North Tyneside Council

Report to Cabinet

Date: 29 June 2020

Title: Covid-19 – A Framework for Recovery in North Tyneside

Portfolio(s): Elected Mayor	Cabinet Member(s): Elected Mayor
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Report from Service Area(s):	Corporate Strategy and Customer Service/Environment Housing and Leisure
Responsible Officer:	Jackie Laughton (Tel: (0191) 643 5724) Phil Scott (Tel: (0191) 643 7295)
Wards affected:	All

PART 1

1.1 Executive Summary:

The purpose of this report is to set out how work will be taken forward within the Authority and across the Borough to move from the Covid-19 crisis response phase to the recovery phase.

1.2 Recommendation(s):

It is recommended that Cabinet agree the proposed framework for Covid-19 Recovery in North Tyneside.

1.3 Forward Plan:

Twenty-eight days' notice of this report was not able to be given due to the nature of the Covid-19 pandemic. The report first appeared on the Forward Plan that was published on 4 June 2020.

1.4 Council Plan and Policy Framework

This report relates to all of the priorities in the 2018-2021 Our North Tyneside Plan. All recovery planning and activity will be shaped by the Our North Tyneside Plan the Authority's core values as set out below:

We listen – our detailed plans will be informed through engagement with council staff, residents, businesses, community/voluntary sector and other partners

We care – the health and safety of our teams and residents will be our top priority at all times and our Customer Service Programme vision will continue throughout

We are ambitious – we will take this opportunity to be flexible, innovative and to stop doing what we no longer need; to keep and nurture what we value and to hold on to the new things we do (“build back better”)

We are good value for money – tight financial control, planning and risk management will continue to be a priority

1.5 Information:

Planning Assumptions

1.5.1 In drawing up this framework for recovery, the Authority’s planning assumptions for the recovery phase are as set out below. In line with the Government’s Covid-19 Recovery Strategy:

- the Authority must adapt to live with the virus in the community for the foreseeable future;
- any further easements to lockdown and the restart of businesses and services set by Government will be very gradual and on a phased basis;
- the “test, track and trace” arrangements will slow the spread of the virus and the Authority will work with partners on local outbreak control measures;
- shielding for the most medically critically vulnerable will remain for some time and the Authority will need to retain its support arrangements for those people;
- the Authority will see a changing nature of demand for some services such as Adult Social Care;
- social distancing and good respiratory hygiene will be key to manage the spread of infection and all work places, schools and other education facilities, retail settings and public spaces will need to be Covid-Secure;
- PPE will still be required where appropriate and the Authority will follow and promote Government guidance on its use such as the use of face coverings on public transport and in some other settings;
- there will be a significant financial impact for the Authority;
- the economic impact across the Borough as a whole will be substantial – nationally the forecast is for 14% GDP down this year and 15% GDP up next

Context in North Tyneside

1.5.2 It is still relatively early to be able to fully assess the impact which the pandemic has had and continues to have across North Tyneside. But as is already known, just like all other areas across the UK, it already looks and feels very different as a place. This will continue to be the case as the Borough adapts to live with the virus for example by re-shaping public spaces to ensure that they are Covid-Secure and safe for people to get around or spend time and for businesses to operate. Schools and other education facilities in North Tyneside are adapting so that they can gradually get back to places where more children, young people and others can safely attend.

1.5.3 The pandemic is creating a profound economic and social shock that will not be straightforward or quick to recover from. Local government has a key role to play in that, working with all other key partners. Economically the crisis will shift patterns of investment, activity and consumption and it will be important not to assume that things will either be able to, or be desired to, revert back to the pre-pandemic situation. The social impact is also great with differential impacts on different groups of people in the Borough from a health and social inequalities point of view. It is likely that the pandemic will have exacerbated already existing inequalities across the Borough and in relation to the numbers of people living in poverty. In addition, the health impact goes way beyond those directly impacted by having the virus including mental health and well-being.

Strategic Objectives

1.5.4 In line with the Our North Tyneside Plan, the recovery framework for North Tyneside is designed to meet the following clear set of strategic objectives

Our People

- to provide calm and resilient leadership – both within the Authority and across the Borough as a whole – mitigating the deep impacts of the pandemic on the Authority, communities and the local economy
- to protect the vulnerable as a priority
- to restore hope and confidence in future amongst communities and creating a platform for social recovery
- to contain the spread of infection
- to protect the safety of staff, residents and visitors
- to address the impacts of the pandemic from an equalities point of view in relation to protected characteristics, health, well-being education and income

Our Places

- to ensure Covid Secure open spaces and town centres to support confidence and to keep North Tyneside a great place to live, work and visit

Our Economy

- to support local businesses to enable economic recovery and growth

Our Organisation

- to ensure clear democratic oversight is in place
- to follow national Government guidance in all that the Authority does and link in with relevant plans and initiatives at a regional level
- to reflect the current context in North Tyneside – through evidence-based decision making with the ability to react and respond to opportunities and challenges

- to evaluate and learn lessons as the Authority moves forward (“better never stops”)

A phased approach

1.5.5 The Authority’s approach to recovery for North Tyneside is a long term one, starting with three distinct phases linked to the Government’s Covid-19 Recovery Strategy as well as the regional economic recovery framework. The three phases are

- Immediate “**restart**” phase (June – September 2020):

Focus is on : putting in right arrangements to enable effective decision making; establishing good governance and full political oversight; getting right early plans and actions in place in line with national Government guidance and new public health driven Covid-Secure standards; supporting eased lockdown through Local Outbreak control; re-starting Council services in line with Government guidance; supporting businesses, town centres and schools to re-open in a safe way; launching new Poverty Intervention Fund; ongoing financial support to businesses

- Medium “**transition**” phase (October 2020 to March 2021 linked to Government’s “Smarter Controls” phase):

Focus is on : planning for further transition from lockdown and replacing social restrictions with smarter controls; actions to address social and economic recovery; plans to live with Covid-19 in the community; working with the NHS to plan for winter; setting new budget and medium term financial plan; ending of local easements on planning and licensing

- Long term “**rebuild and grow**” phase (April 2021 – July 2021 linked to Government’s “Reliable Treatment” phase) :

– Focus is on: building a strong economy ; Ambition for North Tyneside; care home sector future; future of public transport; first phase of “as normal”

A Comprehensive Plan

1.5.6 Overseen by Cabinet and working in partnership, the Authority will deliver this phased approach through a very broad and comprehensive set of activity across the following workstream areas:

Our People

- *adult social care* – evaluating the impact on clients and adult population generally; re-starting service delivery to incorporate best practice re technology; working with the provider market. A continued focus on care homes and protecting the most vulnerable residents from infection.
- *children’s services* – evaluating the impact on children, young people and families; re-starting service delivery to incorporate best practice re technology;
- *schools and childcare* – working with schools and early years providers re phased re-opening plans; develop the Education Strategy for North Tyneside (linked to work North of Tyne re Education Challenge)

- *health and well-being* –promoting health and wellbeing across communities, identifying and responding to inequalities caused by Covid 19. Evaluating the broader health and well-being impacts from the pandemic and maximising opportunities to address these Promoting infection prevention and control to reduce the spread of coronavirus. Promoting the national test, track and trace service locally.

Establishing a Covid 19 Health Protection Board in partnership with the NHS and others a plan for local incident management and outbreak control;

- *shielding the critically vulnerable* – continuing to operate the Local Support arrangements
- *community and voluntary sector / volunteering* - reviewing the lessons learnt by the Community and Voluntary Sector in their response to Covid 19 and working across the sector to build back better, developing new opportunity including from an increase in volunteers, the use of technology and strengthening partnerships and collaborations that focus on the needs of beneficiaries.
- *welfare and benefit support* – providing financial support and advice to vulnerable residents including through : Hardship Fund and welfare assistance; ensuring all residents able to claim support under Government schemes or welfare benefits; reviewing debt management policies
- *public confidence and feelings of safety*- working through the Safer North Tyneside partnership to refresh work plan in light of the Covid-19 Recovery context; engaging with communities re Covid secure public spaces and town centres

Our Places

- *Covid secure public spaces* – in line with Government guidance providing Covid secure and accessible open spaces to support public confidence including over time : beaches, public toilets, parks, playsites and skate parks, visitor attractions, public rights of way and waggon ways; cemeteries and burial grounds; publicly accessible playing fields, green space and communal gardens
- *Covid secure workplace/public buildings* – in line with Government guidance providing Covid secure Authority workplaces and all public buildings
- *culture, sport and leisure* – in line with Government guidance, considering the re-instatement of all services and facilities in a Covid secure way
- *environmental operations* – in line with Government guidance, considering the re-instatement of all services (beyond just those essential services that have continued throughout the pandemic) across : waste and recycling collections; street cleansing and environmental operations; horticulture; fleet management and bereavement services
- *housing and construction* – ensuring that all housing and construction services can be reinstated in a Covid secure way in line with Government guidance including : advice and support for housing tenants; anti-social behaviour and

community protection; homelessness support; repairs and maintenance for council housing; planned improvements to council housing and other public buildings, schools and regeneration projects; delivery of affordable homes

- *highways* – ensuring that all highways services can be reinstated in line with Government guidance including : highways maintenance; gully cleansing; car park management; parking enforcement. Part of this will be to support the work to re-open *public spaces, town centres and shopping areas in a safe way*
- *regulatory services* – ensuring that any new legislation is incorporated into regulatory activities and supporting businesses to adapt to the new Covid secure environment including through : environmental health; licensing; trading standards; planning and building control. This also includes appropriate enforcement activity.

Our Economy

- *business support* – supporting local businesses to recover and grow through access to financial support; advice and information
- *inclusive economy strategy* – ensuring that no-one is left behind and everyone shares the benefits of growth during the recovery. From those recently made redundant, young people thinking about a career, those with poor digital or transport connectivity, residents with health issues, a budding entrepreneur with an enterprising idea, an established company looking to expand in an attractive, accessible location.
- *employability, skills and adult learning* – restarting services to support people to be able to access opportunities and develop skills through Connexions, adult learning and employability
- *transport* – supporting the work to restart businesses and to enable town centres and open spaces to be Covid-secure. Maximising the opportunity of maintaining the environmental impacts of modal shift to more sustainable forms of transport
- *digital connectivity* – ensuring that the Authority’s digital infrastructure is sufficiently robust to support : increased demand for online services; sustained remote working; online security resilience; increased use of digital by businesses
- *supply chain* – ensuring that the Authority’s supply chain can recover and grown in a sustainable way
- *town centres* – ensuring a co-ordinated recovery for town centres through : infrastructure changes to enable Covid-secure operation; future programmes of events and activities; communications and marketing campaigns to support Covid-secure plus to promote local consumption

Our Organisation

- *political recovery/democratic oversight* – enabling full Member engagement and meetings at all levels; ensuring readiness for future electoral events held under Covid-19 restrictions

- *finance* – understanding the impact of the pandemic on the Authority from a financial point of view re the 2020/21 budget as well as the Medium Term Financial Plan
- *HR and organisational development* – ensuring that the Authority team continue to be safe, paid, healthy, happy and capable through : health and safety (including Covid-secure workplace); workforce development plan and organisational development strategy

All of the activity workstreams will be supported by performance management (a dashboard of key information will be monitored on a twice weekly basis); comprehensive risk management; an end to end communications plan of activity to ensure clear communications with all key stakeholders; engagement with residents and other key stakeholders; equality impact assessment work; public health and hygiene advice, guidance and support.

Governance

- 1.5.7 The recovery activity will be overseen by Cabinet through both individual lead Cabinet Member oversight of the activity workstreams as well as written weekly progress reports to Cabinet on an informal basis and quarterly progress reports into full Cabinet meetings. Cabinet will provide written weekly progress updates to all Elected Members and progress reports will also be provided through the programme of Member Briefings.
- 1.5.8 At an Officer level, the activity is overseen by the Recovery Co-ordinating Group (co-chaired by the Head of Environment, Housing and Leisure and the Head of Corporate Strategy and Customer Service. This Group reports into the Senior Leadership Team of the Council.
- 1.5.9 In addition, the Chairs of Overview, Scrutiny, and Policy Development Committee, and the associated Sub-Committees, are meeting to consider a revised work programme of topics, intended to compliment the themes set out in the plan above, in order to provide maximum benefit for the Authority. As part of this, each Chair will be encouraged to discuss any proposed topic with their respective Head of Service, ensuring full coverage of all recovery activities. It is anticipated that this meeting will take place in mid- to late-June, with the intention of Committee and Sub-Committee activity commencing in July.

Decision options:

- 1.5.10 The following decision options are available for consideration by Cabinet

Option 1

Cabinet to agree

- (i) the proposed approach for Covid-19 recovery in North Tyneside as set out in paragraphs 1.5.4 to 1.5.6
- (ii) the proposed governance arrangements as set out in paragraphs 1.5.7 to 1.5.9

Option 2

Cabinet not to agree the proposed approach and governance arrangements and request officers to consider other options for Cabinet's consideration.

1.6 Reasons for recommended option:

Option 1 is recommended for the following reasons:

This would allow a comprehensive and structured approach to recovering from the Covid-19 pandemic, in line with relevant Government guidance and plans as well as clear governance arrangements to ensure transparency and accountability.

1.7 Appendices:

None.

1.8 Contact officers:

Jackie Laughton, Head of Corporate Strategy and Customer Service, tel. (0191) 643 5724

Phil Scott, Head of Environment, Housing and Leisure, tel (0191) 643 7295

1.9 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:

Government guidance re Covid-19

PART 2 – COMPLIANCE WITH PRINCIPLES OF DECISION MAKING

2.1 Finance and other resources

Initial estimates of the financial impact of COVID-19 on the Authority are £24.930m for March 2020 and the 2020/21 financial year. This is made up of £14.959m of additional expenditure and £9.971m of income foregone. The support grant received from the Government is £12.531m. The current financial estimates are far in excess of the grant which are being received and as such there is a significant financial risk to the Authority.

The assumptions that form the basis for the estimated financial impact of COVID-19 are under regular review and continue to be updated as the Authority move through the different phases of the pandemic. Nationally, local government continue to report significant financial pressures relating to COVID-19, the implications of which are likely to be ongoing for the medium to long-term. for the short and medium term. The Local Government Association (LGA) and other representative organisations continue to apply pressure to the Government for additional financial support to help alleviate the significant financial pressures that each local authority is facing.

2.2 Legal

There are no direct legal implications arising from this report. In managing the recovery process the Authority has to be mindful of its statutory obligations and the amendments to those duties and obligations enacted by the Coronavirus Act 2020 as well as guidance issued to local authorities by the Government.

The matter falls within the responsibility of Cabinet pursuant to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 and the Local Government Act 2000.

Whilst ordinarily emergency planning actions under the Civil Contingencies Act 2004 are undertaken through delegated authority, in accordance with the Scheme of Delegation, the Council has never encountered a situation such as the present one, and it is therefore appropriate that Cabinet approval is sought for the recovery plan.

Although it has not been possible to give 28 days' notice of the decision, in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Framework does not itself contain any Key Decisions, and subsequent decisions will be taken in accordance with the Constitution and the Scheme of Delegation, as appropriate.

2.3 Consultation/community engagement

2.3.1 Internal Consultation

Consultation with all Cabinet Members has taken place.

2.3.2 External Consultation/Engagement

Engagement with the following key stakeholders has taken place throughout the pandemic and this will continue for the recovery phase : North Tyneside Strategic Partnership; Business Forum and Chambers of Commerce; Community and Voluntary Sector groups and organisations; Headteachers; Care Providers; Trade Unions; NHS.

The Authority also works at a regional and sub-regional levels through relevant structures including : the North of Tyne Combined Authority; the North East Local Enterprise Partnership; the Local Resilience Forum; joint structures with the NHS.

2.4 Human rights

There are no human rights implications arising from the proposals in this report.

2.5 Equalities and diversity

Development of the Recovery Framework has been informed by the findings of the COVID-19 review of disparities in risks and outcomes published by Public Health England (PHE) on 2 June 2020. The PHE findings will form a key element of the equality impact assessment work that will be undertaken to support each of the activity workstreams.

2.6 Risk management

Each recovery workstream will identify and manage any risks in line with the corporate risk management approach.

2.7 Crime and disorder

There are no crime and disorder implications arising from the proposals in this report.

2.8 Environment and sustainability

The recovery plan detailed in 1.5.6 includes a number of actions that will be taken to support the environment and key pieces of work such as developing Covid secure workplace/public buildings will consider environmental sustainability impacts. Additionally, capital projects supporting the recovery phase will also be assessed for environmental sustainability impacts.

PART 3 - SIGN OFF

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

Meeting: Overview, Scrutiny & Policy Development Committee

Date: Wednesday 5th August 2020

Title: Efficiency Savings Programme:
2020/21 Quarter 1: 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 1 position of key 2020/21 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 overall savings requirement for the 2020/21 business cases agreed by Council in February 2020 is £3.244m. This is made up of £0.805m of business cases new to 2020/21, £1.346m for the impact of prior year business cases on 2020/21 and £1.093m of business cases within Health, Education, Care and Safeguarding that were previously achieved by management actions that require permanent delivery in 2020/21.

The delivery of some of the savings proposals in 2020/21 are expected to be significantly impacted by the Covid-19 pandemic especially within Health, Education, Care and Safeguarding and Commissioning & Asset Management. These services are actively exploring all options to ensure the delivery of the savings in 2020/21 but a red RAG rating has been applied to the majority of these savings as the impact of Covid-19 is still being considered.

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 2020-2024 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 Authority's financial position at the end of quarter one reported that:

- (£0.571m) has been delivered against the overall target via project activities outlined in associated business cases;
- A further £0.802m is expected to be delivered against the targets during the course of the financial year;
- £3.013m of the overall target remains to be delivered at this stage of the financial year.

4. Background Information

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

- Efficiency Savings Programme 2020/21 Update Report: Quarter 1 (attached)

Efficiency Savings Programme

2020/21
Quarter 1 Report



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Executive Summary

This is the 2020/21 Quarter 1 Progress Report summarising the delivery status of the Efficiency Savings Programme as at 30 June 2020.

The overall savings requirement for the 2020/21 business cases agreed by Council in February 2020 is £3.244m. This is made up of £0.805m of business cases new to 2020/21, £1.346m for the impact of prior years' on 2020/21 and £1.093m of business cases within Health, Education, Care and Safeguarding that were previously achieved by management actions that require permanent delivery in 2020/21.

The delivery of some of the savings proposals in 2020/21 are expected to be significantly impacted by the Covid-19 pandemic especially within Health, Education, Care and Safeguarding and Commissioning & Asset Management. These services are actively exploring all options to ensure the delivery of the savings in 2020/21 but a red RAG rating has been applied to the majority of these savings as the impact of Covid-19 is still being considered.

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 one position shows that:

- (£0.571m) has been achieved and coded out in the general ledger;
- £0.802m is forecast to be achieved; and,
- £3.013m is still to be achieved.

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	5	Blue	Full saving realised and coded in the General Ledger	2	(0.571)
Green	All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	7	Green	Full saving forecasted to be realised but not yet coded in the General Ledger.	7	0.802
Achieved savings						0.231
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	0.163
Red	Milestones significantly delayed and/or major concern about delivering future milestones	2	Red	Projected shortfall in savings in excess of £0.050m	10	2.850
Savings still to achieve						3.013

Ready for School

Continue to Redesign 0-19 Services (2020/21 target: (£0.265m))

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 2019/20 Saving

(£0.265m)

Troubled Families Income ((£0.265m))

This proposal from 2019/20 represented a continuation of the effective redesign and delivery of 0-19 services that had previously included 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. In addition to the attachment fees and transformation grant, there was an opportunity to secure significant “payment by results” income for the work done with children and families. This was a one-off income proposal in 2019/20, separate to the core transformation grant that we receive and this represents the removing of the £0.265m in 2020/21.

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Complete
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The removal of the £0.265m of the prior year savings target was completed and coded into the base budget for 2020/21 and is therefore completed.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Complete
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The saving was fully achieved in 2019/20 and as planned has been removed in the 2020/21 base budget.

Ready for Work and Life

Delivering Whole System Support to Children with Additional Needs (2020/21 target: £0.128m)

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.

Savings from Full Year Effect of 2019/20 Saving

£0.100m

Children’s Health Funding (£0.100m)

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 Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The entire £0.100m savings target is still 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, however due to the Covid-19 pandemic this has not been achieved. The red RAG rating is a prudent view based on the uncertainty in the care market in the current circumstances.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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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.

School Improvement currently make use of external School Development Partners to carry out specific school development projects. This proposal involves ceasing the contracting of external partners and the performing of the role using resources within the existing staffing establishment.

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The entire £0.028m savings target is 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, however due to the Covid-19 pandemic this will not be coded into the ledger until quarter 2.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The offer can be delivered by a skilled team of staff with differing backgrounds and who are able to offer a wide range of effective interventions. This work will see a universal offer for schools but also a more bespoke offer to individual schools depending on their needs and the needs of their communities.

Cared for, Safeguarded & Healthy

Responding to Rising Complex Needs (2020/21 target: £1.150m)

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

£0.350m

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

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The entire savings target is still to be achieved. New processes and governance were implemented during 2018/19 that helped secure additional CHC and S117 funding in both 2018/19 and 2019/20 however, the Service are working to ensure that additional funding is still possible due to the impact of Covid-19. Work is continuing to analyse the number of applicable cases and when the claims will restart.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Complete
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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)	n/a	RAG (this period)	Red
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The entire £0.100m savings target is still to be achieved. The milestone set out in the proposal was for the saving to be recognised by year end. The Service is working to ensure efficiencies can still be delivered as a result of Covid-19.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Complete
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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.

Savings from Full Year Effect of 2019/20 Saving	£0.500m
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C. Wellbeing and Assessment (£0.500m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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This is the continuation of a budget proposal agreed and implemented during 2018/19. This target relates 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 further savings by March 2021. The full target is still to be achieved at this stage. In prior years the Service have been able to use alternative methods to achieve this saving in-year. It is unclear whether that will be possible in 2020/21, due to Covid-19 and as such, the Service are exploring all available alternatives to deliver this saving.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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Whilst an in-house trading company model has not been established, the Service has delivered this saving in previous years by achieving additional CCG income. 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. This work will need to continue in 2020/21 to ensure that savings can be achieved as the Authority recovers from Covid-19.

Savings carried forward from 2019/20	£0.300m
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D. Residential Care Fees (£0.300m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The entire £0.300m savings target was achieved in 2019/20 through a one-off mitigation made possible from the receipt of additional back dated S117 income. The permanent saving will need to be secured permanently in 2020/21. Due to the on-going Covid-19 pandemic the target is currently forecasted to still need achieving in 2020/21, whilst the impact of the pandemic is being assessed.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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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 was expected to come into effect for 2020/21. As a result, the Service was required to find a mitigation to achieve this saving in 2019/20, through additional S117 income. The impact of Covid-19 is unclear at this stage with regards to the long-term impact on care home fees.

A Focus on the Social Care Customer Experience (2020/21 target: £0.450m)

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.*

Savings from Full Year Effect of 2019/20 Saving	£0.225m
Savings carried forward from 2019/20	£0.225m

A. Social Care Customer Experience – Assistive Technology (£0.400m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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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, the full £0.400m savings target is still to be achieved. This target includes £0.200m of savings carried forward from 2019/20 that had been achieved through management actions in the previous financial year.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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At this stage further work is expected to be required to achieve the £0.400m 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 2020/21. Further work is underway to explore alternative options for achieving this saving permanently.

B. Social Care Customer Experience – Provider Payments (£0.050m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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The entire saving is still to be achieved. £0.025m of the target was achieved in 2019/20 through management actions and a permanent solution is required in 2020/21. The £0.025m target for 2020/21 was set to be achieved by September 2020. The Service are exploring all options to ensure this saving is achieved on a permanent basis in 2020/21.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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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.

Leading Sector-Led Improvement (2020/21 target: £0.200m)

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 Full Year Effect of 2019/20 Saving	£0.100m
Savings carried forward from 2019/20	£0.100m

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The total savings target is still to be achieved. The Service have achieved this saving in 2019/20 by achieving one-off income working with other Local Authorities but it is unclear how Covid-19 may impact the delivery of this saving in 2020/21 as priorities of Local Authorities and other agencies change. The Service is continuing to explore available options to achieve further income where possible.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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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 (2020/21 target: £0.460m)

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.

Savings from Full Year Effect of 2018/19 Saving	£0.260m
Savings carried forward from 2019/20	£0.200m

Delivering Accommodation Strategy for Social Care - 2019/20 (£0.460m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The entire £0.460m savings target is still to be achieved. £0.400m of this target relates to the proposal to increase the internal provision allowing savings to be made from reduced use of external providers. £0.200m of this target is carried forward from 2019/20, as the prior year saving was achieved through management actions and a permanent solution is required. The £0.060m target relates to realising further savings from the Fostering Strategy implemented in October 2019. The milestones set a target date of March 2021 to achieve the saving in this financial year. At this stage the Service

is working to establish the impact that the Covid-19 pandemic might have on the ability to achieve these in 2020/21.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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This saving is made up of two proposals: Fostering Strategy and Accommodation Strategy. The Service has developed its Fostering Strategy with consultation completed in August 2019. The strategy was presented and approved by Cabinet in October 2019. The Service is continuing to conduct a review of its accommodation strategy including the development of new internal provisions aimed at reducing the use of external provision. The review will be completed over the next quarter.

Great Place to Live, Work and Visit

Profit from Property Development (2020/21 target: £0.260m)

This business case involves three separate projects. Firstly, the increase in the charges made by the Authority to the Trading Companies in respect of Technical and Project Management Services by 2.5% above annual inflation. Secondly, interest income from loans made by the Authority to Aurora Properties (Sales) Limited in line with the latest approved Investment Plan to enable the construction of properties for outright market sale. Loan interest will arise from primarily in respect of the development at 13 – 16 Northumberland Square in North Shields; currently, the construction/building phase of the scheme is forecast to be completed by October 2020, with sales forecast to be complete by the end of July 2021. A limited amount of interest income will also be generated from costs incurred on the initial stages of the acquisition of land and construction of the site at the former Backworth Primary school, as approved by Cabinet on 14th October 2019. The third project relates to income arising from project management of HIF projects at Killingworth Moor and Murton Gap

Savings from New 2020/21 Projects

£0.260m

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The full £0.260m savings target is forecasted to be achieved and this is expected to be unaffected by Covid-19. The savings is not expected to be realised until year end and as such will hold a green RAG rating. Officer's continue to review the position regularly, especially with the impact of Covid-19, to ensure that the saving is still on course to be achieved.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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Work is on plan and will continue throughout the year to maintain/increase profits.

10 Year Plan for Waste (2020/21 target: £0.100m)

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.

The Authority has a statutory duty to make arrangements to collect household waste that is capable of being recycled. This responsibility is met primarily by providing householders in the Borough with a grey bin and collecting it at the kerbside. As part of our waste operations the material is delivered to a contracted processor who is responsible for separating it and finding markets to secure value from it. The contract arrangements have recently been re-tendered resulting in a new contract commencing with a new contractor in October 2019. This new contract will provide the Authority with efficiencies in operational costs.

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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Current projections suggest that the operational costs will be reduced and the saving will be achieved.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
-------------------	-----	-------------------	-------

The new contract commenced in October 2019. This saving will be achieved through operational changes that the Service was able to implement as a result of the introduction of the new contract, saving on fuel and vehicle costs. The Service will need to monitor these costs during the year to ensure the saving is achieved.

A Fit for Purpose Organisation

How We Are Organised (2020/21 target: £0.467m)

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
Savings carried forward from 2019/20	£0.100m

Early Help & Vulnerable Families – Youth Offending and Early Help (£0.200m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The entire £0.200m target is currently still to be achieved. The original milestone was for the savings to be achieved by March of the respective financial years. The saving for 2019/20 was achieved in that year through management action but a permanent solution is being explored for 2020/21. The position will continue to be monitored as the Service continues its service review the impact of Covid-19 on achieving this saving.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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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 continues to review these services and is exploring all options to deliver the saving in line with the March milestones set. The Service is also continuing to explore opportunities of providing work to Northumberland County Council. The Service is aiming to complete the review over the coming quarter.

Savings from Full Year Effect of 2019/20 Saving	£0.200m
Savings carried forward from 2019/20	£0.168m

Early Help & Vulnerable Families – Additional Income and Budget Reduction (£0.368m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The proposal to secure £0.200m of external funding is still to be achieved in 2020/21. The proposal sought to secure additional external income and whilst the Service are continuing to explore all avenues to achieve this, it is not clear what external income will be available as the economy recovers from Covid-19. A line-by-line review was expected

to deliver £0.168m of savings in 2019/20. This was achieved through management actions in 2019/20 and still requires a permanent solution in 2020/21.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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A range of bids were submitted for funding during 2019/20 and HECS will continue to consider opportunities as they arise in 2020/21, ensuring they target their resources effectively and maximise value for money. Alternative options for securing the saving will be explored if external income is not able to be secured. A line-by-line review of budgets and expenditure will be 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 was not achieved in 2019/20. The exercise will be repeated in 2020/21 but due to the pressures across the service as a whole, alternative options to permanently achieve this saving are being explored.

Savings from New 2020/21 Projects	£0.067m
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Strategic Property & Commissioning (£0.067m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The entire £0.067m saving is forecast to be achieved.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The proposal was to reduce 1 FTE post in Strategic Property and 0.6 FTE post in the Commissioning Service.

Maximising Resources

Fees and Charges (2020/21 target: £0.182m)

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	£0.082m
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Facilities and Fair Access (£0.082m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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£0.030m of the saving is forecast to be achieved at this stage through increased income based on a rise in the charges on school meals. The remaining £0.052m is forecast as still to be achieved whilst the service continues to work on the impact of Covid-19 on Schools.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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The fee increase has been postponed until January 2021 due to the impact of Covid-19.

Savings from New 2020/21 Projects	£0.100m
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Facilities and Fair Access (£0.100m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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£0.067m of the saving is forecast to be achieved through increased income based on SLA charges to schools for Catering and Cleaning services. Due to the impact of Covid-19, the remaining £0.033m is expected to still require further work to achieve in 2020/21 with lower uptake now expected.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Complete
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The fee increase has been applied to school SLA charges in 2020/21.

Treasury Management (2019/20 target: (£0.056m))

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 Full Year Effect of 2019/20 Saving	(£0.306m)
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Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Complete
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The entire £0.306m saving was achieved in 2019/20 and the medium-term financial plan included the reversal of this saving in 2020/21 and as such has been achieved.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Complete
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This was a one-off saving in 2019/20 and included a planned reversal in 2020/21. The reversal was fully coded into the 2020/21 base budget and as such the work is complete.

Savings from New 2020/21 Projects	£0.250m
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Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The entire £0.250m 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)	n/a	RAG (this period)	Green
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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 saving will be generated by reviewing the maturity structure of the debt and new debt will be taken for a term that will be most advantageous to the overall maturity structure over various terms ranging between 1 and 50 years.



North Tyneside Council

Briefing note

To: Members of the Overview, Scrutiny and Policy Committee

Authors Colin MacDonald, Senior Manager – Technical & Regulatory Services

Margie Burdis, Partnership Director (Capita)

Date: 29 July 2020

Engineering and Highways Queries

1. Purpose

The purpose of this briefing note is to provide responses to specific Engineering and Highways queries raised by members of the Committee at its last meeting when considering the Quarter 3 (2019/20) Technical Services Partnership (Capita) report.

2. Queries Raised by Committee

Set out below are the queries raised by the Committee together with officer responses:

2.1 What is the number of electric vehicle charging points in the borough? Can this be broken down between publicly and privately managed charge points?

Response –

Current publicly managed provision is;

- 1no. double unit Fast chargepoint in Bournemouth Gardens Car Park, Whitley Bay
- 1no. double unit Fast chargepoint in Beaconsfield Car Park, Tynemouth
- 1no. double unit Fast chargepoint in Norfolk Street Car Park, North Shields

- In addition, 2no. double unit Rapid chargepoints were installed in one of the Council's managed public car parks - Beaconsfield Car Park, Tynemouth - by a third party. These have been externally funded through monies that the North East Combined Authority secured from The Office for Low Emission Vehicles (OLEV) and the European Regional Development Fund (ERDF). These two new units will be managed by the third party as part of the funding conditions.

There are further plans to install:

- 2no. double unit rapid chargepoints at Bournemouth Gardens Car Park, Whitley Bay, managed by a third party as above. The initial works associated with these have already commenced
- 1no. double unit rapid chargepoint in Wallsend town centre: while this will be for the use of the taxi trade it will also be available for public use for a period to be agreed with the supplier
- 1no. double unit rapid chargepoint in North Shields town centre: while this will be for the use of the taxi trade it will also be available for public use for a period to be agreed with the supplier

There are currently 53 privately managed charging points available as listed on [Zap Map](#).

2.2 The new cycle path at the A189 terminates near the West Moor roundabout without connecting to anything. What is the reason for this?

Response –

Works on West Moor roundabout are to be undertaken by Bellway Homes as part of their Whitehouse Farm development. Once these works are complete the cycle path will connect to the rest of the network. Officers are currently working with Bellway Homes to understand the timescales for delivery. However, due to the ongoing Covid-19 pandemic, it is not possible to provide an exact start date at this time.

2.3 Can officers explain the aims of the Cycling Strategy (including the tube map mentioned at the meeting) and how it aligns with the Transport Strategy.

Response –

The North Tyneside Transport Strategy sets out how we will improve safety, health and well-being outcomes and sustainability; support economic growth; improve connectivity; enable smart choices for all; and manage demand.

A key aim for both our Transport Strategy and the North Tyneside Local Plan is to encourage a better environment for cycling and to continue the excellent progress being made in North Tyneside in terms of increased participation in cycling.

The aim of the cycling strategy is to bring about everyday cycling. To achieve this, we will focus on;

- i. Securing further growth in everyday cycling, working in partnership to deliver projects which get more people cycling of all ages and in all areas.
- ii. Wherever possible, improving the borough's infrastructure and information.
- iii. Providing design guidance to make sure that cycling is considered as part of all highway and regeneration projects and any new infrastructure is in line with best and emerging good practice.

The 'tube map' is a map of our strategic cycle routes which are the most direct and convenient routes for everyday cycling between destinations. These routes are supported by a grid of local branch routes made suitable for cycling, including traffic-calmed streets and traffic-free routes.

2.4 Footpaths around Northumberland Square have recently been refurbished. Why was part of this recently dug up again?

Response –

The footpath was excavated by Northern Power Grid (NPG) who needed to undertake essential works. In most circumstances, as part of the streetworks permit system, the council secures good coordination of works where utility companies undertake their repair works in advance of highways investing in refurbishment works. Due to the nature of the NPG works this unfortunately could not take place here.

NPG followed the correct permitting procedure and, as part of the conditions, were required to make a like-for-like reinstatement. On completion of the works, an inspection was undertaken to ensure reinstatement met quality standards. Defects were identified (e.g. chipped flags and a depression). The utility company are to address these defect in accordance with street works legislation.

2.5 Temporary traffic signals during recent works to widen the road at Linskill Terrace caused disruption to traffic and residents are concerned about the narrowing work. Can officers provide comments on the traffic management and the reasons for / benefits of the scheme.

Response –

We recently undertook works to install a signalised crossing on Linskill Terrace, just west of its junction with Washington Terrace. These works involved removing the existing pedestrian refuge and replacing it with a puffin crossing to improve road safety. Widening of the footway was also undertaken to improve visibility for vehicles exiting Washington Terrace / Preston Avenue and slow vehicles as they negotiate the slight bend on Linskill Terrace. We also installed a bus boarder to provide improved access to public transport services and there was also extensive resurfacing and deep plane surfacing works carried out to repair the damaged carriageway.

To ensure the crossing was installed as quickly and efficiently as possible, it was necessary for 4-way temporary traffic lights to be in place during the construction phase. Inevitably, as with most highway construction projects there were some localised queues and delays during the construction phase however, we tried to keep these to a minimum whenever possible. Unfortunately, there was 1 night during the works when the temporary traffic signals malfunctioned resulting in all 4 legs of the junction being permanently stuck on red. The traffic management provider was contacted and the signals were repaired that night.

2.6 A sign on the A189 mentioning a pilot scheme to switch off streetlights overnight has been in place for a number of years. What has been the outcome of the pilot?

Response –

Following the pilot, Cabinet took the decision in 2014 to introduce part night switch off to circa 3,000 columns in the Borough. This has saved one million kilowatt hours of electricity per year, which is the equivalent of 284 tonnes of CO2 per year and £0.145m in reduced electricity bills per year (at the 19/20 unit rate). The signs have now been removed.

2.7 Compliance with street works permitting is a Technical Partnership KPI. It is disappointing that compliance is not at 100%. Can an explanation be given?

Response –

Since introducing our street works permitting scheme, the Highways team has had to complete street works permit applications in the same way as utility companies. Performance has improved year on year and we now perform better than the utility companies.

In 2018/19, Northumbrian Water achieved 80 per cent compliance for 2,236 permits while the Highways team achieved 92 per cent compliance for 2,547 permits. This represents excellent performance. Whilst the team will always strive to improve on this figure, it is unlikely that the council or any other organisation will manage to achieve 100% compliance over a whole year as there will always be a degree of human error and failures due to matters outside of the team's control.

Meeting: Overview, Scrutiny & Policy Development Committee

Date: Wednesday 5 August 2020

Title: Technical Services Partnership – Capita Quarterly Update

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

Service: Environment, Housing and Leisure

Wards affected: All

1. Purpose of Report

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

A programme of scrutiny for the municipal year was agreed at the Committee meeting on 18th July 2019. This report presents the planned update to be provided to Committee, detailing partnership performance for Q4 (January – March 2020) against the agreed Annual Service Plan for 2019/20, and the financial outturn of 2019/20. It also sets out the Annual Service Plan for 2020/21.

2. Recommendations

The Committee is recommended to:

- a) Note the contents of this report;
- b) Consider the 2019/20 Q4 and outturn performance presented in **Appendix 1**;
- c) Note the 2019/20 Partnership outturn report presented in **Appendix 2**; along with the financial outturn included on at **Appendix 4**;
- d) Consider the 2020/21 Annual Service Plan included in **Appendix 3**; and
- e) Note that the next review of the Partnership by Committee will be in respect of Q1 performance (April – June 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 the partnership with this Committee.

That programme consists of the following:

- **Annual Service Plan**
 - **the agreed Annual Service Plan will be reported to the Committee at the start of each financial year:** The Annual Service Plan is included in this report
 - **Monitoring reports against the Annual Service Plan will be made available each quarter:** this has taken place throughout the year and this report provides the Committee with an update on Q4 performance (January – March 2020)
 - **The annual review of the Partnership will be reported to Committee at the next available meeting:** The annual review of 2019/20 performance outcomes for 2019/20 are included in this report.
- **Benchmarking**
 - **Scrutiny Members will be presented with the outcome of the Year 5 benchmarking exercise once finalised:** this took place at the meeting of 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 Financial Outturn for 2019/20

The financial outturn of the partnership is set out in **Appendix 4** which is a confidential annex.

The budget performance of the Partnership is being closely monitored and a strong governance rhythm has been developed following the Deed of Variation.

There were several items causing in-year pressures which were managed as follows:

- **Planning** – shortfall on number of Planning applications
- **Building Control & CP** – on-going impact of reduced income from taxi licencing.
- **Transport & Highways** – shortfall in permitting offset by improvements in fees and charges income within street works and engineering.
- **Property** – on-going pressures in the delivery of Property Business Cases and repairs and maintenance combined with one-off costs relating to the Asset Management transfer. and office moves.

Management of these in-year pressures allowed us to return a year end outturn with a variance of zero.

For the Investment Schedule Outturn, against the annual target of £2.050m the outturn investment was £2.171m

3.3 Q4 2019/20 Performance update

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

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

- Property Services
- Engineering Services
- Regulatory Services

The process of review is via subgroups for each service area, which then report into Operational Partnership Board on a monthly basis and Strategic Partnership Board on a quarterly basis. In addition to the KPI's, for each of the above service areas there are several action plans that are also monitored and additionally the investment commitments such as jobs and support to the Authority's priorities are also reviewed. Some examples of this have been included in the presentation.

The information attached as **Appendix 1** will be presented to Committee to explain the outcome of Q4 performance.

4. **Appendices**

Appendix 1 – Presentation – Technical Services Q4 Outturn

Appendix 2 – Booklet – Technical Services Partnership Outturn 2019/20

Appendix 3 – Document - Technical Services Partnership Annual Service Plan 2020/21

Appendix 4 (pink) – Presentation – Technical Services Partnership Financial Outturn 2019/20

5. **Background Information**

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

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

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

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2019/20 Service Delivery Performance as at Q4

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Working in partnership with



Scrutiny & Policy Development Committee

5th August 2020

Partnership Update

Margie Burdis



Contents

2019/20 OUT TURN

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

2020/21 ASP

- 06. 2020/21 ASP update

- 07. Capita Partnership team

- 08. Benchmarking approach

2019/20 Operational Highlights

01

Some Operational Highlights 2019/20

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



The Building Control team were awarded quality assurance accreditation for the 20th successive year.



New tenants successfully moved into Quadrant West, e.g. North East Combined Authority, KnowledgePool, Capita's IT&N team and the North Tyneside Partnership.



A host of sustainable travel improvement schemes were completed, e.g. A189 Salters' Lane, Coast Road Cycle Route, A187 Tyne View Terrace in East Howdon, and Cobalt Business Park.



Improvements to Forest Hall shopping area were welcomed by ward members and the local community.



The first annual report of the Go Smarter scheme showed that the school run is getting healthier in the borough.

Customer Service Support

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



Vicky Ellis, who runs the reception and conferencing service at North Tyneside Business Centre in North Shields, was runner-up in the North Tyneside Customer Service Awards.



Best practice drop-in sessions took place led by Sarah Browne and Duncan Bennett.

Ongoing work to improve customer service to members.

Keeping North Tyneside
a great place to live,
work and visit



Working in partnership with
Capita

**Working here
to improve
your highways**

Permit:

Capita supported the Customer Service Improvement Programme, we introduced new permit signage and improved comms around highways works.

2019/20 Partnership
Value-add activities

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Q4 2019-20 Update

The following was supported by Capita between January and March:

- Capita maintained the Better Health at Work Continuous Excellence Award and is now working towards Maintaining Excellence.
- The Partnership now has 15 x Mental Health First Aiders.

- 4 x volunteers started the Book Buddy Literacy Programme with Percy Main Primary School
- Work continued with the Engineering Education Scheme on Go 4 Set with Norham Churchill– contribution from Capita was over £3,700.

- Attended the Get up and Go event for Apprentice week, Capita were advertising for 7 x Apprentices
- 5 Year 10 pupils from John Spence Community High School spent a day with the Building Control, Planning, Public Protection and Strategic Property teams.

- Employability events attended at John Spence, Monkseaton, Whitley Bay High School, Norham High School, Percy Main Primary School, Valley Gardens Middle School and Marden High
- Business Breakfast at Norham High School to encourage local employers to support

The Girls Network

We have 4 female members of staff who are role models and mentor girls aged 15 at George Stephenson High School



The Girls' Network believe no girl's future should be limited by her background, gender or parental income.

To help overcome the barriers some girls have in achieving their potential they match girls across the country with professional female role models.

At this time girls are more in need than ever early studies into the impact of Covid -19 on girls have shown that:

- 50% of girls are worried about their futures,
- 66% report that they are now learning less now than they were in education.
- 40% of girls report that their mental health has deteriorated.

Our mentors from Capita are giving up their personal time to make a difference. In 2019, 96% of The Girls' Network mentees reported feeling more positive about their futures.

Schedule 10 Commitments - Q4 CPT 17

ASP Objective 19/20	Q4 achievements
<ul style="list-style-type: none"> All Partnership jobs to continue to be advertised via NTC 	<ul style="list-style-type: none"> ✓ Ongoing via Capita Resourcing
<ul style="list-style-type: none"> 2 x summer placements, 6 x work experience 1 x graduate 1 x apprentices. Develop a Pre-Apprenticeship Programme with NTLT 	<ul style="list-style-type: none"> ✓ 1 x Apprentice Engineer recruited in January 2020 – currently doing a Civil Engineering Degree Apprenticeship ✓ Placements: ✓ 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 ✓ 5 x Year 11 Students – John Spence – February 2020 ✓ 3 x Year 12 students – Burnside Community College – March 2020
<ul style="list-style-type: none"> Continue to work with North Tyneside Business Forum in support of local SME's 	<ul style="list-style-type: none"> ✓ Ongoing support as well as discussions with VODA supporting charities with pro bono business advice. ✓ Pro bono advice occurring via relationships with Forward Assist, Meadowell Connected ✓ Partnership Director continues to attend Business in the Community NE Advisory Board
<ul style="list-style-type: none"> Work with CTP (Career Transition Partnership) for minimum of 1 x employability workshop. 	<ul style="list-style-type: none"> ✓ Anthony Hewitt continues his role as a Trustee Board member for Forward Assist. ✓ David Daghish continues to represent Capita on the Armed Forces Forum ✓ Launched military employee network group to encourage staff to share their story or learn from our colleagues who have served or are serving in the Armed Forces
<ul style="list-style-type: none"> Charitable Support 	<ul style="list-style-type: none"> ✓ Forward Assist, Charity of the Year until end of March 2020, £2000 raised. ✓ Meadowell Connected remain our Strategic Partner and Margie Burdis remains on the Board and has been appointed finance chair. Donated over 100 Easter Eggs to Meadowell Connected for Easter Packs to be delivered to the local community. Also donated £700 to Meadowell Connected to use to support the centre during Coronavirus Pandemic. Will continue to support Meadowell Connected in 2020/21

People Update

03

Q4 Staffing Update

Page 67

5 x New Starters (1 is a Growth position)
8 x leavers (including one retirement)

Apprentice Engineer, Salman Sarwar was appointed in Engineering Design, he completes his Degree Apprenticeship in summer 2020 and will submit his application for Incorporated Engineer Professional Membership in January 2021.

Sam Berry, now Assistant Engineer and Gary Walker now a Senior Engineer in Engineering Design were promoted, Pamela McGorie in Property was promoted to Senior Estates Surveyor .

Derek Mitchell successfully completed NEC Engineering and Construction Contract (ECC) Project Manager Accreditation programme..

Reagan Johnson and Joe Knighting were awarded with the ICE QUEST Technician Scholarships

Sophie Maxwell in the Property team started an Accountancy Apprenticeship

Katherine Swinney

When Capita had a new role for a Lead SHE Advisor, we decided we'd train up one of our own.



"I have worked for Capita since November 2018. Before I moved into my new role in March 2020, I was a technical support assistant in Building Control. This supported customer service and administration. I am now Lead SHE Advisor for Quadrant West. I support the Board with the health, safety, environment and wellbeing of Capita staff. I also ensure that staff training is up to date and help prepare for annual audits.

I decided to apply for this role because I wanted more responsibility and was supported to make this change. This role also allows me to finish my Level 4 NVQ in Business Administration and I am being supported by Margie Burdis and Jen Chamley.

I like my new role as it's fast-paced and every day is different. It has been very strange starting a new job in lockdown, but I've had plenty of support and training despite being away from the office. This training includes systems training and Health Advocate training, which surrounds making small changes to our lifestyles but can have a big impact on our health and wellbeing.

I'm looking forwards to starting on the next path to my qualifications"

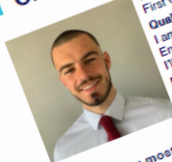
Our Graduates

We are proud of what our graduates have achieved.



Whether you're fresh from university, have taken some time out after graduating, or already have some professional experience, we have a wealth of career options.

Louis Crinnion Civil Engineering Graduate



Current qualifications: First Class BEng (Hons) Civil Engineering degree from Liverpool John Moores University.
Qualifications working towards: I am going to start working towards achieving Incorporated status (IEng) with the Institute of Civil Engineers (ICE) whilst exploring which pathway suits me to work towards Chartered status in the long-term. I'll be looking to utilise opportunities to take on new training which can help me excel in my position.
Professional membership: I currently hold a Graduate ICE membership where I have started to plan and record my Continuing Professional Development (CPD).

What did you most enjoy about your studies at university?
During my time at university I enjoyed solving problems to produce designs to design codes/standards. I feel the style of my favourite module, which involved independently producing design and collaborating the solution as a design team, is replicated in the workplace as part of a multi-disciplinary engineering environment.

What attracted you to Capita as an employer?
I was initially attracted to Capita based on the strong support towards gaining experience in the areas I want as well as support towards further professional qualifications. I feel the open working culture matched me as a person as well as the sodable environment which provides a nice work-life balance.

Why did you decide on this career path?
I chose to work in Civil Engineering as I knew I would be able to work on a wide range of projects - seeing them through and getting the reward of contributing to the built environment. As well as the contribution to society, I have always enjoyed working with maths and the sense of achievement once you've spent time figured something out. Having varied work days and working both independently and in a team motivates me to work hard whilst giving me the opportunity to take on responsibility.

What projects are your working on at present?
I'm currently working on the Leeds Public Transport Investment Programme, focusing on increasing pedestrianised

What does a typical day involve?
A normal day consists of producing designs as part of the highways team, assisting other disciplines which gives me an interesting level of exposure and furthering my understanding of how projects all fit together.

What do you see as the biggest challenge at work?
The biggest challenge I have faced is figuring out how elements of design and various computer software systems are incorporated to produce and deliver design work whilst following standards and company procedures.

What do you most enjoy about being a graduate at work?
I enjoy gaining experience in new areas and learning how the company works and how projects are designed, managed and collaboratively delivered. I got started on work straight away, giving me the sense I was getting involved from day one.

What type of development has taken place to date?
Working with engineers who work in different fields and with more experience opens your eyes to new opportunities and gives me few opportunities to gain exposure. Since starting I've had some internal training and picked up so much from the help of colleagues.

What are your future plans?
I plan on becoming familiar with all the design areas within highways design, including other elements which accompany the design. Over the next few years, I would like to take on more responsibility in terms of working on large scale projects with involvement in project and cost management as well as client and stakeholder involvement. In terms of professional accreditation, I am motivated to achieve Chartered status as a Civil Engineer.

What do you enjoy doing out of work?
I try to be as active as I can be each night aiming to play squash, football or going bouldering. On weekends I spend time traveling to visit friends in other cities and attend football matches at St James' Park.

“Louis is a good addition to the team and has fitted in well. In his first couple of months he has already proven to be dedicated and willing to take on new challenges. His methods of working and the questions he asks show his engineering knowledge.”

Richard Blackburn, Line Manager

Charlie Parry Graduate Planner



Current qualifications: 2:1, BA Hons degree in Human Geography from Northumbria University.
Qualifications working towards: Since I have started working at Capita, I have been working towards becoming a Chartered Town Planner with the Royal Town Planning Institute (RTPI). To achieve this, I am currently studying a Masters in Spatial Planning at Newcastle University, part-time.
Professional membership: As part of my course I have been enrolled as a student member of the RTPI.

What did you most enjoy about your studies at university?
I overall enjoyed the university experience and feel it helped develop me as a person but also prepared me for work. The module I enjoyed the most was urban planning which I received my highest grade at university in.

What attracted you to Capita as an employer?
I was attracted to Capita due to the graduate support programme on offer and based on the 1161 Capta experience with the planning department. Based on the 1161 Capta would be a great place to work and develop my career path as a planner by mixing both university work and development management work together. Capita fits the best training for planning and it was a company I wanted to get involved with.

Why did you decide on this career path?
I initially went to Northumbria University not knowing what I wanted to do as a career. However, after studying the urban planning module I was certain that was the path I enjoyed to follow. It was the module that I got the most and the module that I got the highest grade in. After then conducting work experience, I felt like I had found a career path that suited me.

What projects are your working on at present?
I am mainly working on household extensions in Tynemouth, Cullercoats and Whitley Bay. However, I have also been doing work for Bolton Council, Hambleton District Council and will soon be working for Northumberland County Council.

What type of development has taken place to date?
The development that has taken place includes being exposed to a variety of applications and progressively increasing my workload and external work. Since I started, I have been getting more complex applications and have learned to balance several live applications at once. As well as this, being given external work helps

What does a typical day involve?
A typical day for me involves communicating with applicants and other members of the public, whether over the phone or by email. I write reports, check over plans, go on site visits and work with the planning guidelines.

What do you see as the biggest challenge at work?
I see my biggest challenge at work being able to transfer what I learn at university into the working environment. Additionally, balancing both Capita work and university work has been difficult although I am getting better at balancing my time. This will continue to be my biggest challenge as well as trying to progress in the workplace at the same time.

What do you most enjoy about being a graduate at work?
I love being able to apply what I have learnt at university to my work with Capita and vice versa. I enjoy being around experienced planners and learning from them every day. Most importantly I have a clear goal of wanting to continue my work with Capita and as a plan which motivates me through university work.

with my development by making me a more rounded planner in terms of my knowledge of different local plans.

What are your future plans?
My future plans are to become a fully chartered planner with the RTPI and take on more responsibility in the office. I am looking forward to taking on bigger planning applications and then seeing the outcome.

What do you enjoy doing out of work?
Outside of work I enjoy watching sports such as football and cricket. I occasionally play football but not competitively and I try to go to the gym as much as I can to stay healthy. Being in a student house I live with my friends, so socialising is a big part of my out of work activities.

“Charlie has settled in really well and is a valuable part of the team. He is progressing well and gaining valuable experience doing our core work and for external clients. I am looking forward to working with him and helping him progress towards his RTPI Membership.”

Jackie Palmer, Line Manager

Covid Support

04

Covid Support

Capita has been working seamlessly with the Council to support the covid effort:

The Highways team closed more than 20 public car parks and erected signage in support of the government's 'Stay at Home' message

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

A dedicated Enforcement Hub, led by Joanne Lee, has helped ensure the North Tyneside public follow Covid-19 legislation, investigating over 800 covid related issues.

The Property team wrote to around 350 of its commercial tenants to advise that formal debt recovery action had been temporarily suspended where rents are overdue.



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

2019/20
Performance Update

05

Cross Cutting Action Plans - Q4 2019/20

AP Number	Description	Q1	Q2	Q3	Q4	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	Green	Business cases reviewed at Commercial & Finance (C&F) sub- 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 over 2019/20.
CC 2	Enforcement Review – Consistent and transparent approach to enforcement and targeting hotspots more effectively	Green	Green	Green	Green	Capita attended Council’s Joint Action Against Individuals and Locations (JAIL) group. Several good examples of improved alignment and targeting, including a parking proposal at Gibraltar Rock pub and removal of vehicle with waste from Wallsend property. This is picked up as a refreshed action plan in 2020/21
CC 3	Pavement and footways review – increasing asset life and improving member engagement	Green	Green	Green	Green	Plans for footway spending agreed with Highways Investment Subgroup and LMB and ward member briefings also took place. Programme was delivered successfully, and members have been provided with regular 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	Green	Y5 delivery plan is now complete. This 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.
CC 5	Construction (Housing) – Ensuring smooth transition and efficient working between services	Green	Green	Green	Green	Joint meetings took place with the new council service to ensure alignment and improved working with a number of initiatives to improve this explored. In particular Capita agreed to return Asset services to the council to consolidate the service and this transition took place smoothly with the transfer of budget and 13 roles back to the council in February 2020.
CC 6	Supporting Norham High School – Help the school fulfil its ethos and values	Green	Green	Green	Green	Initiatives include Young Enterprise and Go4Set. Donated vouchers for a celebration assembly. Partnership Director joined the Board of Governors as a foundation governor. Support included hosting a Business Breakfast, selection boxes, work experience. 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	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	Green	Capita has supported the Council’s Ambition in ‘People, Place and Economy’ including A189 Salters Lane Improvement Scheme; public realm improvements in Forest Hall; and the Coast Road Cycle Scheme. Capita attends IPB and, following a review, a new joint Major Programmes Board (MPB) has been established, which has improved governance.

Property Action Plan Dashboard – Q4 2019/20

Action Plan Number	Description	Q1	Q2	Q3	Q4	Comments
PROP 1	Estates Strategy – Provide direction to asset management programme and other plans	Green	Green	Green	Green	Updated Estates Strategy has been endorsed by Strategic Property Group (SPG)
PROP 2	Review Service Charge Process - Identify areas of non-compliance and improve the service charge process	Green	Amber	Amber	Green	Process improved.
PROP 3	Legal Completions - Reduce backlog of cases with Legal instructions, where terms agreed but transaction incomplete.	Green	Green	Green	Green	Schedule of meetings took place with Legal to track cases. This has been moved to a PI for next year to continue focus
PROP 4	Backdated Reviews – completion/closure of outstanding rent reviews or lease renewals	Green	Green	Green	Green	Prioritisation of cases in place.
PROP 5	Non-operational Premises Compliance – Establish and maintain compliance	Green	Green	Green	Green	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	Green	Process for traveller encampments being utilised.
PROP 7	Operational Premises Compliance – Establish and maintain compliance	Green	Green	Green	N/A	Service transferred back to Council for Q4
PROP 8	Compliance with Carbon Reduction Commitment Energy Efficiency Scheme (CRC) – ensure energy management (TEAM) system generates compliant reports	Green	Green	Green	N/A	Service transferred back to Council for Q4

Engineering Action Plan Dashboard – Q4 2019/20

Action Plan Number	Description	Q1	Q2	Q3	Q4	Comments
1	Transparency Act – production of an operational report to be published on the Authority’s website	Green	Green	Green	Green	Concluded and report submitted.
2	Highway Asset Inventory Collection – collection of additional highway asset data such as road signs to improve the inventory	Amber	Green	Green	Green	Concluded
3	Strategic Gulley Cleaning Programme – development of a risk-based gulley cleansing programme	Amber	Green	Green	Green	Concluded
4	Customer Satisfaction: Postcard Survey – implementation of a postcard resident satisfaction survey to inform the Highway Asset Management Plan	Green	Green	Green	Amber	Following discussion with the council, it has been agreed to adopt a better product involving Ipsos Mori rather than utilising an in-house postcard survey This will be undertaken this in 2020/21.
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	Green	Concluded

Engineering KPI Dashboard– Q4 2019/20

Category 2 KPI's

KPI ref	Defintion	Expected	Min	Weighting	Frequency	Baselined	Accuracy	Owner	January		February		March		Q4 / Annual			
									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	642	99.69%	527	98.32%	500	90.91%				
									644	G	536	G	550	A				
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	7	100.00%	9	100.00%	13	100.00%				
									7	G	9	G	13	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	182	99.45%	370	99.20%	338	96.57%				
									183	G	373	G	350	A				
ENG 2.4	Parking - No. of PCNs correctly issued	99%	95%	10%	Mthly		2 D.P.	GH	24308	99.85%	24327	99.85%	24238	99.84%				
									24344	G	24364	G	24276	G				
ENG 2.5	Roads and Pavements – Quality of maintenance repairs	93%	90%	0%	Mthly		2 D.P.	MB	40	97.56%	70	95.89%	55	98.21%				
									41	G	73	G	56	G				

Category 1 PI's

KPI ref	Defintion	Expected	Min	Weighting	Frequency	Baselined	Accuracy	Owner	January		February		March		Q4 / Annual			
									Figures	%	Figures	%	Figures	%	Figures	%		
ENG 1.1	Roads and Pavements – Time taken to respond to permit request	99%	95%		Mthly		2 D.P.	RR	875	100.00%	737	100.00%	778	100.00%				
									875	G	737	G	778	G				
ENG 1.2	Roads and Pavements – Permit scheme compliance of Capita workforce.	90%	85%		Mthly		2 D.P.	MB	397	96.59%	284	93.73%	282	94.63%				
									411	G	303	G	298	G				
ENG 1.3	Casualty reduction	See PI	N/A		Annual		Whole number	NS									Y	
																	G	
ENG 1.4	Roads and Pavements – Percentage of pothole and footpath enquiries insected within 3 working days	80%	75%		Mthly		2 D.P.	AM	99	87.61%	93	83.04%	99	86.09%				
									113	G	112	G	115	G				
ENG 1.5	Increasing use of Sustainable Transport on Go Smarter Scheme for schools	See PI	N/A		Annual		1 D.P.	AH									66%	
																	A	

Regulatory Services Action Plan Dashboard – Q4 2019/20

Action Plan Number	Description	Q1	Q2	Q3	Q4	Comments
PLG 1	Planning Policy Development – Progress the delivery supporting the Local Plan	Green	Green	Green	Green	Achieved
REG 1	Air Quality Strategy – Develop a 5-year Air Quality Strategy	Green	Green	Green	Green	Draft strategy prepared. Ongoing discussions continue following Air Quality Feasibility Study proposals.
REG 2	Taxi Licensing Policy - Review the existing policy for hackney carriages and private hire licensing	Green	Green	Green	Green	Revised policy developed.
REG3	Housing Enforcement Policy – Develop and approve a new policy	Green	Green	Green	Green	Draft Policy developed.
REG 4	Food Law Plan 2020 – 2022 – Develop and approve a 2-year food law enforcement plan	Green	Green	Green	Green	Progressed
REG 5	Contaminated Land Strategy – Review the strategy	Green	Green	Green	Green	Revised draft strategy presented to Cabinet in September.
BC 1	Retention of ISO 9001:2015- Retain quality assurance standard covering the Building Control service	Amber	Green	Green	Green	In Q1 there was slippage in the internal audit programme. This has corrected by the end of the year
BC 2	Building Excellence Awards – Support the annual Local Authority Building Control (LABC) awards programme	Green	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 – Q4 2019/20

Category 2 KPI's

KPI ref	Defintion	Expected	Min	Weight	Freque	Baseline	Accuracy	Owner	January		February		March		Q4 / Annual	
									Figures	%	Figures	%	Figures	%	Figures	%
PLG 2.1	Planning - % major applications determined on time	95%	90%	25%	Quarterly		Whole number	JP	23	96%	23	96%	23	96%	23	96%
									24	↑	24	↑	24	↑	24	G
PLG 2.2	Planning - % minor applications determined on time	96%	90%	25%	Quarterly		Whole number	JP	141	99%	137	99%	145	99%	145	99%
									142	↑	138	↑	146	↑	146	G
PLG 2.3	Planning - % other applications determined on time	96%	92%	25%	Quarterly		Whole number	JP	645	100%	635	100%	637	100%	637	100%
									645	↑	635	↑	637	↑	637	G
PP 2.1	Public Protection -Persistent Environmental Health complaints in relation to domestic or business premises	100%	95%	15%	Mthly		Whole number	JL	6	100%	1	100%	4	100%	-	-
									6	G	1	G	4	G	-	-
PP 2.2	Public Protection -Broadly Compliant Food Establishments	90%	86%	10%	Annual		2 D.P.	JL	1274	95.07%	1257	95.01%	1260	95.24%	-	-
									1340	↑	1323	↑	1323	↑	-	-

Regulatory Services KPI Dashboard – Q4 2019/20

Category 1 PI's

KPI ref	Defintion	Expected	Min	Weighting	Frequency	Baselined	Owner	January		February		March		Q4 / Annual	
								Figures	%	Figures	%	Figures	%	Figures	%
PLG 1.1	Planning - % appeals contrary to officer decision	28%	32%		Mthly		Whole number	JP	5	38%	4	31%	4	31%	
									13	R	13	A	13	A	
PLG 1.2	Planning - % discharge of conditions determined on target	78%	72%		Mthly		Whole number	JP	121	95%	119	95%	120	96%	
									128	G	125	G	125	G	
PLG 1.3	Planning - % minor pre application enquiries responded to in time	90%	85%		Mthly		Whole number	JP	156	98%	147	98%	141	98%	
									160	G	150	G	144	G	
PLG 1.4	Planning - % stage 1 major pre-applications responded to in 5 weeks	80%	70%		Mthly		Whole number	JP	11	79%	14	78%	15	79%	
									14	A	18	A	19	A	
PLG 1.5	Planning - % Committee decisions made contrary to Officer advice	10%	15%		Mthly		Whole number	JP	11	17%	11	17%	15	23%	
									64	R	65	R	64	R	
PLG 1.6	Planning - % enforcement cases closed within target	80%	70%		Mthly		Whole number	JP	321	82%	315	82%	308	84%	
									390	G	382	G	368	G	
PP 1.1	Public Protection - Considering of safeguarding issues in relation to taxi complaints or applications	TBC	TBC		Mthly		Whole number	JL	0		0		0		
BC 1.1	Building Control - % of requests for site inspections responded to within target	98%	95%		Mthly		1 D.P.	CG	336	100.0%	331	100.0%	246	100.0%	
									336	G	331	G	246	G	
BC 1.2	Building Control - % of requests for dangerous structures assessment response to within target	100%	95%		Mthly		1 D.P.	CG	11	100.0%	5	100.0%	6	100.0%	
									11	G	5	G	6	G	
BC 1.3	Building Control - % of Quality Assurance internal audits without a non-conformity	90%	80%		Mthly		1 D.P.	CG	0		0		2	100.0%	
									0		0		2	G	
REG 1.1	Regulatory Services - Customer Satisfaction Rating	80%	80%		Mthly		1 D.P.	all	9945	87.8%	6853	84.6%	7728	85.2%	
									11330	G	8100	G	9070	G	

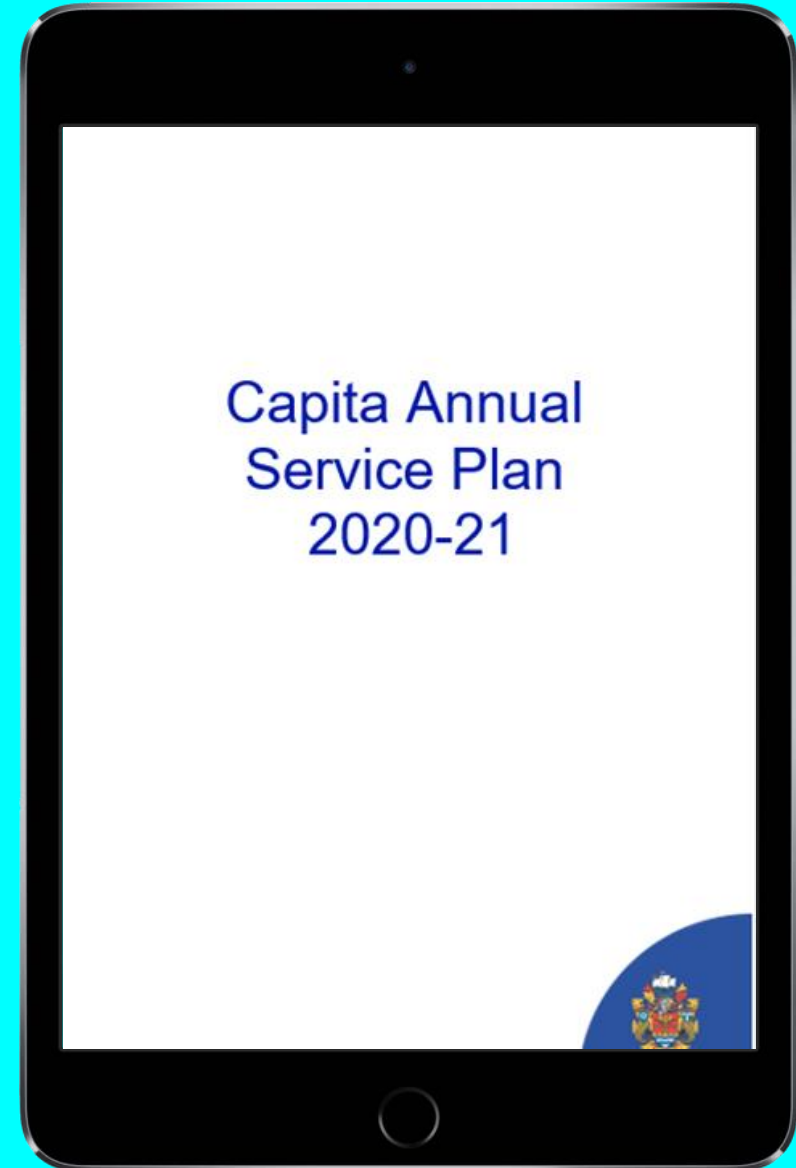
06

ASP 2020/21

- A draft ASP was circulated to SPB members for comment and amended accordingly.
- The summary is included with papers and the performance annexes are available to view on the shared drive [here](#)
- Q1 has been monitored against this plan
- It is now required that the ASP be revised to reflect the Councils response to covid-19 as agreed by Cabinet on 29/6 .This work is currently underway
- Following Q1, the two monitoring periods for the year will therefore be June - September and October - March.
- Once this is concluded a revised ASP will be circulated to SPB and OSPD committee members

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Confidential



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ASP 2020/21

Continued service improvements measured through our Performance Regime, which comprises the following:

- 3 Action Plans and 7 KPI/PI relating to the Property Workstream
- 5 Action Plans and 10 KPI/PI relating to the Engineering Workstream
- 8 Action Plans and 16 KPI/PI relating to the Regulatory Services Workstream
- 8 Action Plans and 4 PI which are cross cutting

Through 2020/2021 the Technical Services Partnership will deliver following:

- Honour the no compulsory redundancies for transferring TUPE staff without prior approval of the Authority
- Remain co-located with the Authority in Council offices, in our new location of Quadrant West and Killingworth Depot
- We will invest £2.194m the Partnership in line with the councils' priority themes of people, place and economy
- We will generate 5 new jobs in year of which at least 1 will be a new apprentice position and 1 a graduate position
- To provide gross income/savings of £6.304m through Business Case Delivery.
- Delivery of Major Projects in line with agreed indicators
- Continued excellence in health and safety
- Continued support of schools, armed forces and local charity in line with our schedule 10 commitments
- Support and develop our workforce and invest in our people.

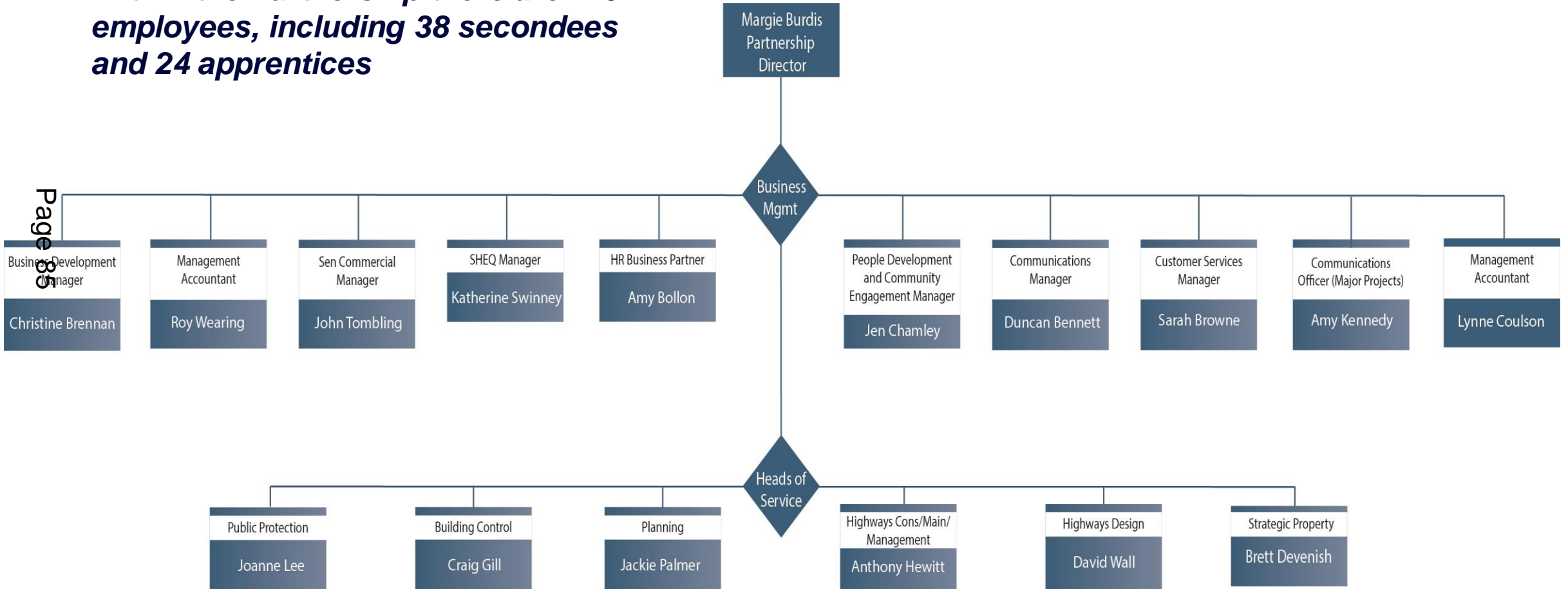
Partnership Team

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The Partnership Leadership Team 2020/21

The North Tyneside Partnership is part of our Regulatory and Place Business led by Mark Dally

Within the Partnership there are 279 employees, including 38 secondees and 24 apprentices



Benchmarking
approach

08

This is a benchmarking year. The agreed timeline led up to the work being done in Nov 2020. OPB are currently working through the logistics as:

- Teams are dealing with covid recovery both here and in other councils we would approach for data.
- Publicly available data remains a year out of date due to delays in annual returns being made.
- External companies will be working with the above constraints also.
- Once this has been worked through to establish a proposed way forwards it will be brought to SPB for agreement.

Approach to Benchmarking in 2020/21

It is intended following review by OPB and approval by SPB that benchmarking plan will be brought to this committee prior to work starting in November

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2019/20 Service Delivery Performance Out-turn

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North Tyneside

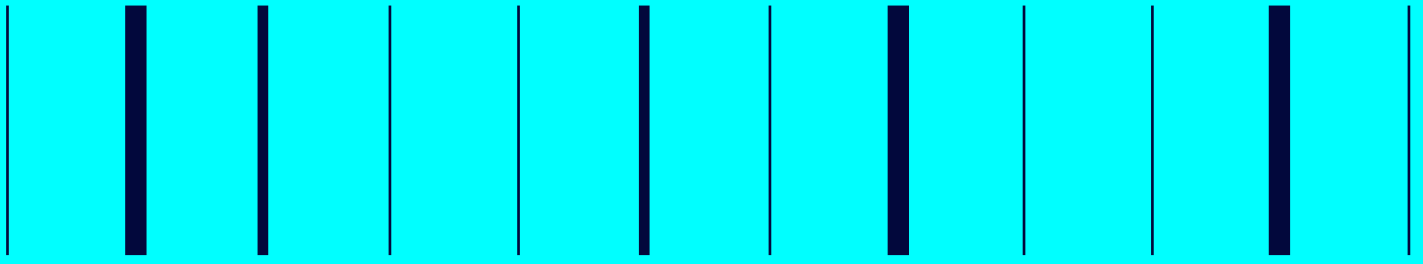
Annual Statement 2020



North Tyneside Council

Working in partnership with

capita





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Update from Margie Burdis, Partnership Director



Welcome to our Annual Statement, which reflects on achievements in 2019/20 and looks ahead to 2020/21.

I'm pleased to report that the technical services we deliver for the local authority continued to perform strongly over the past 12 months.

In addition, we've been supporting some of the council's key priorities such as its improvements to customer service for the benefit of the borough's residents.

There has been some great work by the Partnership in support of local communities too. We continued to build on our existing strong relationships, such as with Norham High School and the charity Meadow Well Connected, but we also made new connections such as with veterans' charity Forward Assist.

Our Major Projects team delivered a number of high-profile projects across the borough – a highlight for me was the Forest Hall Public Realm Improvement Scheme. Not only was the project delivered with minimal disruption, there was great engagement with the community at every stage.

Over the course of the year, there were two significant changes for the Partnership.

Firstly, asset services were transferred back to the local authority. The Asset team managed the repairs and maintenance budget and was commissioning the council's new Housing Property and Construction (HPC) team. It made good sense for the council to have responsibility for this whole area of work.

Asset services greatly changed for the better over the course of the Partnership. This was due to the efforts of the team and the very positive relationship between the council and Capita.

The second change was our move from Quadrant East to the second floor of Quadrant West to accommodate the council's reorganisation of its teams.

As you'd expect, it was a big upheaval for us but the reaction from our staff to their new environment was hugely positive.

“Of course, our use of the office was subsequently limited by Covid-19. I anticipate we'll have plenty to say in next year's Annual Statement about how we've supported the council's response to the pandemic.”

Finally, during 2019/20 I was delighted to accept the role of Partnership Director on a full-time, permanent basis. I feel extremely fortunate to be responsible for the Partnership and look forward to continue working with you.

Many thanks,

Margie Burdis
Partnership Director
Capita

About the North Tyneside Partnership

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



The Partnership's services, which are within the remit of Environment, Housing and Leisure, consist of:

- Engineering & Highways
- Strategic Property (Asset Maintenance transferred back to the local authority on 31 January 2020)
- Planning
- Building Control
- Public Protection (Environmental Health, Licensing and Trading Standards)



2020/21 strategic objectives

- Honour the no compulsory redundancies for transferring TUPE staff without prior approval of the Authority
- Remain co-located with the authority in Council offices
- Invest £1.918million into the Partnership to create the platform for growth, service improvements and efficiencies / income generation
- Continuous service improvements measured through our performance regime
- We will generate five new jobs in year of which one will be new apprentice position and one will be a graduate position
- To provide gross income/savings of £6.304million through business case delivery



2020/21 commitments

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



In addition to these strategic objectives, the Partnership will deliver:

- 3 Action Plans and 7 KPIs/PIs relating to the Property Workstream
- 5 Action Plans and 10 KPIs/PIs relating to the Engineering Workstream
- 8 Action Plans and 16 KPIs/PIs relating to the Regulatory Services Workstream
- 8 Action Plans and 4 PIs which are cross-cutting

Who is Capita?

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

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

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

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

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

Our North Tyneside Plan 2018-20

The Our North Tyneside Plan sets out the overall vision and policy context of the authority and borough.



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

The Our North Tyneside Plan has three key themes: Our People, Our Places and Our Economy. The Partnership's Annual Service Plan flows from the Our North Tyneside Plan.

Improving customer service

Capita is playing its part in the delivery of the council's Customer Service Improvement Programme.



Above: One of the new street name signs | **Inset, top:** This poster was erected on site ahead of a new crossing being installed
Inset, bottom: The new highways site signage

The Partnership has representatives on all four workstreams: Customer Promise, Brilliant Basics, Customer First, Better Never Stops and, where necessary, their related sub-groups.

Outcomes to date have included: the introduction of new street name signage; new highways site signage; a best practice drop-in session hosted by Capita during National Customer Service Week; and the application of the council's brand guidelines to materials produced by Capita, such as posters and leaflets.

In addition, as a trial initiative, Communications Manager Duncan Bennett, Customer Service Manager Sarah Browne and Communications Officer (Major Projects) Amy Kennedy took responsibility for communicating selected road resurfacing, footway improvement and Local Transport Plan schemes. Traditionally, these have been communicated by the service area responsible for the works.

The aim was to mirror the approach applied to communication of the local authority's major engineering projects.

In total, the team was involved in the communications of 16 schemes – tactics included letter-drops, news releases, posters, flyers on car windscreens, liaison with Nexus and the police, news releases and social media posts.

Thirty-five queries were received from the public, all acknowledged within one working day and a full response provided within 10 working days. The longest time a resident had to wait for a full response was four working days. A total of eight compliments were received.

Supporting members

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

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

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

Sarah also obtains information for inclusion in the bi-annual ward briefings and takes away actions arising from the sessions. Additional information included in 2019/20’s briefing packs included enforcement activity, Go Smarter/Local Transport Plan schemes, road resurfacing and parking restrictions.

Facts and figures

- 

13 ward walkabouts
by Customer Service Manager
- 


17 site visits
by Customer Service Manager
- 

3 Guides for Elected Members
Parking Restrictions, Traffic Management and Trading Standards
- 

12 Members Updates
- 

7 road resurfacing
programme updates
- 

7,085 draft MEs reviewed
and, of those, improvements suggested to 1,135 enquiries



Sarah Browne
Customer Service Manager

Tel: 0191 643 4830
Mobile: 07809 321 916
Email: sarah.browne@capita.com

Member feedback

An annual survey of members is carried out to understand satisfaction levels and help identify areas for improvement. There were eight returns compared to 13 the previous year.

Findings included:

- **50%** found the ward walkabouts useful
- **100%** found the Guides for Elected Members useful
- **100%** felt the service provided by Customer Service Manager Sarah Browne was either very valuable or extremely valuable

Supporting the community and social value

Capita donated 738.5 hours of community volunteering in North Tyneside, representing an estimated £18,462.50 worth of staff time.

Here are some examples of the volunteering activities staff got up to in 2019/20 as well as information about some of the other community support provided.

Spotlight on STEM

We have over 40 trained STEM (Science, Technology, Engineering and Mathematics (STEM) Ambassadors.

They volunteer their time, enthusiasm and experiences to encourage, enthuse and inspire young people to progress in STEM subjects.

Initiatives included:

- In partnership with Atomic Girls, the hosting of a STEM event for 45 students from across the borough
- Purchase of 'STEM Box' containing a variety of resources for use during school STEM activities. It was launched at Percy Main Primary School
- Sponsorship of the Institution of Civil Engineers (ICE) North East's Inspire competition, which aims to inspire the next generation of engineers
- Mentoring four female George Stephenson High School students through The Girls' Network, and mentoring six Norham High School pupils through a project called Go4SET. Capita also donated £500 to The Girls' Network and provided vouchers for Norham High School students
- Teaming up with George Stephenson High School and Churchill Community College for the Engineering Education Scheme (EES)



Jade Bruce and Amy Kennedy at The Girls' Network training event ahead of meeting their mentees

Connecting at Meadow Well

Capita and Meadow Well Connected's relationship has grown stronger.

Meadow Well Connected is a community hub which provides a safe, welcoming space for local people to meet new people and gain new skills through a range of supportive services and opportunities.

More than £1,300 was raised for the charity by Capita, funding around 1,000 meals for its garden volunteers and children who attend its kids' club. And over 100 Easter Eggs were donated by staff, enough for each member of the kids' club.

Staff donated their time in other ways too, including supporting the charity's 25th anniversary celebration, carrying out gardening work and preparing and serving Christmas meals for the local community. Partnership Director Margie Burdis also became a member of the charity's board.



Top: Customer Service Manager Sarah Browne and Sarah McDonald, Meadow Well Connected Community Development Coordinator, with some of the donated Easter eggs | **Middle:** Gardening at the charity | **Bottom:** Preparing Christmas community lunches

Charity of the year

Partnership staff chose Dudley-based Forward Assist to be the focus of their fundraising and volunteering activities.



Paula Edwards of Forward Assist, Haydon Duffy and Matthew Lloyd of the Construction team, and Tony Wright of Forward Assist with some of the selection boxes

The charity facilitates 'Post Traumatic Growth' for military veterans with combat experience and unresolved trauma issues. It also provides support and guidance to former service men and women that experience difficulties in adjusting to a new life as a civilian.

Anthony Hewitt, Head of Highways and Construction, joined the charity's board of trustees.

Meanwhile, a total of £2,000 was donated to the charity while 100 selection boxes were provided for veterans' children.

Elsewhere, staff donated Christmas presents for the borough's children in need, which were distributed by the council's Children's Services team.



Some of the school's new play areas



The state of play

A North Shields primary school created a challenging and engaging outdoor classroom for its youngest pupils - with the help of Capita.

Percy Main Primary School's nursery yard previously provided very basic resources and a lack of opportunities.

Capita donated £6,000 to enable the school to transform the area, which now features a mud kitchen, reflection zone, quiet zone, water play and a building construction site as well as range of new equipment.



Staff take part in a 'packing party'

Something to bank on

Capita supported North Tyneside VODA's Backpack Buddies initiative.

Backpack Buddy bags are weekend food parcels for children at risk of food insecurity as a result of lack of provision of breakfast and lunch when not at school.

It is a SAINT (Social Action in North Tyneside) project in collaboration with The Bay Foodbank.

As well as donating food throughout the year, on two occasions Capita staff took part in packing parties where they helped sort donated food items into packs.

From the top

Four members of the Partnership's leadership team are governors at North Tyneside schools and donated almost 70 hours of their time in 2019/20.

In addition, members of the team hold a variety of further roles including: Board Member of the Business in the Community Advisory Panel for the North East; North East LEP Enterprise Advisor at Norham High School; Northumbria University Engineering Advisory Panel Member; trained assessor with the Chartered Institute of Highways and Transportation (to support people to become professionally qualified).

Our people

More than £167,000 was spent on training for North Tyneside staff over the past year.

Here are some examples of what forms that took in 2019/20 as well as the ways we provide support for staff.

All about apprenticeships

Two new apprentices were recruited while eight existing staff began apprenticeships so they could upskill and develop.

Since the Partnership began, 32 apprentices have been recruited while 24 staff are currently undertaking apprenticeships.

As well as progressing their careers, many of our apprentices are very active in the community.

They promote working for Capita and their own area of expertise by talking to young people in schools, colleges and universities and encouraging young people into Science, Technology, Engineering and Mathematics (STEM)-related careers.

Meet two Partnership apprentices:



Reagan Johnson, Civil Engineering Apprentice

Reagan was a student at George Stephenson High School and started with Capita in 2018. He was part of the Engineering Education Scheme programme that Capita sponsor annually.

“ 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 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).”



Michelle McBeth, Trainee Quantity Surveyor

Michelle was a student at St Thomas More High School. She started with Capita in 2013 as a Technical Administrator in Engineering and after completing qualifications she became an Engineering Technician. Michelle is now studying Level 6, Quantity Surveying Degree Apprenticeship at Northumbria University.

“ 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 on to 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.”

In good health

The Partnership maintained the highest status of the North East Better Health at Work Award - Continuing Excellence.



North East
Better Health
at Work Award
Continuing Excellence

The Continuing Excellence status recognises a long-term commitment to improve health and wellbeing in the workplace, both strategically and operationally, and also the support offered to other organisations.

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

Ten staff within Capita's North Tyneside Partnership are also Health Advocates and helped develop health and wellbeing initiatives.

These included pilates classes, massages and health checks, which were all provided free of charge by Capita.

There has also been a continued focus on stress and mental health. In addition to training for managers, a further nine staff became Time to Change champions, bringing the total to 13 within the North Tyneside Partnership. Time to Change champions help stop negative attitudes towards mental health, provide support and develop initiatives to improve staff wellbeing.

And there are now 15 Mental Health First Aiders after a further nine staff were trained. Mental First Aiders are the first point of contact for anyone feeling anxious, stressed or depressed, offering confidential support, sign-posting to the appropriate support professionals and suggesting key activities to help improve mood and stress levels.

Train to gain

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

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

Staff achievements included:

- **1 became a Fellow** of the Royal Institution of Chartered Surveyors (RICS)
- **1 became Fellow** with the Institute of Highway Engineers (IHE)
- **3 became qualified members** of the Institution of Civil Engineering (ICE) as Engineering Technicians
- **4 became Chartered** within their profession
- **2 became Incorporated** with the ICE
- **6 completed** their academic studies
- **9 completed** their apprenticeships

Key HR developments in 2019/20

- Established a network of Engagement and Wellbeing Ambassadors across Capita Local Public Services (LPS). Streetworks Inspector Haymon Munks is North Tyneside's ambassador and works with counterparts across LPS to raise awareness of wellbeing activities, promote healthy lifestyles and positive mental health
- Capita enhanced parental leave pay and life assurance as well as committed to paying, as a minimum, the Real Living Wage for all employees, including apprentices
- Employee focus groups were set up across LPS, including on North Tyneside, to ensure all teams have a 'voice' that's heard. Working with the LPS Engagement Manager, they look at day-to-day issues, wider engagement feedback and seek to make improvements to the working environment for all
- A new HR system called Workday was launched to provide a more consistent way of managing employees and a better view of the workforce

Health and Safety

Priorities for 2020/21

- Embed behavioural programme for site-based staff
- Ongoing safety training, including vehicle marshal training
- Testing fitting of face coverings for site operatives
- Introduction of Skyguard lone worker alert system
- Senior manager site safety tours

Accident statistics

All accidents

0	Fatalities
2	RIDDOR injury
0	RIDDOR over 7 days
0	RIDDOR over 3 days
0	Lost time (up to 7 days)
1	Lost time (Up to 3 days)
0	Road Traffic Collison (no injury)
11	Minor (no time lost)
0	Dangerous occurrences

Accident Frequency Rate (AFR)

31,6994	Hours worked
0.26	All AFR
0.02	Reportable AFR

Offices (Quadrant/Killingworth)

1	RIDDOR
0	NON-RIDDOR incident
0	Road Traffic Collison (no injury)
7	Hazards observed/removed
10	Incidents

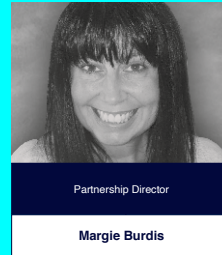
Highways/Construction services

1	RIDDOR
0	NON-RIDDOR incident
0	Road Traffic Collison (no injury)
90	Hazards observed/removed
10	Incidents

Environmental incidents

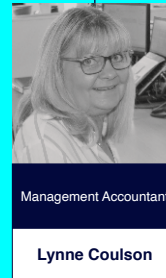
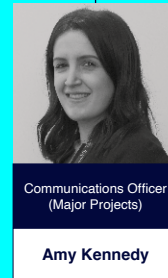
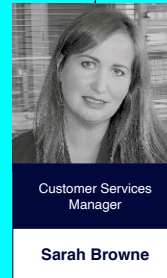
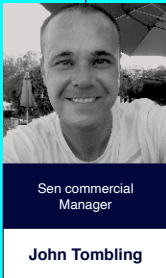
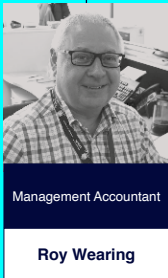
0	Reportable
0	Non-reportable

Our services and structures

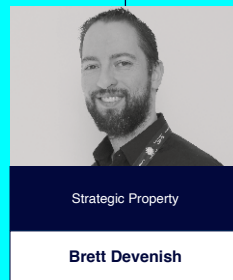
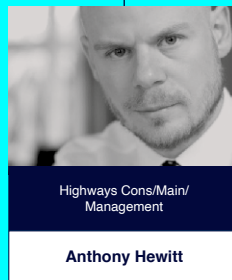
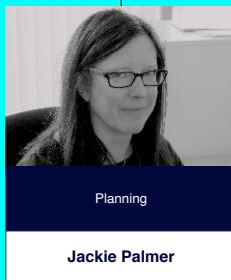


Business Management

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Heads of Service



Regulatory Services

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



Jackie Palmer
Planning Manager
Mobile: 07711 425 574
Email:
 jackie.palmer@northtyneside.gov.uk



Craig Gill
Building Surveying Manager
Mobile: 07976 594 862
Email:
 craig.gill@northtyneside.gov.uk



Joanne Lee
Public Protection Manager
Mobile: 07757 763 444
Email:
 joanne.lee@northtyneside.gov.uk

Our services

Planning

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

Building Control

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

Public Protection

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

2019/20 performance snapshot

96%

of major applications determined on time

99%

of minor applications determined on time

100%

of other planning applications determined on time

98%

of pre-application enquiries responded to on time

84%

of planning enforcement cases closed within target time

100%

of problem premises received an intervention by Environmental Health

95.24%

of food premises were broadly compliant

100%

of requested inspections carried out within target time

100%

of notified dangerous structures assessed within target time



2020/21 service objectives

Progress

the delivery of a range of planning documents

Develop

an Air Quality Strategy

Develop and approve

a Food Law Plan

Review

the North Tyneside Licensing Policy Cumulative Impact Assessment (CIA)

Review

the Street Trading Scheme

Develop, approve and implement

an Enforcement Procedure to address unauthorised building work

Retain

ISO 9001:2015 Quality Assurance Status for Building Control

Support

the annual LABC Building Excellence Awards programme

Key achievements in 2019/20 | Illegal fireworks snuffed out

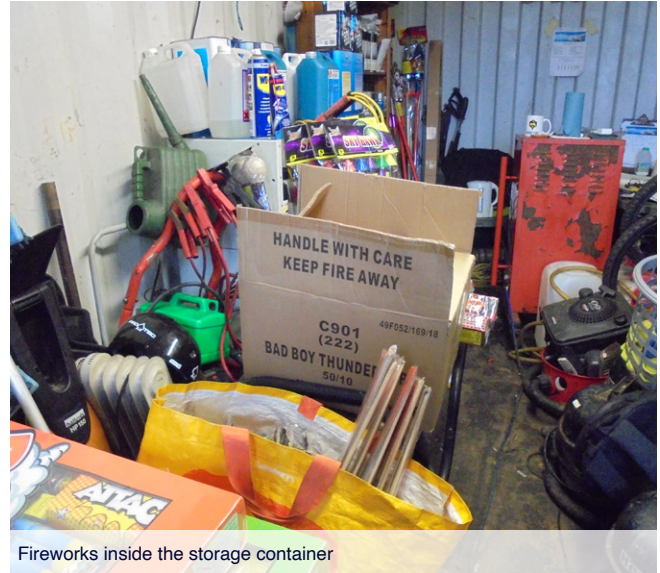
Fireworks were seized for being illegally stored at a business in Shiremoor.

The joint operation followed reports of youths using fireworks in an anti-social manner in the local area.

Acting on information received, North Tyneside Council's Trading Standards, Tyne and Wear Fire and Rescue Service and Northumbria Police visited a Shiremoor business.

Inside a storage container on the business' site, they discovered more than 15kg of fireworks being kept alongside flammable chemicals and other items. This was contrary to the Explosive Regulations 2014 because the fireworks were not being stored safely and the owner did not have a storage licence.

The owner stated that the fireworks were for personal use and were not being sold illegally. All the fireworks were subsequently seized by the fire service.



Fireworks inside the storage container



Members of the Building Control team

Quality counts for Building Control

The Building Control team celebrated providing more than two decades of excellent service.

For the 20th successive year, the team was awarded quality assurance accreditation following an external audit by certification body BM TRADA.

The annual audit confirms that the team's policies and procedures are fit for purpose.

Meanwhile, Group Building Control Surveyor Alison Whitfield achieved certification as an internal auditor.

It means she can assist with regular audits of the team as part of the required continuous self-assessment and improvement of standards of work.

She also passed a new national competency test that was created in response to the Grenfell Tower tragedy. She passed the national Local Authority Building Control (LABC) Competency Validation Assessment, which was an examination set by the Institution of Fire Engineers (IFE).



Part of the Whitley Bay coastline

Protecting nature at the coast

Future housing developments in North Tyneside will help fund the protection of coastal wildlife and habitats.

The Coastal Mitigation Supplementary Planning Document (SPD), developed by the Planning Policy team, means a tariff can be applied to new residential developments and tourist accommodation built in the borough.

The money raised would be used to support a Coastal Warden Service and physical projects at the coast's most sensitive wildlife locations and habitats to mitigate the impact of additional visitors.

The level of tariff will be greater for planning applications within 6km of the coast.

Areas of the north east coast are protected as European sites of biodiversity importance. They include the Northumbria Coast Special Protection Area (SPA), which has the North Tyneside coastline within it, and the Durham Coast Special Area of Conservation (SAC).

Under the Conservation of Habitats and Species Regulations 2017, North Tyneside Council has a duty to ensure that it does not give permission, such as through a planning application, to any plan or project that could have an adverse effect upon the integrity of an SPA or SAC.

Meanwhile, the Planning team was in the top quartile of English planning authorities for its speed determining major and non-major planning applications.

Fine for restaurant

An Indian restaurant was ordered to pay more than £7,500 by North Tyneside Magistrates for serving food containing peanut to a teenage girl with a nut allergy.

The operators of Gulshan in Hotspur Street, Tynemouth, were fined £3,767 with £2,744 costs and a £170 victim surcharge. They were also ordered to pay £1,000 compensation after admitting an offence under the Food Safety Act 1990.

The court heard that a North Shields family were reassured by the restaurant they were able to cater for their 16-year-old daughter's peanut allergy.

However, she suffered an allergic reaction that required hospital treatment after only two or three mouthfuls of a chicken masala dish.

The Food Safety team investigated the incident and found the dish contained peanut protein of a sufficient level to cause an allergic reaction by someone susceptible to a peanut allergy. Further investigations identified inadequate food safety controls at the restaurant to manage allergens.



Apprentice Kyle Mason and Building Surveying Manager Craig Gill

An apprenticeship to build on

An apprentice joined the Building Control team thanks to an award-winning scheme.

Kyle Mason, from Wallsend, had been taking part in PlanBEE, a training initiative where apprentices gain a variety of experience by working with six employers in turn alongside their studies at Gateshead College.

The project won the national Building Skills Initiative of the Year award for 2017 and was formed by Ryder Architecture and Gateshead College.

Kyle successfully applied to join North Tyneside Building Control during his placement with the team.

He now combines his work with an LABC (Local Authority Building Control)-approved Building Control distance-learning degree at Wolverhampton University.

New taxi licensing policy

A new licensing policy for hackney carriages and private hire vehicles in the borough was approved by Cabinet.

The Hackney Carriage and Private Hire Licensing Policy sets out how the local authority makes decisions about new applications and licences currently in force.

In support of the local authority's air quality target, the new policy includes a vehicle age standard prohibiting the granting of new licences for any vehicle over four years old.

In response to feedback during public consultation, the vehicle age standard will not be introduced until April 2022 for new applications and 2024 for licence renewals.

Engineering & Highways



Anthony Hewitt
Head of Highways & Construction
Mobile: 07740 531 130
Email:
anthony.hewitt@capita.com



David Wall
Highways Design Manager
Mobile: 07989 561 802
Email:
david.wall@capita.com

Our services

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

2019/20 performance snapshot

99.09% (average)
of routine safety inspections carried out on time

100%
of CAT1 defects sorted within 24 hours

97.38% (average)
of CAT2 defects sorted within 10 working days

94.63%
of Penalty Charge Notices (PCNs) issued correctly for parking offences

96.76% (average)
of reactive highway repairs that are up to standard

100%
of permit requests responded to within DFT target timeframe



2020/21 service objectives

Explore

use of drone technology for coastal inspections

Review

a range of highway policies

Develop recommendations,
including an implementation programme for the development of electric vehicles

Key achievements in 2019/20 | Getting in the saddle

The Construction team delivered a host of sustainable travel improvement schemes right across the borough.



Part of the new shared footpath/cycleway on Salters' Lane

A continuous footpath and cycle lane was built along the entire length of the A189 Salters' Lane and the existing bus lane was extended.

The Coast Road Cycle Route was completed in the area of Silverlink roundabout after access was granted by Highways England following their major works.

A new cycle and pedestrian path on the A187 Tyne View Terrace in East Howdon, linking to the Tyne Pedestrian and Cycle Tunnels, was introduced.

And walking and cycling links were improved between Northumberland Park Metro Station and Cobalt Business Park.

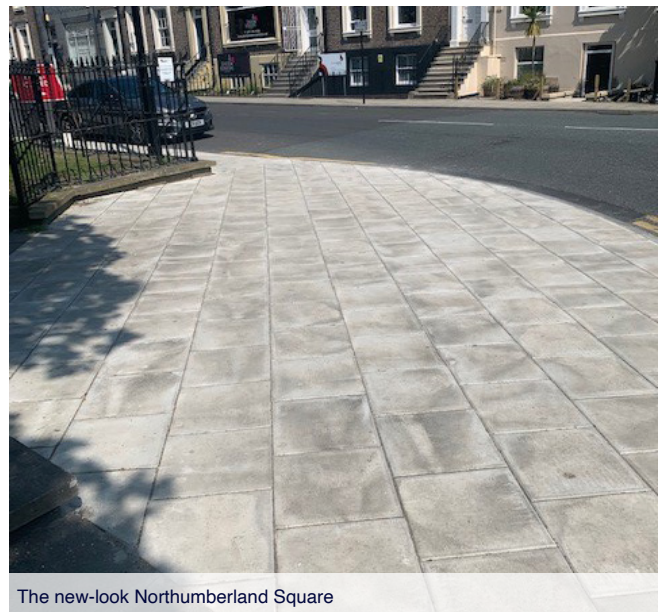
Improving roads and pavements

The annual programme of roads and pavement improvements was completed as part of a £5.5million highway investment.

Among the roads improved was the northern section of Churchill Street in Howdon, following the resurfacing of the southern part in the previous year. Similarly, after West Bailey in Killingworth was improved in 2018, East Bailey was resurfaced in 2019.

One of the main footpath improvement schemes was in the area of Northumberland Square where the previous paving was removed and new flagstones were laid, giving the area a fresh appearance.

Access was maintained to the Customer First Centre and Beacon Centre at all times. A particular challenge during the footpath improvements was addressing the unsightly area in front of the Beacon Centre and Customer First Centre. The team replaced the bollards with a pedestrian guardrail, created a DDA (Disability Discrimination Act) compliant access ramp and levelled out the footpath.



The new-look Northumberland Square

Cliff-top works completed

A project to stabilise part of the cliff face above King Edward's Bay, Tynemouth, was successful.

An unstable section of cliff-top retaining wall near the Gibraltar Rock pub needed to be removed and replaced.

A boring rig drilled a series of holes near the wall and these were then filled with concrete. This created an underground retaining wall, enabling a digger to remove the unstable section.

A new wall was then installed consisting of mesh baskets filled with stone. It was covered with concrete to give a stone wall patterned finish.

The work was carried out by Aarsleff Engineering and managed by Capita and North Tyneside Council.



Construction of the new retaining wall



Sustainable Transport Officer Geoff Crackett presents a clean air pack to Shiremoor Primary School

The smart way to travel

The first annual report of the Go Smarter scheme showed that the school run is getting healthier in the borough.

The Go Smarter scheme not only aims to change pupil, parent and staff travel behaviour but involves physical improvements to streets near schools to encourage more walking and cycling.

The project's annual report summarised progress in 2018, the first full year of the project.

It revealed that schools taking part in the Go Smarter scheme showed increases in sustainable travel of up to 15 per cent. Seven of the nine schools that benefited from nearby infrastructure improvements were in the top 10 schools for improved levels of sustainable travel.

Meanwhile, 10 schools in the borough were given air monitoring tubes by the Go Smarter team to check the air quality around their site.

Reagan's quest for success

Apprentice Traffic Engineer Reagan Johnson won a scholarship with the Institution of Civil Engineers (ICE) QUEST scheme.

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

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

Following a work placement with Capita during his final year at George Stephenson High School, Reagan was offered a permanent position within the Partnership in August 2018.

Reagan has worked on a variety of traffic and parking schemes, taking these from initial design through to delivery on the ground.



Reagan Johnson



New look for shopping area

Big improvements to Forest Hall shopping area were delivered on time and budget.

Designed and constructed for the council by Capita, it included the creation of more parking spaces, the introduction of traffic-calming measures, upgrades to pavements and the replacement of street furniture.

Once works were under way, a constant flow of communication was maintained for residents and businesses. A single point of contact was provided for all queries, and there were regular hand-delivered letter-drops and e-bulletin updates.

Although the project design had been finalised following public consultation, the team continued to listen to feedback while works were under way and made changes where appropriate/possible.

A post-scheme survey revealed that 93 per cent of people were satisfied with the courtesy of site workers and 89 per cent of people who submitted a query or complaint were satisfied with the response they received.

Strategic Property



Brett Devenish
Head of Property
Mobile: 07713 785 104
Email:
brett.devenish@northtyneside.gov.uk

Our services

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



2019/20 performance snapshot

100%

of asset valuations delivered on time

100%

of housing stock valuations delivered on time

100%

of lease renewals and rent reviews delivered on time

78.6%

commercial properties let

100%*

of asbestos surveys delivered on time

100%*

of legionella surveys delivered on time

100%*

of fire risk assessments delivered on time

*Prior to transfer of asset services to North Tyneside Council on 31 January 2020



2020/21 service objectives

Develop

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

Complete/close

outstanding rent reviews or lease renewals

Key achievements in 2019/20 | Delivering great customer service

Vicky Ellis, who runs the reception and conferencing service at North Tyneside Business Centre in North Shields, was runner-up in the North Tyneside Customer Service Awards.

On a daily basis, Vicky demonstrates positivity, enthusiasm and professionalism of the highest calibre while offering outstanding customer service.

As well as answering the Property team's general enquiry phonenumber, Vicky is the first person that visitors meet at the Business Centre which has tenants including the Coroner's Office and Business Factory.

Her nomination included an account from one woman who was attending a course at the Business Factory but, due to nerves on arrival, was set to leave. However, Vicky's reassurance encouraged her to stay and the woman has since gone on to open a café in Whitley Bay.

As well as a variety of other compliments, an outgoing tenant bought Vicky flowers and chocolates to say thank you for all the help she had provided whilst he was a tenant at the centre.



Vicky Ellis receives her award from Elected Mayor Norma Redfearn CBE



Point Pleasant Industrial Estate

Industrial estate for sale

Offers were invited for North Tyneside Council's largest industrial estate.

Point Pleasant Industrial Estate in Wallsend is one of six industrial estates currently managed by the Property team.

Through new ownership, the council wants to secure investment into the estate for the benefit of current and future tenants, maximising its potential.

Point Pleasant Industrial Estate extends to almost five acres and contains a variety of units of different types and ages. They range from a converted Victorian cottage to an industrial unit with 492m² of floor space.

A number of the units require investment to improve their letting potential while some older units require demolition.

In 2014, the council declared two estates in Camperdown, Silverbirch Industrial Estate and Mylord Crescent, as surplus to requirements. The capital receipts were used to invest in repairs and improvements within other industrial estates.

Asset team rejoins council

The Asset team transferred back to North Tyneside Council on January 31 2020.

The key driver was the return of the construction, repairs and maintenance service to the local authority and creation of the Housing Property and Construction (HPC) team.

The team provided an excellent service over the course of the Partnership. For example, it achieved 100 per cent of compliance inspections on operational buildings and schools.

In 2013, the team introduced the SHINE asbestos database to retain all asbestos surveys, registers and annual re-inspections.

And in 2016, the Information Exchange (IE) compliance database was launched to host, track and manage compliance for all compliance elements.

Back then, there were around 9,000 open remedial actions for asbestos, water hygiene and fire risk on operational buildings and schools. When the service was transferred back to the council, this had reduced to just over 2,000 - an overall reduction of 78 per cent.



The Lodge at Church Bank Cemetery, Wallsend

Sale of disused cemetery buildings

New owners were sought for disused cemetery buildings that have stood vacant for years.

The Property team reviewed all cemetery buildings in the borough - an assessment was made of each building's particular characteristics ranging from its condition to restrictions on alternative use.

It was decided to invite expressions of interest for: The Lodge, West Chapel and East Chapel (including

the chapels' Coffin Biers) at Church Bank Cemetery, Wallsend; and The Lodge at Holy Cross Cemetery, Wallsend.

The capital receipts and cost savings were to help fund the council's major repairs and improvements programme for its cemeteries.



Quadrant West

New Quadrant tenants

New tenants successfully moved into Quadrant West.

Around 50 staff in KnowledgePool, Capita's Managed Learning Services Provider, relocated from Quorum Business Park onto the ground floor of Quadrant West.

The Knowledgepool staff are from its Vision2Learn and Apprenticeship teams. Vision2Learn provides access access to high-quality study programmes to a wide cross-section of adult learners, all delivered online. The Apprenticeship team manages the administration of the Apprenticeship offering that Knowledgepool currently provides to businesses around the UK.

Meanwhile, Capita's IT&N team, which provides IT services, moved onto the second floor of Quadrant West on a short-term basis. The team was subsequently joined by North Tyneside Partnership staff who moved onto the second floor in February 2020.

And the North East Combined Authority moved onto the third floor on a temporary basis.

Breathing new life into The Buddle

The former Buddle Arts Centre in Wallsend was handed over to Adavo Property.

The Grade II listed building was originally a local school built in 1876 before opening as a community arts centre in 1981, hosting plays, music and exhibitions. It later became a hub for creative industries.

Adavo Property is the property developer and listed building specialist behind the regeneration of the Town Hall in Wallsend.

Its £1.5million restoration of the building includes creating space for work, events and conferences, with the development expected to create more than 100 jobs.

Update from Colin MacDonald, Client Manager



I'm pleased to confirm that 2019/20 represented another strong year of performance for the Partnership.

This was supported by a review of some of the Partnership's governance arrangements and processes.

We continue to monitor performance via subgroups for each service area, which then report into Operational Partnership Board on a monthly basis and Strategic Partnership Board on a quarterly basis.

But we've introduced a Commercial and Finance Group as a forum to address particular issues that may require additional focus. For example, in 2019/20 one of the Commercial and Finance subgroups looked at the issue of reduced taxi licensing income due to drivers registering with other local authorities.

“We've streamlined the procurement process, reducing the number of signatories required for projects to be commissioned, which is helping work to commence in a timely manner.”

And we've changed the format of the Major Project Board, which oversees Capita's major construction projects, so that it's more strategic than before.

Senior leaders within the Partnership, such as myself, take turns to visit the projects while they're on site to see progress first-hand and help spot any issues – a fresh pair of eyes often proves beneficial.

All the major projects were successfully delivered last year but there are two I'd like to highlight.

The A189 Salters' Lane Improvement Scheme presented some unique challenges because of its proximity to Newcastle City Council's Killingworth Road scheme. It meant, for example, there was a period where our works had to be re-prioritised and accelerated to support Newcastle's plans for Killingworth Road.

Meanwhile, the A1056 Killingworth Way Improvement Scheme for Avant Homes was the first major project to be delivered by Capita under section 278 of the Highways Act.

The council encouraged the housing developer to work with Capita and, in the spirit of the Partnership, we'll continue to do so for future section 278 schemes in the borough.

Thank you,

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



2020/21 Annual Service Plan

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Technical & Regulatory Services

Service Plan 2020-21



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1. Introduction

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

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

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

Through 2020/2021 the Technical Services Partnership will deliver the following Strategic Objectives:

- Honour the no compulsory redundancies for transferring TUPE staff without prior approval of the Authority
- Remain co-located with the Authority in Council offices, in our new location of Quadrant West and Killingworth Depot
- We will invest £2.194m the Partnership to create the platform for growth, service improvements and efficiencies / income generation
- Continue service improvements measured through our Performance Regime
- We will generate 5 new jobs in year of which 1 will be a new apprentice position and 1 a graduate position
- To provide gross income/savings of £6.304m through Business Case Delivery.

In addition to these Strategic Objectives the Technical Services Partnership will also deliver:

- 3 Action Plans and 7 KPI/PI relating to the Property Workstream
- 5 Action Plans and 10 KPI/PI relating to the Engineering Workstream
- 8 Action Plans and 16 KPI/PI relating to the Regulatory Services Workstream
- 8 Action Plans and 4 PI which are cross cutting

Over the past year 2019/20 Capita has been proud to support the Council in delivering key frontline services and strategic priorities. The following provides a summary by service area:

Engineering

- The Go Smarter team provided Friends of the Earth Clean Air school packs to 10 of the borough's schools in support of World Environment Day.
- Work to stabilise part of the cliff face above King Edward's Bay, Tynemouth, was successful.
- Footpaths around the historic Northumberland Square in North Shields were given a new and improved look.
- The Streetworks team was chosen to roll-out a highway permit scheme to the region's other local authorities.
- The Coast Road Cycle Route was completed in the area of Silverlink roundabout.
- The cycle and pedestrian path on the A187 Tyne View Terrace in East Howdon, linking to the Tyne Pedestrian and Cycle Tunnels, was completed.
- More free parking was made available to Christmas shoppers in North Tyneside during the festive period.
- The Go Smarter Annual Report revealed how walking and cycling to schools is on the rise.
- The HAMP (Highway Asset Management Plan) Annual Information Report 2019 was published.
- A continuous footpath and cycle lane was built along the entire length of the A189 Salters' Lane and the existing bus lane was extended.
- Upgrades were made to the path linking Northumberland Park and Cobalt Business Park.
- A new asphalt surface was laid on the wagonway between Silverlink Biodiversity Park and where it connects to New York Road.
- The third and final phase of a £2 million major flood alleviation scheme in Murton Gap was completed.
- The annual programmes of road resurfacing and preventative maintenance as well as footway improvements were completed.
- The team responsible for public realm improvements in Forest Hall was nominated for a North Tyneside Customer Service Award.
- Engineering Technician Harry Graham, who joined as a Civil Engineering Apprentice, became a professionally qualified Institution of Civil Engineering (ICE) Technician.
- Civil/Traffic Engineering Apprentice Reagan Johnson was awarded a QUEST Technician Scholarship by the ICE.

Regulatory Services

- The Building Control team gained quality assurance accreditation for a 20th successive year.
- A Coastal Mitigation Supplementary Planning Document (SPD) was introduced, which includes a tariff on new residential developments to help fund the protection of coastal wildlife and habitats.
- Fireworks being illegally stored by a business in Shiremoor were seized in an operation involving the Trading Standards team.
- An Indian restaurant was fined, following an investigation by the Food Safety team, for serving food containing peanut to a teenage girl with a nut allergy

- Trading Standards and Northumbria Police carried out a test purchase operation into the underage sale of knives.
- Apprentice Kyle Mason, from Wallsend, joined Building Control after taking part in the PlanBee training initiative.
- The Spanish City restoration was the winner in the Best Change of Use of an Existing Building or Conversion category in the LABC (Local Authority Building Control) Northern Region Building Excellence Awards.
- An updated Contaminated Land Strategy was approved by Cabinet.
- The Port Health service passed an audit by the Food Standards Agency (FSA) to ensure it was able to meet new criteria as a Border Control Point.
- A new Taxi Licensing Policy was introduced for hackney carriages and private hire vehicles in the borough.
- The Planning team was in the top quartile of English planning authorities for its speed determining major and non-major planning applications.
- Window cards stating cold callers are not welcome were made available by Trading Standards from Customer First Centres.
- Trading Standards, supported by Northumbria Police, used sniffer dogs to search seven premises for illegal tobacco.
- Three high-value Chow-Chow puppies that had been illegally smuggled into the Port of Tyne were successfully rehomed.
- Alison Whitfield and Richard Bruce achieved the LABC Level 6 Certificate of Competence as Fire Safety Specialists – only around 300 surveyors nationally are qualified to this standard.

Property

- Offers were invited for Point Pleasant Industrial Estate in Wallsend.
- A review of cemetery buildings led to some being declared as surplus to requirements, eliminating future repair costs and providing capital receipts for investment in the remaining facilities.
- Vicky Ellis, who runs the reception and conferencing service at North Tyneside Business Centre in North Shields, was runner-up in the North Tyneside Customer Service Awards.
- Knowledgepool and North of Tyne Combined Authority successfully moved into Quadrant West.
- The former Buddle Arts Centre in Wallsend was handed over to Adavo Property.

General

- Capita helped North Tyneside Council secure £10million from the Housing Investment Fund (HIF) to support the delivery of the strategic development site at Killingworth Moor.
- As part of Capita Go Local Week, staff made food parcels for North Tyneside VODA and carried out gardening work at Meadow Well Connected.
- Staff chose Dudley-based veterans' Forward Assist to be the focus of their fundraising and volunteering activities for 2019/20.

- Capita made a £2,000 donation to Forward Assist, funded their Christmas meal and delivered 100 selection boxes for veterans' children.
- Engineering Design and Construction teams held a workshop for participants of the STEM Innovation Project, provided by North Tyneside VODA and North Tyneside Council.
- Two staff members mentored six pupils from Norham High School, North Shields, in the STEM (Science, Technology, Engineering and Mathematics) project called Go4SET.
- The Partnership won two Gold Performance Awards for its management of address and street information databases.
- Capita attended a careers event held at TyneMet College organised by North Tyneside Learning Trust (NTLT).
- Three staff volunteers took part in Young Enterprise's 'Path 2 Success' event at Norham High School, North Shields, with the aim of helping students choose their future career.
- Capita earned Continuing Excellence status in the North East Better Health at Work Awards.
- Staff volunteers spent a day gardening at Meadow Well Connected in North Shields.
- Capita paid for and staffed two Christmas community lunches at Meadow Well Connected in North Shields.
- Staff took part in the Children North East Sandcastle Challenge on Sandhaven Beach in South Shields.
- Capita was one of the award sponsors at the North Tyneside Business Awards.
- Forty-five students from across the borough attended a STEM event organised by Capita and Atomic Girls. Capita also donated £500 to the Girls Network and four female staff volunteered to mentor George Stephenson High School students.
- Capita donated £6,000 to Percy Main Primary School to enable it to transform its nursery yard into a challenging and engaging outdoor classroom.
- Ninety Easter eggs were donated to a kids' club at Meadow Well Connected.
- Volunteers took part in clean-up along part of the North Tyneside coastline in support of World Environment Day.
- Three senior managers were appointed as governors in North Tyneside schools.
- Partnership Director Margie Burdis was appointed onto the Business in the Community North East Advisory Board.
- George Stephenson High School and Churchill Community College teamed up with Capita for the Engineering Education Scheme (EES).
- Food hygiene workshops were delivered to students at Churchill Community College.
- Staff donated Christmas presents to North Tyneside Council for distribution to children in need.
- More than £1,300 was raised for Meadow Well Connected, which funded around 1,000 meals for garden volunteers and children attending its kids' club.
- On behalf of North Tyneside VODA, staff sorted donated food items into packs for children in households that are uncertain of having enough money to meet basic needs.
- Capita gave £2,650 to the Engineering Development Trust.

- Capita was one of the sponsors of the North Tyneside Learning Trust Star Awards.
- A charity five-a-side tournament raised £115 for Forward Assist.
- Free training was provided on alcohol and gambling legislation for five organisations at North Tyneside VODA's North Shields office.
- Capita sponsored the Institution of Civil Engineers (ICE) North East's Inspire competition, which aims to help inspire the next generation of engineers.
- Capita designed and purchased a 'STEM Box', worth over £2,000, which contains a variety of resources for classroom activities.

1.1 Who we are and what we do

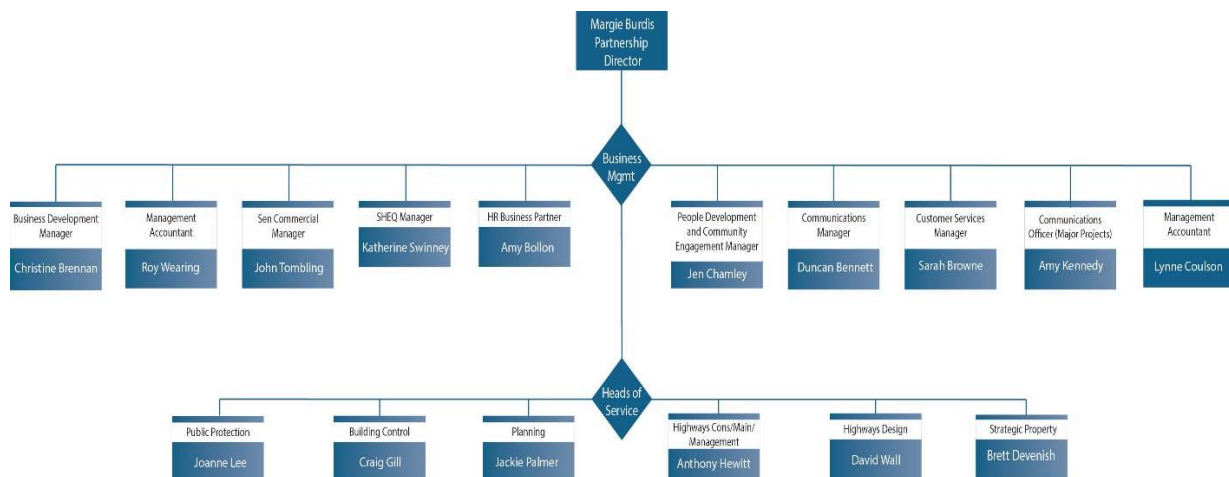
The Partnership sits within the remit of Environment, Housing and Leisure. To contribute to residents' priorities, our Partnership plays a pivotal role in:

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

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

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

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



This is the 8th Annual Service Plan for the Technical Services Partnership. The Service continues to focus on its core functions in the following areas:

- Engineering Services (incl. construction)

- Property Services
- Regulatory Services.

The Partnership has 279 members of staff covering all aspects of the Partnership including; School Traffic Patrols, Civil Enforcement Officers, Paviours, Front Line Construction Workers, Professional Staff, Technicians and Administrative Support.

Engineering Workstream – Leads and Activity

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

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

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

Construction Workstream – Leads and Activity (Subset of Engineering)

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

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

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

Property Workstream – Leads and Activity

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

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

Regulatory Services Workstream – Leads and Activity

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

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

Building Control Lead – Craig Gill, Craig.Gill@capita.com

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

Public Protection Lead – Joanne Lee, Joanne.Lee@capita.co,m

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

Cabinet Members

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

<p>Deputy Mayor, Councillor Bruce Pickard</p>	<ul style="list-style-type: none"> • Delivery and presentation of Strategic Policy Direction • Regeneration, Planning, Business and Economic Development • Digital and Customer Services • Human Resources • Delivery of the Efficiency Programme (including the Capita Partnership) • Delivery of the Investment Programme
<p>Cabinet Member responsible for Environment and Transport, Councillor Carl Johnson</p>	<ul style="list-style-type: none"> • Environmental Sustainability • Environmental Services • Climate Emergency matters • Transport and Infrastructure (including the Capita Partnership) • Air Quality
<p>Cabinet Member responsible for Community Safety and Engagement, Councillor Carole Burdis</p>	<ul style="list-style-type: none"> • Engagement and Communications • Community Safety and Tackling Anti-Social Behaviour • Customer Experience and Customer Journey (including Support to Members) • Public Protection (including Capita Partnership) • Emergency Planning and Business Continuity

1.2 Workforce

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

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

<p>Headcount of permanent employees as at 31 December 2017</p>	<ul style="list-style-type: none"> • Within the Partnership there are 279 employees, including 38 secondees and 24 apprentices
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Our people are critical to our long-term growth as a Partnership. We aspire to be an employer of choice in the North East. To achieve this, we need to ensure that we have committed, skilled and empowered people at all levels of our organisation. We need to attract and retain the best people to deliver our strategy, both now and in the future.

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

- Promoting staff training and development in both technical and leadership disciplines
- Rewarding success for people, projects and performance
- Embedding our equality and diversity principles in our staff recruitment and retention plans

- Listening to our staff and acting on their feedback
- Working with our clients and partners to promote innovation, exchange knowledge, ideas and experience to promote sustainable thinking.

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

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

1.3 Budget

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

Row Labels	Budget 2020/21 £
Employees	2,200
Fees and Charges	(6,625,136)
Government Grants	(25,000)
Interest	(283)
Other Grants, Contributions & Reimbursements	(147,666)
Premises	7,065,484
Recharges	(915,000)
Rents	(1,722,710)
Supplies and Services	(2,912,554)
Support Services	231,765
Third Party Payments	435,230
Grand Total	(4,613,670)

2. Our North Tyneside Plan 2020-24

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

Our People will:

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

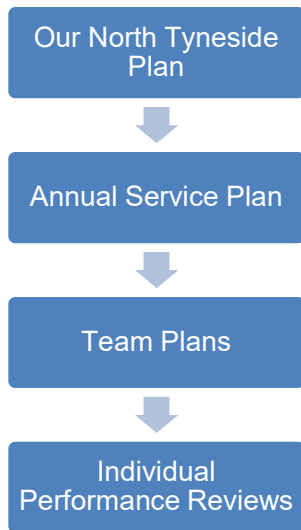
Our Places will:

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

Our Economy will:

- North of Tyne Combined Authority. We will have a dynamic and more inclusive economy, which will ensure that all residents have a stake in our region’s future.
- Grow by supporting new businesses and building on our strengths, including our existing world class companies, and small and growing enterprises.
- Be business friendly, ensuring the right skills and conditions are in place to support investment, and create and sustain new high-quality jobs and apprenticeships for working age people.
- Continue to support investment in our business parks, units and Town Centres.

3. Performance Management



The diagram shows the 'golden thread' of the performance management process within the authority.

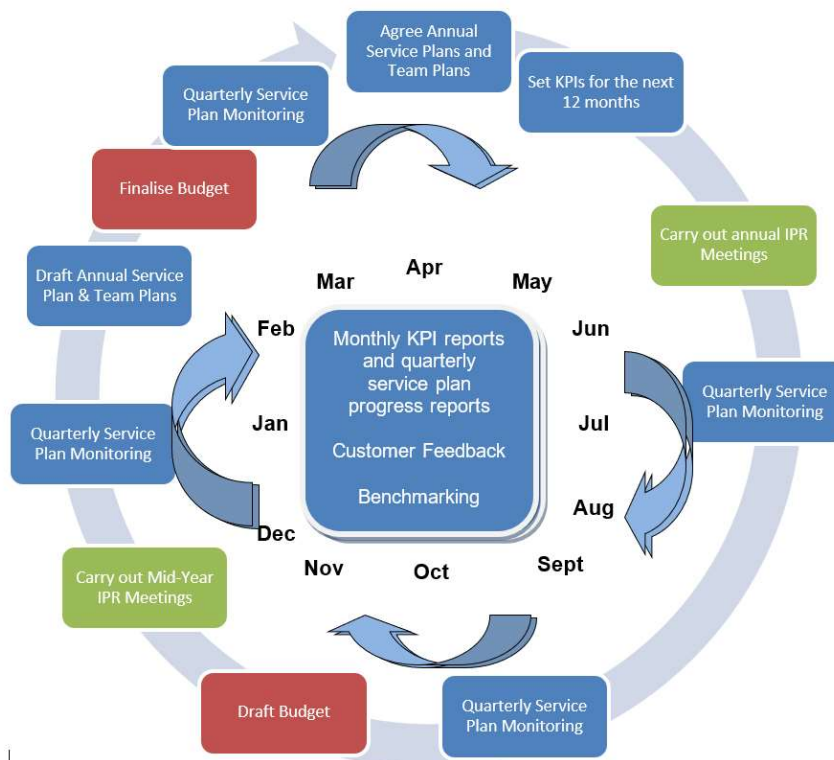
The Our North Tyneside Plan sets the strategic priorities and vision for the council and North Tyneside residents.

The annual service plan and team plan priorities flow from the strategic plan. These priorities are linked directly to staff IPRs to ensure that individual's objectives relate to the overall success of North Tyneside Council.

Performance Planning Cycle

The Performance Planning Cycle includes:-

- Identifying areas for improvement.
- The Individual Performance Review process with each staff member to align corporate priorities with individual objective setting and learning and development activity.
- Half yearly Individual Performance Reviews ensure progress is kept on track.



- Benchmarking activity to compare our costs and quality against the best performing organisations.
- Budget setting process to align financial resources with future priorities.
- The preparation of future service plans informed through review activity, benchmarking, customer and staff feedback.
- Regular monitoring and review throughout the year through monthly meetings of the Senior Management Team and monthly meetings with the Cabinet Member.

4. Value for Money

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

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

5. Customer Service Programme

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

This work, which was agreed by Cabinet on 28 May 2019, is being delivered via four workstreams;-

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

Each priority has a steering group that includes with members of the Senior Leadership Team and Elected Members.

Capita is represented on all four workstreams and attends related sub-groups as required: the Partnership Director Margie Burdis attends Customer First; Communications Manager Duncan Bennett attends Brilliant Basics; and Customer Service Manager Sarah Browne attends Customer Promise and Better Never Stops.

Outcomes to date have included: the introduction of new street signage; a best practice drop-in session hosted by Capita during National Customer Service Week; the application of the council's brand guidelines to Capita-designed materials.

6. Equality and Diversity

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

North Tyneside Council has five [Corporate Equality Objectives](#), each of which is underpinned by key actions.

- **Objective 1:** Improve North Tyneside Council's Equality Impact Assessment (EIA) process
- **Objective 2:** Be a good employer and promote an inclusive workforce that feels valued
- **Objective 3:** Ensure staff and elected members are kept informed about the requirements of the Public Sector Equality Duty

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

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

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

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

- We engage with schools and universities to promote not only the North Tyneside Partnership and the wider Capita business as a place to work but the professions and industries we represent
- We recognise that many of the industries we serve are often under represented by certain groups and therefore actively try to address this by joining groups such as Women in Property, Women in Engineering and working with STEM ambassadors
- We offer work experience placements and (paid) internships to young people to provide them with experience and skills to develop their career

- We work with local communities and groups to provide advice and support for work placements and job searching, ensuring we engage with all of the community rather than only those who are already in employment
- We recognise that employees often have commitments outside of work and will support flexible working where possible.

Through these steps the North Tyneside Partnership will endeavour to ensure its workforce is diverse and reflects the communities in which we work. The North Tyneside Partnership recognises the benefits a diverse workforce has to offer in adding value to the business and improving organisational performance.

Additionally, all services areas complete Equality Impact Assessments when required and we contribute to the council's Environment, Housing and Leisure Equality Group as well as Corporate Equality Group.

- **Objective 4:** Improve the collection and use of both internal and external quality data
- **Objective 5:** Ensure our buildings, services and communications are accessible

7. What do our customers think?

- **Residents Survey 2019**

The annual Residents' Survey highlights that local people a safe and secure environment are key drivers for improving satisfaction with the local area.

While value for money, visible services and capable staff are key drivers for improving satisfaction with the council.

- **Member Satisfaction**

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

Our Customer Service Manager, Sarah Browne, continues to act as the key contact for elected members; making sure staff follow Members Service Standards; and ensuring members are provided with timely and quality responses to their queries.

In 2019 elected members were asked about the service provided by the Customer Service Manager. Results included:

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

Extremely valuable 6 – 75%, Very valuable 2 – 25%

- **If you availed of a ward walkabout did you find it useful?**

Yes 4 – 50%, No 1 – 12.5%

- **Two Guides for Elected Members have been produced this year (parking restrictions and traffic management). Two further guides are currently in production (planning enforcement and trading standards). Do you find these helpful?**

Yes 8 – 100%

An objective in 2019/20 was to increase the number of face-to-face interactions with ward members, excluding attendance at all bi-annual ward member briefings. This was achieved – there was a total of 25 interactions in 2019 compared with 23 in 2018.

Members receive the following update/information from the Partnership:

- **Guides to services** – A series of guides that provide answers to commonly asked questions. Services/topics featured in guides 2019/20 were Parking Restrictions, Traffic Management and Trading Standards
- **Members Update** – A monthly update on what is happening in the Partnership
- **Capital resurfacing programme** – Updates on the delivery of the annual road resurfacing programme
- **Footway programme** – Updates on the delivery of the annual footway improvement programme
- **Response to Heavy Rainfall** – An ad hoc update that sets out work undertaken when the borough has been affected by heaving rainfall
- **Highways investment/infrastructure (via bi-annual briefings)** – Information on major engineering projects, road resurfacing, footway improvements, Local Transport Plan (LTP) schemes, GoSmarter, waiting and permit parking restrictions as well as an Appendix containing information on planning and public protection.

Members Enquiries

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

Indicators	2012/13 (Nov 1 to March 31)	13/14	14/15	15/16	16/17	17/18	18/19	19/20*
Technical Services	797	2,722	2,768	2,504	2,137	1,961	2,603	1,771

new enquiries								
% of responses within eight working days	87%	98%	99%	98%	97%	97%	98%	99%

* Reported for period 1 April 2019 to 31 January 2020

The major engineering projects continue to feature performance indicators relating to the time taken to acknowledge queries from the public and provide a full response. The aim is for queries to be acknowledged within one working day and a full response to be provided within 10 working days.

The major engineering projects continue to have a dedicated Communications Officer – Amy Kennedy and feedback is positive that members of the public appreciate the additional signage and communications we now provide.

Complaints

Indicators	2012/13 (Nov 1 to March 31)	13/14	14/15	15/16	16/17	17/18	18/19	19/20*
Technical Services	Unavailable	58	91	111	148	146	119	96
% of responses within 10 working days	Unavailable	69%	72.5%	75.7%	84.5%	86.9%	84%	86.5%

* Reported for period 1 April 2019 to 31 January 2020

Customer service

In 2019/20 the Customer Service Manager continued to work with the Network Business Manager to help improve the Traffic team's timeliness when responding to enquiries.

A number of training sessions were held with existing staff and new members of staff with responsibility for responding to members' enquiries.

The major engineering projects continue to feature performance indicators relating to the time taken to acknowledge queries from the public and provide a full response. The aim is for queries to be acknowledged within one working day and a full response to be provided within 10 working days. The major engineering projects continue to have a dedicated Communications Officer – Amy Kennedy.

As a trial initiative, the Communications team – Duncan Bennett, Sarah Browne and Amy Kennedy took responsibility for communicating selected road resurfacing, footway improvement and Local Transport Plan schemes. Traditionally, these have been communicated by the service area responsible for the works.

In total, the team was involved in the communications of 16 schemes – tactics included letter drops, news releases, posters, flyers on car windscreens, liaison with Nexus, news releases and social media posts. Thirty-five queries were received from the public, all acknowledged within one working day and a full response provided within 10 working days. The longest time a resident had to wait for a full response was four working days. A total of eight compliments were received. Following the success of the trial, the Communications team will again take responsibility for selected schemes in 20/21.

8. Digital Strategy

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

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

Capita is committed to working alongside the Council and its Partner Engie. Our Partnership Director attends the monthly ICT Board and we have monthly engagement meetings in addition. Our own company has stringent policies for data security which will apply across all our operations including the Technical Services Partnership.

9. Environmental Sustainability

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

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

10. Action Plans

There are five standard action plans for each Council service area to complete: value for money, customer experience, environmental sustainability, digital strategy and equality diversity. The Partnership however has its own set of annually agreed action plans which differ from the above and those plans are set out in the following section.

Considering the above however, the Partnership is committed to the principles and they embodied in our contract and operations as detailed in the earlier section.

Value for Money

The Technical Services Partnership undertook a benchmarking exercise in accordance with Schedule 9 in Contract Year 6, and a number of outcomes of the benchmarking exercise were delivered in 18/19 and 19/20 through Operational Action Plans and revisions to Contract Schedules.

Although there is no benchmarking requirement in Contract Year 8, it has been agreed that this will take place in November 2020 across all 3 service areas.

Strategic Partnering Board Key Action Plans and Business Cases

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

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

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

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

Partnership Cross Cutting Action Plans

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

Priority	CC1: Savings and Income				
ONT Priority:	<i>Cross Cutting – People, Places and Economy</i>	ONT Outcome:	<ul style="list-style-type: none"> Financial benefits accrue to the council from partnership activity 		
Start Date	<i>April 2020</i>	Completion Date	<i>March 2021</i>	Lead Service Area/Officer:	<i>Margie Burdis Roy Wearing</i>
What is the priority designed to accomplish?					
<ul style="list-style-type: none"> Ensuring that financial targets are being achieved and enable review and challenge at Service Area and Partnership level Ensuring the 'live' business cases are still aligned with the policy direction of the Council Ensuring that investment, innovation and added value activities are visible, recognised and celebrated Bring forward new business cases to fill gaps Review approach to sustainable exit for both parties at term 					
Checklist					
Factors to consider	Considered Y/N or N/A	Requirements:			
IT	n/a				
Financial	Y				
Training	n/a				
Involvement of customers	Y				
Other stakeholders	Y				
EIA to be carried out	n/a				
Planned actions to go on the risk register	Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable			
Quarterly Profile of Planned Actions				On track? Yes/No	Progress

Quarter 1	<ul style="list-style-type: none"> • New business cases put forwards by Capita for consideration by the Council • Sustainable exit plan for term proposed service by service • Continue to monitor framework and existing governance around Managed Budget and Business Case Performance reporting through sub-group, OPB and SPB to report on Budget – Forecast – Variance – Reasons - Actions 		•
Quarter 2	<ul style="list-style-type: none"> • TBA 		•
Quarter 3	<ul style="list-style-type: none"> • TBA 		•
Quarter 4	<ul style="list-style-type: none"> • TBA 		•

Priority	CC2: Enforcement Review				
ONT Priority:	Cross Cutting – People, Places and Economy	ONT Outcome:	<ul style="list-style-type: none"> • Follow up from prior year activity to propose a transformed enforcement operation pan-council. 		
Start Date	<i>April 2020</i>	Completion Date	<i>March 2021</i>	Lead Service Area/Officer:	<i>Margie Burdis Joanne Lee</i>
What is the priority designed to accomplish?					
<ul style="list-style-type: none"> • Looking across all enforcement activity in the council – can it be better? 					

<ul style="list-style-type: none"> • Develop a more holistic Authority wide approach to Enforcement, with a specific focus in Planning and Parking • A more consistent, transparent and appropriate approach to Enforcement • Ability to target hotspot areas more effectively (including footways) • More effective signposting for the public to the most appropriate team or service • This is a joint activity with the Council 			
Checklist			
Factors to consider	Considered Y/N or N/A	Requirements:	
IT	Y		
Financial	Y		
Training	n/a		
Involvement of customers	Y		
Other stakeholders	Y	Police and other agencies	
EIA to be carried out	n/a	Not at this stage	
Planned actions to go on the risk register	Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable	
Quarterly Profile of Planned Actions			On track? Yes/No
Quarter 1	<ul style="list-style-type: none"> • Review progress from prior year • Landscape map of all enforcement activity across the council • Set hypothesis for improvement to test • Examine best practice elsewhere in the region and beyond • Liaise with Cabinet Members on outcomes group • 		•
Quarter 2	<ul style="list-style-type: none"> • Review of car parking concludes • TBA 		•
Quarter 3	<ul style="list-style-type: none"> • TBA 		•

Quarter 4	<ul style="list-style-type: none"> TBA 		<ul style="list-style-type: none">

Priority	CC3: We Listen, We Care – Customer Experience Programme				
ONT Priority:	<i>Our People</i>	ONT Outcome:	<ul style="list-style-type: none"> Be listened to so that their experience helps the council work better for residents. 		
Start Date	<i>April 2020</i>	Completion Date	<i>March 2021</i>	Lead Service Area/Officer:	<i>Margie Burdis Duncan Bennet Sarah Browne</i>
What is the priority designed to accomplish?					
<ul style="list-style-type: none"> Provide services shaped to customers' needs Deliver customer improvements Learn from customer complaints and feedback Capita look, feel and behave like a Council service 					
Checklist					
Factors to consider	Considered Y/N or N/A	Requirements:			
IT	Y				
Financial	Y				
Training	Y				
Involvement of customers	Y				
Other stakeholders	n/a				
EIA to be carried out	n/a				
Planned actions to go on the risk register	Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable			
Quarterly Profile of Planned Actions				On track? Yes/No	Progress

Quarter 1	<ul style="list-style-type: none"> Senior Representatives of the Partnership will attend, support and participate in all 4 Council workstreams including the Steering group <ul style="list-style-type: none"> Customer Promise Brilliant Basics Customer First Better Never Stops There will be a specific focus on improving the Partnership's response to Members Enquiries and FOIs with improved systems and process being developed 		•
Quarter 2	<ul style="list-style-type: none"> TBA Car parking review concludes Follow up on actions from 4 workstreams and peer reviews 		•
Quarter 3	<ul style="list-style-type: none"> TBA 		•
Quarter 4	<ul style="list-style-type: none"> TBA 		•

Priority	CC4: Preparation for Benchmarking				
ONT Priority:	Value for Money		ONT Outcome:	• Evidence continued value for money from the technical services partnership	
Start Date	<i>April 2020</i>	Completion Date	<i>March 2021</i>	Lead Service Area/Officer:	<i>Margie Burdis Heads of Service</i>
What is the priority designed to accomplish?					

- Ensure transparency and clarity for members of benchmarking exercise focus and content (Nov 2020)

Checklist

Factors to consider	Considered Y/N or N/A	Requirements:
IT	n/a	
Financial	Y	
Training	Y	
Involvement of customers	Y	
Other stakeholders	Y	
EIA to be carried out	n/a	
Planned actions to go on the risk register	Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable

Quarterly Profile of Planned Actions		On track? Yes/No	Progress
Quarter 1	<ul style="list-style-type: none"> • Develop initial plan for benchmarking in each service area including approach to external challenge • Ensure CSR and other partnership commitments are taken into consideration 		•
Quarter 2	<ul style="list-style-type: none"> • Draft scheme approved by SPB 		•
Quarter 3	<ul style="list-style-type: none"> • Benchmarking exercise undertaken and reported 		•
Quarter 4	<ul style="list-style-type: none"> • Follow up action plan developed 		•

Priority	CC5: Recover from COVID-19 Impacts
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ONT Priority:	Cross cutting		ONT Outcome:	<ul style="list-style-type: none"> Drive recovery to business as usual and stabilize service delivery 	
Start Date	<i>April 2020</i>	Completion Date	<i>March 2021</i>	Lead Service Area/Officer:	<i>Senior Manager(s)/ Service(s) responsible for delivering priority</i>
What is the priority designed to accomplish?					
<ul style="list-style-type: none"> Return to business as usual operations 					
Checklist					
Factors to consider		Considered Y/N or N/A	Requirements:		
IT		Y			
Financial		Y			
Training		n/a			
Involvement of customers		Y	Customer facing services included		
Other stakeholders		Y	Wider community and other service providers		
EIA to be carried out		Y	TBD eg impact on KPI recovery periods		
Planned actions to go on the risk register		Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable		
Quarterly Profile of Planned Actions				On track? Yes/No	Progress
Quarter 1	<ul style="list-style-type: none"> Commercial agreements in operation Decisions log operation in line with council requirements – switching services on and off Performance levels and up to date risk assessments Monitoring impact on supply chain 				•
Quarter 2	<ul style="list-style-type: none"> Route back to BAU 				•
Quarter 3	<ul style="list-style-type: none"> TBA 				•

Quarter 4	<ul style="list-style-type: none"> TBA 		<ul style="list-style-type: none">

Priority	CC6: Support for Norham School			
ONT Priority:	Cross Cutting – People, Places and Economy	ONT Outcome:	<ul style="list-style-type: none"> Improved life chances of children at the school 	
Start Date	<i>April 2020</i>	Completion Date	<i>March 2021</i>	Lead Service Area/Officer: <i>Jennifer Chamley - People Dev & Community Engagement Manager</i>

What is the priority designed to accomplish?

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

Checklist

Factors to consider	Considered Y/N or N/A	Requirements:
IT	n/a	
Financial	n/a	
Training	Y	
Involvement of customers	Y	
Other stakeholders	Y	

EIA to be carried out	n/a		
Planned actions to go on the risk register	Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable	
Quarterly Profile of Planned Actions		On track? Yes/No	Progress
Quarter 1	<p><u>Norham</u> Present to Norham High School Board of Governors – Journey so far and agree next steps Follow up actions throughout the year with Norham High School following Governor meeting. It is expected this will include.</p> <ul style="list-style-type: none"> • STEM Box/Mighty Futures Challenges (Property and Civil Engineering) • ICE Bridge to Schools Programme • Career Speed Dating – Year 7 & 8 • Meet the Parents - Career Fair – Year 1 • Staff Internship/Teacher CPD • Support Work Experience Week • Support with planning events following the Business Breakfast event <p>Percy Main (feeder school to Norham High School) Present to Norham High School Board of Governors – Journey so far and agree next steps Follow up actions throughout the year with Percy Main Primary School Following Governor meeting. It is expected this will include.</p>		•

	<ul style="list-style-type: none"> • Support with Spring/Summer Term of Book Buddy's and Number Partner's • STEM Box/Mighty Futures Challenges (Property and Civil Engineering) • Invite Year 5 Students to Women in Engineering Day held at Quadrant 		
Quarter 2	<ul style="list-style-type: none"> • TBA 		•
Quarter 3	<ul style="list-style-type: none"> • TBA 		•
Quarter 4	<ul style="list-style-type: none"> • TBA 		•

Priority	CC7: Environmental Sustainability – support to Climate Emergency				
ONT Priority:	Our Places	ONT Outcome:	<ul style="list-style-type: none"> • Recognise the climate emergency by further reducing the Borough's overall carbon footprint. This will include reducing the council's carbon footprint, along with encouraging and enabling everyone to reduce their carbon footprint. • Provide a clean, green, healthy, attractive and safe environment. 		
Start Date	<i>April 2020</i>	Completion Date	<i>March 2021</i>	Lead Service Area/Officer:	<i>Margie Burdis</i>
What is the priority designed to accomplish?					
<ul style="list-style-type: none"> • Contribute to the target to reduce the carbon footprint of the authority and the borough by 50% by 2023 and to become carbon neutral by 2050 in line with the national target. 					

Checklist			
Factors to consider		Considered Y/N or N/A	Requirements:
IT		n/a	
Financial		Y	
Training		Y	
Involvement of customers		Y	
Other stakeholders		Y	
EIA to be carried out		Y	
Planned actions to go on the risk register		Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable
Quarterly Profile of Planned Actions			On track? Yes/No
Progress	Quarter 1 <ul style="list-style-type: none"> Senior representatives from the Partnership will attend and actively participate in all climate emergency forums and the Climate Emergency Board The Partnership will identify and bring forward a number of initiatives to support the Council which may involve working with schools and community groups and support to world environment day and other initiatives Review of Partnership environmental impacts such as fleet and travel Commitment to culture change of demonstrable reductions or carbon footprints by both individuals and teams 		•
Quarter 2 <ul style="list-style-type: none"> TBA 			•
Quarter 3 <ul style="list-style-type: none"> TBA 			•

Quarter 4	<ul style="list-style-type: none"> TBA 		<ul style="list-style-type: none">

Priority	CC8:Supporting North Tyneside's Ambitions				
ONT Priority:	<i>Cross Cutting – People, Places and Economy</i>	ONT Outcome:	<ul style="list-style-type: none"> Capita behave as a strategic partner to the benefit of the Council 		
Start Date	<i>April 2020</i>	Completion Date	<i>March 2021</i>	Lead Service Area/Officer:	<i>Margie Burdis Heads of Service</i>
What is the priority designed to accomplish?					
<ul style="list-style-type: none"> Ensuring the alignment of services to the Ambition for North Tyneside, resulting in ASP 20/21 focus as Ambitions 					
Checklist					
Factors to consider	Considered Y/N or N/A	Requirements:			
IT	Y				
Financial	Y				
Training	Y				
Involvement of customers	Y				
Other stakeholders	Y				
EIA to be carried out	n/a				
Planned actions to go on the risk register	Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable			
Quarterly Profile of Planned Actions				On track? Yes/No	Progress
Quarter 1	<ul style="list-style-type: none"> Identify those working and policy areas where Capita can add value by inclusion, including Regeneration Strategy, IPB, HAMP, HIF 				<ul style="list-style-type: none">

	<ul style="list-style-type: none"> • Capita to review on an ongoing basis the impact of its support to Council's strategic priorities • North Shields and other regeneration area support • Support to the trading company where possible • Bring forwards appropriate business cases • Identifying sources of grant funding to support the Council 		
Quarter 2	<ul style="list-style-type: none"> • TBA 		•
Quarter 3	<ul style="list-style-type: none"> • TBA 		•
Quarter 4	<ul style="list-style-type: none"> • TBA 		•

11. Business Assurance Framework 2020/21

	Measures / Standards	How	Lead	Frequency	Who this is Shared with
Budget	<ul style="list-style-type: none"> • Position against forecast • Areas of pressure • Service Area Breakdown • Debt Management 	NTC Budget Position supplied by Engie. Reviewed by Capita and agreed position reached	Roy Wearing and David Dunford	Monthly	Sub Group Leads Commercial and Finance Sub Group
Follow up to Peer Challenge	<ul style="list-style-type: none"> • Business Plans 	Through relevant change control	Client Managers in relevant service area	As required	Operations Partnership Board

Measures against service plan (including national measures)	<ul style="list-style-type: none"> Performance against measures Service Plan dashboards Delivery of Target Operating Model 	KPI and Action Plan dashboards	Craig Gill – Regulatory Services Jade Bruce – Engineering Services Brett Devenish – Property Services	Monthly	Sub Groups Operations Partnership Board Strategic Partnership Board
National data returns	<ul style="list-style-type: none"> Annual performance reporting to central government 	Direct Submissions	Service Area Lead	Annual/as required	Sub Group and Client Managers
Quality Monitoring	<ul style="list-style-type: none"> Internal Audit Programme 	As set out by NTC	Client Managers	As required	Sub Groups Operations Partnership Board
Benchmarking	<ul style="list-style-type: none"> Annual Benchmarking Exercise CIPFA APSE 	N/A – Benchmarking undertaken in accordance with contract timelines	N/A – Benchmarking undertaken in accordance with contract timelines	N/A – Benchmarking undertaken in accordance with contract timelines	N/A – Benchmarking undertaken in accordance with contract timelines
Health Check					
IPRs	<ul style="list-style-type: none"> IPRs completed IPRs mid-year review completed 	TUPE/Capita – in accordance with Capita processes Secondees as per NTC requirements	Jennifer Chamley	Six monthly and Annually	Operations Partnership Board Strategic Partnership Board
Absence	<ul style="list-style-type: none"> Average days lost per FTE Cost of absence 	TUPE/Capita – in accordance with Capita processes Secondees as per NTC requirements	Amy Bollon	Monthly	Operations Partnership Board
Vacancies	<ul style="list-style-type: none"> Vacancies across the service Number of agency staff across the service Cost of agency staff Staff Turnover 	TUPE/Capita – in accordance with Capita processes Secondees as per NTC requirements	Jennifer Chamley	Monthly	Operations Partnership Board

Training	<ul style="list-style-type: none"> Core training completed 	TUPE/Capita – in accordance with Capita processes Secondees as per NTC requirements	Jennifer Chamley	Monthly	Operations Partnership Board
Profile	<ul style="list-style-type: none"> Profile of Staff 	Succession Planning	Jennifer Chamley	Quarterly	None at present
Activity and Demand	<ul style="list-style-type: none"> Customer and digital service review support 	Customer and digital service review support	Partnership Director	SLT	Monthly – Business Partner Update
Customer Feedback	<ul style="list-style-type: none"> Satisfaction Surveys 	Satisfaction Surveys from complaints aligned to Action Plans and PIs	Service Area Leads	Monthly	Sub Groups and Operations Partnership Board
Customer Profile	<ul style="list-style-type: none"> Profile of Customers/Service Users 	None at present	None at present	None at present	None at present
Customer Feedback	<ul style="list-style-type: none"> % Members Enquiries responded to on time 	% Members Enquiries responded to on time	Data from ME system	YM	Quarterly
Service Redesign and Change	<ul style="list-style-type: none"> Service Plan Priority Council Plan Projects Creating a Brighter Future 	Cross Cutting Action Plan 1	Partnership Director	Monthly	Operations Partnership Board Strategic Partnership Board
Risks	<ul style="list-style-type: none"> Review of Live Risks 	Service risk register	Service Leads and Senior Partnership Leads	Monthly	Operations Partnership Board Strategic Partnership Board
Safeguarding	<ul style="list-style-type: none"> Corporate parenting 	Embedded for 2020/21 following 2019/20 strategic action plan	Partnership Director	ongoing	Operations Partnership Board Strategic Partnership Board
Equality Impact Assessments	<ul style="list-style-type: none"> Equality and Diversity Review 	None at present	None at present	None at present	None at present
Health and Safety	<ul style="list-style-type: none"> Public/Employee Liability cases Accidents Workplace Inspection Schedule and Outcomes H and S Action Plan 	SHEQ Report	Derrick Blackburn, Katherine Swinney and Amy Bollon	Monthly	H&S Compliance Group Operations Partnership Board NTC Operational H&S Group
Information and Data	<ul style="list-style-type: none"> FOI/DPA Requests 	Production of Data	Service Area Leads	As required	Head of Law and Governance

12. Investment Schedule – Summary of Indicative Investment Priority

Our people will;	Key Partnership Investment Priorities	20/21 (£,000's)
Be listened to so that their experience helps the Council work better for residents	<p>Member & Community Liaison Officer and Major Projects Communications Team</p> <p>Ongoing projects and Governor appts with Norham High School and Percy Main Primary School</p> <p>Entry to employment, Apprenticeships, STEM, North Tyneside Learning Trust, Women in Engineering, Employability sessions, Engineering Education Scheme. TEAM, engagement with tertiary learning providers, Investors in People, Better Health at Work</p> <p>Corporate parenting, financial support to summer and Christmas events, regional conference</p> <p>Employability sessions, charity work with Forward Assist, ex service personnel, Meadow Well Connected, Excel Charity</p>	£410
Be ready for school – giving our children and their families the best start in life		
Be ready for work and life – with the right skills and abilities to achieve their full potential, economic independence and meet business needs.		
Be healthy and well – with the information, skills and opportunities to maintain and improve their health, well-being and independence, especially if they are carers		
Be cared for, protected and supported if they become vulnerable including if they become homeless		
Be encouraged and enabled to, when ever possible, be more independent, to volunteer and to do more for themselves and their local communities.		
Our places will;	Key Partnership Investment Priorities	20/21 (£,000's)
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	<p>Member & Community Liaison Officer and Major Projects Communications Team**</p> <p>Review of enforcement activities across the Authority to identify 'hot spots'</p> <p>Ongoing review and Member involvement in pavements and footways</p> <p>Investment through Engineering Business Cases, streetworks inspections, licensing and road permitting, fleet etc..</p>	£700
Offer a good choice of quality housing appropriate to need, including affordable homes that will be available to buy or rent		
Benefit from the completion of the North Tyneside Living project and by North Tyneside Council's housing stock being decent, well managed and its potential use maximised		

Provide a clean, green, healthy, attractive, safe and sustainable environment. This will involve creating a cycle friendly borough, investing in energy efficiency schemes and by encouraging more recycling
Have an effective transport and physical infrastructure - including our roads, pavements, street lighting, drainage and public transport.
Continue to be regenerated in Wallsend and Whitley Bay, through effective public, private and community partnerships, while ambitious plans will be developed for North Shields, Forest Hall and Killingworth
Be a thriving place of choice for visitors through the promotion of our award winning parks, beaches, festivals and seasonal activities

Wider support to the regeneration plan and agenda**
Delivery of major projects aligned to wider Authority**
<i>**investment total is considered under our people or our economy</i>

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

Key Partnership Investment Priorities	20/21 (,£000's)
No redundancy guarantee / Commitment to growth positions in Partnership / Advertisement of all positions locally / Entry to employment / Apprenticeships and Graduates / Job Protection Officer / Training and development of Partnership staff / Co-location Investment through Property Business Cases Investment through wider Business Cases, e.g. pension protection Service development and best practice sharing across Capita, e.g. working methods, ISO accreditation, BPaaS Marketing and Business Development, national approach Wider support to the regeneration plan and agenda Delivery of major projects aligned to wider Authority Review delivery arrangements for the benefit of the Partnership (e.g. S278 ongoing work) Work with NT Business Forum, David Bavaird and the LEP	£1084

13. Delivery of Schedule 10 Commitments

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CPT 1, 2			
COMMITMENTS			
Item	Objective	Measure	ASP Objectives 20/21
CPT 1	Job Protection	No compulsory redundancies	No compulsory redundancies
COMMITMENTS			
Item	Objective	Measure	ASP Objectives 20/21
CPT 2	Co-location	Co-locate with Council in Council offices	Continue Co-Location
		Relocation from other North & North-East offices generates additional demand (accommodation) via growth	None

CPT 3			
COMMITMENTS			
Item	Objective	Measure	ASP Objectives 20/21
CPT 3	Investment	25.5m lifetime investment in platform for Growth, Service Improvements and Efficiencies/Income generation. Measured through: People, Services, Systems	£2.194m

CPT 4			
COMMITMENTS			
Item	Objective	Measure	ASP Objectives 20/21
		Years 0-5: 100 New Jobs Recruited into the partnership	Target met
		Year 8 - new jobs in year	5 overall, indicative split; 1 new Apprenticeship 1 new Graduate

Year 6-10 new jobs over Partnership

50 new posts in the Partnership
 ◦Yr 6 - 25 (14 new, 9 App, 2 Grad)
 ◦Yr 7 - 10 (6 new, 4 App, 19 Levy App)

CPT 5

COMMITMENTS

Item	Objective	Measure	ASP Objectives 20/21
CPT 5	Financial Efficiencies	Partner to provide net savings over the 15 year partnership in the order of £37m	£6.304m
		Gain Share once £37m target is achieved	

CPT 6

COMMITMENT

Item	Objective	Measure	ASP Objectives 20/21
CPT 6	Improved Performance	Service Performance KPIs. To pass all KPIs at or above 'expected' targets.	Service Performance KPIs. To pass all KPIs at or above 'expected' targets.

COMMITMENT			
Item	Objective	Measure	ASP Objectives 20/21
CPT 6	Major Projects: "Internal Customer (i.e. retained client) / Member Satisfaction - New Projects"	New Projects - committed to reporting performance results for each project in accordance with part 2, schedule 10. We will guarantee to implement any agreed improvement plan.	Delivery of Major Projects in line with agreed indicators

COMMITMENTS			
Item	Objective	Measure	ASP Objectives 20/21
CPT 6	Health & Safety	Accident Frequency Rates & Near Misses reduced	Maintain AFR rate < 0.2
		Wellbeing initiatives introduced - sickness, absences, stress levels reduced and then sustained.	BHAW Accreditation for Continuing Excellence (Interim Review) with 5 x campaigns aligned to feedback from assessment in 2018 and 2019 staff survey and align HWB commitments to NTC's Pledge displayed in Quadrant. Mental Health Awareness Training for all managers and deliver Time to Change Plan.

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

CPT 7

COMMITMENT			
Item	Objective	Measure	ASP Objectives 20/21
CPT 7	Local Advertisement	Local Advertisement of all job opportunities within the Partnership	All Partnership jobs to continue to be advertised via NTC

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

14. Business Case Savings Summary 2020/2

Capita has a contractual commitment to deliver the following:

Business Case	Business Case Activity	Year 9
OBC 1 Service Delivery	Contractual	1,307.7
OBC 1 Variations	Review of Service Provision-phase 1	197.0
	Review of Service Provision-phase 2	59.0
	Energy Business Case switch off	45.0
	Advertising Mgmt Adj	42.0
	Removal of no redundancy guarantee	901.2
	Redundancy costs	0.0
	Cost of money	(76.4)
	Fleet Transferred from Yr5	13.0
	Mature Contract	0.0
OBC 14 - Supply Chain		168.6
OBC 16 - Others		23.1
OBC 17 - Gain Share		20.0
OBC 19 Pension Fund		0.0
OBC's 1,14,16,17 & 19		2,700.2
OBC 2 Advertising	Existing Projects (M)	0.0
OBC 3 Rationalisation	Year 1 logged (M)	0.0
NB Council Tax removed	Depot Project (M)	218.7
	Waste Management (M)	0.0
	Wider Agile (M)	634.1
OBC 5,6,13 Agile Working	Capita Desks & Existing closures (M)	693.4
	Quadrant West rental (M)	737.9
OBC's 3,5,6 & 13		2,284.0
OBC 7 Street Works	Coring (M)	132.0
	Visuals (M)	79.5
	Skips/Scaffold/A Boards (M)	20.0
	Additional CEO's (M)	165.1
OBC 8 - Permitting	Permit Revenue (M)	377.0
OBC 9 Energy	Schemes completed by yr 4 (M)	141.4
OBC 10 - Buyback	HR (M)	109.4
	ICT (M)	66.0
OBC 11 & 27 Hard and Soft FM	R & M (M)	0.0
	Cleaning	0.0
OBC 12 Investment Estate	Core Activity (M)	50.0
OBC 17 - Gain Share		0.0
OBC 24 Fleet	Years 1 to 4	0.0
OBC 25 Planning	Fee Income (M)	90.0
OBC 26 Planned Reactive Maint.	BC to be established by yr 8 (M)	133.3
Sub Total		6,348.1
Insurance Payment		(43.8)
Reset Business Case Total		6,304.3
NB Monitored Business Case Total (M)		3,647.9
NB Monitored Business Case Total inc Insurance		3,604.1

15. Partnership Service Targets 2020/21

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

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

- Property Services – Appendix A
- Engineering Services – Appendix B
- Regulatory Services – Appendix C

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

- 3 Action Plans and 7 KPI/PI relating to the Property Workstream
- 5 Action Plans and 10 KPI/PI relating to the Engineering Workstream
- 8 Action Plans and 16 KPI/PI relating to the Regulatory Services Workstream
- 8 Action Plans and 4 PI which are cross cutting

Further detail and breakdown of these measures are in the full version of this report in appendices A, B and C

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