



North Tyneside Council

Overview, Scrutiny & Policy Development Committee

Monday, 7 March 2022

Monday, 14 March 2022 Chamber - Quadrant, The Silverlink North, Cobalt Business Park, North Tyneside, NE27 0BY **commencing at 6.00 pm.**

Agenda Item	Page
1. Apologies for Absence	
To receive apologies for absence from the meeting.	
2. Appointment of Substitute Members	
To receive a report on the appointment of Substitute Members.	
3. Declarations of Interest and Dispensations	
You are invited to declare any registerable and/or non registerable interests in matters appearing on the agenda, and the nature of that interest.	
You are also invited to disclose any dispensation in relation to any registerable and/or non-registerable interests that have been granted to you in respect of any matters appearing on the agenda.	
Please complete the Declarations of Interests card available at the meeting and return it to the Democratic Services Officer before leaving the meeting.	
4. Minutes	5 - 8
To confirm the minutes of the meeting held on 17 January 2022.	
5. Winter Storms - Briefing	
To receive a briefing with regard to the work to be undertaken to look into the Authority's response to the Winter Storms.	

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

Agenda Item	Page
6. Our North Tyneside Plan Performance update	To Follow
To receive an update report on progress with delivering the updated Our North Tyneside Plan 2021-2025.	
7. Efficiency Savings Programme 2021/22 Progress Report	9 - 28
To receive update an report on the current year progress of key 2021/22 projects and business cases within the overall Efficiency Savings Programme.	
8. Annual Scrutiny Report	29 - 42
To receive the Overview and Scrutiny Annual Report 2020/21.	
9. Technical Services Partnership Performance Update Report	43 - 76
To receive an update on the performance of the Technical Services Partnership.	
10. Exclusion Resolution	
That under Section 100A(4) of the Local Government Act 1972 (as amended) and having applied a public interest test as defined in Part 2 of Schedule 12A of the Act, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act.	
11. Technical Services Partnership - Further Information	77 - 80

Circulation overleaf ...

Members of the Overview, Scrutiny & Policy Development Committee

Councillor Jim Allan (Deputy Chair)

Councillor Brian Burdis

Councillor Julie Cruddas

Councillor Janet Hunter (Chair)

Councillor Andy Newman

Councillor Erin Parker-Leonard

Councillor Willie Samuel

Councillor Matt Wilson

Councillor Mrs Linda Arkley OBE

Councillor Debbie Cox

Councillor Muriel Green

Councillor Joe Kirwin

Councillor Pat Oliver

Councillor Matthew Thirlaway

Councillor Judith Wallace

Mr Stephen Fallon, Church Representative

Rev Michael Vine, Church Representative

This page is intentionally left blank

Overview, Scrutiny & Policy Development Committee

Monday, 17 January 2022

Present: Councillor Janet Hunter (Chair)
Councillors L Arkley, B Burdis, D Cox, J Cruddas,
M Green, A Newman, M Thirlaway, W Samuel, J Wallace
and M Wilson

In attendance:
Rev M Vine - Co-opted Member

Apologies: Councillors P Oliver and E Parker-Leonard

OV29/21 Declarations of Interest and Dispensations

Councillor Julie Cruddas declared a non-registerable personal interest in Item 5 - Our North Tyneside Plan update report. She is a Director of Justice Prince Community Interest Company.

OV30/21 Minutes

Resolved that the minute of the meeting held on 8 November 2022 be agreed.

OV31/21 Our North Tyneside Plan update report

The Committee received a report that provided an update on proposed new measures to monitor the performance of the Our North Tyneside Plan (ONT) 2021- 2025.

The proposed measures reflected the policy priorities following the Mayoral Election May 2021, in addition to those of residents, businesses, partners and stakeholders that had been received during both internal and external engagement.

The ONT Plan was structured around the five themes:

- Thriving
- Family Friendly
- Caring
- Secure
- Green

A set of high-level outcome measures that had been developed against most the priorities were appended to the report. It was acknowledged that there were some priorities where written qualitative updates would be more appropriate than performance metrics.

The reporting of the performance of the Our North Tyneside 2021-2025 plan would continue to be received on a 6-monthly basis in the format of a dashboard report with accompanying analysis.

Under the **Thriving Theme** that further information was asked to be provided in relation to the responsibility of updating of the masterplan for North Shields with the inclusion to who would be consulted prior to the update and the spend in delivering it.

Further information was requested in relation to:

- the vacancy rate in shops/properties in the area, the number of business start-ups in the Town centre with a breakdown of the number of business trading one -year after being started and the number of jobs the start-ups.
- reducing the number of derelict properties across the borough it was asked the approach for considering a long-term vacant dwelling.
- to properties deleted from Council Tax Valuation List - property uninhabitable, rationale to the process of selection.

A Member raised that consideration should be made to in relation to a measure for sole trader registration as this was an area where people move from of benefits and onto establishing businesses.

Secure Theme

Under the priority - We will maintain the Council Tax support scheme that cuts bills for thousands of low-income households across North Tyneside. It was asked what the current percentage applications for Local Council Tax Support and what proportion was this in relation to whole borough be provided.

Green Theme

Under the priority - Council environmental hit squads will crack down on littering. It was asked that information be provided on the assumptions/forecast targets for each of the measures fly tipping incidents reported, fixed penalty notices issued for littering, fixed penalty notices issued for fly tipping.

A Member raised that there was no measure with regards to Culture and Heritage. Officers stated there was to be a review of the Cultural Strategy and some metrics may arise from that.

A Member questioned how the Council ensured there was engagement with marginalised groups. Officers informed of the increased partnership working with Voluntary/Community Sector to ensure comprehensive community engagement.

The Committee noted and agreed that the final set of proposed measures be presented at a future meeting.

Agreed that (1) the Our North Tyneside Plan 2021-2025 update report be noted; and (2) the final set of proposed measures be presented at a future meeting.

The Committee received the report of the Budget Sub-group that detailed the scrutiny into the Cabinet's initial 2022/26 Financial Planning and Budget proposals.

The group met on 15 December 2021, where officers presented the position of the Authority budget, the Initial budget proposals to deliver a balanced budget.

The Committee was informed that there would be a further meeting of the Budget Sub-group, where it would scrutinise the Cabinets Final Budget Proposals and this would take place on the 1 February 2021. The Committee agreed to delegate the sub-group responsibility to make further comment and any recommendations to Cabinet following this meeting.

Members raised their concern to the delay in receiving the Budget Sub-group report. The Chair acknowledged the delay and proposed that consideration would be given to the timetabling of how future Budget Scrutiny could be conducted that would allow provision of a more reliable period to report the sub-groups findings.

The Chair presented the report, referring to each aspect of the budget where the sub-group expressed comment.

A Member of the Committee who were also Member of the Budget Sub-group expressed that the sub-group had received clear and detailed information for each element of the budget.

A Member stated that the Council should ensure that the precise amount of funding received from Central Government be clearly reported as there was a perceived unawareness for some residents.

It was **Agreed** that (1) the Budget Sub-Group report detailing comments be referred to Cabinet; (2) delegate responsibility to the Budget Sub-group to make further comment and any recommendations to Cabinet following scrutiny of Cabinets 2022/23 Final Budget Proposals; and (3) give consideration to the future timetabling of the Budget Scrutiny.

OV33/21 Technical Services Partnership - Quarter 1 Performance Monitoring Update

The Committee received update for partnership performance for the first quarter of the 2021 – 22 financial year.

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

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

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

- Property Services
- Engineering Services

- Regulatory Services

The Committee received a presentation from Partnership Director to the service delivery performance and was attached to the report.

Agreed that the Technical Services Partnership Q1 report be noted.

OV34/21 Exclusion Resolution

Resolved that under Section 100A(4) of the Local Government Act 1972 (as amended) and having applied a public interest test in accordance with Part 2 of Schedule 12A the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act.

OV35/21 Technical Services Partnership - Further Information

Agreed that the Financial update 2021/22 Quarter1 be noted.

Meeting: Overview, Scrutiny & Policy Development Committee

Date: Monday 14 March 2022

Title: Efficiency Savings Programme:
2021/22 Quarter 3: Progress Report

Author: Janice Gillespie

Tel: 0191 643 5701

Service: Resources

Wards affected: All

1. Purpose of Report

The purpose of this report is to update Overview, Scrutiny & Policy Development Committee on the current year progress of key 2021/22 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 2021/22 business cases agreed by Council in February 2021 is £4.537m. This is made up of £1.792m for the impact of prior years on 2021/22 and £3.066m of business cases within Health, Education, Care and Safeguarding and Commissioning and Asset Management, that were previously achieved by management actions that require permanent delivery in 2021/22. There were no new business cases in 2021/22.

The delivery of some of the savings proposals in 2021/22 have been significantly impacted by the Covid-19 pandemic especially within Health, Education, Care and Safeguarding and Commissioning & Asset Management. All savings are forecasted to be fully achieved, however, when the impact of Covid-19 is taken into account.

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 2021-2025 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 financial position as at 31 January 2022 is set out in the table below.

Service	2021/22 Target	Delivery	In Year Management Actions	Yet to be Achieved
	£m	£m	£m	£m
HECS	3.843	1.800	0.830	1.213
Commissioning & Asset Management	0.264	0.093	0.000	0.171
Environment Housing & Leisure	0.430	0.430	0.000	0.000
TOTAL	4.537	2.323	0.830	1.384

- £2.323m has been delivered against the overall target via project activities outlined in associated business cases;
- A further £0.830m was achieved as the direct result of management actions during the course of the financial year;
- £1.384m of the overall target is yet to be achieved.

4. Background Information

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

- Efficiency Savings Programme 2021/22 Update Report: Quarter 3 (attached)

Efficiency Savings Programme

2021/22
Quarter 3 Report



Contents

Section	Page
Executive Summary	3
Ready for School	5
Ready for Work and Life	6
Cared for, Safeguarded and Healthy	7
Great Place to Live, Work and Visit	13
Fit for Purpose Organisation	15
Maximising Resources	18

Executive Summary

This is the 2021/22 Quarter 3 Progress Report summarising the delivery status of the Efficiency Savings Programme for the full year to 31 March 2022.

The overall savings requirement for 2021/22, agreed by Council in February 2021 is £4.537m. This is made up of £1.792m for the impact of prior year business cases on 2021/22 and £3.066m of business cases within Health, Education, Care and Safeguarding and Commissioning and Asset Management, that were previously achieved by management actions that require permanent delivery in 2021/22. There were no new business cases in 2021/22.

The delivery of some of the savings proposals in 2021/22 have been significantly impacted by the Covid-19 pandemic especially within Health, Education, Care and Safeguarding and Commissioning & Asset Management. All savings are forecasted to be fully achieved, however, when the impact of Covid-19 is taken into account.

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 Q3 financial position at the end of January is set out in the table below. All projected shortfalls in savings achieved, are forecasted to be met through support from Covid-19 grants, given the impact of the Covid-19 pandemic on the ability to achieve the savings outright.

Service	2021/22 Target	Delivery	In Year Management Actions	Yet to be Achieved
	£m	£m	£m	£m
HECS	3.843	1.800	0.830	1.213
Commissioning & Asset Management	0.264	0.093	0.000	0.171
Environment Housing & Leisure	0.430	0.430	0.000	0.000
TOTAL	4.537	2.323	0.830	1.384

- £2.323m has been delivered against the overall target via project activities outlined in associated business cases;
- A further £0.830m was achieved as the direct result of management actions during the course of the financial year;
- £1.384m of the overall target is yet to be achieved.

As part of the Authority'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 in the table below.

Work Delivery			Savings Delivery			£m
Blue	All milestones complete	4	Blue	Full saving realised and coded in the General Ledger	0	0.000
Green	All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	6	Green	Full saving forecasted to be realised but not yet coded in the General Ledger.	9	2.306
Amber	Some milestones delayed and/or minor concern about delivering some future milestones	2	Amber	Projected shortfall in savings up to a value of £0.050m.	2	0.035
Red	Milestones significantly delayed and/or major concern about delivering future milestones	6	Red	Projected shortfall in savings in excess of £0.050m	7	2.179
Total Savings Target						4.537

Ready for School

Continue to Redesign 0-19 Services (2021/22 target: £0.025m)

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	£0.025m
--	----------------

A. Selling Capacity at Riverdale (£0.025m)

Savings Delivery Status

RAG	Amber
-----	-------

The full savings target of £0.025m is met only through Covid-19 grant income, and not via the original intention of generating income from selling capacity, however, there is evidence that the use of this internal provision, as opposed to the use of externally commissioned care, is significantly more cost-effective and is, therefore, avoiding significantly increased costs.

Work Delivery Status

RAG	Amber
-----	-------

The demand for and sufficiency of placements for children in care will continue to be closely monitored and managed. There has not been any internal capacity in 2021/22 as a result of caring for children in North Tyneside homes, including Riverdale. This is more cost-effective than commissioning external placements, where this is appropriate, but the position will continue to be closely monitored and, where there is internal capacity, this may be sold via regional commissioning arrangements.

Ready for Work and Life

Delivering Whole System Support to Children with Additional Needs (2021/22 target: £0.300m)

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. The Authority 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 carried forward from 2020/21	£0.200m
Savings from Full Year Effect of 2021/22 Business Case	£0.100m

Children’s Health Funding (£0.300m)

As part of a wider strategy, this budget proposal is particularly concerned with ensuring needs are appropriately funded by the relevant agency, in line with statutory responsibilities and policy. The Service will ensure that there is a clear policy for funding decisions and a consistently applied process for ensuring funding is appropriate and that the source of funding is in line with the agreed policy. This will ensure that 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	Green
-----	-------

£0.297m of the target has been achieved, and the remaining £0.003m 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 this has not been achieved but the saving will be met by year end.

Work Delivery Status

RAG	Green
-----	-------

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 Authority.

Cared for, Safeguarded & Healthy

Responding to Rising Complex Needs (2021/22 target: £0.850m)

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. Complexity of need is increasing and the cost of providing services is rising exponentially. From a public health perspective, the Service will continue to focus on the principal preventable causes of ill health – tobacco, obesity, alcohol misuse and poor mental health (including social isolation). The Service will seek to reduce costs by ensuring that the Authority secures the appropriate contributions from our partners in accordance with the legislative framework, balancing the need to mitigate against the rising costs of care whilst still ensuring that people are ‘cared for and safeguarded’. The Service 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 the Authority knows 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	Green
-----	-------

The entire savings target has been 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 and the Service is continuing to work to ensure that additional funding is still possible due to the impact of Covid-19.

During the initial Covid-19 period, CHC assessments were stayed. In addition, from 19 March to 31 August, where people needed a new or higher package of care to prevent admission to hospital or to facilitate a faster discharge, this was allocated to the Covid-19 funding and not from base budget. This cohort of people are known as being in scheme 1. Government issued a letter on 31 July 2020 indicating the requirement to resume CHC assessments from 1 September 2020. The detailed guidance around this was not issued until 21 August 2020. This guidance identified that people in scheme 1 needed to be assessed and transferred onto either social care or CHC funding streams as soon as practicable. This work was completed and North Tyneside was the only regional local authority at that point to have completed the work.

People needing a new or higher package of care to prevent admission to hospital or to facilitate a faster discharge from 1 September 2020 were classed as being in schedule 2 and these people had their package allocated to Covid funding for up to 6 weeks. The Authority and the CCG committed to fully assessing and agreeing ongoing funding within that 6-week window.

In addition to this work, consideration needed to be given to people who received Fast Track CHC funding that are still alive 12 weeks after that agreement who also need a full assessment as well as review of ongoing CHC and shared care cases and identifying people whose needs have deteriorated as part of the progression of the disease.

Therefore, whilst there are still risks, the Service has a robust and clear plan in place that has been working and as the country transitions out of the pandemic the Service is confident to report the achieved status at the end of quarter 2.

Work Delivery Status

RAG	Complete
-----	----------

Significant work has been undertaken. The Service identified 6 experienced staff to work as Champions. These staff, along with the case worker have a pre-meet with the Assistant Director to discuss each individual's needs and to agree the narrative around the Authority's position at the Multi-Disciplinary Team (MDT) in relation to where a person's needs are more than incidental and ancillary to social care. Two other managers are supporting with this work. The Champion then represents the Authority at the MDT. This ensures that the Authority's position is clearly articulated and hopefully helps to build a trusted relationship with the nurse assessors. There is evidence that this has been a successful strategy. The Service had to pull this together at short notice and the hard work of the teams is noticeable and to be commended. The teams themselves are articulating the benefit of this way of work, although it is time consuming. In addition, amendments have been made to the documentation to succinctly evidence areas of need that sit outside the Care Act domains and therefore are ineligible for social care. This not only helps evidence the Authority's position for the CCG, it helps ensure that the Authority remains Care Act compliant and does not exceed the remit of the Care Act. Work is now being extended to clients who's care needs are funded jointly by the Authority and the CCG.

B. Disability and Mental Health (£0.100m)

Savings Delivery Status

RAG	Green
-----	-------

The entire £0.100m savings target has been achieved.

Work Delivery Status

RAG	Complete
-----	----------

Both the Charlton Court and Bonchester sites were opened for clients in July 2019. This completes the work the Service set out to achieve this proposal.

C. Learning Disability (£0.500m)**Savings Delivery Status**

RAG	Red
-----	-----

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 2022. At the end of the period, £0.146m of the target has been achieved, with the remaining £0.354m still to be met.

Work Delivery Status

RAG	Red
-----	-----

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.

A Focus on the Social Care Customer Experience (2021/22 target: £0.550m)

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 the Service 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. The Service aims to go further and whilst there are limited direct cost savings at this stage, it is clear that getting the right person to do the right thing correctly first time means that the Service is able to direct resources more effectively and mitigate against the increasing demand for good quality advice and information. This proposal will:

- *Continue with the 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 customers to meet with social work teams and reduce the number of costly home-based visits workers currently undertake.*

Savings carried forward from 2020/21	£0.450m
Savings from full year effect of 2019/20/21 savings	£0.100m

A. Social Care Customer Experience – Assistive Technology (£0.500m)

Savings Delivery Status

RAG	Red
-----	-----

At the end of the period, £0.120m of the £0.500m savings target has been achieved with the remaining £0.380m outstanding. Whilst the 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, officers 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. The Service plans 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.

Work Delivery Status

RAG	Amber
-----	-------

Digital Champions have been identified and a project plan has been established and implemented to cover both the operational and strategic working groups, and further work is underway to explore alternative options for achieving this saving permanently.

A Support Through Technology Strategy has been launched. This focuses on technology being at the heart of the assessment process. The use of devices to meet identified needs is being tested. Officers are looking at ways to work with volunteers through VODA to support with shopping activity, both actual and internet shopping. Officers are also working on a pilot to introduce virtual support to individuals through existing domiciliary care providers. The next step is to incorporate this into Liquid Logic in order to capture the use of technology and track all savings.

Covid-19 has given rise to new ways of working and a greater reliance on remote technology. This has given a new range of options to further invest in assistive technology to help achieve this saving in the long term.

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

Savings Delivery Status

RAG	Green
-----	-------

The whole of this savings target has been met on a permanent basis.

Work Delivery Status

RAG	Green
-----	-------

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

Whilst some of the implementation plan had been completed, several aspects have been delayed due to Covid-19, in particular, the installation of the provider portal which will enable payments on actuals not commissioned services. The plan was to reduce the staffing establishment to meet this saving target.

The risk was if the staff complement was reduced prior to that there will not be enough staff to implement the changes required. This work was put on hold while payments and uplifts to providers were processed as part of the early Covid-19 response but is now on track to allow the saving to be achieved.

Leading Sector-Led Improvement (2021/22 target: £0.300m)

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 for North Tyneside to provide ad hoc and bespoke support to authorities that seek it. This will bring additional income.

Savings from Full Year Effect of 2019/20/21 Saving	£0.200m
Savings carried forward from 2020/21	£0.100m

Savings Delivery Status

RAG	Green
-----	-------

The total income target has been achieved via income from the Department for Education for delivery of the Partners in Practice programme.

Work Delivery Status

RAG	Green
-----	-------

North Tyneside Council continues to work with a number of local authorities through the Partners in Practice programme to share advice, guidance and expertise, and provide practical improvement support. This has continued to be delivered through remote methods during the Covid-19 pandemic.

Delivering our Accommodation Strategy for Social Care (2021/22 target: £0.780m)

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 the Authority's housing growth plans to include specialist housing products and services for children and adults with additional needs, Looked After Children and older people. The Authority has 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 the strategy in order to save costs on existing pilot work to deliver at scale. Specifically, the accommodation strategy for children in care 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 2018/19/20 Saving	£0.520m
Savings carried forward from 2020/21	£0.260m

Keeping our Children in Care within the borough (£0.780m)

Savings Delivery Status

RAG	Red
-----	-----

Processes to review 'high cost' placements are helping keep costs as low as possible whilst ensuring the safety of children in care, the impact of our Keeping Families Connected service evidences significant cost avoidance, and the Fostering Strategy is contributing to reduced spend on external foster placements as we increase the use of internal placements. Despite this progress, in the context of wider financial pressures relating to children in care placements, £0.520m of the full savings target has been met in-year but £0.260m remains outstanding.

Work Delivery Status

RAG	Red
-----	-----

The rate of children in care in North Tyneside remains the lowest in the region, with North Tyneside the only local authority in the region to reduce its rate during the height of the Covid-19 pandemic, where regionally and nationally there have significant increases in the number of children entering care. Alongside this, processes to monitor and develop plans for those children in 'high cost' placements continue to demonstrate impact in reducing spend on placements whilst keeping children safe and close to home.

The new Fostering Strategy, agreed in 2019, is continuing to have a positive impact, despite the challenging circumstances of Covid-19, with continued recruitment of new carers and reduced use of external foster placements, with reduced spend as a result.

Great Place to Live, Work and Visit

Profit from Property Development (2021/22 target: £0.020m)

This business case involves two separate items: 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, and 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.

Savings from New 2021/22 Projects

£0.020m

Savings Delivery Status

RAG	Green
-----	-------

The full £0.020m savings target has been achieved.

Work Delivery Status

RAG	Green
-----	-------

Work has been on plan and will continue in future years year to maintain/increase profits.

10 Year Plan for Waste (2021/22 target: £0.400m)

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 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 were 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 from New 2021/22 Projects

£0.400m

Savings Delivery Status

RAG	Green
-----	-------

Operational costs have been reduced and the savings have been be achieved in-line with the business case.

Work Delivery Status

RAG	Green
-----	-------

The new contract commenced in October 2019. This saving has been 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 is continuing to monitor the impact of Covid-19 on Waste. Volumes of waste collected increased during 2020/21 due to the Covid-19 restrictions that were in place and that higher level has remained during 2021/22 but this has not had an impact on the delivery of this saving.

A Fit for Purpose Organisation

How We Are Organised (2021/22 target: £1.038m)

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 2019/20 Saving	£0.200m
Savings carried forward from 2020/21	£0.100m

A. Youth Offending and Early Help (£0.300m)

Savings Delivery Status

RAG	Red
-----	-----

The original milestone was for the permanent saving to be achieved by March of the respective financial years. The saving for 2019/20 was achieved in that year through the holding of vacancies and the generation of external income from delivering services on behalf of other authorities, and the saving for 2020/21 was achieved through Covid grants, but a permanent solution is being explored for 2021/22. Whilst the target is currently forecast to not be achieved, there are a range of temporary and permanent measures being explored that can contribute to this.

Work Delivery Status

RAG	Red
-----	-----

Officers continue to explore the development of a new Adolescent Service, which will rationalise some existing support provided across early help and youth justice services, and we expect to lead to service efficiencies. In the meantime, vacancies continue to be held across services, as well as continuing to deliver youth justice services on behalf of another local authority, which is generating income for the service.

Savings from Full Year Effect of 2019/20 Saving	£0.200m
Savings carried forward from 2019/20	£0.468m

B. Additional External Income (£0.500m)

Savings Delivery Status

RAG	Red
-----	-----

The £0.300m target relating to external funding was achieved in 2020/21 through income received in relation to the Partners in Practice programme; the target has increased to £0.500m in 2021/22 and it is unlikely to be achieved in 2021/22.

Work Delivery Status

RAG	Red
-----	-----

A significant amount of work continues with other local authorities, linked to the Partners in Practice programme and the income that is received for this work. North Tyneside Council has also been asked to lead work nationally to evaluate and share learning regarding the response to Covid-19 in children's services.

C. Budget Reductions (£0.168m)

Savings Delivery Status

RAG	Red
-----	-----

The £0.168m target relating to legal and professional fees was met in 2019/20 through management actions and in 2020/21 only through Covid-19 grant income due to an increase in requirement for use barristers to support court proceedings relating to children; only £0.017m is currently expected to be achieved in 2021/22.

Work Delivery Status

RAG	Red
-----	-----

Work is on-going to identify a permanent solution for this savings target. Prior to the Covid-19 pandemic small savings were being realised in both areas; legal and professional fees. However, this has not been maintained during the pandemic.

Savings from New 2021/22 Projects

£0.070m

D. Adult Social Care Review of Management (£0.070m)

Savings Delivery Status

RAG	Red
-----	-----

The planned saving of £0.070m saving has not been achieved.

Work Delivery Status

RAG	Red
-----	-----

The proposal was to reduce 1 FTE post in the Service. Staffing pressures seen as a result of the pandemic have not made this saving achievable.

Sourcing (2021/22 target: £0.010m)

The Authority is aiming to reduce its maintenance costs in respect of the Street Lighting PFI contract with SSE over each of the next three years

Savings from New 2021/22 Projects	£0.010m
--	----------------

Reduction in Maintenance costs to SSE (£0.010m)

Savings Delivery Status

RAG	Green
-----	-------

The planned saving of £0.010m saving has been achieved.

Work Delivery Status

RAG	Green
-----	-------

Project target achieved.

Maximising Resources

Fees and Charges (2021/22 target: £0.264m)

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

£0.164m

Facilities and Fair Access (£0.164m)

Savings Delivery Status

RAG	Amber
-----	-------

The full amount of this saving has not been achieved as a result of a Cabinet decision to delay passing the increased costs to schools due to the impact of Covid-19.

Work Delivery Status

RAG	Complete
-----	----------

The fee increase has been postponed due to the impact of Covid-19.

Savings from New 2020/21 Projects

£0.100m

Facilities and Fair Access (£0.100m)

Savings Delivery Status

RAG	Green
-----	-------

The full amount of the saving has been achieved through increased income based on SLA charges to schools for Catering and Cleaning services.

Work Delivery Status

RAG	Complete
-----	----------

The fee increase has been applied to school SLA charges in 2021/22.

Meeting: Overview, Scrutiny and Policy Development Committee

Date: 14 March 2022

Title: Overview and Scrutiny Annual Report 2021-22

Author: Democratic Services Tel: 0191 643 5315

Service: Law and Governance

Wards affected: All

1. Purpose of Report

To introduce the Overview and Scrutiny Annual Report 2021-22 and progress the next steps in the approval process for the report.

2. Recommendations

To agree the Overview and Scrutiny Annual Report 2021-22 as attached and refer the report to Annual Council on 18 May 2022.

3. Details

- 3.1 At the end of each municipal year a report is produced which summarises the activities of scrutiny over the last year.
- 3.2 Attached at Appendix A is the Overview and Scrutiny Annual Report 2021-22. In particular, the report highlights the involvement of scrutiny in scrutinising the recovery period moving out of the pandemic and the contribution to policy development.
- 3.3 Members are recommended to approve the report as attached and refer the report to the Annual Council meeting on 18 May 2022.

4. Background Information

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

N/A

This page is intentionally left blank

Overview and Scrutiny Annual Report 2021-22



Date: March 2022

Author: Overview, Scrutiny and Policy Development Committee



Introduction

Welcome to the Overview and Scrutiny Annual Report 2021-22.

This report provides an overview of the work of the Overview, Scrutiny and Policy Development Committee, and sub-committees during 2021-22.

Although the year was impacted by the ongoing Covid pandemic, scrutiny has seen a welcome return to in-person committee meetings throughout the year, while continuing to benefit from the ability of members to meet remotely for informal and study group meetings. This flexibility and has been a useful to tool which has proved beneficial in allowed external organisations and contacts to easily attend and contribute to study group meetings and evidence sessions.

Scrutiny has continued to play an important role in scrutinising the Covid situation in the borough across the year, the response of the Council and external agencies to changing circumstances, and the plans for the recovery and future development of services.

The role of Overview and Scrutiny

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

Overview, Scrutiny and Policy Development involves councillors of all political parties, as leaders of their communities, examining the delivery of services and influencing decision makers to ensure that they meet the needs, and improve the lives, of people in North Tyneside. It does this by:

- a) reviewing and challenging the impact of decisions and actions taken by the Elected Mayor, Cabinet and partner organisations;
- b) carrying out investigations into services and policy areas of interest and concern to communities in North Tyneside;
- c) involving communities in its work and reflecting their views and concerns; and
- d) supporting and assisting the Elected Mayor, Cabinet and partner organisations in the formulation of their future plans, strategies and their decision making by making evidence-based recommendations to them on how services can be improved.

Over recent years there has been an emphasis on promoting and developing the policy development role of overview and scrutiny. As the scrutiny committees adapted their work through the pandemic, there has been a focus on scrutinising the ongoing covid situation, the recovery of services delivered by the Council and partners in the Borough, and also lessons learned and new ways of working. This has also included some scrutiny of policy development, with a number of scrutiny reviews underway contributing to the main themes and objectives set out in the new Council Plan:

- A thriving North Tyneside
- A secure North Tyneside
- A family friendly North Tyneside
- A caring North Tyneside
- A green North Tyneside
- Working together

Update from the Overview, Scrutiny and Policy Development Committee

The Overview, Scrutiny and Policy Development Committee has undertaken a full programme of work across the municipal year.

Engagement with the Executive is important, and the Committee has continued its custom to seek the attendance of Cabinet Members to its meetings where items within their portfolio are discussed. The relationship with the executive and scrutiny works well in this respect and Cabinet Members are regular attendees. This includes the Elected Mayor who attended the October 2021 meeting to address the Committee and set out her priorities for the year.

During 2021/22 the Committee received information on the recovery programme objectives from a local, regional and national perspective and the impact on the Authority. It has considered the 2022/2026 Financial Planning and Budget Process, including the associated Engagement Strategy, and continued to scrutinise the Efficiency Savings Programme 2021/22, receiving regular progress updates. It continues to monitor performance update reports with respect to the partnership with Capita.

The Committee has scrutinised proposals for the new performance measures following the refresh of the Our North Tyneside Plan in line with the Council's policy framework. The Committee made a number of comments to feed into the development of the plan and engagement strategy, including

- Ensuring that a comprehensive engagement process is in place and that no individuals or groups were missed, and in particular to ensure the views of young people and economically disadvantaged groups were sought.
- To consider including reducing mortality rates as a priority in the plan within the Secure North Tyneside theme.
- To ensure increased integration across the Council and Partners in relation to the Environment.
- To consider how the Our North Tyneside Plan would be eventually marketed, with a priority on action towards environment net-zero

Overview, Scrutiny & Policy Development Committee: Budget Scrutiny

The Overview, Scrutiny and Policy Development Committee again established a Budget Sub-group to conduct its important role of being a critical friend to Cabinet and providing challenge to the budget.

The membership of the Budget Sub-group was opened to non-executive members from both parties and ten members joined the Sub-group. Two meetings were held with

information presented by officers from across all directorates, with the Cabinet Member for Finance and Resources also in attendance for the initial full day session. The Sub-group produced a report and conclusions which were subsequently reported to the Overview, Scrutiny and Policy Development Committee and Cabinet as part of the budget-setting process.

Overview, Scrutiny & Policy Development Committee: Completion of the review into the Engie Partnership

Overview, Scrutiny & Policy Development Committee established a sub-group in 2020/21 to undertake a review of the partnership with Engie and the delivery of the contract which covers services ICT, Finance, Human Resources, Revenue & Benefits and Customer Services. The reviews findings were considered by Overview, Policy and Development Committee in June 2021, and referred to Cabinet. In August 2021 Cabinet provided a response to the recommendations and all recommendations were agreed.

Update from the Scrutiny Sub-committees

Finance Sub-committee

The Finance Sub-committee has continued to examine the Council's Financial Management Reports on a regular basis, including monitoring the forecast outturn positions for the General Fund, the Housing Revenue Account and the Investment Plan. It has continued to receive update information of the effects of Welfare Reform and on the Business and Technical Partnership Risks.

the Sub-committee has also requested and received information on the operation of the Poverty Intervention Fund, Section 106 Funding and the High Needs Block of the Dedicated Schools Grant.

Following discussions with the Chair of the Sub-committee and the Head of Resources the following financial training sessions were held for the benefit of scrutiny members:

- Local Governance Finance & Financial Governance within North Tyneside.
- Treasury, Capital and Borrowing.

These sessions were open to all members and were held via Teams, with around 40 members attending one or more sessions.

Adult Social Care, Health and Wellbeing Sub-committee

Over the year, the Sub-committee has considered reports and presentations on a range of topics, including:

- Regular covid updates covering public health and adult social care;
- The recovery of Cancer services following disruption due to Covid;
- Suicide prevention in North Tyneside;
- Specialist drug and alcohol services in North Tyneside;
- The Safeguarding Adults Board Annual Report 2020-21, and proposed changes to Board structures going forward.
- The role of the NHS in addressing Health Inequalities.

Members of the sub-committee are also represented on the Joint Overview and scrutiny committee for the North-East & North Cumbria Integrated Care System and North and Central Integrated Care Partnerships, which was established to scrutinise the development of the North-East and North Cumbria Integrated Care System. Members have provided regular updates to the Sub-committee following meetings of this Committee.

Home Care Study Group

The Sub-committee has established a Study Group to undertake a review of Home Care provision in the borough. and to review the recently established joint Home Care pilot with Northumbria NHS Healthcare Trust. The Study Group has six members and has met on a regular basis since November. The Group has gathered evidence from a range of Council officers and external organisations and contacts, including home care providers, Healthwatch, the North Tyneside Carer's Centre, Unison, front line care staff and carers of those in receipt of home care. The review is almost complete and the group will be producing a report with their recommendations to Cabinet in the next few weeks.

Northumbria Healthcare Foundation Trust: Annual Quality Account

The Sub-committee welcomed the opportunity to submit the annual statement to Northumbria Healthcare Foundation Trust for inclusion in the published Quality Account for 2020-21. This covered views on the Trust's performance over the year as set out in the Quality Account and the priorities identified by the Trust for 2021-22.

Economic Prosperity Sub-committee

During 2021-22 the Economic Prosperity Sub-Committee have focused on the following areas:

- The State of the Economy in North Tyneside and regional recovery plans for employment and transport;
- Good work pledge – the Sub-Committee have considered the outcome of the pilot Good Work Pledge developed by the North of Tyne Combined Authority, to enable employers to understand the key elements of “good work”, what they can do to achieve this for their employees, and what support is available to help them get there.
- Members have considered a range of information in relation to how the Council is supporting town centres, including work with local communities to preserve and develop town centres, learning from the experience of the pandemic, providing support where needed, and looking at innovative business and housing use for town centres, as well as retail. As part of this exercise Members asked to be presented with a range of information, including:
 - a) town centre maps showing the location and nature of vacant properties;
 - b) data relating to the numbers of licensing applications and planning applications for change of use;
 - c) a comparison of vacancy rates in high streets and shopping centres such as the Killingworth Centre; and
 - d) any information or research into the performance of town centres in North Tyneside
- Flexible Working – Exploring how the Council can support and benefit from new ways of working and the implications of change e.g. on business rate receipts and the development of co-working spaces in town centres.
- Office Property Market – The sub-committee spoke to specialists working in the office property market to better understand the issues facing the sector as a result of the pandemic.
- Successful Businesses - investigating success stories of businesses who have been attracted to the area and how they envisage the future in terms of an inclusive economy, a green industrial revolution, skills and training and the office property market.

Green Skills Sub-group

The Economic Prosperity Sub-Committee agreed to examine the Council’s approach to adapting to a green industrial revolution and ensuring people have the right skills for the future green jobs. Working in conjunction with members of the Children, Education and

Skills and Environment Sub-Committees, a sub-group was appointed to focus on how the local workforce might be equipped with the required skills, qualifications and accreditations to upgrade building insulation and ventilation and switch energy source from gas to green electricity.

The sub-group has met with a wide range of officers, stakeholders and partners to:

- a. Consider the steps required to ensure residential, public, commercial and industrial buildings in the borough have the lowest possible carbon emissions to support the Council's 2030 net zero ambition;
- b. Analyse the skills, qualifications and accreditations that will need to be gained by the local workforce so that:
 - i. they are equipped to deliver energy efficient buildings;
 - ii. the need for imported skills is avoided; and
 - iii. the borough benefits from the low carbon economic growth; and
- c) Identify sources of funding that could be accessed for skills and training from a variety of sources to support the local economy.

The Sub-group will review and reflect on this evidence with a view to making recommendations to the Elected Mayor and Cabinet on how the Council and its partners might stimulate the local training market so that the required skills, qualifications and accreditations can be taught to our residents by North Tyneside based providers.

Housing Sub-committee

The Housing Sub-committee has reviewed a number of issues over the year, including:

- An update on Community Protection, looking at the impact of the Covid-19 pandemic on housing related anti-social behaviour;
- The impact of the end of the ban on evictions, brought in during the pandemic, and the support available to residents;
- Considering the benefits realised in relation to the Construction Project;
- Looking at quality control measures for empty homes prior to lettings;
- Monitoring progress on the delivery of affordable homes;

In January the sub-committee met with the Police and Crime Commissioner and received an update on the delivery of the Police and Crime Plan. The discussion focussed on women's safety, safety on public transport, low level crime and anti-social behaviour.

Environment Sub-committee

The Environment Sub Committee has considered a range of issues over the year including:

- the provision of facilities for electric vehicle charging in North Tyneside.
- Considering the Authority's procurement processes to see how they contribute to the Authority's environmental aspirations and how the procurement service can support each department to minimise its environmental impact through its purchasing processes;
- An examination of the work of the Authority in supporting businesses in the aspiration for a Plastic Free North Tyneside;
- An examination of the steps taken by the Authority to reduce food waste;
- The Young Mayor and the Youth Cabinet Member were invited to attend a meeting of the Sub-committee to advise on the environmental issues of concern to young people;

Culture and Leisure Sub-committee

The Culture and Leisure Sub-Committee have considered a range of items over the year. This has included:

- Information on the consultation on the Cultural Strategy ahead of the launch of the consultation;
- Active North Tyneside - receiving details of the Authority's Active North Tyneside programme;
- In March 2022 the Sub-committee held their meeting at Segedunum Roman Fort and Museum and considered a number of reports including a report on the Hadrian Wall 10-year investment plan, the Hadrian 1900 Festival, and plans for Jubilee beacons for the Queen's Platinum Jubilee. The meeting was preceded by an opportunity for members to have a guided tour of the site.

Children, Education and Skills Sub-committee

The Children, Education and Skills Sub-committee has considered a range of matters over the year.

In relation to the Covid-19 pandemic, the Sub-committee has:

- Considered the response of the Council's Children's Services, Early Help and Social Care Services to introduce different ways of working, whilst maintaining the highest standards of safeguarding practice and support to children and families.
- Examined the impact of the Covid-19 pandemic on children and education, including infection rates and the number of outbreaks from September 2021, and an update on the vaccination programme in schools.
- Reviewed the work of the Local Authority officers in their support of schools during 2020-21, and the impact seen in pupils' attainment and wellbeing as a result of the pandemic.
- Considered information on the support for children with Special Educational Needs and Disabilities (SEND) during the pandemic. This included funding to schools for SEND support, and an update on data on children's attendance and exclusion data.

The Sub-committee has also received information on:

- the health of young people in the borough and health inequalities;
- learning from a Serious Case Review published in April 2021;
- the use and spend of the Poverty Intervention Fund which is aimed at alleviating the impact of poverty on families and individuals across the Borough;
- work undertaken in 2021 around exploitation including: Missing, Slavery, Exploitation (both criminal and sexual) and Trafficked (MSET), the current key priorities, work that had been completed to date by North Tyneside and partners in response to exploitation and an overview of the current cohort of children and young people at risk of exploitation and the interventions being completed with them;
- information on the Relationships Education, Relationships and Sex Education (RSE) and Health Education Policy, online safety concerns, the Ofsted review main findings, and work being done as a result of the findings of a recent safeguarding audit sent to schools on peer-on-peer abuse.
- the Signs of Safety model of best practice which North Tyneside Children's Services had adopted in 2017 in relation to child protection practice.

The Sub-committee also received an update on the action plan approved by Cabinet in response to the report of the Children's Readiness for School Sub-Group which had been completed during 2020-21.

Chairs and Deputy Chairs

The Chairs and Deputy Chairs of all the Committees/Sub-committee have met on two occasions this year to consider the work of the scrutiny committee/sub-committees.

The Chairs and Deputies have also been involved in some tailored training focussed on their role as scrutiny chairs and looking at scrutiny essentials and how to develop scrutiny going forward.



(Segedunum, March 2022)

This page is intentionally left blank

Meeting: Overview, Scrutiny & Policy Development Committee

Date: Monday 14 March 2022

Title: Technical Services Partnership – Quarters 2 and 3
Performance Monitoring Update

Authors: Margie Burdis, Partnership Director (Capita) Tel: (0191) 643 6416

Colin MacDonald,
Head of Technical & Regulatory Services Tel: (0191) 643 6620

David Dunford, Senior Business Partner, Finance Tel: (0191) 643 7027

Service: Environment, Housing and Leisure

Wards affected: All

1. Purpose of Report

As part of its work programme Overview, Scrutiny and Policy Development Committee ('the Committee') receives performance updates from the Authority's long-term strategic partnership arrangement with Capita Property & Infrastructure Limited ('Capita'). The partnership delivers a range of technical services for the Authority.

The purpose of this report is to present the Quarter 2 and Quarter 3 performance monitoring update for the current financial year 2021/22 following consideration by the established partnership governance arrangements.

2. Recommendations

The Committee is recommended to:

- a) Consider the Quarter 2 and Quarter 3 service performance update for 2021/22, presented in **Appendix 1**;
- b) Consider the Benchmarking Action Plan and approach to the Annual Service Plan 2022/23 development, also presented in **Appendix 1**;
- c) Consider the Quarter 2 financial performance update for 2021/22 presented in **Appendix 2**; and
- d) Note the forward look on monitoring performance highlighted in section 3.3 of the main body of the report.

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 responded to the recommendations by Committee following examination of the partnership by the study group it established. Details of that are included in the background information included within this report.

Cabinet agreed that monitoring reports against the contractually agreed Annual Service Plan will be made available each quarter. This report presents service delivery and financial monitoring performance reports for Quarter 1 of the current financial year.

3.2 Managing performance

The Authority monitors performance of the partnership on a monthly basis. Capita are required to meet a series of important performance milestones for each service they deliver on behalf of the Authority, 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 agreed 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 Partnering Board (OPB) on a monthly basis and Strategic Partnering Board (SPB) on a quarterly basis.

In addition to the KPI's, for each of the service areas there are several action plans that are delivered and monitored in the same way along with financial performance.

Service delivery performance is attached as **Appendix 1** and financial performance is attached as **Appendix 2** to this report.

3.3 Forward Look

As part of the extensive performance monitoring embedded within management of the partnership arrangements, Committee should be aware of those aspects that will be reported to it once they are considered via the established governance arrangements. These are:

- **Benchmarking**

There is a commitment within the partnership agreement that benchmarking exercises will be undertaken at years 5, 8 and 12. Cabinet agreed with the recommendation that Committee will have oversight of that. The approach to Year 8 (2020/21) benchmarking was considered by Committee at its meeting in November 2020.

Capita has discharged their obligations to submit agreed information to the Authority by 31 March 2021. The Benchmarking Action Plan has now been approved by SPB and is presented to this Committee for consideration in **Appendix 1**.

- **Investment commitments**

For 2021/22, Capita have agreed to invest £2.258m into the partnership. This was agreed within the annual service plan. This is monitored on a 6 monthly basis and at the end of Quarter 2 performance update was ahead of target. The final Investment Schedule is presented to the Council for audit at the end of Quarter 4 and will be included in the year end reporting.

- **Strategic action plans**

For 2021/22, in addition to the service area action plans, Capita has commitment to deliver at specified strategic priorities for the partnership to support those of the council. These are:

1. Developing business cases to save and generate income
2. Reviewing our enforcement effort
3. *'We listen, We Care'* – Supporting the customer experience programme
4. Delivery of benchmarking outcomes
5. *'Building Back Better'* – recovery from COVID-19 impacts
6. Supporting Norham High School
7. Environmental Sustainability – supporting the Climate Emergency declaration
8. Supporting the Ambition for North Tyneside

Progress on these is included as part of the performance update in **Appendix 1**.

4. Appendices

Appendix 1 –

- Quarter 2 and Quarter 3 service delivery performance scorecard for 2021/22 including Strategic Action Plan progress
- Benchmarking Action Plan
- Approach to the 2022/23 Annual Service Plan

Appendix 2 –

- Quarter 2 financial performance monitoring statement for 2021/22 which is the latest information available currently.

5. Background Information

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

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

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

This page is intentionally left blank

APPENDIX 1

Quarter 2 & 3 service delivery performance for 2021/22

This page is intentionally left blank



Working in partnership with



Overview, Scrutiny & Policy Development Committee

14th March 2022

Capita Q3 business update

Margie Burdis



Contents

Q2&Q3 2021-22 July – December

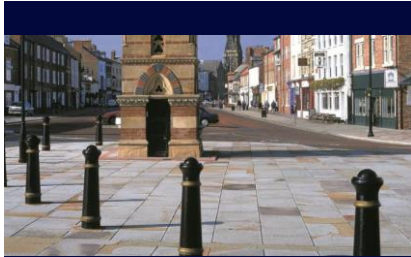
1. Operational Highlights
2. Partnership Value - Add
3. People Update
4. Performance update
5. Approach to 2022 -23
Annual Service Plan
6. Benchmarking update
7. Actions

2021/22 Q2-Q3
Operational Highlights

01

Some Operational Highlights 2021/22 July - December

All service areas are contributing to delivery of our annual service plan:



The Licensing team undertook consultation on Cumulative Impact Areas and the Gambling Licensing Policy.



Flood alleviation work was carried out to the rear of Otterburn Avenue, Wellfield



The strengthening of Pier Road in Tynemouth was completed.



Building Control and Highways supported the council's response to Storm Arwen.



The Construction team began work in North Shields town centre, Rake Lane and West Moor roundabout.



A working group was set up with both council and Capita officers, with particular focus on Engineering Members Enquiries

Customer Service update

Following feedback from the Cabinet Member for Environment, a review is underway of Engineering correspondence to include:

- Improving the quality of letters to the public
- Reducing the number of Members Enquiries reopened by councillors
- Better use of Outstanding Works on the ME system
- How requests for future works are recorded and managed
- A review of current performance monitoring

2021/22 Q2-Q3 Our
People update

102

Q2 & 3 Staffing Update

Page 55

19 x New Starters

16 x leavers

2 x Kickstart Placements with 1 x completed and converted into a full-time apprenticeship

1 x apprentice and 3 x new Graduates recruited

2 x Year Out Placements from local Universities

10 x staff successfully completed their apprenticeships with 1 x successfully completed their Masters with Newcastle University

3 x staff started apprenticeships

Capita maintained the Investors in People “we invest in apprentices” award at silver level following a one day assessment

Dan Hodgson became Chartered with the Institution of Civil Engineers (ICE)

Chris Scandle was awarded for a National Apprenticeship Award

The Public Protection Team were recognised by NTC for the Spirit of NT awards

Capita maintained the North East & Cumbria Better Health at Work – Maintaining Excellence Award.

2021/22 Q2-Q3 Value-add activities

03





July - December 2021 Update

The following was supported by Capita between July and December:

Engineering Education Scheme project with George Stephenson High School has commenced led by Reagan Johnson and Harry Graham. (investment of **£2650**)

Successfully delivered **2** x Go 4 Set Projects with Norham High School in 2021 led by Katie Gallagher, Property and Ben Hedley, Major Projects (investment of **£1900**) and Norham High School won an industrial cadet award

Supporting Percy Main Primary School to be part of the Greggs Breakfast Club over the next two years. Year 1 investment of **£2750**.

£550 donated to Meadowell Connected to contribute to the Christmas lunches for residents.

£1000 donated to Meadowell Connected towards their Picnic area for residents and **£2000** donated towards the murals at Meadowell Connected (see photos)

Supported with the following:

- **£1500** sponsorship for the NE STEM Awards and **£750** sponsorship for the ICE NE STEM Ambassador of the Year Award
- **£3000** investment to Norham High School & Percy Main Primary School for STEM equipment to support all year groups.
- **£800** to sponsor NTLT STAR Awards x 2

741 volunteering hours were donated to the local community between July and December. **£1601** was raised and donated to local charities, including **£861** to Forward Assist.

Donated over **£800** to buy selection boxes for Norham High School and Percy Main Primary School.

Donated **£1000** to support Norham High School's end of year event and celebration.

Donated **150** selection boxes to Forward Assist for children of their veterans.

EDT: Gold Level Project George Stephenson High School, North Tyneside

Engineering Development Trust Industrial Cadets Gold Level Project Case Study

The Gold Level Project (formerly known as the Engineering Education Scheme) is open to Year 12 students from all geographical areas and backgrounds.

It's led by industry experts and aims to help young people gain a better understanding of STEM (Science, Technology, Engineering and Mathematics), accelerate their personal growth and prepare them for the working world.

Over the course of 16 weeks, students participate in careers webinars, online STEM activities and masterclasses as well as conduct research to complete their project.

They have the opportunity to virtually tour the workplaces of industry partners and ask questions direct through inspiring sessions with STEM professionals.

Among the skills the students develop are:

- Team working
- Project management
- Time management
- Preparing presentations
- Communication
- Data management
- Report writing
- Understanding business needs



The Gold Level Project gives Year 12 students an insight into engineering

Benefits to Capita include:

- Having a flexible delivery option and the ability to customise the project brief
- Getting a real sense of young people's views on some of the key challenges for the future
- Having access and outreach to hundreds of students across the UK, to develop a future talent pipeline
- Raising our community profile and building links with local schools and colleges
- Improving social mobility by delivering quality experiences to potential future employees.

Capita has supported the programme for nine years, investing over £17,000 working with over 50 students from George Stephenson High School and Churchill Community College in North Tyneside.

The company recruited one student from George Stephenson High School in 2018 who took part in the programme and he is now working towards his Civil Engineering Degree Apprenticeship.

In 2020/21, students at George Stephenson High School's project was 'flood defence upgrade with carbon footprint reduction'. The team was mentored by Sam Berry, Capita Assistant Highways Engineer.

He said: "For this year's (Covid-adapted) award, the students were asked to produce a report addressed to a STEM-orientated company that listed how they could achieve greater economic or environmental efficiency.

"The group decided to draft a letter to the Environment Agency describing how they could environmentally streamline the day-to-day running of a typical site.

"They focused on the concrete production process, welfare units and all the transportation required, so that they could achieve their target of becoming a carbon net zero enterprise by the year 2030.

"I was really taken aback with how motivated to learn these guys were and their work ethic to back up the enthusiasm they brought to the meetings.

Sam Berry, Capita Assistant Highways Engineer, feedback:

"I thoroughly enjoyed this experience and the skills I acquired. With the helpful feedback from Sam and the hard work of my teammates, we were very successful." Ben Stephens, student

"Throughout the project I enjoyed learning about problems both crucial and unknown to me at the time. Sam was imperative for a fluent and detailed document." Abhishek Vijay, student

"As a result of the research and analysis conducted during the process, I have an increased awareness of globally used manufacturing practices, their detrimental effects they have on the environment and methods used to mitigate the effects. The whole process has been an invaluable experience, the knowledge I've gained helps me make more informed decisions.

"The team's genuine interest for the topic drove



George Stephenson High School students taking part in the flood defence project

"The final report was something they ought to take great pride in, and obviously left the assessors with little option but to give them their Gold Award."

the research, however Sam played a pivotal role in guiding and advising us throughout. Sam's influence is evident in the quality of the final report." Abby Atkin, student

"From my point of view the support offered by Sam was excellent, he gave really useful feedback on the students work which enabled them to produce a really high-quality report. We had quite a few meetings over Teams and Zoom which me and the team were grateful for, and Sam probably had just the right amount of influence in keeping the students on track whilst also maintaining their independence. Thanks again for all your support with the project, the report was one of the best we've produced at this school in ages, and the time you put aside to help the team was a massive factor in this." Andrew Withers, Teacher

In addition, Louis Crinnion, Graduate Engineer supported the programme by being an assessor on the judging panel which supported his own CPD (Continuing Professional Development) and professional development in engineering.

Capita sponsored the "Best Overall Award" which was awarded by Paul McKenna, Principal Highways Engineer to King Edward VI Camp Hill School for Girls, Birmingham.



2021/22 Q2 - Q3
Performance Update

04

Cross Cutting PI Dashboard Q2-Q3 2020/21

Category 1 PI's

KPI ref	Definition	Expected	Min
CC 1.1	Time taken to respond to Member Enquiries	90%	90%
CC 1.2	Time taken to respond to FOI requests	90%	90%
CC 1.3	Time taken to respond to Stage 1 Corporate Complaints	90%	90%
CC 1.4	Land Charges – Time taken to respond to requests for information	90%	90%

July		August		September		October		November		December	
Figure	%	Figure	%	Figure	%	Figure	%	Figure	%	Figure	%
<u>235</u>	99.16	<u>254</u>	99.61	<u>274</u>	99.28	<u>295</u>	100.00	<u>211</u>	98.60	<u>242</u>	100.00
237	G	255	G	276	G	295	G	214	G	242	G
<u>23</u>	95.83	<u>15</u>	68.18	<u>11</u>	91.67	<u>17</u>	94.44	<u>16</u>	94.12	<u>13</u>	100.00
24	G	22	R	12	G	18	G	17	G	13	G
<u>7</u>	100.00	<u>1</u>	100.00	<u>1</u>	100.00	<u>11</u>	100.00	<u>7</u>	100.00	<u>5</u>	100.00
7	G	1	G	1	G	11	G	7	G	5	G
<u>165</u>	95.93	<u>200</u>	99.01	<u>172</u>	100.00	<u>199</u>	100.00	<u>164</u>	98.80	<u>136</u>	99.27
172	G	202	G	172	G	199	G	166	G	137	G

Property KPI and PI Dashboard Q2 –Q3 2021/22

Category 2 KPI's

KPI ref	Definition	Expected	Min	Weighting	Frequency	Accuracy	Owner
PROP 2.1	Asset Valuations delivered to timescale	100%	100%	40%	Annual	2 D.P.	PM
PROP 2.2	Housing Stock Valuations delivered to timescale	100%	100%	40%	Annual	2 D.P.	PM
PROP 2.3	% of lease renewals and rent reviews dealt with on time	100%	95%	20%	Mthly	Whole number	PM

July		August		September		October		November		December	
Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%
-						-					
39	100%	39	100%	41	100%	43	100%	43	100%	38	
39	G	39	G	41	G	43	G	43	G	38	G

Category 2 KPI's

KPI ref	Definition	Expected	Min	Weighting	Frequency	Accuracy	Owner
PROP 2.1	Asset Valuations delivered to timescale	100%	100%	40%	Annual	2 D.P.	PM
PROP 2.2	Housing Stock Valuations delivered to timescale	100%	100%	40%	Annual	2 D.P.	PM
PROP 2.3	% of lease renewals and rent reviews dealt with on time	100%	95%	20%	Mthly	Whole number	PM

July		August		September		Q2		October		November		December		Q3	
Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%
-						-									
39	100%	39	100%	41	100%			43	100%	43	100%	38			
39	G	39	G	41	G			43	G	43	G	38	G		

Property Action Plan Dashboard Q2-Q3 2020/21

ACTION PLANS

KPI ref	Definition	Frequency	Owner
AP PROP 1	Property Blueprint	Quarterly	BD/PM
AP PROP 2	Backdated reviews - rent reviews and lease renewals	Quarterly	PM
AP PROP 3	Non-operational premises compliance	Quarterly	PM
AP PROP 4	Monitoring process of Rent reviews and Lease Renewals & Lease completions from instruction to legal	Quarterly	PM
AP PROP 5	Activities on Council Land Policy	Quarterly	PM

	July		August		September		Q2		October		November		December		Q3	
	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%
		G		G		G		G		G		G		g		
		G		G		G		G		G		G		g		
		G		G		G		G		G		G		g		
		G		G		G		G		G		G		g		

Engineering KPI Dashboard Q2 – Q3 2021/22

Category 2 KPI's

KPI ref	Definition	Expected	Min	W/t	Freq	Accuracy	Owner
ENG 2.1	Roads and Pavements – Percentage of routine street care safety inspections carried out on time	95%	90%	25%	Mthly	2 D.P.	AP
ENG 2.2	Roads and Pavements – Percentage of CAT 1 highway defects that were compliant within 24 hours	98%	96%	25%	Mthly	2 D.P.	AP
ENG 2.3	Roads & Pavements – Percentage of Cat 2 Highways defects made compliant within 10 working days	98%	96%	25%	Mthly	2 D.P.	AP
ENG 2.4	Parking - No. of PCNs correctly issued	99%	97%	5%	Mthly	2 D.P.	AP
ENG 2.5	Roads and Pavements – Quality of maintenance repairs	93%	90%	20%	Mthly	2 D.P.	AP

July		August		September		October		November		December	
Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%
<u>865</u>	100.00%	<u>576</u>	100.00%	<u>738</u>	100.00%	<u>625</u>	100.00%	<u>423</u>	99.76%	<u>438</u>	99.55%
865	G	576	G	738	G	625	G	424	G	440	G
<u>6</u>	100.00%	<u>10</u>	100.00%	<u>10</u>	100.00%	<u>11</u>	100.00%	<u>7</u>	100.00%	<u>17</u>	100.00%
6	G	10	G	10	G	11	G	7	G	17	G
<u>305</u>	99.67%	<u>263</u>	98.50%	<u>307</u>	98.40%	<u>252</u>	98.44%	<u>204</u>	99.03%	<u>161</u>	99.38%
306	G	267	G	312	G	256	G	206	G	162	G
<u>24,716</u>	99.98%	<u>24,505</u>	99.57%	<u>28,741</u>	99.98%	<u>24,414</u>	99.97%	<u>23,851</u>	99.97%	<u>23,948</u>	99.97%
24,722	G	24,611	G	28,748	G	24,421	G	23,858	G	23,954	G
<u>68</u>	93.15%	<u>38</u>	95.00%	<u>48</u>	94.12%	<u>46</u>	95.83%	<u>35</u>	100.00%	<u>10</u>	100.00%
73	G	40	G	51	G	48	G	35	G	10	G

Engineering PI Dashboard Q2 – Q3 2021/22

Category 1 PI's

KPI ref	Definition	Expected	Min	Freq	Accuracy	Owner
ENG 1.1	Roads and Pavements – Time taken to respond to permit request	99%	95%	Mthly	2 D.P.	RR
ENG 1.2	Roads and Pavements – Permit scheme compliance of Capita workforce.	91%	86%	Mthly	2 D.P.	AH
ENG 1.3	Roads and Pavements – Percentage of pothole and footpath enquiries inspected within 3 working days	85%	75%	Mthly	2 D.P.	AH

July		August		September		October		November		December	
Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%
<u>1061</u>	100.00%	<u>844</u>	100.00%	<u>1035</u>	100.00%	<u>754</u>	100.00%	<u>897</u>	100.00%	<u>650</u>	100.00%
1061	G	844	G	1035	G	754	G	897	G	650	G
<u>295</u>	95.78%	<u>228</u>	95.40%	<u>344</u>	96.09%	<u>215</u>	90.34%	<u>201</u>	91.36%	<u>151</u>	94.38%
308	G	239	G	358	G	238	A	220	G	160	G
<u>121</u>	100.00%	<u>89</u>	97.80%	<u>142</u>	97.93%	<u>98</u>	98.99%	<u>84</u>	97.67%	<u>92</u>	100.00%
121	G	91	G	145	G	99	G	86	G	92	G

Engineering Action Plan Dashboard Q2-Q3 2020/21

ACTION PLANS

KPI ref	Definition	Frequ	Owner
AP ENG 1	Support, review and Freud update the Transport Strategy and associated supporting documents	Quarterly	CT/DM
AP ENG 2	Undertake an exercise to produce an updated speed limit consolidation order and conduct an audit of existing signs and road markings associated with these speed limits across the borough to ensure they are compliant with the necessary legal orders	Quarterly	NS/SL
AP ENG 3	Produce Sign Policy and Guidance Document	Quarterly	NS/SL
AP ENG 4	Road Marking Condition Assessment and Asset Inventory Collection	Quarterly	AH
AP ENG 5	Review of Highway Policies – 1) Overhanging Vegetation 2) Road Traffic Accidents	Quarterly	AH
AP ENG 6	Electric Vehicles	Quarterly	SL

July		August		September		Q2		October		November		December		Q3	
Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%
-	G	-	G	-	G	-		-	G	-	G	-	G	-	G
-	G	-	G	-	G	-		-	G	-	A	-	G	-	G
-	G	-	G	-	G	-		-	A	-	A	-	G	-	G
-	G	-	G	-	G	-		-	G	-	G	-	G	-	G
-	G	-	A	-	G	-		-	G	-	A	-	A	-	A
-	G	-	G	-	G	-		-	G	-	G	-	G	-	G

Regulatory Services KPI Dashboard Q2-Q3 2020/21

Category 2 KPI's

KPI ref	Definition	Expected	Min	w/t	Own
PLG 2.1	Planning - % major applications determined on time	95% sliding scale	90% sliding scale	20%	JP
PLG 2.2	Planning - % minor applications determined on time	96%	90%	20%	JP
PLG 2.3	Planning - % other applications determined on time	96%	92%	20%	JP
PP 2.1	Public Protection - Persistent Environmental Health complaints in relation to domestic or business premises	100%	95%	15%	JL
PP 2.2	Public Protection - Broadly Compliant Food Establishments	90%	86%	10%	JL
BC 1.4	Building Control - Building Regulations decisions issued within statutory target dates	77%	62%	15%	AW

July		August		September		Q2		October		November		December		Q3	
Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%
<u>27</u>	100%	<u>27</u>	100%	<u>22</u>	100%	<u>22</u>	100%	<u>23</u>	100%	<u>23</u>	100%	<u>27</u>	100%	<u>27</u>	100%
27	↑	27	↑	22	↑	22	G	23	↑	23	↑	27	↑	27	G
<u>137</u>	99%	<u>149</u>	100%	<u>155</u>	100%	<u>155</u>	100%	<u>157</u>	100%	<u>149</u>	100%	<u>154</u>	100%	<u>154</u>	100%
138	↑	149	↑	155	↑	155	G	157	↑	149	↑	154	↑	154	G
<u>842</u>	99%	<u>872</u>	99%	<u>891</u>	99%	<u>893</u>	99%	<u>896</u>	99%	<u>890</u>	99%	<u>854</u>	99%	<u>854</u>	99%
854	↑	882	↑	901	↑	903	G	906	↑	897	↑	860	↑	860	G
<u>3</u>	100%	<u>1</u>	100%	<u>4</u>	100%	-	-	<u>2</u>	100%	<u>1</u>	100%	<u>2</u>	100%	-	-
3	G	1	G	4	G	-	-	2	G	1	G	2	G	-	-
<u>1321</u>	93%	<u>1324</u>	93%	<u>1327</u>	93%	-	-	<u>1334</u>	93%	<u>1360</u>	94%	<u>1361</u>	94%	-	-
1420	G	1420	G	1427	G	-	-	1432	G	1450	G	1452	G	-	-
<u>43</u>	84%	<u>44</u>	83%	<u>44</u>	94%	-	-	<u>48</u>	96%	<u>38</u>	83%	<u>41</u>	93%	-	-
51	G	53	G	47	G	-	-	50	G	46	G	44	G	-	-

Regulatory Services PI Dashboard Q2-Q3 2020/21

Category 1 PI's

KPI ref	Definition	Expected	Min	Frequency	Owner
PLG 1.1	Planning - % appeals contrary to officer decision	28%	32%	Mthly	JP
PLG 1.2	Planning - % discharge of conditions determined on target	80%	74%	Mthly	JP
PLG 1.3	Planning - % minor pre application enquiries responded to in time	91%	86%	Mthly	JP
PLG 1.4	Planning - % stage 1 major pre-applications responded to in 5 weeks	80%	70%	Mthly	JP
PLG 1.5	Planning - % Committee decisions made contrary to Officer advice	10%	15%	Mthly	JP
PLG 1.6	Planning - % enforcement cases enforcement cases closed within target	85%	75%	Mthly	JP
BC 1.1	Building Control - % of requests for site inspections responded to within target	98%	95%	Mthly	AW
BC 1.2	Building Control - % of requests for dangerous structures assessment response to within target	100%	95%	Mthly	AW
BC 1.3	Building Control - % market share against private sector competition	75%	70%	Mthly	AW
REG 1.1	Regulatory Services - Customer Satisfaction Rating	80%	80%	Mthly	all

July		August		September		October		November		December	
Figures	%	Figures	%	Figures	%	Figures	%	Figures	%	Figures	%
<u>4</u>	27%	<u>5</u>	31%	<u>6</u>	40%	<u>8</u>	44%	<u>9</u>	47%	<u>7</u>	44%
15	G	16	A	15	R	18	R	19	R	16	R
<u>126</u>	95%	<u>130</u>	95%	<u>131</u>	95%	<u>126</u>	95%	<u>125</u>	96%	<u>121</u>	96%
132	G	137	G	138	G	133	G	130	G	126	G
<u>187</u>	99%	<u>190</u>	99%	<u>192</u>	99%	<u>194</u>	99%	<u>193</u>	99%	<u>190</u>	99%
189	G	192	G	194	G	196	G	195	G	192	G
<u>8</u>	80%	<u>10</u>	83%	<u>13</u>	87%	<u>16</u>	89%	<u>17</u>	89%	<u>17</u>	94%
10	G	12	G	15	G	18	G	19	G	18	G
<u>7</u>	12%	<u>7</u>	13%	<u>7</u>	12%	<u>7</u>	13%	<u>7</u>	12%	<u>7</u>	12%
59	A	54	A	57	A	56	A	57	A	60	A
<u>420</u>	93%	<u>453</u>	95%	<u>447</u>	97%	<u>431</u>	98%	<u>432</u>	98%	<u>433</u>	98%
451	G	475	G	459	G	441	G	441	G	441	G
<u>397</u>	100%	<u>322</u>	100%	<u>398</u>	100%	<u>339</u>	100%	<u>363</u>	100%	<u>235</u>	100%
397	G	322	G	398	G	339	G	363	G	235	G
<u>1</u>	100%	<u>6</u>	100%	<u>8</u>	100%	<u>4</u>	100%	<u>31</u>	100%	<u>19</u>	100%
1	G	6	G	8	G	4	G	31	G	19	G
<u>116</u>	86%	<u>102</u>	86%	<u>113</u>	84%	<u>107</u>	74%	<u>91</u>	76%	<u>57</u>	79%
135	G	119	G	135	G	144	A	119	G	72	G
<u>3375</u>	84%	<u>3183</u>	82%	<u>4098</u>	84%	<u>4885</u>	84%	<u>4345</u>	82%	<u>5778</u>	85%
4030	G	3880	G	4850	G	5790	G	5270	G	6830	G

Regulatory Services Action Plan Dashboard Q2 –Q3 2020/21

ACTION PLANS

KPI ref	Defintion	Own er	April		May		June		Q1		July		August		September		Q2		October		November		December		Q3	
			Figure s	%	Figure s	%	Figure s	%	Figure s	%	Figure s	%	Figure s	%	Figure s	%	Figure s	%	Figure s	%	Figure s	%	Figure s	%	Figure s	%
AP PLG 1	Planning policy documents and Local Plan	JP		G		G		G		G		G		G		G		G		G		G		G		G
AP REG 1	Housing Enforcement Policy	JL		G		G		G		G		G		G		G		G		G		G		G		G
AP REG 2	Food Law Plan 2020-2022	JL		G		G		G		G		G		G		G		A		A		G		G		G
AP REG 3	Cumulative Impact Assessment	JL		G		G		G		G		G		G		G		G		G		G		G		G
AP REG 4	Review of Street Trading Scheme	JL																								
AP REG 5	Review of Hackney Carriage and Private Hire Licensing Policy	JL	-		-		-		-		G		G		G		G		G		G		G		G	
AP REG 6	Review of Covid-19 Outbreak	JL		G		G		G		G		G		G		G		G		G		G		G		G
AP BC 1	Building Control Enforcement Procedure	AW		G		G																				
AP BC 2	Review of Building Control Service	AW																								
AP BC 3	Retention of Building Control Quality Assurance status and update to ISO9001:2015	AW		G		G																				

Approach to ASP
2022-23

05

Annual Service Plan 2022-23

The ASP will contain contractual deliverables for the coming year. Investment Schedule and Business cases will be in accordance with the contract and we will align to the Councils priorities.

The ASP will be considered by Strategic Partnership Board on 21st March 2022 for approval prior to the start of the new year.

Partnership focus for 2022-23

- Alignment to the new Our North Tyneside plan, e.g.:
 - Support carbon net zero by 2030 with carbon reduction plans and activities
 - Supporting regeneration, improving roads and pavements, safe cycling and walking
 - Education – school and apprentice support
 - Social Value - community support, partnership jobs, local supply chain, supporting local community groups, charitable activity
- Focus on customer service
- Focus on digital innovation
- Delivering the Benchmarking action plan

Cross cutting action plans are being considered which will be aligned to the above to best support the councils priority areas of focus. There will be an emphasis on flexibility and partnership behaviours. We will look to continue to bring forwards innovation and ideas.

Each service subgroup are currently reviewing measures and making recommendations for 2022-23.

A number of KPI and PI must be improved to meet continuous improvement commitment. Because many performance targets are steady state and at upper quartile, they can't economically be increased further so as with last year the aim for those is to keep to the current run rate and demonstrate service improvements in other ways such as innovation and increased alignment to council priorities.

Benchmarking
update

06

Benchmarking Update

The Prior year, 2020-21, was contract year and a contractual benchmarking year.

- Benchmarking approach was agreed by OPB, SPB board and considered by this board also
- External review was undertaken by CIPFA for property and by GoBeyond for Regulatory Services
- Capita conducted the benchmarking and draft reports were submitted to the council by the end of the contract year as required
- Reports were reviewed by OPB and questions responded to e.g. produce final reports
- SPB approved an Action Plan covering all reports, which is shown on the following slide and confirmed that actions will be built into to 2022-23 Annual Service Plan and reported quarterly

Benchmarking Action Plan

Partnership-wide			
Service Area	Commentary	Action required	Timeframe
Partnership-wide	<p>Partnership Improvement Opportunities</p> <p>The Benchmarking reports highlighted common themes or actions that could be implemented for the benefit of the Partnership.</p> <p>These are to be captured within the ASP for 2022/2023</p>	<p>Strategic Action Plans to be included within the 2022/23 ASP, ensuring strategic alignment with Council and Partnership objectives:</p> <ul style="list-style-type: none"> • Preparing early for 2027 and expiry of the partnering agreement • Establish a Partnership Programme Management Office (PMO) • Innovate to obtain better customer insight • Increase digitisation • Improve reporting by use of dashboards and PowerBi 	March 2022

Engineering			
Service Area	Commentary	Action required	Timeframe
Major Schemes	<p>Financial efficiencies</p> <p>The Partnership has identified there will be an increasing number of engineering schemes over the remaining term of the Partnership, linked to the Ambition for North Tyneside and the Local Plan.</p> <p>This provides a fresh opportunity to reassess the benefits of the Partnership for both Capita and the Authority.</p> <p>It has been agreed commercially that, in return for the increasing volumes of work for Capita, the Authority shall benefit from a reduction in the margin it pays.</p>	<p>Formally conclude the 'in principle' agreement securing implementation of a margin reduction based on an 'volume floor' on Engineering works.</p> <p>Monitor and report against the volume of Engineering, Regeneration, and s.278/106 work coming into the Partnership via the established partnership governance arrangements.</p> <p>Revisit the exclusivity agreements required to ensure volumes are sufficient</p>	April 2022

Benchmarking Action Plan (2)

Regulatory Services			
Service Area	Commentary	Action required	Timeframe
Building Control	Building Control: The future of service delivery Government plans to introduce new legislation (via the Building Safety Bill) will fundamentally change the manner in which local authority building control services operate. The Partnership needs to prepare	Develop an Action Plan for the 2022/23 capturing the preparatory work required	March 2022
Building Control Planning Public Protection	Performance Improvement Implement recommendations identified in the separate Diagnostics initiative carried out externally to identify those areas which could be targeted for improvement	Review, impact and implement as appropriate those recommendations for improvement from the external diagnostic work that align with the Authorities policies and approach	March 2022

Property			
Service Area	Commentary	Action required	Timeframe
Property	Strategic Role The Partnership needs to embed the Strategic Property Role and the wider Capita resources to compliment and support the Authority's Property objectives.	Develop, as part of the action planning for 2022/23, business proposals / opportunities aligned with the Authority's Governance arrangements and Estates Strategy.	March 2023
Property	Performance The Partnership should review performance of the Capita Strategic Property Team	Develop revised performance measures and relevant KPI's as part of the action planning for 2022/23	March 2023
Property	Information Management The Partnership needs to align the existing Strategic Property Management Database with the Authority's systems.	Work collaboratively with the Authority's Unified Project Board and associated subgroups to ensure successful integration into new Authority's systems on considering new property management options.	March 2023

OSPD are asked to consider:

1. Q2-Q3 2021-22 performance updates
2. Benchmarking Action Plan
3. Approach to ASP 2022-23