



**North Tyneside Council**

# Public Document Pack

## Overview, Scrutiny & Policy Development Committee

Friday, 3 March 2023

**Monday, 13 March 2023** 0.02 Chamber - Quadrant, The Silverlink North, Cobalt Business Park, North Tyneside, NE27 0BY **commencing at 6.00 pm.**

<b>Agenda Item</b>	<b>Page</b>
<b>1. Appointment of Substitute Members</b>	
To be notified of the appointment of any Substitute Members.	
<b>2. Declarations of Interest and Dispensations</b>	
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.	
<b>3. Minutes</b>	<b>3 - 6</b>
To confirm the minutes of the meeting held on 16 January 2023.	
<b>4. Efficiency Savings Programme: 2022/23 Quarter 3: Progress Report</b>	<b>7 - 42</b>
To update the progress of key 2022/23 projects and business cases within the overall Efficiency Savings Programme.	
<b>5. Annual Scrutiny Report</b>	<b>43 - 60</b>
To receive the Overview and Scrutiny Annual Report 2022/23.	

**Circulation overleaf ...**

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## **Members of the Overview, Scrutiny & Policy Development Committee**

Councillor Mrs Linda Arkley OBE  
Councillor Julie Cruddas  
Councillor Muriel Green  
Councillor Janet Hunter (Chair)  
Councillor Jim Montague  
Councillor Erin Parker-Leonard  
Councillor Willie Samuel  
Councillor Matt Wilson

Councillor Debbie Cox  
Councillor Davey Drummond  
Councillor Margaret Hall (Deputy Chair)  
Councillor Joe Kirwin  
Councillor Andy Newman  
Councillor Matthew Thirlaway  
Councillor Judith Wallace

Ms Fiona Burton, Parent Governor Representative  
Mr Stephen Fallon, Church Representative  
Rev Michael Vine, Church Representative

# Public Document Pack Agenda Item 3

## Overview, Scrutiny & Policy Development Committee

**Monday, 16 January 2023**

Present:

Councillors J Kirwin (in the Chair)  
L Arkley, J Cruddas, D Drummond, J Montague,  
A Newman, E Parker-Leonard, M Thirlaway, W Samuel,  
J Wallace and M Wilson

In attendance:

Councillors P Earley and J O'Shea  
Ms F Burton – Parent Governor Representative  
Rev M Vine – Church Representative

Apologies:

Councillors D Cox, M Green, M Hall, Janet Hunter and  
S Fallon – Church Representative

### **OV25/22 Appointment of Chair**

The Chair and Deputy Chair were unable to be present.

**Agreed** that Members of the Committee present elected that Councillor J Kirwin to Chair the meeting.

### **OV26/22 Appointment of Substitute Members**

Pursuant to the council's constitution the appointment of the following substitute members was made:

Councillor J O'Shea for Councillor M Hall  
Councillor P Earley for Councillor M Green

### **OV27/22 Declarations of Interest and Dispensations**

Councillor Matthew Thirlaway declared non - registerable personal interest in Item 4 – 2023/24 Budget Scrutiny Sub-group report as he has a family member who is employed by is employed by North Tyneside Council.

Councillor Julie Cruddas declared a non-registerable personal interest in Item 4 – Item 4 – 2023/24 Budget Scrutiny Sub-group report. She is a Director of Justice Prince Community Interest Company.

Councillor Willie Samuel declared a non-registerable personal interest in Item 4 – Item 4 – 2023/24 Budget Scrutiny Sub-group report. He has a family member who is employed by North Tyneside Council.

**OV28/22 Minutes**

**Resolved** that the minute of the meeting held on 30 November 2022 be agreed.

**OV29/22 2023/24 Budget Scrutiny Sub-group report**

The Committee received the report of the Budget Sub-group that detailed the scrutiny into the Cabinet's initial 2023/27 Financial Planning and Budget process: Cabinets Initial Budget proposals.

The group met on 1 December 2022, where officers presented the position of the Authority budget, the Initial budget proposals to deliver a balanced budget.

The Director of Resources was in attendance and provided the committee with further information following receipt to the government settlement.

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 31 January 2023. The Committee agreed to delegate the sub-group responsibility to make further comment and any recommendations to Cabinet following this meeting.

Two Members of the Committee who were also Members of the Budget Sub-group expressed that the report accurately reflected the discussion of the sub-group. They also thanked all the officers who presented and aided the budget process.

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 2023/24 Final Budget Proposals.

**OV30/22 Technical Services Partnership - Capita Update**

The Committee received update for partnership performance for the first and second quarters of the 2022 – 23 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 behalf of the Authority 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 & Q2 22022-23 report be noted.

**OV31/22      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.

**OV32/22      Technical Services Partnership - Financial Information**

**Agreed** that the Financial update 2022-23 Quarter 1 & 2 be noted.

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## Meeting: Overview, Scrutiny & Policy Development Committee

**Date:** 13 March 2023

**Title:** Efficiency Savings Programme:  
2022/23 Quarter 3: Progress Report

**Author:** Jon Ritchie

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 progress of key 2022/23 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

New savings were proposed for 2022/23 of £4.720m combined with £2.537m of savings targets that still required a permanent solution from previous years meaning an overall target to achieve in 2022/23 is therefore £7.257m.

The project work and the realisation of associated savings for both the new 2022/23 savings, has been broken down over the four workstreams: Digital, Data and Customer; Workforce Planning and Organisational Development; Commissioning, Procurement and Commercial; and Asset Management, and the prior year business cases 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 financial position as at 30 November 2022 is set out in the table below.

Service	B/F Balances £m	2022/23 Business Cases £m	2022/23 Target £m	Projected Delivery £m	In Year Actions £m	Yet to be achieved £m
Adults Services	0.000	0.950	0.950	0.950	0.000	0.000
Children's Services	2.373	0.850	3.223	0.025	0.398	2.800
Environment	0.000	0.520	0.520	0.520	0.000	0.000
C&AM	0.164	0.582	0.746	0.068	0.176	0.502

Resources	0.000	1.563	1.563	1.563	0.000	0.000
Central	0.000	0.255	0.255	0.255	0.000	0.000
<b>TOTAL</b>	<b>2.537</b>	<b>4.720</b>	<b>7.257</b>	<b>3.381</b>	<b>0.574</b>	<b>3.302</b>

- £3.955m has been delivered against the overall target via project activities outlined in associated business cases;
- £3.302m of the overall target is yet to be achieved and is contributing to the wider Authority pressure reported to Cabinet in the Financial Management Report.
- A summary of the savings are set out below.

## Children & Young People

### PY Programmes

#### Fostering Strategy

Review and revision of carer fees to attract more carers; will require upfront investment on basis that costs will be offset by reduction in use of external fostering placements and external residential care.

Options remain under consideration.

If effective, will reduce existing pressures on placement budgets.

Overall Status RAG X

<b>Financial Delivery Status</b>	<b>£'000</b>
Budgeted Delivery	(180)
In-year actions Delivery	
Yet to be achieved – Surplus/(Shortfall)	(180)
<b>Financial Risk</b>	<b>RAG (X)</b>
Projected shortfall in savings in excess of £0.050m	<b>X</b>
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

<b>Operational Delivery Status</b>	
<b>Milestones identified from Business Case/Proposal</b>	<b>Achieved Y/N</b>
1. Review and refresh strategy	Y
2. Undertake Foster carer consultation	Y
3. Cabinet approval November	Y
4. Implement refreshed strategy and fees	Y

<b>Operational Position Statement</b>
It continues to be our ambition to recruit more carers as articulated in our recently refreshed strategy to enable us to identify care arrangements for children within a



family environment. Foster carers are paid age-related child allowances to cover the cost of the foster child's living expenses. The National Minimum Allowance (NMA) was set annually in April by the Government as a basic rate that local authorities should pay. Although it is not statutory to comply, it is considered best practice to adopt the NMA annually, which we have now implemented, with amendments made to ContrOCC (financial payment system) to support payment. Proving additional financial support is key to enable carers to continue to foster and provide what is needed for children. We have also Introduced a second child fee which we hope will also encourage carers to take more children which is in line with our fostering strategy to reduce the use of IFA carers.

We recognised the impact of the Covid Pandemic on families due to children being at home more and the additional costs that came with that. We supported carers and provided an additional £200, one off payment, at that time.

### Operational Risks

Like many authorities across the region, we have experienced challenges in recruiting and retaining foster carers due to the cost-of-living crisis and other external factors. While we have faced these challenges, we have continuously adapted our recruitment tactics to ensure we reach as many people as possible. Whilst our approvals to date in this year are higher than the previous year, it's not where we want to be when considering rising numbers of children in need of care.

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

### Accommodation Strategy

Development of new internal provision (e.g. Beadnell Court, Bawtry) in order to reduce use of external provision

Will require upfront capital investment on basis of return on investment to reduce existing pressures on placement budgets.

Overall Status RAG	X
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(850)
In-year actions Delivery	
Yet to be achieved – Surplus/(Shortfall)	(850)
<b>Financial Risk</b>	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	

Full saving forecasted to be realised but not yet coded in the General Ledger.

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.Updating our CiC Sufficiency Strategy which includes accommodation as well as wider placements needs/priorities	N
2. Regional collaborative commissioning phase underway for children's residential settings, specialist education and overnight short breaks.	N
3.Review of framework and off-framework contracts	N
4.Ongoing quality monitoring, information sharing and escalation via Regional Link Officer role	N
5.Review of local children's home contracts e.g. Sunbridge	N
6.Local supported accommodation procurement, including UASC	N

Operational Position Statement	
<p>Oak and Maple children's homes are now fully refurbished and operational. Maple House was registered in December 2022 with Ofsted as a 4-bed short term home for children. Oak was registered in December too with Ofsted as a solo Children's home.</p> <p>Children's homes improvement plan - Policies and procedures are being fully reviewed and Statement of Purposes and Reg 45s refreshed. The outcomes of the financial audit and medical audit at Addison Street are being embedded across the service. Reg 44 reports are being revised to allow for easier completion and interpretation. A working party is considering the staffing establishment across the Children's homes to ensure we have sufficiency in terms of recruitment and retention and that we are achieving best value with less use of agency and overtime. This will ensure consistency in terms of the staff teams ensuring high quality care for our children.</p>	
Risks	
Operational Risk Assessment Criteria	
Milestones significantly delayed and/or major concern about delivering future milestones	RAG (X) X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

## Review of service delivery

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.

Overall Status RAG	<b>X</b>
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(300)
In-year actions Delivery	48
Yet to be achieved – Surplus/(Shortfall)	(252)
<b>Financial Risk</b>	RAG (X)
Projected shortfall in savings in excess of £0.050m	<b>X</b>
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

<b>Operational Delivery Status</b>	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.	

<b>Operational Position Statement</b>	
External recharge of staffing costs and additional income from Youth Justice Service Grant	
<b>Risks</b>	
Increase in demand for Early Help impacting on ability to take resource out.	
<b>Operational Risk Assessment Criteria</b>	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	<b>X</b>
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

## Additional external income

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.

Overall Status RAG	<b>X</b>
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(700)
In-year actions Delivery	
Yet to be achieved – Surplus/(Shortfall)	(700)
<b>Financial Risk</b>	RAG (X)
Projected shortfall in savings in excess of £0.050m	<b>X</b>
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Conclude Building back better fund projects and produce recommendations	Y
2. Share findings from building back better fund projects and follow up next steps	Y
3. Submit grant application for data and digital solutions fund	Y
4. Prepare for delivery of data and digital solutions fund	Y

Operational Position Statement	
<p>We have led on workstreams within the DfE's Recovery and Building Back Better Fund. This includes developing a digital maturity and peer support model and its 'practice solutions' workstream, which comprised the 'Improving Case Management Systems' project. The objective of this project was to improve the efficiency of reporting for social workers and support for children by addressing gaps in the current CSC case management systems (CMS). This work focused on social worker's identified primary need to be able to work creatively and capture the voice and lived experience of children and young people.</p> <p>DfE grant submitted for data and digital solutions fund in December 2022, confirmation received January 2023, we have been selected by the DfE to lead national work to contribute to CSC data and digital reform strategy implementation plan, as part of the data and digital solutions fund: Creating or improving specific data sets: The voice of children and families. As part of this, we will work across the region, with the DfE and other authorities to explore what data pertaining to the voice of children and families in children's social care is currently collected by LAs, what could be changed to make this more useful, and the feasibility of collecting this data more systematically. We aim to provide a clear sense of user needs, strengthen data collection, and seek to further understand and explore integration possibilities to capture the voice of the child and families within the social care system, using third party solutions, portals, and case management systems.</p>	
Risks	
Operational Risk Assessment Criteria	
Milestones significantly delayed and/or major concern about delivering future milestones	RAG (X)
Some milestones delayed and/or minor concern about delivering some future milestones	X
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

## Budget efficiencies

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. 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.

Overall Status RAG	X
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(168)
In-year actions Delivery	
Yet to be achieved – Surplus/(Shortfall)	(168)
<b>Financial Risk</b>	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

<b>Operational Delivery Status</b>	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.	

<b>Operational Position Statement</b>	
Risks	
<b>Operational Risk Assessment Criteria</b>	
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

## Children's Health Funding

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 Clinical Commissioning Group (CCG) / Integrated Care Board (ICB) where health needs have been clearly identified and are being met by packages of care commissioned by the Authority.

Overall Status RAG	X
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(400)
In-year actions Delivery	200
Yet to be achieved – Surplus/(Shortfall)	(200)

<b>Financial Risk</b>	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

<b>Operational Delivery Status</b>	
<b>Milestones identified from Business Case/Proposal</b>	<b>Achieved Y/N</b>
1. Prepare a new Short Breaks Statement	Y
2. Launch new Short Breaks Statement	Y
3. Re-commissioning and procurement of a new Short Break offer	Y
4. Project plan developed and project resources agreed	Y
5. Maximising opportunities for CC funding and contributions	Y

<b>Operational Position Statement</b>	
Review of short break offer is ongoing to address demand and provision, work is led by commissioning.	
Maximising opportunities for use of Continuing Care funding and contributions, including robust management oversight.	
<b>Risks</b>	
Lack of commitment and buy in from ICB and stakeholders. Also, not enough building based provision at present and still have children without a care package.	
<b>Operational Risk Assessment Criteria</b>	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	X
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

## Selling capacity at Riverdale

The full savings target of £0.025m was previously 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 and the saving has been achieved.

<b>Overall Status RAG</b>	X
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(25)
In-year actions Delivery	25
Yet to be achieved – Surplus/(Shortfall)	
<b>Financial Risk</b>	RAG (X)

Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	<b>X</b>

<b>Operational Delivery Status</b>	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Traded placements	Y

<b>Operational Position Statement</b>	
Despite significant demands on Children's care arrangements, successful traded placement made at Addison Street however it is not anticipated that this arrangement could be sustained year on year.	
<b>Risks</b>	
<b>Operational Risk Assessment Criteria</b>	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	<b>X</b>

## Leading Sector Led Improvement

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.

<b>Overall Status RAG</b>	<b>X</b>
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(300)
In-year actions Delivery	150
Yet to be achieved – Surplus/(Shortfall)	(150)
<b>Financial Risk</b>	RAG (X)
Projected shortfall in savings in excess of £0.050m	<b>X</b>
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Secure 22/23 SLiP funding (£400K)	Y
2. Agree additional support to Durham (regional fund)	Y
3. Agree and commence additional support to BWD	Y
5. Agree additional support to Tees Valley - EDT	Y
6. Commence additional support to Tees Valley - EDT	Y
7. Agree and commence support to Solihull	Y

Operational Position Statement	
Sector Led Improvement Support work is progressing well with Blackburn with Darwin, Tees Valley and Solihull, final stages of feedback and recommendations to be delivered to authorities by March 2023. Scoping 23/24 Sector Led Improvement work with regional grant manager.	
Risks	
<p>Impact of demand on our resources and those authorities we support</p> <p>Continued effective demand management within North Tyneside</p> <p>Clarity of expectations with recipient authorities and realistic timelines of support</p> <p>Flexibility of approach, written into agreements but also managed through relationships</p> <p>Regular checkpoints with DCS and AD through support</p> <p>Clarity of roles and responsibilities as part of support and subsequent improvement plan</p> <p>Recent Ofsted inspections , changes to personnel within supporting authorities has caused some slight delay in starting operational delivery, plans in place to conclude agreed work.</p>	
Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X



# Commissioning & Asset Management

## PY Programmes

### Increase Cost of School Meals

Options around increase of 5p, 10p, 15p increase

Overall Status RAG	<b>X</b>
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Financial Delivery Status	£'000
Budgeted Delivery	(171)
In-year actions Delivery	82
Yet to be achieved – Surplus/(Shortfall)	(89)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	<b>X</b>
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. As a result of schools leaving the SLA a proportion of previous years paid income targets cannot now be achieved as business case savings were based on significantly more schools generating paid income at the point the business case was produced.	N

Operational Position Statement
Paid school meals have not returned to pre COVID levels mainly due to more pupils moving to benefit based free school meals and more schools having left the service level agreement since the business savings targets were set.
Operational Risks
There are still significant risks to school meals paid income linked to post COVID 19 take up of paid meals due the increasing number of pupils moving to free school meals. There is a risk of further schools leaving the catering SLA which would impact on paid income. Inflation remains high and as school meals prices increase there is the risk that the number of pupils taking packed lunches increases.

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	<b>X</b>
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

## Increase SLA Charge to Schools

Increase the charge of the SLA to schools

Overall Status RAG	<b>X</b>
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<b>Financial Delivery Status</b>	<b>£'000</b>
Budgeted Delivery	(175)
In-year actions Delivery	100
Yet to be achieved – Surplus/(Shortfall)	(75)
<b>Financial Risk</b>	<b>RAG (X)</b>
Projected shortfall in savings in excess of £0.050m	<b>X</b>
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

<b>Operational Delivery Status</b>	
<b>Milestones identified from Business Case/Proposal</b>	<b>Achieved Y/N</b>
The yet to be achieved figure relates to the last three financial years savings targets 2020/21 to 2022/23 for SLA income. Due to the reduction in schools currently signed up to the schools catering SLA a proportion of the overall target cannot now be achieved (£0.075m) as the savings business case was based on significantly more schools being in the SLA at the point the business case was produced.	N
2. Communication out to schools to encourage early sign up to the SLA. The promotion of longer-term contracts to provide some degree of financial certainty will be encouraged.	Y

<b>Operational Position Statement</b>
The number of Schools leaving the SLA has increased in recent years. This has created significant pressure on income due to previous and current year income savings targets being set when many more schools were signed up to the SLA. A proportion of the central establishment element of the catering SLA cannot now be recovered from the schools that have left the SLA which results in an additional significant SLA income pressure. The service has reviewed all costs associated with SLA provision to mitigate the loss of income.
<b>Risks</b>
There is a potential risk of further schools leaving the catering SLA. This risk is increased by high inflation and supply chain issues.

<b>Operational Risk Assessment Criteria</b>	<b>RAG (X)</b>
Milestones significantly delayed and/or major concern about delivering future milestones	<b>X</b>
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

# Adult Social Care

## PY Programmes

### Healthcare funding

Securing additional CHC and s117 funding, following introduction of new process and governance as part of 18/19 business case

Overall Status RAG	<b>X</b>
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(250)
In-year actions Delivery	250
Yet to be achieved – Surplus/(Shortfall)	0
<b>Financial Risk</b>	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	<b>X</b>

<b>Operational Delivery Status</b>	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.Seek to reduce net costs by ensuring that the Authority secures appropriate contributions from our partners including Health	Y

<b>Operational Position Statement</b>	
Improvements have been made in processes to ensure that robust evidence of eligibility under relevant frameworks is recorded and can be shared with partners at decision making panels. Documentation has been adjusted to clearly show areas of need which sit outside of the Care Act domains and are therefore ineligible for social care.	
<b>Operational Risks</b>	
The achievement of these savings requires ongoing monitoring as clients move through the system and new clients come under these legislative guidelines.	
<b>Operational Risk Assessment Criteria</b>	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	<b>X</b>

### Assistive Technology

Using technology to better understand the needs of our residents and using technology to provide better care and less intrusive care.

Overall Status RAG	<b>X</b>
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(100)
In-year actions Delivery	100
Yet to be achieved – Surplus/(Shortfall)	0
<b>Financial Risk</b>	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	<b>X</b>

<b>Operational Delivery Status</b>	
<b>Milestones identified from Business Case/Proposal</b>	Achieved Y/N
1.Develop Support Through Technology Strategy	Y
2.Pilot use of different forms of technology to identify benefits	Y

<b>Operational Position Statement</b>
A lifestyle monitoring pilot has been completed and evaluated. This pilot used various forms of technology to monitor the daily activity of clients which supported decision making and allowed the correct level of support to be put in place. This often prevented over prescribing of care where full information on the extent of a client's needs was not available or evidenced. The technology in some cases also reassured client's relatives around the level of needs and risks. Following the evaluation of the pilot the next step is to consider a procurement exercise to maintain and expand the benefits realised.
<b>Risks</b>
Savings identified through reduced hours of care commissioned may not be maintained if needs change. Clients and their families may not trust or accept the evidence provided by the technology. In order to maintain the benefits a procurement process will need to be undertaken to secure use of the devices moving forwards.

<b>Operational Risk Assessment Criteria</b>	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	<b>X</b>

# Environment

## PY Programmes

### Recycling

Following tender, recycling rates reduced/avoidance of operational costs

Overall Status RAG	<b>X</b>
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(400)
In-year actions Delivery	400
Yet to be achieved – Surplus/(Shortfall)	
<b>Financial Risk</b>	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	<b>X</b>

<b>Operational Delivery Status</b>	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Establish a 10 year plan to increase recycling.	

<b>Operational Position Statement</b>
There are significant underspends linked to Kerbside / Home Recycling Disposal costs, reflecting the current market rate for recycled materials and subsequent lower disposal gate fee per tonne. Operational changes the Service was able to implement as a result of the new contract has led to savings on fuel and vehicle costs.
<b>Operational Risks</b>

<b>Operational Risk Assessment Criteria</b>	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	<b>X</b>

### Waste Disposal

Following negotiations extension costs reduced.

Overall Status RAG	<b>X</b>
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(100)

In-year actions Delivery	100
Yet to be achieved – Surplus/(Shortfall)	
<b>Financial Risk</b>	<b>RAG (X)</b>
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	<b>X</b>

<b>Operational Delivery Status</b>	
<b>Milestones identified from Business Case/Proposal</b>	<b>Achieved Y/N</b>
1. Establish a 10 year plan to contain the growth of waste costs.	

<b>Operational Position Statement</b>	
There are significant underspends linked to Kerbside / Home Recycling Disposal costs, reflecting the current market rate for recycled materials and subsequent lower disposal gate fee per tonne. Operational changes the Service was able to implement as a result of the new contract has led to savings on fuel and vehicle costs.	
<b>Operational Risks</b>	

<b>Operational Risk Assessment Criteria</b>	<b>RAG (X)</b>
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	<b>X</b>

## Street Lighting

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

<b>Overall Status RAG</b>	<b>X</b>
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<b>Financial Delivery Status</b>	<b>£'000</b>
Budgeted Delivery	(20)
In-year actions Delivery	20
Yet to be achieved – Surplus/(Shortfall)	
<b>Financial Risk</b>	<b>RAG (X)</b>
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	<b>X</b>

<b>Operational Delivery Status</b>	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.	

<b>Operational Position Statement</b>
Contract in place, maintenance costs reduced.
<b>Risks</b>
Increased electricity costs.

<b>Operational Risk Assessment Criteria</b>	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

## Profit from Property Development

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.

Overall Status RAG	X
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(5)
In-year actions Delivery	5
Yet to be achieved – Surplus/(Shortfall)	
<b>Financial Risk</b>	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

<b>Operational Delivery Status</b>	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Increase in charge applied	

<b>Operational Position Statement</b>
Work has been on plan and will continue in future years to maintain / increase profits.

Risks	
<b>Operational Risk Assessment Criteria</b>	<b>RAG (X)</b>
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	<b>X</b>

## Asset Management

### Capital Envelope

One strategic activity is asset management planning, with the overall aim of investing capital to reduce revenue costs and, in turn, improve the Minimum Revenue Provision position.

In 2022/23, the intention is to build on work already undertaken or underway, to manage assets in a way that optimises cost and supports a reduction in borrowing. Further reduction to the cost of borrowing following the external review by Link Asset will provide initial savings. Longer term, the Estate Strategy will be refreshed enabling the Authority to think about how to rationalise and share its estate.

<b>Overall Status RAG</b>	<b>X</b>
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<b>Financial Delivery Status</b>	<b>£'000</b>
Budgeted Delivery	(250)
In-year actions Delivery	250
Yet to be achieved – Surplus/(Shortfall)	0
<b>Financial Risk</b>	<b>RAG (X)</b>
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	<b>X</b>

<b>Operational Delivery Status</b>	
<b>Milestones identified from Business Case/Proposal</b>	<b>Achieved Y/N</b>
Reduction to Cost of Borrowing in 2022/23	Y
Review of Useage and Occupancy of buildings	n/a
Develop a 10-year asset management plan	n/a

<b>Operational Position Statement</b>
The initial 2022/23 savings projected to come from a reduction to the cost of borrowing is on track to be achieved in 2022/23.



Risks

<b>Operational Risk Assessment Criteria</b>	<b>RAG (X)</b>
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	<b>X</b>

## Energy Manager

Significant pressures are foreseeable within the energy market. Creating energy management capacity will allow us to consolidate budgets and have strategic oversight of the Authority's portfolio to take proactive action, forward buying together with visibility of technologies to reduce usage and cost.

<b>Overall Status RAG</b>	<b>X</b>
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<b>Financial Delivery Status</b>	<b>£'000</b>
Budgeted Delivery	(100)
In-year actions Delivery	0
Yet to be achieved – Surplus/(Shortfall)	(100)
<b>Financial Risk</b>	<b>RAG (X)</b>
Projected shortfall in savings in excess of £0.050m	<b>X</b>
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
Survey the Authority's energy usage in terms of volume, in addition to cost, building on the link to the Authority's carbon reduction work.	N
Operational Position Statement	
<p>This proposal links with the wider work on Climate Emergency and to have a much sharper focus on energy costs and to support the Authority in a reduction in consumption to mitigate against unit cost increases, moving away from gas.</p> <p>Unfortunately, significant pressures within the energy market (linked to national energy crisis), have resulted in high cost increases throughout the 2022/23 financial year, across both gas and electricity that could not have been foreseen.</p> <p>Whilst the increase in costs have resulted in significant budget pressures for the Authority to manage, Officers have continued to look at options to reduce consumption across several our key operational buildings. This has involved the installation of less polluting energy efficient electric heating systems to supplement existing gas boilers within 4 leisure centres and as part of the investment within the Killingworth Site, including the installation of Solar PV. In terms of electricity for The Killingworth Site, the Council has significantly reduced consumption in comparison for the same period in 21/22 and we are also looking at high reduction on consumption for gas.</p> <p>Had the national energy crisis and price increase not happened, the target of £100,000 would have been achieved by end of the 2022/23 financial year. The work to date, has however, helped keep the current cost increases / budget pressures to much lower than they could have been.</p>	
Risks	
Future cost increases on the supply of both gas and electricity.	

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

## Commissioning, Procurement and Commercial

### Fees and Charges

The Authority will obtain £6.964m from North Tyneside maintained schools in terms of buy in for services in 2021/22. £0.362m will be obtained from the trading company and £0.139m from the North of Tyne Combined Authority for SLA income in 2021/22. Fees for services will be reviewed to ensure that they recover costs. Any new services will be

discussed with Schools. Longer term arrangements will be put in place together with an inflationary uplift.

The Authority received £53.636m in fees and charges across the Authority in 2020/21. Fees and Charges should be reviewed to ensure they are fit for purpose and benchmarked across the region to assess which fees and charges can be increased. Fees in relation to registrars £0.316m in 2020/21, building control £0.471m and planning £0.698m in 2020/21 were all subsidised by COVID 19 grant and will be reviewed and benchmarked; this increase will generate income. However, some of the fees and charges are statutory and cannot be increased.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(100)
In-year actions Delivery	0
Yet to be achieved – Surplus/(Shortfall)	(100)
<b>Financial Risk</b>	<b>RAG (X)</b>
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
Fee increase proposals developed	Y
Proposals actioned	Y

Operational Position Statement
Budgetary increases relating to energy and supply chain have meant that any increase in fees and charges have been used to mitigate further pressures.
As Building Control is now within the control of the Authority there are plans to review the associated fees to commence in 2023/24.
<b>Risks</b>
Further supply chain issues and energy increases. Loss of custom due to fees being set too high.

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

## Direct delivery of services

- Home to school transport

Currently there are more than 2,000 children and young people with Education, Health and Care Plans (EHCPs) maintained by the Authority, with many pupils benefitting from transport to and from school as part of those plans. The budget for home to school transport is £2,063,553 and this is currently showing a forecast pressure of £2,235,928.

Demand for Home to School Transport, in particular the provision of taxis and hired cars which should only be provided in exceptional circumstances, has increased significantly over the last four years since 2018/19. The number of children and young people being transported to school has increased by on average 70 pupils per year over the last 4 years which is a 46% increase in pupils in the last four years overall.

There are efficiencies to be made and service improvements should the Authority deliver this internally; this will promote independence and quality of provision, ensuring always that those who require the service have this as needed.

Overall Status RAG	<b>X</b>
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Financial Delivery Status	£'000
Budgeted Delivery	(100)
In-year actions Delivery	36
Yet to be achieved – Surplus/(Shortfall)	(64)
<b>Financial Risk</b>	<b>RAG (X)</b>
Projected shortfall in savings in excess of £0.050m	<b>X</b>
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Although the pressure overall has increased on Home to School Transport, £0.036m of the savings have been delivered by routes being ceased or changed to deliver the savings identified to date. Work is ongoing to rationalise further routes to deliver the remaining (£0.076m) savings and also with APSE to identify further potential savings.	Y

<b>Operational Position Statement</b>
The Home to School Transport service has significant pressures due to the sustained increase in children with complex needs attending special schools and inflationary pressures. Demand pressures in High Needs is a known issue nationally and is also impacting on the High Needs budget within the Dedicated Schools Grant. Work is continuing on route rationalisation using the new QRoute system as well as looking at new options about transport delivery. The service is engaging with APSE to identify any additional potential savings.
<b>Risks</b>
The numbers of pupils in special schools and pupils in special educational needs settings requiring Home to School Transport has continually increased in recent years and as a result there is the risk of further routes being required and the inflationary costs linked to the new routes.

<b>Operational Risk Assessment Criteria</b>	<b>RAG (X)</b>
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	<b>X</b>

### Meeting needs differently

Adults' and Childrens' care is delivered across the region at significant cost. The Authority could deliver savings should investment be made to self-deliver residential care and short breaks or seek to reduce demand on the current provision ASC (£0.200m)/CYPL (£0.100m).

Another theme would be reducing the high-cost care packages for adults with learning disabilities (£0.100m). Learning from successful work elsewhere in the region where service re-design and the use of specialised teams has been used to provide alternative lower-cost care packages for disabled people. This will include the expansion of the business case and pilot use of digital technology to support independent living in adult social care to also include adults with learning disabilities and where this can be used to reduce face-to-face visits or challenge the recommendations of external providers and families on support needs of an individual.

<b>Overall Status RAG</b>	<b>X</b>
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<b>Financial Delivery Status</b>	<b>£'000</b>
Budgeted Delivery	(400)
In-year actions Delivery	300
Yet to be achieved – Surplus/(Shortfall)	(100)
<b>Financial Risk</b>	<b>RAG (X)</b>
Projected shortfall in savings in excess of £0.050m	<b>X</b>

Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.	

Operational Position Statement
Within Childrens Services any savings have been used to assist with staffing costs – a value for money managed service was engaged.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

## Contracts/commercial arrangements and supply chain

The Authority spends circa £260 million with its supply chain with over 4000 suppliers, this business case seeks to review the Authority's supply chain. It proposes a consolidation of lower level spend and reduction in waivers to ensure value for money is achieved. Each contract will be reviewed to ensure it is fit for purpose and not duplicated across the Authority.

Benefits include reduction in number of invoices and suppliers, better decision making and streamlined processes.

## Commercial Contracts Review

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(375)
In-year actions Delivery	375
Yet to be achieved – Surplus/(Shortfall)	(0)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.review tenders	Y
2.review major contracts	Y

Operational Position Statement
Savings were made across the supply chain, again savings were used to mitigate cost pressures within services.  Return of services from Capita and Equans has produced savings, the full impact will be known in Q4.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

## Supply Chain

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(100)
In-year actions Delivery	26
Yet to be achieved – Surplus/(Shortfall)	(74)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Supply chain reviewed	Y

<b>Operational Position Statement</b>
Any savings made offset pressures within service areas.
<b>Risks</b>

<b>Operational Risk Assessment Criteria</b>	<b>RAG (X)</b>
Milestones significantly delayed and/or major concern about delivering future milestones	<b>X</b>
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

## Commercial Arrangements with Adults and Children's Services

<b>Overall Status RAG</b>	<b>X</b>
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<b>Financial Delivery Status</b>	<b>£'000</b>
Budgeted Delivery	(500)
In-year actions Delivery	300
Yet to be achieved – Surplus/(Shortfall)	(200)
<b>Financial Risk</b>	<b>RAG (X)</b>
Projected shortfall in savings in excess of £0.050m	<b>X</b>
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

<b>Operational Delivery Status</b>	
<b>Milestones identified from Business Case/Proposal</b>	<b>Achieved Y/N</b>
Review fees	Y

<b>Operational Position Statement</b>
Whilst Adults services made savings an additional increase in care home fees due to energy increases has reduced the savings.
<b>Risks</b>

<b>Operational Risk Assessment Criteria</b>	<b>RAG (X)</b>
Milestones significantly delayed and/or major concern about delivering future milestones	<b>X</b>
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	



# Digital, Data & Customer

## Schools SLA Service

The Authority will obtain £6.964m from North Tyneside maintained schools in terms of buy in for services in 2021/22. £0.362m will be obtained from the trading company and £0.139m from the North of Tyne Combined Authority for SLA income in 2021/22. Fees for services will be reviewed to ensure that they recover costs. Any new services will be discussed with Schools. Longer term arrangements will be put in place together with an inflationary uplift.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(38)
In-year actions Delivery	38
Yet to be achieved – Surplus/(Shortfall)	
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Work with schools to boost take up numbers	

Operational Position Statement
Work is continuing with schools to boost the numbers taking up the Authority's offer and generate the additional income required to ensure the saving is achieved.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

## Refresh Network Connectivity

The Authority has over 70 satellites sites that are provided with network connections to form the Wide Area Network (WAN) of the Authority. These sites range from large corporate buildings such as the Quadrant and Killingworth sites to small individual CCTV connections and libraries. Additionally, this connectivity is relied upon to provide further connectivity to Schools and public.

This connectivity is provided through a range of leased lines and predominantly Wi-Fi solutions. reliance on this connectivity has increased significantly since its design 10 years ago and the whole network is now approaching end of life. By replacing the ageing WAN estate ICT will be able to deliver an improved service and a saving to the Authority.

The current Wi-fi solution at the core of the WAN is problematic due to its reliance on line of sight and multiple single points of failure. The technology often suffers outages and loss of speed due to weather and foliage growth. At the time it was designed little to no wired options existed and therefore it represented the best option however since then the technology has been phased out and is only usually suitable for very remote sites where no other options exist.

The WAN currently costs an average of £4,000 per year to provide 100-200mbps connectivity. All of this estate is now end of life and to replace this network, like for like with another wi-fi and leased line solution would cost an estimated £0.5M.

The Authority does have some remote sites such as St Mary's light house where a Wi-Fi connection may still be the best options however the majority of sites would be better served with a wired connection. These wired connections would provide more bandwidth and a more reliable service.

Overall Status RAG	<b>X</b>
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<b>Financial Delivery Status</b>	<b>£'000</b>
Budgeted Delivery	(150)
In-year actions Delivery	150
Yet to be achieved – Surplus/(Shortfall)	
<b>Financial Risk</b>	<b>RAG (X)</b>
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	<b>X</b>

<b>Operational Delivery Status</b>	
<b>Milestones identified from Business Case/Proposal</b>	<b>Achieved Y/N</b>
Future Proof Dark Fibre connection procured	
Leased Line provision defined	
Software Defined WAN procured for appropriate sites	

<b>Operational Position Statement</b>
Work is ongoing to review the contracts in relation to network connectivity to generate the saving required by the end of 2022/23.
<b>Risks</b>

<b>Operational Risk Assessment Criteria</b>	<b>RAG (X)</b>
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	<b>X</b>

## Utilising Video Technology to Reduce Travel

Throughout the Covid-19 pandemic the Authority has made significant changes to front line services with the introduction of a number of remote services. Some of these services have proved to be beneficial to residents, customers and the Authority. This business case describes a process to identify the beneficial service changes along with further opportunities and put in place technology solutions and changes to realise long term customer service improvements and financial savings.

The Authorities ability to use video technology to interact with customers has significantly improved over the last two years with the introduction of MS 365 Teams across the Authority, the improved features of this product and the ability of colleagues to use the technology proficiently.

This increased ability has been used throughout the Covid-19 pandemic to provide a range of virtual services which were previously delivered in person. In some cases this service has been a negative change made only by necessity of the pandemic but in many cases it has been positive. The changes have often resulted in interactions being more accessible and convenient to customer and residents as well as reducing travel time and mileage for the Authority.

<b>Overall Status RAG</b>	<b>X</b>
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<b>Financial Delivery Status</b>	<b>£'000</b>
Budgeted Delivery	(200)
In-year actions Delivery	200
Yet to be achieved – Surplus/(Shortfall)	
<b>Financial Risk</b>	<b>RAG (X)</b>
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	<b>X</b>

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
Hardware installed	
Utilisation targets achieved	

Operational Position Statement
Work is ongoing to generate the saving expected from utilising video technology more efficiently across the organisation to achieve the required efficiency.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

## Hardware Charging Model

The Authority has a large desktop and laptop estate totalling 3,921 devices. This results in an annual refresh cost of £400,000 rising to £445,000 in 25/26. The cost of purchasing additional equipment is met by the department requiring it however the ongoing cost to maintain and refresh it every 5 years is funded centrally by the ICT budget. This cost equates to 40% of the total annual capital budget for ICT and has grown significantly in the last 5 years.

The current model does not encourage departments to hand back unnecessary equipment and instead incentivises departments to hold on to equipment in case they need it again in the future to avoid the new device charge.

To alter this incentivisation it is recommended that the Authority implement a subscription-based model for all devices. This would mean that departments would see the direct ongoing costs of the devices and be encouraged to remove unnecessary devices to reduce cost rather than keep them. This would not require any additional funding or excessive financial management burden as the cost would be first baselined and described to each department via an automated reporting mechanism rather than excessive budget changes in the first instance. Once this process is in place new device requests would require a permanent budget transfer to ICT.

High level market engagement has also identified that the Authority could achieve a lower price point per device if it changed procurement methods and committed to larger orders over multiple years. ICT will work closely with the ICT Partner to undertake a procurement exercise to reduce this cost.

Overall Status RAG	<b>X</b>
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(50)
In-year actions Delivery	50
Yet to be achieved – Surplus/(Shortfall)	
<b>Financial Risk</b>	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	<b>X</b>

<b>Operational Delivery Status</b>	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Set up charging proposals	

<b>Operational Position Statement</b>	
Ongoing process to set up new model and communicate to departments.	
<b>Risks</b>	

<b>Operational Risk Assessment Criteria</b>	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	<b>X</b>

## Retain Covid Printing Reduction

Throughout the Covid-19 pandemic the authorities print volumes have dropped to less than 10% of the pre covid levels. The Authority printing contract costs in excess of 0.5M per annum and if this decrease could be made permanent through a bold removal of printers across the Authority and a continued message of not printing unless absolutely necessary a significant saving could be made by renegotiating the contract. The Authority has recently invested in new printing software that provides the ability to produce detailed reports on usage, these reports can be used to educate staff and managers to help sustain the reduced printing volume.

Overall Status RAG	<b>X</b>
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(50)
In-year actions Delivery	50
Yet to be achieved – Surplus/(Shortfall)	

<b>Financial Risk</b>	<b>RAG (X)</b>
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	<b>X</b>

<b>Operational Delivery Status</b>	
<b>Milestones identified from Business Case/Proposal</b>	<b>Achieved Y/N</b>
Print volume targets identified	
Monitoring and feedback system in place	

<b>Operational Position Statement</b>
Monitoring of print volumes remains ongoing as staff come back into the office.
<b>Risks</b>

<b>Operational Risk Assessment Criteria</b>	<b>RAG (X)</b>
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	<b>X</b>

## Reduce & Review Mobile Contract

The Authority has 3,500 mobile SIM cards, circa 3,000 devices and spends £20,000 per month on mobile telephony costs. The estate of mobile devices is end of life and over half need urgent replacement however no central budget exists for this cost as the devices are refreshed by the department who purchased them. This often leads to devices being kept far beyond the end of life of the device. The mobile estate presents a number of opportunities to reduce cost through both devices and SIM usage.

1,500 SIM cards have had no call usage in the last 12 months and either 0 or very minimal data usage and although some will be needed for lone workers and emergencies the majority are likely not being used. These unused devices cost the Authority £30,000 per year. An exercise to identify these users is underway and to work with departments to remove unused devices from the estate.

Data usage within the Authority has escalated from £5,000 per month to £20,000 per month in two years. This has been driven mainly by the Covid-19 pandemic changing ways of working and increases in technological capabilities. An education campaign has already reduced this monthly charge to £15,000 however further work can still be undertaken to identify inappropriate or unnecessary data consumption and to highlight this cost to individual departments and users. The contract with the current supplier of mobile

telephony and data is nearing the end and market engagement has shown that a retender of this contract is likely to reduce connectivity costs.

Overall Status RAG	<b>X</b>
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<b>Financial Delivery Status</b>	<b>£'000</b>
Budgeted Delivery	(100)
In-year actions Delivery	100
Yet to be achieved – Surplus/(Shortfall)	
<b>Financial Risk</b>	<b>RAG (X)</b>
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	<b>X</b>

<b>Operational Delivery Status</b>	
Milestones identified from Business Case/Proposal	Achieved Y/N
Survey of limited use devices completed	
Unnecessary devices deleted	

<b>Operational Position Statement</b>
Work is ongoing to identify unused and unnecessary devices.
<b>Risks</b>

<b>Operational Risk Assessment Criteria</b>	<b>RAG (X)</b>
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	<b>X</b>

# Workforce Planning & OD

## Customer Service Improvement Framework

The aim is to bring together the workforce planning toolkit, customer service review methodology and the digital maturity matrix into a single programme of customer service improvement reviews.

Combining these individual tools and activities into a single customer improvement framework will enable the organisation to evaluate current service performance and identify future service delivery options, including workforce requirements.

Overall Status RAG	X
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(500)
In-year actions Delivery	500
Yet to be achieved – Surplus/(Shortfall)	
<b>Financial Risk</b>	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

<b>Operational Delivery Status</b>	
<b>Milestones identified from Business Case/Proposal</b>	Achieved Y/N
Workforce planning toolkit applied to all staff	
Targeted service reviews underway	

<b>Operational Position Statement</b>	
Increased efficiencies through digital adoption and workforce realignment.	
<b>Risks</b>	

<b>Operational Risk Assessment Criteria</b>	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

## Alternative to Agency

In quarter 1 2021/22, the Authority spent £0.332m on agency workers, some of this is to address sickness absence, or seasonal variation and is cost effective in addressing our needs. However, some of this spend is not cost effective there are options which could be explored to achieve more



cost effective solutions for the short term work requirements of the Authority. This business case outlines these proposals.

Overall Status RAG	<b>X</b>
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<b>Financial Delivery Status</b>	£'000
Budgeted Delivery	(100)
In-year actions Delivery	100
Yet to be achieved – Surplus/(Shortfall)	
<b>Financial Risk</b>	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	<b>X</b>

<b>Operational Delivery Status</b>	
Milestones identified from Business Case/Proposal	Achieved Y/N
Review of pay policies and terms and conditions	

<b>Operational Position Statement</b>
Economies of scale and rationalisation of posts through natural wastage.
<b>Risks</b>

<b>Operational Risk Assessment Criteria</b>	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	<b>X</b>

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**Meeting: Overview, Scrutiny and Policy Development Committee**

**Date: 13 March 2023**

**Title: Overview and Scrutiny Annual Report 2022-23**

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**Author:** Democratic Services Tel: 0191 643 5315

**Service:** Law and Governance

**Wards affected:** All

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## **1. Purpose of Report**

To introduce the Overview and Scrutiny Annual Report 2022-23 and progress the next steps in the approval process for the report.

## **2. Recommendations**

To agree the Overview and Scrutiny Annual Report 2022-23 as attached and refer the report to Annual Council on 18 May 2023.

## **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 2022-23. In particular, the report highlights the involvement of scrutiny in scrutinising the continuing recovery of services moving on from 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 2023.

## **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

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# Overview and Scrutiny Annual Report 2022-23



**Date:** March 2023

**Author:** Overview, Scrutiny and Policy Development Committee



# Introduction

Welcome to the Overview and Scrutiny Annual Report 2022-23.

This report provides an overview of the work of the Overview, Scrutiny and Policy Development Committee, and Sub-committees during 2022-23.

Scrutiny members have welcomed a return to greater normality following the disruption experienced during Covid. Scrutiny Committees have been able to revert to their usual meeting cycle and to focus their attention on a wider range of topics and priorities than has been possible in recent years.

Over this year, Scrutiny has had a continued focus on policy development, and this has included a small number of scrutiny reviews contributing to the main themes and objectives set out in the 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

Scrutiny has also continued to play an important role in scrutinising the recovery of services post-Covid, and in the context of the 'cost of living crisis'.

# 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.

# 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 November 2022 meeting to address the Committee and set out her priorities for the year.

It has considered the 2023/2027 Financial Planning and Budget Process, including the associated Engagement Strategy, and continued to scrutinise the Efficiency Savings Programme 2022/23, 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 with eight members participating in the budget scrutiny.



The Sub-group met on two occasions. A full day session was held on the 1 December 2022, where the Assistant Chief Executive, Director of Resources and Senior Officers presented the 2023-2027 Cabinet's Initial Budget proposals including an update on engagement activities. A report was produced and reported to the OS&PD Committee on 16 January 2023.



A further meeting of the Budget Sub-group took place on the 31 January 2023 to consider Cabinet's final proposals, following the receipt of the Government Settlement, and a report was produced for consideration at the Cabinet meeting 6 February 2023. Both reports were then received at the council budget meeting on 16 February 2023.



### **Storm Arwen Sub-group**

At its meeting 20 January 2022 Council debated a Motion in relation to the weather event known as Storm Arwen.

Following debate it was agreed that the Elected Mayor would; "Launch a cross party inquiry into the handling of Storm Arwen by North Tyneside Council, including what work is outstanding and what lessons can be learned, and report back to full Council before the end of the municipal year".

The Elected Mayor made a request that a review be undertaken by the Overview, Scrutiny and Policy Development Committee (OS&PD) and it was agreed that OS&PD would establish a Task and Finish group to review the Storm Arwen weather event.

All non-executive members were canvased to be part of the Group, and 8 members took up the opportunity to be involved. The agreed approach for the review was through two focussed sessions, which took place on 16 and 23 May 2022.

On the completion of its work a report was presented at the Council meeting 21 July 2022, where Council decided to refer the report to Cabinet for its consideration as it has the responsibility to implement any changes to the Authority's Emergency Planning arrangements.

At its meeting 23 January 2023 Cabinet accepted all recommendations and gave delegated authority to the Director of Public Health to address the recommendations made by the Storm Arwen Task & Finish Study Group via the Emergency Planning Leadership Group (EPLG).

# 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.

## 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:

- The Council's Autism Strategy;
- The Better Care Fund;
- Availability and Access to NHS dentistry services in North Tyneside;
- Adult Social Care;
- A report from the Cabinet Member for Health and Wellbeing on progress against the Health Inequalities Plan;
- The role of the NHS in addressing Health Inequalities.
- Safeguarding Adults Board Annual Report
- Northumbria Healthcare Foundation Trust Quality Account
- Commissioning of mental health services

The Sub-committee have had a particular interest over the year on Adult Social Care and home care services. During 2021-22 a Study Group established by the Sub-committee completed a review of home care provision in the borough and submitted several recommendations to Cabinet. The Cabinet Member for Adult Social Care attended a meeting of the Sub-committee to present the Cabinet's response to the recommendations, and the Sub-committee has requested updates on the implementation of the recommendations.

The Sub-committee has also continued to monitor progress with the joint home care pilot underway with Northumbria NHS Healthcare Trust, and has received a presentation from Northumbria Healthcare Trust on Care Northumbria, a new domiciliary care service established by the Trust.



### **Regional Health Scrutiny**

Some Members of the Sub-committee are also representatives 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. These members have provided regular updates to the Sub-committee following meetings of this joint Committee.

### **Northumbria Healthcare Foundation Trust: Annual Quality Account**

The Sub-committee welcome the opportunity to submit the annual statement to Northumbria Healthcare Foundation Trust for inclusion in the published Quality Account for 2022-23.



This will cover views on the Trust's performance over the year as set out in the Quality Account and the priorities identified by the Trust for 2023-24.

# Economic Prosperity Sub-committee

During 2022-23 the Economic Prosperity Sub-Committee has:

- examined the Council's approach to develop a local cycling and walking infrastructure plan and to create low traffic neighbourhoods. Members commented on the criteria to be used in prioritising cycling and walking infrastructure projects for investment and in selecting areas to become low traffic neighbourhoods.
- met with Councillor Carl Johnson, Deputy Mayor and Cabinet Member with responsibility for strategic transport, to review the state of public transport services in North Tyneside and to examine the actions being taken by the North East Joint Transport Committee (JTC) to deliver the North East Transport Plan.
- met with Councillor Hannah Johnson, Cabinet Member with responsibility for Inclusion, Employment and Skills, to examine the Cabinet's overarching approach to building a more inclusive North Tyneside, particularly using the local economy as a route to make that happen.
- considered the ways in which the Authority engages with the local business community, particularly through the North Tyneside Business Forum, and how this has evolved given the increasingly challenging economic conditions. This enabled members to gain a better understanding of the pressures facing local businesses and how the Authority can help to support them.



- continued to monitor how the Authority is supporting the development of the Borough's town centres. The sub-committee commented on the proposals contained within the Ambition for Wallsend as part of the consultation on the masterplan.
- Regularly monitored data to provide an indication of the state of the economy in North Tyneside. The data has included the numbers of people claiming Universal Credit, the number of employments furloughed, the town centre vacancy rate, the number of job advertisements, new business start-ups, the number of companies in distress, out of work benefit claimants, levels of earnings and qualifications within the population and the number of apprenticeships.

# Housing Sub-committee

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

- Monitoring progress on the delivery of affordable homes;
  - Examining the main changes emerging from the Housing White Paper and the work to be undertaken to prepare for the changes;
  - Collaborating with Environment Sub-committee to examine plans for the decarbonisation of housing stock;
  - Identifying support available to tenants and residents in dealing with the cost-of-living crisis;
  - The plans for a refreshed approach to Tenant Engagement;
  - The works being undertaken to reduce the number of derelict properties within the borough; and
- An update on Homes for Ukraine
- Met with Cllr John Harrison, Cabinet Member for Housing to discuss key priorities for the service.

## Spotlight Review

The Sub-committee has continued to fulfil its role of scrutinising crime and disorder related matters. A small Sub-group was established to undertake a spotlight review of the support available to victims of anti-social behaviour. As part of this work, members met with some victim support volunteers to hear first-hand of the role that they play. The conclusions of this short study, along with some practical recommendations on making improvements to the service provided, have been shared with the relevant Cabinet Member.



# Environment Sub-committee

In view of the Authority's decision to be Carbon Net Zero by 2030 the Sub-committee decided to examine each of the workstreams of the Carbon Net Zero Action Plan to monitor progress made in delivering carbon reductions. This year the Sub-committee has examined how the Authority planned to decarbonise its fleet and how nature based solutions, carbon offsetting and insetting formed part of the Carbon Net Zero Plan.



As it was 10 years since 'Thunder Thursday' and the other severe flooding events that had occurred in the Borough the Sub-committee took the opportunity of revisiting the action taken by the Authority and its partners to address surface water flooding in the Borough and to reassure itself that the systems in place remained fit for purpose. The Sub-committee also reminded itself of some of the flood alleviation schemes that had been delivered and how these had successfully prevented a large number of households and businesses being inundated with flood water in the intervening years.

The Sub-committee considered the delivery of the Newcastle and North Tyneside Biodiversity Action Plan as it related to North Tyneside and examined the role of various community groups in improving the biodiversity of the Borough. The Sub-committee also considered the impact that the requirement for Biodiversity Net Gain as set out in the Environment Act 2021 would have on increasing biodiversity through the planning process.

The Sub-committee considered how dog fouling, littering, flytipping and graffiti adversely impacted on the appearance of the Borough. It examined the steps taken by the Authority to deal with the issue including regular street cleansing, the provision of additional litter and dog fouling bins, the provision of advice and education and finally by appropriate enforcement action.



Finally the Sub-committee met with Councillor Sandra Graham, Cabinet Member responsible for the Environment to review the actions taken in relation to the environment and the delivery of the Carbon Net Zero Action Plan.

# Culture and Leisure Sub-committee

During the year, the Sub-committee has considered reports and presentations on a range of topics and visited a number of facilities and locations in the Borough in relation:

- An update on the consultation initiated by the Authority with Ward Councillors, partners across the cultural sector, businesses, and the community, with a view to establishing a cultural compact for North Tyneside. Also, a steering group initiated to develop the compact as part of the process of developing a Cultural Strategy for the period to 2030, in line with the strategy timescale of Arts Council England.

Work had been undertaken by Iain Watson OBE (former Director of Tyne and Wear Archives and Museums (TWAM)) and Catherine Hearne (former CEO Helix Arts) in order to gain feedback on the key issues for cultural activity as seen by a range of partners from across the Borough, in the light of new developments and new challenges within the sector. An indication of themes emerging from the conversations to date was provided with a selection of creative businesses/individuals in Whitley Bay, North Shields, Wallsend and Longbenton. These included equal access and confidence, local identity, discomfort, and invigorating cultural ambition.

- Following the reports to Cabinet in May 2019 on Community Hubs and again in February 2021 as part of the wider customer services programme. The idea of a hub was a one stop shop for the community offering not only advice and information, but services and activities that met the needs of locals. It was proposed there would be six main physical access points across the Borough connecting people with community assets and services, providing services, and coordinating and connecting with other 'spoke hubs, to support the ambitions of the Our North Tyneside Plan.
- Following the report to Cabinet of 26 November 2018, An Ambition for North Tyneside, a programme of masterplans was initiated to address issues of regeneration and redevelopment across North Tyneside.

The development of a North Shields Cultural Quarter has evolved from the successful bid to Historic England to create a Heritage Action Zone (HAZ) and the investment through the North of Tyne Combined Authority (NTCA) to create a Cultural and Creative Zone (CCZ), within broadly co-terminus boundaries. A meeting at The Exchange and a walk around Howard Street was arranged to help members visualise what was planned.





- At its meeting on 28 March 2022, Cabinet received a report which set out a set of policy priorities for Wallsend Town Centre. These policy priorities were developed with the Deputy Mayor and following engagement with the Ward Councillors for Battle Hill, Howdon, Northumberland and Wallsend and were to inform a Masterplan for Wallsend which is identified as a priority in Our North Tyneside Plan 2021-2025.

The priorities were; to improve the quality of the housing offer in Wallsend; making the town centre and the neighbourhoods around it great places to visit and live; and about making sure Wallsend residents are connected to good jobs by using the full range of tools, including adult education services and apprenticeships and the transport infrastructure around the town to make sure people in the community, who need it, are supported to improve their life chances. The draft Masterplan proposed fourteen interventions that would deliver the three policy priorities for Wallsend, as identified by Cabinet.



- At the forthcoming March 2023 meeting, the new Director of the TWAM, Keith Merrin, is due to present progress on the work of the Museums, primarily around Sege Dunum and Stephenson's Steam Railway.

# Children, Education and Skills Sub-committee

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

- An overview of the Prevent Duty and how the Authority was complying with the overall statutory duty and how this linked to those services responsible for children, education and skills.
- The activities of the Safeguarding and Children's Services in meeting the corporate parenting responsibilities of the Council during the Covid Pandemic.
- Ofsted Focused Visit to the Council's arrangements for the 'front door' through the Multi-Agency Safeguarding Hub (MASH) and Social Work Assessment Teams.
- North Tyneside Special Educational Needs and Disability (SEND) Inclusion Strategy and the High Needs Recovery Plan
- Children in Care, Care Leavers and Safeguarding
- Elective Home Education
- Ambition for Education Plan

The Sub-committee continued to review children and young people's mental health, the universal mental health offer to train staff and pupils from North Tyneside schools in mental health awareness and the work of the Mental Health Support Teams in schools.



In July 2022 the Sub-committee met with the Deputy Headteacher at Spring Gardens Primary School who had taken part in the initial mental health pilot and discussed how the understanding of mental health had significantly improved in the school.

In September 2022 the Sub-committee met with the Deputy Director of Commissioning, NHS North East and North Cumbria Integrated Care Board (ICB) and received an update on the whole system work being under taken in relation to children and young people's mental health and emotional wellbeing in the Borough. There was discussion on the waiting time for specialist Child and Adolescent Mental Health Services (CAMHS) which was approximately six to eight weeks and the significant challenges in the system around the workforce and being unable to fill staffing gaps.

The Committee continued to monitor work undertaken in 2022 around children's exploitation including: Missing, Slavery, Exploitation (both criminal and sexual) and Trafficked (MSET) and an overview of the current cohort of children and young people at risk of exploitation and the interventions being completed with them.

## **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 received some introductory training about scrutiny with a particular focus on those new to the scrutiny chairing role. They also undertook focus group discussions on scrutiny priorities for the year ahead.

## **Future Scrutiny**

Preparation for the development of the 2023-24 overview and scrutiny work programmes is under consideration. The Chairs and Deputy Chairs usually have a role in discussing possible areas for review in order to prioritise topics for scrutiny during 2023-24. Elected Members, senior officers and the public are encouraged to suggest topics that scrutiny could usefully investigate.

When prioritising topics, Scrutiny Committee's give consideration as to whether the issue is timely and whether there is potential to have a positive impact on Council policy.

## **Regional Scrutiny**

Scrutiny members are part of the Regional Scrutiny Network coordinated via NEREO. This is a forum for representatives from all north-east local authorities and the North of Tyne Combined Authority to discuss any changes or issues in relation to scrutiny and to share best practice. Members have attended meetings of the Network over the year, supported by Democratic Services, with meetings mainly taking place via Teams.

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