

## **APPENDIX 4**

### **Annual Service Plan 2021/21**

**FINAL  
DOCUMENT**

# Capita Service Plan 2021-22

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Please note that there is a separate detailed performance annex to be read in conjunction with this document.

## 1. Introduction

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

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

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

In line with Council priorities, our partnership focus for the coming year is on the following:

### **Partnership focus for 2021-22**

- Engendering hope and public confidence
- Building back better – post-covid recovery
- Focus on customer service
- Focus on digital innovation
- Support to the climate emergency, carbon reduction and flood mitigation
- Supporting regeneration and transport planning
- Embedding equalities
- Delivering our benchmarking action plan
- Education – school and apprentice support
- Community support – charitable activity, poverty and anti-social behaviour reduction

Our service and cross cutting action plans plan focus has been aligned to the above in order to best support the council's priority areas of focus. There is also an emphasis on flexibility, given the need to adapt and re-prioritise with what can be rapidly changing circumstances as has been the case with the covid response. Our partnership behaviors and values will always align with those of the Council.

Each service sub-group have undertaken a full review of service performance measures and have made the recommendations for 2021-22 performance targets included in this plan. It has been recognised that the majority of or PI and KPI are at this stage in the partnership being met as steady state and are at considerable stretched performance at upper quartile. For this reason, many cannot be increased further so the current run rate has been maintained as the target and there is a focus for the coming year on the partnership demonstrating service improvements in other ways, including bringing innovation, digital and more modern service delivery, increased customer focus and increased alignment to council priorities.

It has been agreed in order to progress the digital innovation element that briefings with officers will take place bi-weekly and a tracker will be established for reporting monthly via Commercial and Finance subgroup into OPB with quarterly reporting into SPB and Scrutiny.

In addition to this drive to bring forwards more innovation and improvement ideas and alongside the benchmarking exercise, a full review of schedule 10 (social clause commitments) is underway as it is recognised that over the years of the contract term to date, priorities have changed and refined so it is important to take stock and re-align the social clauses to the current priorities. Agreement with the Council on the revised targets is to be finalised during Q1 and the new obligations will be reported against once agreed and the required CCN is in place.

For 2021/22 the Technical Services Partnership will be measured against:

- 5 Action Plans and 3 KPI and 4 PI relating to the Property Workstream
- 6 Action Plans and 5 KPI and 3 PI relating to the Engineering Workstream
- 11 Action Plans and 6 KPI and 10 PI relating to the Regulatory Services Workstream
- 8 Action Plans and 4 PI which are cross cutting

In addition to the above, the Technical Services Partnership will also deliver the following 7 contractual Strategic Objectives:

1. Honour the no compulsory redundancies for transferring TUPE staff
2. Remain co-located with the Authority in Council offices, in Quadrant West and Killingworth Depot
3. We will invest **£2.258m** the Partnership in line with the Councils priorities
4. We will generate 5 new jobs in year, including apprentice and graduate positions
5. We will provide gross income/savings of **£6.156m** through delivery of Business Cases

6. Continue service improvements measured through our Performance Regime with a focus this year on innovation and digital improvements. Health and safety focus, member support and support for major projects will also continue
7. Continue to support our charitable and other social clause commitments

Over the past year 2020/21, Capita has been immensely proud to support the Council in delivering key frontline services and strategic priorities through what has been a very difficult year for all.

The following provides a summary of our support by service area:

### **Engineering**

- The annual programmes of road resurfacing and preventative maintenance as well as footway improvements were successfully completed.
- The HAMP (Highway Asset Management Plan) Annual Information Report 2020 was published.
- Council measures to create more space for walking and cycling journeys during coronavirus were installed.
- Statutory duties for highways inspections and repairs continued to be met during the Covid-19 lockdown.
- A defective culvert near the B1322 Station Road in Backworth was repaired.
- School Crossing Patrol Officer Dot Thompson was presented with shopping vouchers and flowers after 50 years in the job.
- Further walking and cycling improvements were carried out along the A189 Salters' Lane after the original scheme finished within budget.
- More free parking was made available to Christmas shoppers in North Tyneside during the festive period.
- Public consultation was completed on the proposed removal of the public footpath over Borough Road Bridge in North Shields.
- Variable message signs encouraging people to stay at home during lockdown were erected on coastal routes while car parks were also closed. The Parking team suspended restrictions on length of stay in town centre car parks.
- Traffic management measures were introduced for temporary mobile coronavirus testing facilities.
- The Streetworks team supported national changes to the permit system by adopting the Department for Transport's Street Manager system.
- Work was completed on a developer-funded scheme to replace the mini-roundabout with traffic signals on the Coach Lane/B1318 junction in Wideopen.
- A chatbot that can advise motorists on whether their appeal against a parking fine is likely to be successful was piloted.
- Civil Enforcement Officers began putting renewal reminder notices on car windscreens if the parking permit is about to expire.
- Street closures were introduced outside four schools in North Tyneside to help keep children safer and healthier.
- Advanced technician Joe Knighting was awarded a QUEST Scholarship by the Institution of Civil Engineers (ICE).

- Graduate Civil Engineer Karl Gibson was Young Professional of the Year in the Chartered Institution of Highways & Transportation (CIHT) North East and Cumbria Awards.
- Dozens of businesses were granted temporary pavement licences by the Streetworks team to enable them to place furniture outside.
- A redundant stairwell on the Southern Promenade was infilled to create a continuous seawall.
- Streetworks liaised with CityFibre ahead of their roll-out of full-fibre broadband infrastructure.

### **Regulatory Services**

- The Planning team received a 'Gold Award' from Geoplace for the way it manages its address information database.
- Private landlords were advised of new legislation that aims to protect tenants from faulty electrics.
- The Public Protection team led the local authority's Covid-19 enforcement hub to help ensure the public followed Covid-19 legislation.
- The Building Control team provided a remote inspection regime during Covid-19 lockdowns to prevent delays to construction projects.
- The Trading Standards team issued one of the first prohibition notices in the North East after a gym remained open during lockdown.
- The licensed vehicle plates displayed on licensed hackney carriages and private hire vehicles were changed to single use, supporting the council's green agenda.
- The Building Control team successfully dealt with 42 dangerous structures within the borough to ensure the health and safety of residents.
- Consultation was carried out on a new policy that sets out when and how enforcement action will be taken against landlords who do not comply with their legal obligations.
- Trading Standards and Northumbria Police seized illegal fireworks and counterfeit clothing in Wallsend.
- The Taxi Licensing team wrote to 870 taxi drivers to invite them to apply for an Additional Restrictions Grant (ARG) worth £500.
- The Building Control team supported the council on a project to redevelop the Killingworth site.

### • **Property**

- Long-term community lettings were completed for Howdon Community Centre (now known as the Howdon Hub) Royal Quays Community Centre and Battle Hill Multi-Use Centre.
- Support was provided to set-up three Covid-19 vaccination centres in the borough and the team facilitated licenses for two testing sites.
- Capacity drawings were provided for council buildings so the local authority could make them Covid-19 secure.
- Around 350 commercial tenants were written to during coronavirus lockdown to advise that formal debt recovery action had been suspended and to provide advice on business support.

- Twenty-one of the council's commercial tenants were advised of a new business support grant.
- The council's largest industrial estate, Point Pleasant Industrial Estate in Wallsend, was sold.
- Licenses were granted to allow hospitality businesses to have outdoor seating during the pandemic.

### **Added Value Support**

- The Construction team helped Meadow Well Connected relocate a shipping container used for storage by clearing and levelling an overgrown area, laying a base foundation for the container, and constructing a connecting path to it.
- Ten Chromebooks were funded for Norham High School and nine for Percy Main Primary School.
- Norham High School was provided with 10 Internet dongles to support students with home learning who did not have access to the Internet.
- Investors in People awarded the Partnership silver level accreditation, which means it not only has the right principles in place, but its people and leaders make active efforts to check they're happening consistently throughout the organisation.
- A £1,000 donation to Meadow Well Connected enabled the charity to buy a hand-made awning, providing a covered space for many of the groups the charity supports to safely meet outdoors.
- Thirteen staff volunteers delivered either Christmas Cheer family packs (donated by Capita) or hampers to people in the borough on behalf of Meadow Well Connected, North Tyneside VODA and the Cedarwood Trust.
- Capita donated over £500 to Meadow Well Connected towards the cost of Christmas lunches they provide for the local community.
- More than 500 Christmas selection boxes were donated to pupils at Percy Main Primary School and Norham High School while 100 Christmas selection boxes were given to veterans' charity Forward Assist.
- Partnership Director Margie Burdis became the Vice Chair of Meadow Well Connected's Board of Trustees in addition to her role as Finance Chair. In addition, she became Vice Chair of Norham High School Governing Body, in addition to her role as Chair of the school's finance committee. In total, five members of staff were school governors.
- Anthony Hewitt, Head of Highways and Construction, became chair of Forward Assist's Board of Trustees.
- Twenty-five new laptops were donated to Norham High School thanks to a partnership between Capita and the charity Business2Schools.
- Capita earned the highest status of the North East Better Health at Work Award – Maintaining Excellence.
- Thirty-five second-hand office chairs were donated to Meadow Well Connected.
- Churchill Community College teamed up with Capita for the Engineering Education Scheme (EES) and Norham High School for the Engineering Development Trust's Bronze Award.
- Capita was one of the first organisations in the country to be awarded Investors in People's silver level 'We invest in apprentices' accreditation.

## 1.1 Who we are and what we do?

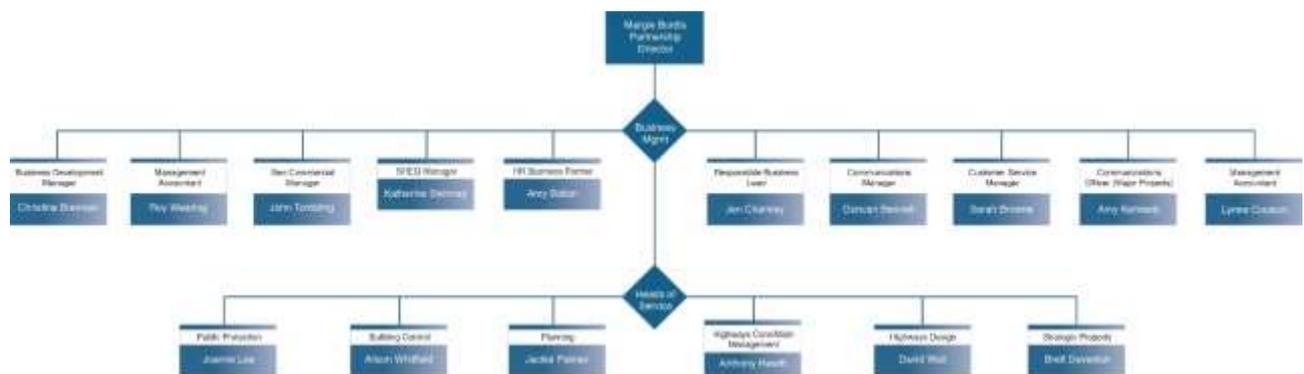
The Partnership sits within the remit of Environment, Housing and Leisure. To contribute to residents' priorities, our Partnership plays a pivotal role in:

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

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

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

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



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

- Engineering Services (incl. construction)
- Property Services
- Regulatory Services.

The Partnership has 303 members of staff covering all aspects of the Partnership including; School Crossing Patrols, Civil Enforcement Officers, Pavements, Front Line Construction Workers, Professional Staff, Technicians and Administrative Support.

### **Engineering Workstream – Leads and Activity**

**Network Lead – Anthony Hewitt, [anthony.hewitt@capita.com](mailto:anthony.hewitt@capita.com)**

**Highways Design Lead – David Wall, [david.wall@capita.com](mailto:david.wall@capita.com)**

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

### **Construction Workstream – Leads and Activity (Subset of Engineering)**

**Highways Maintenance Lead – Anthony Hewitt, [anthony.hewitt@capita.com](mailto:anthony.hewitt@capita.com)**

**Highways Construction Lead – Anthony Hewitt, [anthony.hewitt@capita.com](mailto:anthony.hewitt@capita.com)**

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

## **Property Workstream – Leads and Activity**

**Strategic Property Lead – Brett Devenish, [brett.devenish@capita.com](mailto:brett.devenish@capita.com)**

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

## **Regulatory Services Workstream – Leads and Activity**

**Planning Lead – Jackie Palmer, [jackie.palmer@capita.com](mailto:jackie.palmer@capita.com)**

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

**Building Control Lead – Alison Whitfield, [alison.whitfield@capita.com](mailto:alison.whitfield@capita.com)**

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

**Public Protection Lead – Joanne Lee, [joanne.lee@capita.com](mailto:joanne.lee@capita.com)**

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

## **Cabinet Members**

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

<p style="text-align: center;">Cabinet Member responsible for Finance and Resources, Councillor Martin Rankin</p>	<ul style="list-style-type: none"> <li>• Finance, ICT and HR</li> <li>• Audit, Assurance and Risk</li> <li>• Asset and Property Management</li> <li>• Procurement and Supply Chain (including the Capita and Engie Partnerships)</li> <li>• Delivery of the Investment Programme</li> </ul>
<p style="text-align: center;">Cabinet Member responsible for Environment, Councillor Sandra Graham</p>	<ul style="list-style-type: none"> <li>• A Green North Tyneside</li> <li>• Waste Management</li> <li>• Environmental and Local Transport Services (including roads, pavements, parking, and the Capita Partnership)</li> <li>• Cycling Champion</li> </ul>
<p style="text-align: center;">Cabinet Member responsible for Community Safety and Public Protection, Councillor Carole Burdis</p>	<ul style="list-style-type: none"> <li>• Community Safety and Tackling Anti-Social Behaviour</li> <li>• Public Protection (including Capita Partnership)</li> <li>• Emergency Planning and Business Continuity</li> </ul>

## 1.2 Workforce

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

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

Headcount of permanent employees as 3 March 2021	<ul style="list-style-type: none"> <li>• Within the Partnership there are 303 employees, including 40 secondees and 10 apprentices</li> </ul>
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Our people are critical to our long-term growth as a Partnership. We aspire to be an employer of choice in the North East. To achieve this, we need to ensure that we have committed, skilled and empowered people at all levels of our organisation. We need to attract and retain the best people to deliver our strategy, both now and in the future.

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

- Promoting staff training and development in both technical and leadership disciplines
- Rewarding success for people, projects and performance

- Embedding our equality and diversity principles in our staff recruitment and retention plans
- Listening to our staff and acting on their feedback
- Working with our clients and partners to promote innovation, exchange knowledge, ideas and experience to promote sustainable thinking.

We were delighted that Investors in People awarded the Partnership silver level accreditation, which means it not only has the right principles in place, but its people and leaders make active efforts to check they're happening consistently throughout the organisation.

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

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

### 1.3 Budget 2021/22

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

Row Labels	Budget 2021/22 £
Employees	4,617
Fees and Charges	(5,757,551)
Government Grants	(25,000)
Interest	(283)
Other Grants, Contributions & Reimbursements	(147,666)
Premises	6,028,053
Recharges	(915,000)
Rents	(1,342,949)
Supplies and Services	(2,626,704)
Support Services	215,941
Third Party Payments	425,359
<b>Grand Total</b>	<b>(4,141,183)</b>

## 2. Our North Tyneside Plan 2020-24

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

### **Our People will:**

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

### **Our Places will:**

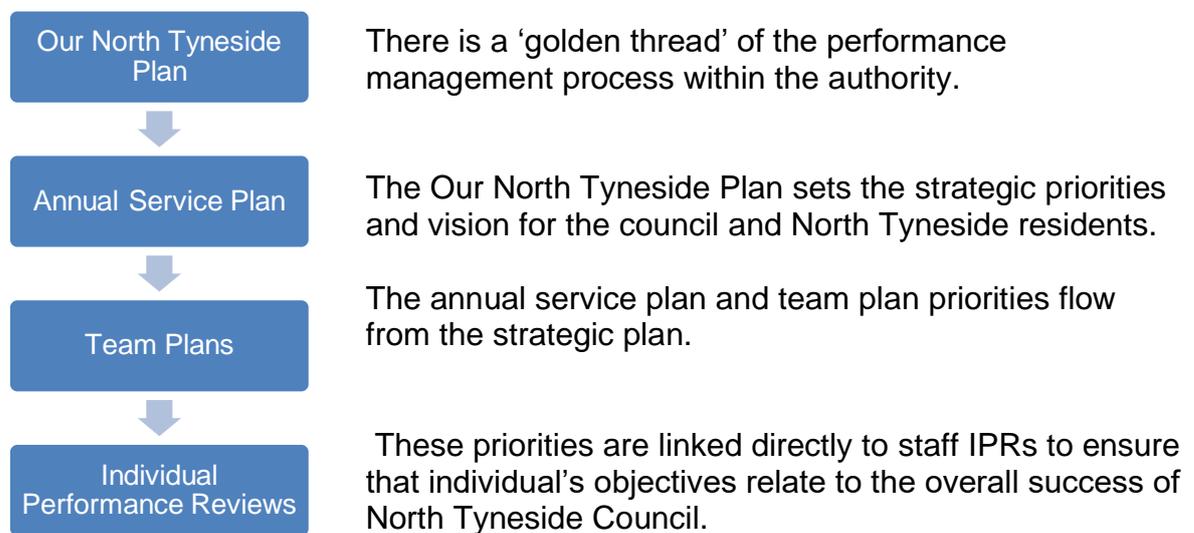
- Be great places to live by focusing on what is important to local people, such as by tackling the derelict properties that are blighting some of our neighbourhoods.
- Offer a good choice of quality housing appropriate to need, including affordable homes that will be available to buy or rent.
- Benefit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

### **Our Economy will:**

- North of Tyne Combined Authority. We will have a dynamic and more inclusive economy, which will ensure that all residents have a stake in our region's future.
- Grow by supporting new businesses and building on our strengths, including our existing world class companies, and small and growing enterprises.

- Be business friendly, ensuring the right skills and conditions are in place to support investment, and create and sustain new high-quality jobs and apprenticeships for working age people.
- Continue to support investment in our business parks, units and Town Centres.

### 3. Performance Management



The above process is followed for our secondees and for Capita staff there is a very similar process of twice-yearly reviews where objectives, including developmental and behavioral are agreed at the start of the year and monitored at mid-point and year end with evidence provided. For all staff working on the contract their objectives will be in line with what is needed to ensure the Council's requirements are delivered on.

The Performance Planning Cycle includes:-

- Identifying areas for improvement.
- The Individual Performance Review process with each staff member to align corporate priorities with individual objective setting and learning and development activity.
- Half yearly Individual Performance Review to ensure progress is kept on track.
- Benchmarking activity to compare our costs and quality against the best performing organisations. The contrbenchmarking activity of the prior year will form the basis of an action plan to be delivered against during 2021/22
- Budget setting process to align financial resources with future priorities.
- The preparation of future service plans informed through review activity, benchmarking, customer and staff feedback.
- Regular monitoring and review throughout the year through monthly meetings of the Senior Management Team and monthly meetings with the Cabinet Member.

#### **4. Value for Money**

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

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

Capita is held to account on delivery of Value for Money by a stringent performance management regime and regular contractual benchmarking.

#### **5. Customer Service Programme**

Capita are committed to supporting the stepping back up of this programme over the coming year. Capita will re-join all four of the council's Customer Service workstreams once they resume:

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

The Customer Service programme was put on hold by the council for the majority of 20/21 due to coronavirus but the officers will resume their activity when the programme restarts as follows.

Partnership Director Margie Burdis attend Customer First; Communications Manager Duncan Bennett attend Brilliant Basics; and Customer Service Manager Sarah Browne attend Customer Promise and Better Never Stops.

In addition to outcomes that arise from the workstreams, in 20/21 Capita will be participating in the peer review programme with a review of the Car Parking service. We also intend to review and enhance standard letter templates that are most commonly used, including those within the Parking Control team.

The major engineering projects continue to feature performance indicators relating to each scheme commissioned. The key focus centres around delivery to time, budget, and measuring customer satisfaction and health and safety. In addition, end of scheme reviews are undertaken involving both client and Capita officers in order to identify what went well, what didn't go so well and what recommendations and lessons learned should be taken forwards into future schemes. The major engineering projects continue to have a dedicated Communications Officer – Amy Kennedy.

## 6. Equality and Diversity

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

North Tyneside Council has five Corporate Equality Objectives, each of which is underpinned by key actions.

- **Objective 1:** Improve North Tyneside Council's Equality Impact Assessment (EIA) process
- **Objective 2:** Be a good employer and promote an inclusive workforce that feels valued
- **Objective 3:** Ensure staff and elected members are kept informed about the requirements of the Public Sector Equality Duty
- **Objective 4:** Improve the collection and use of both internal and external quality data
- **Objective 5:** Ensure our buildings, services and communications are accessible

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

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

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

Over the past year, a mutual mentoring scheme was launched within Capita's Government Services division. The programme involved 30 senior leaders volunteering to be partnered with 30 Black, Asian and other Ethnic Minority colleagues to share their lived experience and thoughts, focused around 10 topics. After a successful pilot, the programme was rolled out across Capita in the UK and Ireland.

Capita has also signed up to the #1000BlackInterns programme. This programme will help transform the horizons and prospects of young Black people in the UK by offering paid work experience across a wide range of industries.

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

- We engage with schools and universities to promote not only the North Tyneside Partnership and the wider Capita business as a place to work but the professions and industries we represent
- We recognise that many of the industries we serve are often under-represented by certain groups and therefore actively try to address this by joining groups such as Women in Property, Women in Engineering and working with STEM ambassadors
- We offer work experience placements and (paid) internships to young people to provide them with experience and skills to develop their career
- We work with local communities and groups to provide advice and support for work placements and job searching, ensuring we engage with all of the community rather than only those who are already in employment
- We recognise that employees often have commitments outside of work and will support flexible working where possible.

Through these steps the North Tyneside Partnership will endeavour to ensure its workforce is diverse and reflects the communities in which we work. The North Tyneside Partnership recognises the benefits a diverse workforce has to offer in adding value to the business and improving organisational performance. By way of a benchmark our senior leadership team is gender diverse, with our Partnership Director and 3 out of our 5 heads of service being women. We also promote and actively seek diversity in all other protected characteristics

We are fully compliant with the Act and all services areas complete Equality Impact Assessments when required and we contribute to the council's Environment, Housing and Leisure Equality Group as well as Corporate Equality Group.

## **7. What do our customers think?**

- **Residents Survey**

There was no Residents' Survey in 2020 as a result of Covid-19. The 2019 residents survey highlighted that for local people a safe and secure environment are key drivers for improving satisfaction with their local area; while value for money, visible services and capable staff are key drivers for improving satisfaction with the Council.

In recent years, corporate resident satisfaction surveys have shown that a well-maintained highway network is very important to our residents and customer satisfaction in this area has proved to be a challenge.

- **Member Satisfaction**

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

Our Customer Service Manager, Sarah Browne, continues to act as the key contact for elected members; making sure staff follow Members Service Standards; and ensuring members are provided with timely and quality responses to their queries. In support of this, Sarah reviews all draft Members Enquiries responses before they are uploaded onto the Members Enquiries System.

During 20/21, Sarah reviewed 99 per cent of all drafts that were submitted to her within one working day, ensuring that the timeliness of responses was unaffected by this process. Improvements were suggested to 1,008 responses of the 5,759 received by Sarah for quality checking.

By far the largest numbers of Members Enquiries received within the Partnership relate to the Engineering service. For 21/22, the Head of Highways and Construction Anthony Hewitt has set a new objective for his managers that customer service should be aligned to the council's Customer Promise by ensuring all enquiries (ME, FOI, Corporate Complaint, Mayor, Chief Exec, MP, etc.) are responded to within specific deadlines.

Elected members were asked about the service provided by the Customer Service Manager during 2020. Eighteen members responded, compared to eight in the previous year's survey. Results included:

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

Extremely valuable 10 – 55.56%, Very valuable 7 – 38.89%, Not so valuable 1 – 5.56%

- **Is there anything Sarah could do differently or additionally to support you in your role as Elected Member?**

No 17 – 94.44%, No 1 – 5.56%

- **If you did attend a ward walkabout or meet on site this year with Sarah did you find it useful?**

Yes 7 – 70%, No 3 – 30%

- **Do you find the guides for elected members useful/helpful?**

Yes 16 – 94.12%, No 1 – 5.88%

- **Were you happy with the content in the Engineering section of the proforma at the 2020 ward member briefings?**

Yes 17 – 94.44%, No 1 – 5.56%

An objective in 20/21 was to continue the trend of increasing the number of face-to-face interactions with ward members, excluding attendance at all bi-annual ward member briefing, however this was unfortunately not possible due to Covid-19 restrictions – over the course of the year Sarah attended one ward walkabout and three site visits with members. In addition, because Party Group and Full Council meetings were cancelled, so were the drop-in sessions Sarah offered prior to them. However, Sarah offered face-to-face drop-in sessions over Teams before the start of Party Group meetings.

Twelve members indicated via the survey they would like to attend ward walkabouts in 21/22 when Covid-19 restrictions are lifted.

Members receive the following update/information from the Partnership:

- Guides to services – A series of guides that provide answers to commonly asked questions. Services/topics featured in guides in 2020/21 were Food Safety and New Developments. A guide to Planning Enforcement has also been produced, however it continues to go through the approval process
- Members Update – A monthly update on what is happening in the Partnership
- Capital resurfacing programme – Updates on the delivery of the annual road resurfacing programme
- Footway programme – Updates on the delivery of the annual footway improvement programme
- Response to Heavy Rainfall – An ad hoc update that sets out work undertaken when the borough has been affected by heavy rainfall
- Highways investment/infrastructure (via bi-annual briefings) – Information on major projects, road resurfacing, footway improvement schemes, LTP schemes, parking and GoSmarter

## Members Enquiries

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

Indicators	2012/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21*
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	(Nov 1 to March 31)								
<b>Technical Services new enquiries</b>	797	2,722	2,768	2,504	2,137	1,961	2,603	2,083	1,448
<b>% of responses within eight working days</b>	87%	98%	99%	98%	97%	97%	98%	99%	98%

\* Reported for period 1 April 2020 to 28 February 2021

## Complaints

Indicators	2012/13 (Nov 1 to March 31)	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21*
<b>Technical Services new complaints</b>	Unavailable	58	91	111	148	146	119	112	56
<b>% of responses within 10 working days</b>	Unavailable	69%	72.5%	75.7%	84.5%	86.9%	84%	87.5%	83.9%

\* Reported for period 1 April 2020 to 28 February 2021

## 8. Digital Strategy

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

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

Capita is committed to working alongside the Council and its Partner Engie. Our Partnership Director attends the monthly ICT Board and we have monthly engagement meetings in addition. Our own company has stringent policies for data

security which will apply across all our operations including the Technical Services Partnership.

It has been recognised that as partnership we need to improve the use of digital and innovation within the partnership and this is a key commitment for us in the coming year to make our services more digital, where to do so also enhances effectiveness and customer service.

We have set ourselves targets to look at this across all partnership services but there is an initial focus on engineering where we have several initiatives ready to pilot and test. These pilots been reported into SPB and include:

- ResponseEye for remote inspections
- Working with Google Wayz for road traffic impact assessments
- Road Hog for pothole repairs

We will be reporting back on the outcomes of these pilots to OPB and SPB over the course of the year.

## **9. Environmental Sustainability**

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

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

Capita are committed to looking at measurable ways to support this priority and to make measurable reductions in the carbon footprints of our services for the remainder of the partnership. We are looking at action plans now to take this forward in the coming year.

## **10. Action Plans**

There are five standard action plans for each Council service area to complete: value for money, customer experience, environmental sustainability, digital strategy, and equality diversity. The Partnership fully supports all of these and this is demonstrated within this Annual Service Plan. In addition to these areas the partnership also has its own set of supplementary action plans which are set out later in the document.

### **Value for Money**

The Technical Services Partnership undertook a benchmarking exercise in accordance with Schedule 9 in Contract Year 5, and a number of outcomes of the benchmarking exercise were delivered in 18/19 and 19/20 through Operational Action Plans and revisions to Contract Schedules.

We will have concluded the year 8 benchmarking exercise by the end of 20/21 and there will be follow up action plans arising out of that work that will be taken forwards and delivered over the course of 21/22

### **Strategic Partnering Board Key Action Plans and Business Cases**

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

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

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

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

## 11 Partnership Cross Cutting Action Plans

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

<b>Priority</b>	<b>CC1: Savings and Income</b>				
<b>ONT Priority:</b>	<i>Cross Cutting – People, Places and Economy</i>	<b>ONT Outcome:</b>	Financial benefits accrue to the council from partnership activity		
<b>Start Date</b>	<i>April 2021</i>	<b>Completion Date</b>	<i>March 2022</i>	<b>Lead Service Area/Officer:</b>	<i>Margie Burdis Roy Wearing</i>
<b>What is the priority designed to accomplish?</b>					
<ul style="list-style-type: none"> <li>• Ensuring that financial targets are being achieved and enable review and challenge at Service Area and Partnership level</li> <li>• Ensuring the 'live' business cases are still aligned with the policy direction of the Council</li> <li>• Ensuring that investment, innovation and added value activities are visible, recognised and celebrated</li> <li>• Bring forward new business cases to fill gaps</li> <li>• Review approach to future service deliveries</li> </ul>					
<b>Checklist</b>					
<b>Factors to consider</b>	<b>Considered Y/N or N/A</b>	<b>Requirements:</b>			
IT	n/a				
Financial	Y				
Training	n/a				
Involvement of customers	Y				
Other stakeholders	Y				
EIA to be carried out	n/a				
Planned actions to go on the risk register	Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable			
<b>Quarterly Profile of Planned Actions</b>				<b>On track? Yes/No</b>	<b>Progress</b>

<b>Quarter 1</b>	<ul style="list-style-type: none"> <li>• Capita is committed to delivering financial benefits to the Council which is overseen by C&amp;F group.</li> <li>• In agreement with the client we will develop a tracker during Q1 that will be monitored via C&amp;F subgroup over the course of the year. This will allow for flexibility</li> <li>• Bi-weekly meetings will take place where business cases will be put forwards by Capita for consideration by the Council Performance reporting</li> <li>• Benchmarking report to be approved and action plan developed</li> </ul>		
<b>Quarter 2</b>	<ul style="list-style-type: none"> <li>• Bi-weekly meetings will take place where business cases will be put forwards by Capita for consideration by the Council</li> <li>• Performance monitoring against the agreed tracker for actions due this quarter</li> <li>• Ongoing monitoring framework and existing governance around Managed Budget and Business Case</li> </ul>		
<b>Quarter 3</b>	<ul style="list-style-type: none"> <li>• Bi-weekly meetings will take place where business cases will be put forwards by Capita for consideration by the Council</li> <li>• Monitoring of benchmarking action plan actions due in this quarter</li> <li>• Performance monitoring against the agreed tracker for actions due this quarter</li> </ul>		
<b>Quarter 4</b>	<ul style="list-style-type: none"> <li>• Bi-weekly meetings will take place where business cases will be put forwards by Capita for consideration by the Council</li> </ul>		

	<ul style="list-style-type: none"> <li>Monitoring of benchmarking action plan actions due in this quarter</li> <li>Performance monitoring against the agreed tracker for actions due this quarter</li> <li>Performance reporting</li> </ul>		
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<b>Priority</b>	<b>CC2: Enforcement Review</b>				
<b>ONT Priority:</b>	Cross Cutting – People, Places and Economy	<b>ONT Outcome:</b>	This plan has been rolled forwards as activity was agreed to be paused in 20/21 to support covid priority work. prior year activity to propose a transformed enforcement operation pan-council.		
<b>Start Date</b>	<i>cJuly 2021 (subject to covid activity)</i>	<b>Completion Date</b>	<i>March 2022</i>	<b>Lead Service Area/Officer:</b>	<i>Margie Burdis Joanne Lee Ant Hewitt</i>
<b>What is the priority designed to accomplish?</b>					
<ul style="list-style-type: none"> <li>Looking across all enforcement activity in the council – can it be better?</li> <li>Develop a more holistic Authority wide approach to Enforcement, with a specific focus in Planning and Parking</li> <li>A more consistent, transparent and appropriate approach to Enforcement</li> <li>Ability to target hotspot areas more effectively (including footways)</li> <li>More effective signposting for the public to the most appropriate team or service</li> <li>This is a joint activity with the Council</li> </ul>					
<b>Checklist</b>					
<b>Factors to consider</b>	<b>Considered Y/N or N/A</b>	<b>Requirements:</b>			
<b>IT</b>	<b>Y</b>				
<b>Financial</b>	<b>Y</b>				
<b>Training</b>	<b>n/a</b>				
<b>Involvement of customers</b>	<b>Y</b>				

<b>Other stakeholders</b>	<b>Y</b>	Police and other agencies	
<b>EIA to be carried out</b>	<b>n/a</b>	Not at this stage	
<b>Planned actions to go on the risk register</b>	<b>Y</b>	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable	
<b>Quarterly Profile of Planned Actions</b>		<b>On track? Yes/No</b>	<b>Progress</b>
<b>Quarter 1</b>	<p><i>Note this action plan commencing is dependent on the public protection and other teams being freed up from urgent covid current and catch up work and as such to be agreed with the Council. Dates are therefore flexible of necessity.</i></p> <ul style="list-style-type: none"> <li>• Agreement of the approach and the plan to be developed once covid restrictions cease and the team are able to move to consider this. Initial output will be a tracker to be agreed by the council to effectively monitor actions and outcomes as they progress.</li> </ul>		•
<b>Quarter 2</b>	<ul style="list-style-type: none"> <li>• Reflection on covid impacts on this matter including elements such as street licencing but considering lessons learned from the co-operative working that has taken place throughout the pandemic</li> <li>• Review progress from earlier activity in 2019 and agree where changes are needed due to the new environment</li> <li>• Review of car parking kicks off – enforcement element to be reported back into this action plan</li> </ul>		•
<b>Quarter 3</b>	<ul style="list-style-type: none"> <li>• Complete revised tracker of all enforcement activity across the council</li> </ul>		•

	<ul style="list-style-type: none"> <li>• Set hypothesis for improvement to test</li> <li>• Examine best practice elsewhere in the region and beyond, considering how covid response efforts have impacted</li> </ul>		
<b>Quarter 4</b>	<ul style="list-style-type: none"> <li>• Interim report with initial findings to be circulated</li> <li>• Draft action plan to be considered.</li> </ul>		•

<b>Priority</b>	<b>CC3: We Listen, We Care – Customer Experience Programme</b>				
<b>ONT Priority:</b>	<i>Our People</i>		<b>ONT Outcome:</b>	Be listened to so that their experience helps the council work better for residents.	
<b>Start Date</b>	<i>April – July 2021(subject to when the CS programme re-starts)</i>	<b>Completion Date</b>	<i>March 2022</i>	<b>Lead Service Area/Officer:</b>	<i>Margie Burdis Duncan Bennet Sarah Browne</i>
<b>What is the priority designed to accomplish?</b>					
<ul style="list-style-type: none"> <li>• Provide services shaped to customers' needs</li> <li>• Deliver customer improvements</li> <li>• Learn from customer complaints and feedback</li> <li>• Capita look, feel and behave like a Council service</li> </ul>					
<b>Checklist</b>					
<b>Factors to consider</b>		<b>Considered Y/N or N/A</b>	<b>Requirements:</b>		
<b>IT</b>		<b>Y</b>			
<b>Financial</b>		<b>Y</b>			
<b>Training</b>		<b>Y</b>			
<b>Involvement of customers</b>		<b>Y</b>			
<b>Other stakeholders</b>		<b>n/a</b>			

<b>EIA to be carried out</b>		<b>n/a</b>		
<b>Planned actions to go on the risk register</b>		<b>Y</b>	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable	
<b>Quarterly Profile of Planned Actions</b>			<b>On track? Yes/No</b>	<b>Progress</b>
<b>Quarter 1</b>	<ul style="list-style-type: none"> <li>• A work programme to be set out and agreed with the client</li> <li>• At the point that the Councils workstreams are re-established the partnership will attend, support and participate in all 4 Council workstreams including the Steering group <ul style="list-style-type: none"> <li>○ Customer Promise</li> <li>○ Brilliant Basics</li> <li>○ Customer First</li> <li>○ Better Never Stops</li> </ul> </li> </ul>		•	
<b>Quarter 2</b>	<ul style="list-style-type: none"> <li>• Work programme agreed in Q1 commences with regular progress reporting via C&amp;F into OPB</li> <li>• Review of car parking to begin in final month of Q2 of as peer review within Council programme</li> </ul>		•	
<b>Quarter 3</b>	<ul style="list-style-type: none"> <li>• Review of car parking continues</li> <li>• Work programme detailed above continues and concludes</li> <li>• Action plans established from the above, will be agreed with the Council</li> </ul>		•	
<b>Quarter 4</b>	<ul style="list-style-type: none"> <li>• Outcomes from action plans to be implemented</li> <li>• Action plan following car parking review to be agreed and begun</li> </ul>		•	

<b>Priority</b>	<b>CC4: Delivery of Benchmarking Action Plans</b>				
<b>ONT Priority:</b>	Value for Money		<b>ONT Outcome:</b>	Evidence continued value for money from the technical services partnership	
<b>Start Date</b>	<i>April 2021 (subject to timeline for approval)</i>	<b>Completion Date</b>	<i>March 2022</i>	<b>Lead Service Area/Officer:</b>	<i>Margie Burdis Heads of Service John Tombling</i>
<b>What is the priority designed to accomplish?</b>					
<ul style="list-style-type: none"> <li>Ensure that areas for proposed improvement arising from the year 8 benchmarking are actioned and improvements made</li> </ul>					
<b>Checklist</b>					
<b>Factors to consider</b>	<b>Considered Y/N or N/A</b>	<b>Requirements:</b>			
IT	n/a				
Financial	Y				
Training	Y				
Involvement of customers	Y				
Other stakeholders	Y				
EIA to be carried out	n/a				
<b>Planned actions to go on the risk register</b>	Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable			
<b>Quarterly Profile of Planned Actions</b>				<b>On track? Yes/No</b>	<b>Progress</b>
<b>Quarter 1</b>	<ul style="list-style-type: none"> <li>Benchmarking reports reviewed by client and feedback provided and returned to capita for action</li> <li>Further actions concluded and additional information sourced</li> <li>Committee reports prepared and agreed ready for submission to SPB and scrutiny in Q2</li> </ul>				<ul style="list-style-type: none"> <li></li> </ul>

	<ul style="list-style-type: none"> <li>Draft benchmarking action plan is drawn up ready for approval</li> </ul>		
<b>Quarter 2</b>	<ul style="list-style-type: none"> <li>Benchmarking reports submitted to and approved by SPB and OSPD</li> <li>Action plans approved with associated timeframes agreed</li> <li>Reporting plan for actions agreed</li> <li>Commence delivery on actions from Benchmarking</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>
<b>Quarter 3</b>	<ul style="list-style-type: none"> <li>Delivery of benchmarking action plans due for this quarter</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>
<b>Quarter 4</b>	<ul style="list-style-type: none"> <li>Delivery of benchmarking action plans due in this quarter</li> <li>Demonstrable progress against any action plans that are agreed to take place over a longer timeframe</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>

<b>Priority</b>	<b>CC5: Building back better - recovery from COVID-19 Impacts</b>				
<b>ONT Priority:</b>	Cross cutting		<b>ONT Outcome:</b>	Drive recovery to business as usual and stabilise service delivery, whilst also looking at ways in which services can be changed for the better.	
<b>Start Date</b>	<i>April 2021</i>	<b>Completion Date</b>	<i>March 2022</i>	<b>Lead Service Area/Officer:</b>	<i>Senior Manager(s)/ Service(s) responsible for delivering priority</i>
<b>What is the priority designed to accomplish?</b>					
<ul style="list-style-type: none"> <li>Return to business as usual operations and ensure services take all opportunity to optimise and improve in returning to stable places.</li> </ul>					
<b>Checklist</b>					

Factors to consider		Considered Y/N or N/A	Requirements:	
IT		Y		
Financial		Y		
Training		n/a		
Involvement of customers		Y	Customer facing services included	
Other stakeholders		Y	Wider community and other service providers	
EIA to be carried out		Y	TBD e.g. impact on KPI recovery periods	
Planned actions to go on the risk register		Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable	
Quarterly Profile of Planned Actions			On track? Yes/No	Progress
Quarter 1	<ul style="list-style-type: none"> <li>Commercial agreements continue in operation as required for instance decisions log operation in line with council requirements – switching services on and off in accordance with priorities</li> <li>Performance levels and up to date risk assessments for each service</li> <li>Monitoring impact on supply chain</li> <li>Examination of service impacts and improvements as a result of new ways of working</li> <li>Clarity of citizen and customer expectations of services e.g. increase in remote and digital, contactless etc</li> <li>Attendance at RCG and engagement and participation in council subgroups and forums</li> <li></li> </ul>		•	
Quarter 2	<ul style="list-style-type: none"> <li>Attendance at RCG and engagement and participation in council subgroups and forums</li> </ul>		•	

	<ul style="list-style-type: none"> <li>• Ongoing review and reporting of covid impacts on service and propose improvements and new ways of working</li> <li>• Mid-point summary of lessons learned, and actions provided to OPB</li> </ul>		
<b>Quarter 3</b>	<ul style="list-style-type: none"> <li>• Engagement and participation in council subgroups and forums</li> <li>• Review and impact of changes made, in particular progress on return to offices and practices and procedures in field-based staff</li> <li>• Ongoing review and reporting of covid impacts on service and propose improvements and new ways of working</li> </ul>		•
<b>Quarter 4</b>	<ul style="list-style-type: none"> <li>• Attendance at RCG and engagement and participation in council subgroups and forums for as long as they continue</li> <li>• Ongoing review and reporting of covid impacts on service and propose improvements and new ways of working</li> <li>• Mid-point summary of lessons learned, and actions provided to OPB</li> </ul>		•

<b>Priority</b>	<b><i>CC6: Support for Norham School</i></b>				
<b>ONT Priority:</b>	Cross Cutting – People, Places and Economy	<b>ONT Outcome:</b>	• Improved life chances of children at the school		
<b>Start Date</b>	<i>April 2021</i>	<b>Completion Date</b>	<i>March 2022</i>	<b>Lead Service Area/Officer:</b>	<i>Jennifer Chamley - People Dev &amp; Community Engagement Manager</i>
<b>What is the priority designed to accomplish?</b>					

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

Checklist			
Factors to consider		Considered Y/N or N/A	Requirements:
IT		n/a	
Financial		n/a	
Training		Y	
Involvement of customers		Y	
Other stakeholders		Y	
EIA to be carried out		n/a	
Planned actions to go on the risk register		Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable
Quarterly Profile of Planned Actions			On track? Yes/No
Quarter 1	Norham		Progress
	<ul style="list-style-type: none"> <li>• Invest and commence with two bronze projects (Go 4 Set) with Engineering Development Trust – Engineering and Surveying. Investment of £1900.(previously invested in one)</li> <li>• <b>Go4SET</b> is a 10-week engineering challenge for 12–14-year olds that develops professional skills and offers a fun, hands-on STEM experience in a real-world setting.</li> </ul>		•

	<ul style="list-style-type: none"> <li>• Meet with North East LEP and Norham HS Careers Lead to plan potential virtual activities post COVID-19 Lockdown.</li> <li>• Partnership Director to continue commitment to being a Governor.</li> </ul> <p><b>Percy Main (feeder school to Norham High School)</b></p> <ul style="list-style-type: none"> <li>• Meet with Head Teacher/ Careers Lead to plan potential virtual support post COVID-19 Lockdown.</li> <li>• Investment towards equipment to support student’s digital inclusivity or their mental health.</li> <li>• Head of Engineering Design to continue commitment to being a Governor.</li> </ul> <p><b>Norham and Percy Main</b></p> <ul style="list-style-type: none"> <li>• Offer female teaching staff a CPD with female engineers in Capita about their role and potential working together opportunities for Women in Engineering Day.</li> </ul>		
<p><b>Quarter 2</b></p>	<p><b><u>Norham</u></b></p> <ul style="list-style-type: none"> <li>• Completion of the bronze projects and support with additional resources to judge the competition.</li> <li>• Sponsor Best STEM Solution Award for the Graduation Ceremony for the bronze project. (£500)</li> </ul>		<ul style="list-style-type: none"> <li>•</li> </ul>

	<ul style="list-style-type: none"> <li>Partnership Director to continue commitment to being a Governor.</li> <li>Deliver an agreed STEM/employability initiative.</li> <li>Celebrate end of the year with donation of vouchers for student key achievements</li> </ul> <p><b>Percy Main (feeder school to Norham High School)</b></p> <ul style="list-style-type: none"> <li>Deliver an agreed STEM/employability initiative.</li> <li>Celebrate end of the year with donation of vouchers for student key achievements.</li> <li>Head of Engineering Design to continue commitment to being a Governor.</li> </ul> <p><b>Norham HS and Percy Main</b></p> <ul style="list-style-type: none"> <li>Sponsor two awards at the NTLT Star Awards (£800) open to Percy Main and Norham HS students</li> </ul>		
<p><b>Quarter 3</b></p>	<p><b><u>Norham</u></b></p> <ul style="list-style-type: none"> <li>Partnership Director to continue commitment to being a Governor.</li> <li>Deliver an agreed STEM/employability initiative.</li> <li>Celebrate 2021 with purchasing a Christmas selection box for each student.</li> </ul> <p><b>Percy Main (feeder school to Norham High School)</b></p> <ul style="list-style-type: none"> <li>Deliver an agreed STEM/employability initiative</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>

	<ul style="list-style-type: none"> <li>• Celebrate 2021 with purchasing a Christmas selection box for each student.</li> <li>• Head of Engineering Design to continue commitment to being a Governor.</li> </ul>		
<b>Quarter 4</b>	<p><b><u>Norham</u></b></p> <ul style="list-style-type: none"> <li>• Partnership Director to continue commitment to being a Governor.</li> <li>• Deliver an agreed STEM/employability initiative.</li> </ul> <p><b>Percy Main (feeder school to Norham High School)</b></p> <ul style="list-style-type: none"> <li>• Deliver an agreed STEM/employability initiative with a focus on apprenticeships.</li> <li>• Head of Engineering Design to continue commitment to being a Governor.</li> </ul>		<ul style="list-style-type: none"> <li>•</li> </ul>

<b>Priority</b>	<b>CC7: Environmental Sustainability – support to Climate Emergency</b>				
<b>ONT Priority:</b>	Our Places		<b>ONT Outcome:</b>	<ul style="list-style-type: none"> <li>• Recognise the climate emergency by further reducing the Borough’s overall carbon footprint. This will include reducing the council’s carbon footprint, along with encouraging and enabling everyone to reduce their carbon footprint.</li> <li>• Provide a clean, green, healthy, attractive and safe environment.</li> </ul>	
<b>Start Date</b>	<i>April 2021</i>	<b>Completion Date</b>	<i>March 2022</i>	<b>Lead Service Area/Officer:</b>	<i>Margie Burdis Service leads</i>

What is the priority designed to accomplish?			
<ul style="list-style-type: none"> <li>Contribute to the target to reduce the carbon footprint of the authority and the borough by 50% by 2023 and to become carbon neutral by 2050 in line with the national target.</li> </ul>			
Checklist			
Factors to consider	Considered Y/N or N/A	Requirements:	
IT	n/a		
Financial	Y		
Training	Y		
Involvement of customers	Y		
Other stakeholders	Y		
EIA to be carried out	Y		
Planned actions to go on the risk register	Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable	
Quarterly Profile of Planned Actions		On track? Yes/No	Progress
Quarter 1	<ul style="list-style-type: none"> <li>Senior representatives from the Partnership will attend and actively participate in all climate emergency forums and the Climate Emergency Board</li> <li>Commitment to culture change of demonstrable reductions or carbon footprints by both individuals and teams</li> <li>Identify priority actions for the partnership in the coming year: <ul style="list-style-type: none"> <li>Travel to work impact from car miles</li> <li>Electric vehicle policy</li> <li>Digital initiatives to reduce officer travel and carbon footprints</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>
Quarter 2	<ul style="list-style-type: none"> <li>The Partnership will identify and bring forward a number of initiatives to support the Council</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>

	<p>which may involve working with schools and community groups and support to world environment day and other initiatives</p> <ul style="list-style-type: none"> <li>• Review of Partnerships environmental impacts such as fleet and travel and consideration of carbon budgets for employees</li> <li>• Report mid-point progress on Capita NE hub</li> <li>• Mid-point reporting on PPN06/20 progress on social value obligations</li> </ul>		
<b>Quarter 3</b>	<ul style="list-style-type: none"> <li>• Review and progress identified priority actions on tracker</li> <li>• Add any emerging initiatives in particular from covid building back better and digital initiatives.</li> </ul>		•
<b>Quarter 4</b>	<ul style="list-style-type: none"> <li>• Year- end reporting on PPN06/20 progress on social value obligations</li> </ul>		•

<b>Priority</b>	<b>CC8:Supportng North Tyneside's Ambitions</b>				
<b>ONT Priority:</b>	<i>Cross Cutting – People, Places and Economy</i>	<b>ONT Outcome:</b>	• Capita behave as a strategic partner to the benefit of the Council		
<b>Start Date</b>	<i>April 2021</i>	<b>Completion Date</b>	<i>March 2022</i>	<b>Lead Service Area/Officer:</b>	<i>Margie Burdis Service Leads</i>
<b>What is the priority designed to accomplish?</b>					
• Ensuring the alignment of services to the Ambition for North Tyneside, resulting in ASP 21/22 focus as Ambitions					
<b>Checklist</b>					

Factors to consider		Considered Y/N or N/A	Requirements:
IT		Y	
Financial		Y	
Training		Y	
Involvement of customers		Y	
Other stakeholders		Y	
EIA to be carried out		n/a	
Planned actions to go on the risk register		Y	Partnership has own live risk register which is updated monthly and feeds into Corporate risk register if applicable
Quarterly Profile of Planned Actions			On track? Yes/No
			Progress
Quarter 1	<ul style="list-style-type: none"> <li>• Identify those working and policy areas where Capita can add value by inclusion, including Regeneration Strategy, IPB, HAMP, HIF</li> <li>• Capita to agree the programme of support to the Council's strategic priorities including: <ul style="list-style-type: none"> <li>○ North Shields and other regeneration area support by providing a PM and other help</li> <li>○ To look at areas where we can better support the trading company</li> <li>○ Identifying sources of grant funding to support the Council and supporting the council with bids</li> </ul> </li> <li>• Attendance of and support to the council's boards including: <ul style="list-style-type: none"> <li>○ Major Schemes Board</li> <li>○ Investment Programme Board</li> </ul> </li> </ul>		•
Quarter 2	<ul style="list-style-type: none"> <li>• Mid-point review of agreed support plan from Q1 to Councils major initiatives</li> </ul>		•

	<ul style="list-style-type: none"> <li>• Continued provision of a PM to NSMP and delivery of all actions required this quarter</li> <li>• Attendance of and support to the council's boards including: <ul style="list-style-type: none"> <li>○ Major Schemes Board</li> <li>○ Investment Programme Board</li> <li>○ NSMP board</li> </ul> </li> </ul>		
<b>Quarter 3</b>	<ul style="list-style-type: none"> <li>• Review of agreed support plan from Q1 to Councils major initiatives</li> <li>• Continued provision of a PM to NSMP and delivery of all actions required this quarter</li> <li>• Attendance of and support to the council's boards including: <ul style="list-style-type: none"> <li>○ Major Schemes Board</li> <li>○ Investment Programme Board</li> <li>○ NSMP board</li> </ul> </li> </ul>		•
<b>Quarter 4</b>	<ul style="list-style-type: none"> <li>• Year-end review of agreed support plan from Q1 to Councils major initiatives</li> <li>• Continued provision of a PM to NSMP and delivery of all actions required this quarter</li> <li>• Attendance of and support to the council's boards including: <ul style="list-style-type: none"> <li>○ Major Schemes Board</li> <li>○ Investment Programme Board</li> <li>○ NSMP board</li> </ul> </li> </ul>		•

## 11. Business Assurance Framework 2021/22

	Measures / Standards	How	Lead	Frequency	Who this is Shared with
<b>Budget</b>	<ul style="list-style-type: none"> <li>Position against forecast</li> <li>Areas of pressure</li> <li>Service Area Breakdown</li> <li>Debt Management</li> </ul>	NTC Budget Position supplied by Engie. Reviewed by Capita and agreed position reached	Roy Wearing and David Dunford	Monthly	Subgroup Leads Commercial and Finance Subgroup Operations Partnership Board Strategic Partnership Board OSPD
<b>Follow up to Peer Challenge</b>	<ul style="list-style-type: none"> <li>Business Plans</li> <li>Car Parking CS peer review</li> </ul>	Through relevant change control	Client Managers in relevant service area	As required	
<b>Measures against service plan (including national measures)</b>	<ul style="list-style-type: none"> <li>Performance against measures</li> <li>Service Plan dashboards</li> <li>Delivery of Target Operating Model</li> </ul>	KPI and Action Plan dashboards	Craig Gill – Regulatory Services  Jade Bruce – Engineering Services  Brett Devenish – Property Services	Monthly	Subgroups Commercial and Finance Subgroup Operations Partnership Board Strategic Partnership Board OSPD
<b>National data returns</b>	<ul style="list-style-type: none"> <li>Annual performance reporting to central government</li> </ul>	Direct Submissions	Service Area Lead	Annual/as required	Subgroup and Client Managers
<b>Quality Monitoring</b>	<ul style="list-style-type: none"> <li>Internal Audit Programme</li> </ul>	As set out by NTC	Client Managers	As required	Subgroups Commercial and Finance Subgroup Operations Partnership Board
<b>Benchmarking</b>	<ul style="list-style-type: none"> <li>Annual Benchmarking Exercise</li> <li>CIPFA</li> <li>GoBeyond</li> </ul>	Benchmarking undertaken in accordance with contract timelines	N Benchmarking undertaken in accordance with contract timelines	Benchmarking undertaken in accordance with contract timelines	Subgroups Commercial and Finance Subgroup Operations Partnership Board Strategic Partnership Board OSPD

<b>Health Check</b>					
<b>IPRs</b>	<ul style="list-style-type: none"> <li>IPRs completed</li> <li>IPRs mid-year review completed</li> </ul>	TUPE/Capita – in accordance with Capita processes  Secondees as per NTC requirements	Jennifer Chamley	Six monthly and Annually	Operations Partnership Board  Strategic Partnership Board
<b>Absence</b>	<ul style="list-style-type: none"> <li>Average days lost per FTE</li> <li>Cost of absence</li> </ul>	TUPE/Capita – in accordance with Capita processes  Secondees as per NTC requirements	Amy Bollon	Monthly	Operations Partnership Board
<b>Vacancies</b>	<ul style="list-style-type: none"> <li>Vacancies across the service</li> <li>Number of agency staff across the service</li> <li>Cost of agency staff</li> <li>Staff Turnover</li> </ul>	TUPE/Capita – in accordance with Capita processes  Secondees as per NTC requirements	Jennifer Chamley	Monthly	Operations Partnership Board
<b>Training</b>	<ul style="list-style-type: none"> <li>Core training completed</li> </ul>	TUPE/Capita – in accordance with Capita processes  Secondees as per NTC requirements	Jennifer Chamley	Monthly	Operations Partnership Board
<b>Profile</b>	<ul style="list-style-type: none"> <li>Profile of Staff</li> </ul>	Succession Planning	Jennifer Chamley	Quarterly	None at present
<b>Activity and Demand</b>	<ul style="list-style-type: none"> <li>Customer and digital service review support</li> </ul>	Customer and digital service review support	Partnership Director	SLT	Monthly – Business Partner Update
<b>Customer Feedback</b>	<ul style="list-style-type: none"> <li>Satisfaction Surveys</li> </ul>	Satisfaction Surveys from complaints aligned to Action Plans and PIs	Service Area Leads	Monthly	Subgroups and Operations Partnership Board
<b>Customer Profile</b>	<ul style="list-style-type: none"> <li>Profile of Customers/Service Users</li> </ul>	None at present	None at present	None at present	None at present
<b>Customer Feedback</b>	<ul style="list-style-type: none"> <li>% Members Enquiries responded to on time</li> </ul>	% Members Enquiries responded to on time	Data from ME system	YM	Operations Partnership Board Strategic Partnership Board OSPD

<b>Service Redesign and Change</b>	<ul style="list-style-type: none"> <li>Service Plan Priority</li> <li>Council Plan Projects</li> <li>Creating a Brighter Future</li> </ul>	Cross Cutting Action Plan 1	Partnership Director	Monthly	Commercial and Finance Subgroup Operations Partnership Board Strategic Partnership Board OSPD
<b>Risks</b>	<ul style="list-style-type: none"> <li>Review of Live Risks</li> </ul>	Service risk register	Service Leads and Senior Partnership Leads	Monthly	Operations Partnership Board Strategic Partnership Board OSPD
<b>Safeguarding</b>	<ul style="list-style-type: none"> <li>Corporate parenting</li> </ul>	Embedded for 2020/21 following 2019/20 strategic action plan	Partnership Director	ongoing	Operations Partnership Board Strategic Partnership Board
<b>Equality Impact Assessments</b>	<ul style="list-style-type: none"> <li>Equality and Diversity Review</li> </ul>	None at present	None at present	None at present	None at present
<b>Health and Safety</b>	<ul style="list-style-type: none"> <li>Public/Employee Liability cases</li> <li>Accidents</li> <li>Workplace Inspection Schedule and Outcomes</li> <li>H and S Action Plan</li> </ul>	SHEQ Report	Derrick Blackburn, Katherine Swinney and Amy Bollon	Monthly	H&S Compliance Group Operations Partnership Board NTC Operational H&S Group
<b>Information and Data</b>	<ul style="list-style-type: none"> <li>FOI/DPA Requests</li> </ul>	Production of Data	Service Area Leads	As required	Head of Law and Governance

## 12. Investment Schedule – Summary of Indicative Investment Priority

Our people will;	Key Partnership Investment Priorities	21/22 (£,000's)
Be listened to so that their experience helps the Council work better for residents	Member & Community Liaison Officer and Major Projects Communications Team	£422
Be ready for school – giving our children and their families the best start in life	Ongoing projects and Governor appts with Norham High School and Percy Main Primary School	
Be ready for work and life – with the right skills and abilities to achieve their full potential, economic independence and meet business needs.	Entry to employment, Apprenticeships, STEM, North Tyneside Learning Trust, Women in Engineering, Employability sessions, Engineering Education Scheme. TEAM, engagement with tertiary learning providers, Investors in People, Better Health at Work	
Be healthy and well – with the information, skills and opportunities to maintain and improve their health, well-being and independence, especially if they are carers	Corporate parenting, financial support to summer and Christmas events,	

Be cared for, protected and supported if they become vulnerable including if they become homeless
Be encouraged and enabled to, whenever possible, be more independent, to volunteer and to do more for themselves and their local communities.

regional conference	
Employability sessions, charity work with Forward Assist, ex service personnel, Meadow Well Connected, Excel Charity	

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

Key Partnership Investment Priorities	21/22 (£,000's)
Member & Community Liaison Officer and Major Projects Communications Team**	
Review of enforcement activities across the Authority to identify 'hot spots'	
Ongoing review and Member involvement in pavements and footways	
Investment through Engineering Business Cases, Streetworks inspections, licensing and road permitting, fleet etc..	£720
Wider support to the regeneration plan and agenda**	
Delivery of major projects aligned to wider Authority**	
<i>**investment total is considered under our people or our economy</i>	

Our economy will;	Key Partnership Investment Priorities	21/22 (,£000's)
<p>Grow by supporting new businesses and building on our strengths, including our existing world class companies, and small and growing enterprises.</p>	<p>No redundancy guarantee / Commitment to growth positions in Partnership / Advertisement of all positions locally / Entry to employment / Apprenticeships and Graduates / Job Protection Officer / Training and development of Partnership staff / Co-location</p>	
<p>Be business friendly, ensuring the right skills and conditions are in place to support investment, and create and sustain new high-quality jobs and apprenticeships for working age people</p>	<p>Investment through Property Business Cases Investment through wider Business Cases, e.g. pension protection Service development and best practice sharing across Capita, e.g. working methods, ISO accreditation, BPaaS</p>	£1,116
<p>continue to support investment in our business parks, units and Town Centres</p>	<p>Marketing and Business Development, national approach Wider support to the regeneration plan and agenda Delivery of major projects aligned to wider Authority Review delivery arrangements for the benefit of the Partnership (e.g. S278 ongoing work) Work with NT Business Forum, David Bavaird and the LEP</p>	

**TOTALS** £ 2,258

### 13. Delivery of Schedule 10 Commitments

Schedule 10 is currently being reviewed alongside benchmarking with a view to updating and replacing any time-served requirements and ensuring that all targets are clear and measurable and align with the council's current priorities.

CPT 1, 2			
COMMITMENTS			
Item	Objective	Measure	ASP Objectives 21/22
CPT 1	Job Protection	No compulsory redundancies	No compulsory redundancies
COMMITMENTS			
Item	Objective	Measure	ASP Objectives 21/22
CPT 2	Co-location	Co-locate with Council in Council offices	Continue Co-Location
		Relocation from other North & North-East offices generates additional demand (accommodation) via growth	None

**CPT 3****COMMITMENTS**

Item	Objective	Measure	ASP Objectives 21/22
<b>CPT 3</b>	Investment	25.5m lifetime investment in platform for Growth, Service Improvements and Efficiencies/Income generation. Measured through: People, Services, Systems	£2.258m

**CPT 4****COMMITMENTS**

Item	Objective	Measure	ASP Objectives 21/22
		Years 0-5: 100 New Jobs Recruited into the partnership	Target met
		Year 8 - new jobs in year	5 overall, indicative splits; 1 new Apprenticeship 1 new Graduate

		Year 6-10 new jobs over Partnership	50 new posts in the Partnership ◦Yr. 6 - 25 (14 new, 9 App, 2 Grad) ◦Yr 7 - 10 (6 new, 4 App, 19 Levy App)
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**CPT 5**

<b>COMMITMENTS</b>			
<b>Item</b>	<b>Objective</b>	<b>Measure</b>	<b>ASP Objectives 21/22</b>
<b>CPT 5</b>	Financial Efficiencies	Partner to provide net savings over the 15-year partnership in the order of £37m	£6.273
		Gain Share once £37m target is achieved	

**CPT 6**

<b>COMMITMENT</b>			
<b>Item</b>	<b>Objective</b>	<b>Measure</b>	<b>ASP Objectives 21/22</b>
<b>CPT 6</b>	Improved Performance	Service Performance KPIs. To pass all KPIs at or above 'expected' targets.	Service Performance KPIs. To pass all KPIs at or above 'expected' targets.

COMMITMENT			
Item	Objective	Measure	ASP Objectives 21/22
CPT 6	Major Projects: "Internal Customer (i.e. retained client) / Member Satisfaction - New Projects"	New Projects - committed to reporting performance results for each project in accordance with part 2, schedule 10.  We will guarantee to implement any agreed improvement plan.	Delivery of Major Projects in line with agreed indicators

COMMITMENTS			
Item	Objective	Measure	ASP Objectives 21/22
CPT 6	Health & Safety	Accident Frequency Rates & Near Misses reduced	Maintain AFR rate < 0.2
		Wellbeing initiatives introduced - sickness, absences, stress levels reduced and then sustained.	BHAW Accreditation for Continuing Excellence (Interim Review) with 5 x campaigns aligned to feedback from assessment in 2018 and 2019 staff survey and align HWB commitments to NTC's Pledge displayed in Quadrant. Mental Health Awareness Training for all managers and deliver Time to Change Plan.

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

<b>CPT 7</b>			
<b>COMMITMENT</b>			
<b>Item</b>	<b>Objective</b>	<b>Measure</b>	<b>ASP Objectives 21/22</b>
<b>CPT 7</b>	Local Advertisement	Local Advertisement of all job opportunities within the Partnership	All Partnership jobs to continue to be advertised via NTC

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

## 14. Business Case Savings Summary 2021/22

Capita has a contractual commitment to deliver the following:

Business Case	Business Case Activity	Year 10
OBC 1 Service Delivery	Contractual	1,307.7
OBC 1 Variations	Review of Service Provision-phase 1	197.0
	Review of Service Provision-phase 2	59.0
	Energy Business Case switch off	45.0
	Advertising Mgmt Adj	42.0
	Removal of no redundancy guarantee	901.2
	Redundancy costs	0.0
	Cost of money	(76.4)
	Fleet Transferred from Yr5	13.0
	Mature Contract	0.0
OBC 14 - Supply Chain		168.6
OBC 16 - Others		23.1
OBC 17 - Gain Share		20.0
OBC 19 Pension Fund		0.0
<b>OBC's 1,14,16,17 &amp; 19</b>		<b>2,700.2</b>
OBC 2 Advertising	Existing Projects	0.0
OBC 3 Rationalisation	Year 1 logged	0.0
NB Council Tax removed	Depot Project	218.7
	Waste Management	0.0
	Wider Agile	634.1
OBC 5,6,13 Agile Working	Capita Desks & Existing closures	703.4
	Quadrant West rental	737.9
<b>OBC's 3,5,6 &amp; 13</b>		<b>2,294.1</b>
OBC 7 Street Works	Coring	132.0
	Visuals	73.2
	Skips/Scaffold/A Boards	20.0
	Additional CEO's	165.1
OBC 8 - Permitting	Permit Revenue	377.0
OBC 9 Energy	Schemes completed by yr. 4	141.4
OBC 10 - Buyback	HR	109.4
	ICT	66.0
OBC 11 & 27 Hard and Soft FM	R & M	0.0
	Cleaning	0.0
OBC 12 Investment Estate	Core Activity	50.0
OBC 17 - Gain Share		0.0
OBC 24 Fleet	Years 1 to 4	0.0
OBC 25 Planning		90.0
OBC 26 Planned Reactive Maint.	BC to be established by yr. 8	132.5
<b>Sub Total</b>		<b>6,350.9</b>
<b>Insurance Payment</b>		<b>(175.0)</b>

<b>Reset Business Case Total</b>		<b>6,175.9</b>
<b>NB Monitored Business Case Total</b>		<b>3,650.7</b>
<b>NB Monitored Business Case Total inc Insurance</b>		<b>3,475.7</b>

## 15. Partnership Service Targets 2021/22

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

Performance scorecards are reported for each of the following service areas detailed earlier are included in a separate performance annex circulated with this document:

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

- 5 Action Plans and 3 KPI and 4 PI relating to the Property Workstream
- 6 Action Plans and 5 KPI and 3 PI relating to the Engineering Workstream
- 11 Action Plans and 6 KPI and 10 PI relating to the Regulatory Services Workstream
- 8 Action Plans and 4 PI which are cross cutting

Further detail and breakdown of these measures are in the performance annex that accompanies this report.