

# **CBF Programme 2016/17**

Opening Report: Quarter 1

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# Ready for School

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## Programme Theme Summary

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*The majority of young people in North Tyneside are ready for school; they have had the right support to be ready to learn and to spend time with others. However, some of our young people have a tougher start in life.*

*We should be redesigning our services and focussing the £15million we spend in this area on making sure that more of those who are most vulnerable are ready for school. We know that will ensure they have better life chances and we also know they are less likely to require support and intervention from public services in the long term.*

*We have therefore worked with the range of people involved with North Tyneside's very young people and their families to develop an entitlement for each young person. We will use that to redesign our services and to check that we are giving those young people the best possible start in life.*

## Project Progress Summary

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<b>Business Case</b>	<b>Project</b>	<b>Saving ( £k)</b>	<b>RAG</b>
BC06a	Community Provision of Family Services	102	Green
BC06b	Community Provision of Family Services	953	Amber
BC07	Support for Schools	175	<b>Complete</b>
BC11	Looked After Children's Services	886	Amber
<b>TOTAL</b>		<b>2,116</b>	

**Council Plan Priority:** Our People

**Business Case:** [Community Provision of Family Services 06a Final Business Case](#)

### Project Summary

The availability of a wide range of high quality childcare options for families is at the heart of our Ready for School, Work and Life vision. The 2006 Childcare Act makes it clear that the Authority is the commissioner of childcare and should only become the provider as a last resort. There is also a legal duty to ensure there is sufficient childcare for families who want or need it and enough places to deliver the Government's funded early education commitments to 3 and 4 year olds and targeted offer for 2 year olds. The Council has a key role in shaping childcare, by supporting families to make informed decisions and strengthening the capacity of providers in the borough

North Tyneside has a vibrant and diverse childcare offer, predominantly delivered by school based nurseries, private, voluntary and independent providers. There are sufficient places at all age ranges and the quality of childcare and early education is high, with a majority of providers rated good or excellent by Ofsted.

The model of transferring Authority childcare provision to schools has already been successfully carried out in the North West of the borough where 2 childcare nurseries transferred to schools in 2015, with one now providing services for children of 0 – 11 years and the other for 2 – 11years. Parents report very positively on the changes and the 0 – 11years provision is already planning on expanding. In addition work undertaken in 2014 enabled a further 6 primary schools to expand pre-school provision by transferring Children's Centre accommodation

The Authority is currently a direct provider of childcare on 2 school base sites. This business case proposes that the Authority transfers that provision to 2 schools – Battle Hill and Denbigh. The most appropriate course of action is for the Authority to transfer direct provision of childcare where there is demonstrated provision in place from schools or private, voluntary or independent providers.

### Recent Progress

- Proposals agreed by Cabinet on 14th March
- Decision to delegate work to Director of Children's Services for implementation
- Nursery restructure is now in its final stages
- Transition plan for staff and children in operation for implementation of new delivery model by September (Wallsend & Shiremoor) and December (Battle Hill & Denbigh)
- Staff consultations began w/c 16<sup>th</sup> May

### Next Milestones

- Continuation of carefully managed transition to new delivery model

### Project Status

RAG (last period)	N/A	RAG (this period)	Green
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**Council Plan Priority:** Our People

**Business Case:** [Community Provision of Family Services 06b Final Business Case](#)

### Project Summary

Our Children's Centre offer is an integral element of our Ready for School support to families. The offer has been refocused to support those families in greatest need. We currently deliver Children's Centre provision from four hubs (Riverside, Wallsend, Howdon and Shiremoor) and a range of community settings. Consultation with families found that they valued the offer but wanted resources focused on services, not buildings.

This Business Case will bring the Children's Centre offer closer to communities by delivering the services from community-based facilities. A significant proportion of services will be delivered from the community hubs, which will enable citizens to access a range of services within a single location. This will also better meet Ofsted requirements under a new inspection framework, which will move away from judgements on individual Children's Centres and towards the effectiveness of the total 'offer' of provision. The proposal would see children's centre services moved out of the four existing settings, to be delivered in community based settings. The nursery in Howdon Children's Centre is currently provided by 4Children. We will engage with 4Children regarding the future of the nursery. The preferred option is for the nursery to take over the running of the building and expand their provision. If the provider decides not to continue offering provision we will have to consider tendering for an alternative provider.

The community based Children's Centre offer will be aligned with new Locality Teams. The teams will bring together a range of staff and agencies to deliver our successful 'whole family working' approach, supported by staff with specialist knowledge e.g. mental health, substance misuse, domestic violence, child health. The teams will provide support to families and enable them to learn the behaviours and skills and develop the resilience needed to raise their families effectively as well as linking them back to their communities and its facilities. The locality model will be integral to the delivery of our preventative commitment and is also expected to deliver positive outcomes for higher demand services such as for looked after children.

### Recent Progress

- Locality Team model agreed across Council and partner services
- Locality Teams have moved in to their new locations with the exception of the Coast Team who are at the Youth Village until the work is completed at the CFC

### Next Milestones

- The procurement of the new 0 - 19 Children's Public Health Service will be carried out in June and July, which will align to the new Locality Team model

### Project Status

RAG (last period)	N/A	RAG (this period)	Amber
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There will be a shortfall of £278k against projected savings of 300K for the 0-19 review element, due to no decision being made regarding the future of the Children's Centres and



whether or not they will be Community 'hubs'. The savings were based upon a reduction in admin and maintenance staff if buildings were rationalised. This position will be monitored and savings identified, where possible, through a combination of vacancy management; 'good housekeeping'; and the maximisation of the TF claim element of funding. In addition, the Asset/TOM group and Strategic Property Group are aware of the need for the rationalisation of buildings work to be expedited.

<b>BC07: Support to Schools</b>	<b>Saving: £175k</b>
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**Council Plan Priority:** Our People

**Business Case:** [Revised Support to Schools Final Business Case](#)

**Project Summary**

Over recent years, the School Improvement Service (SIS) has made a significant impact in improving outcomes for children and young people, particularly those who are vulnerable or who are at risk of underachievement.

We will ensure that system leadership in schools continues to flourish with the support of a strong school improvement service.

We will review our accommodation requirements and will work with more school-centred models including the Learning Trust to create a new delivery model for school improvement.

We will also review the work undertaken by the Quality Improvement team and Commissioning teams, by joining up activity and generating further income from the Private, Voluntary and Independent (PVI) sector.

Additional efficiencies can also be delivered as a result of the ICT connectivity project

**Project Status:**

RAG (last period)	N/A	RAG (this period)	<b>Complete</b>
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The 2016/17 saving has been made.

<b>BC11: Looked After Children’s Services</b>	<b>Saving: £886k</b>
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**Council Plan Priority:** Our People

**Business Case:** [Looked After Children's Services Final Business Case](#)

**Project Summary**

The business case proposes a clear focus on prevention and reduction in the numbers of children looked after - increasing the proportion of children living safely at home. To do this, we will increase the numbers of specialist foster carers who can work with the most challenging children and young people. We will also strengthen the capacity of the Safeguarding and Placements Service in critical areas, to ensure the Authority continues to

be able to fulfill its statutory functions to protect children and to focus on the LAC population in terms of prevention, improved targeting of 0-1 and 15 + year olds and improved permanency solutions at home.

We will improve the skill mix available to the social work task through additional Family Support Workers in order to focus on family resilience and improved outcomes for children on the edge of care

We propose to restructure the Looked After Children Team and extend their remit to 0-18 years (from 0-16). This will improve the continuity for children at a particularly important period of their lives and responds to feedback from the Children in Care Council. The Leaving Care Team (LCT) will re-focus on 18-25 year olds and will be staffed in the main by Personal Advisors although there may be a need to include a social work post in the team and this detail is currently being considered. This function will be managed through the Starting Point Manager. In addition, savings and efficiencies will be realised through a streamlined management structure and a reduction in legal fees associated with care proceedings.

Overall, we project that this will achieve a 20% reduction in LAC numbers over 2 years (2016-18)

### Recent Progress

- New Family Support Workers in post to ensure good outcomes from protection planning
- New residential unit posts in place to help with migration of children out of residential care
- Implementation of 'whole family' approach to coordinate help and minimise LAC numbers
- Project Board established to govern the establishments of new roles and processes to support the new way of working, and monitor resulting benefits

### Next Milestones

- Implementation of redesigned roles and responsibilities and framework for new way of working
- Development of structure and approach to continuously improve
- Monitoring of savings and benefits

### Project Status

RAG (last period)	N/A	RAG (this period)	Amber
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The success of the project relies on increasing resources and redesigning our approach at key points in the LAC process, to reduce the number of children who are 'looked after'. There is work to do to clarify the new working framework, but the additional resources have been secured, and a plan is in place (and on track) to bring about the change required. This project is therefore Amber.

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# Ready for Work

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## Programme Theme Summary

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*The majority of young people and adults are ready for work. The people of North Tyneside make a remarkable contribution to the economy of the North East and the nation. Many are employed in nationally and internationally significant organisations. However, too many are not in work, in part time work or are underemployed in jobs unsuitable for their skills level. In addition some of our important strategic businesses are struggling to find the right people with the right skills. We therefore plan to spend the £175million the Council commits to this work in a way that prioritises those who find it most difficult to get ready for work and to match our talented people to our businesses.*

*We know that high quality employment is the key difference in making sure families are protected from poverty. We also know that young people and adults who are ready for work and find the right employment suited to their skill set, have significantly improved life chances as well as a much reduced need for public services.*

*We have therefore worked with the range of people involved with North Tyneside's economy to develop an entitlement for each young person, or adult seeking employment. We will use that to redesign our services and to check that we are giving those people the best chance of being ready for work.*

## Project Progress Summary

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<b>Business Case</b>	<b>Project</b>	<b>Saving ( £k)</b>	<b>RAG</b>
BC12	Supporting Young People & Adults into Employment	250	Amber
<b>TOTAL</b>		<b>250</b>	

**Council Plan Priority:** Our Places

**Business Case:** [Supporting People into Employment Final Business case](#)

### Project Summary

In order to move towards decreasing the dependency of the Employment and Skills service area on Council contributions and increasing the income from external sources it is proposed to take a tapered approach to reduce the overall council contribution to the Employment and Skills council budget from £1,010,017 to £760,017, a £250,000 reduction.

This initial reduction will enable a full review of the service area to be completed as an integral part of the TOM for the Council that will include consideration of both the locality model and an integrated 0-19 age group offer.

A reduction of at least £100k in 2016/17 would primarily be achieved by increasing contributions from external grants by applying and securing more funding, reducing costs to existing grants-where appropriate and in line with grant conditions. Recently we have been informed that we have been successful in being the only named end to end provider in North Tyneside on two of the lead bidders for the BIG Lottery's European funding. This funding is made available via Priority axis 1: Inclusive Labour Markets - Investment Priority 1.4 Active Inclusion and thematic objective 9 which is called 'Promoting social inclusion and combating poverty This is likely to result in a formal offer of funding within the next 3 months. This is anticipated to be between £200k to £600k over 3 years depending on the programme to be delivered. The applications of this funding if successful will be considered in light of the councils overall policy and budget.

The additional £150K reduction will be achieved by a repositioning of some of the management costs which are to be drawn from non-core council budget; the deletion of some vacant posts; and a restructure of the team, including the management arrangement across the service. This will in effect bring forward the longer term plan to sustain the employment and skills offer from external funding.

This service area is wholly responsive to national policy changes in the employment and skills agenda. As new policies emerge including regional devolution it may be necessary to review the longer term approach.

### Recent Progress

- Options developed for securing external funding
- Consultation is underway on 'Re-imagining our approach to Employment and Skills'
- A future delivery model for Connexions has been developed

### Next Milestones

- Remodeling and restructuring of the service will follow consultation

### Project Status

RAG (last period)	N/A	RAG (this period)	Amber
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Bids and plans are in place to secure the £100k grant contribution element of the saving, and the work to restructure and redesign the approach to Employment and Skills is progressing well. There is more work to do, but the project is on track to deliver against the Business Plan. This project is therefore Amber.



# Cared For, Safeguarded & Healthy

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## Programme Theme Summary

*This is a significant part of Our North Tyneside Plan and the priority placed on Our People. Benchmarking and peer review suggests that North Tyneside has strong services in this area and that the £108million associated with this work is well spent. However, these services also have the highest individual impact and risk. And our adult, children's and public health services are all operating in an environment of national policy change and rising demand.*

*Our Health and Wellbeing Strategy overseen by the Health and Wellbeing Board, commits partners to a strong set of priorities. Our Joint Strategic Needs Assessment continues to shape our commissioning intentions. Our Integration Programme has developed better shared working. However, we are also required to take account of the Care Act and national changes in social care as well as the creation of the National Better Care Fund.*

## Project Progress Summary

Business Case	Project Ref	Project	Saving ( £k)	RAG
<b>BC09</b>	ASC 1	Independent Supported Living (ISL) approach	1,400	Amber
	ASC 3	ISL managed demand	515	Amber
	ASC10	Glebe / Wilson Terrace	125	Green
	ASC 7	Tier 4 drug services	35	Complete
	ASC 8	Review of Day Services	200	Amber
	ASC11	Transport Review	175	Complete
	ASC15	Continuing Health Care (CHC) case mngmnt	1,200	Amber
	ASC17	Accessing universal services	50	Amber
<b>BC10</b>	ASC 4	Shared Lives carers	100	Amber
	ASC 5	Shared Lives staffing	50	Complete
	ASC14	Housing related support	500	Green
<b>BC04</b>	ASC 6	Enablement Team staffing	100	Complete
	ASC 9	Integrated Disability Team	81	Complete
	ASC12	Assessment planning & reablement support	700	Amber
	ASC13	Review of admin arrangements	25	Amber
	ASC16	Subsistence review	20	Green
<b>BC05</b> (part)	Corp Inc 1	Care Call charges	20	Amber
<b>BC03</b>	TOM05	Creation of wellbeing services	941	Green
<b>TOTAL</b>			<b>6,237</b>	



**Council Plan Priority:** Our People

**Business Case:** [Commissioning VFM ASC Services Final Business Case](#)

### Project Summary

The revised approach to commissioning of ISL services has two parts:

- Review the approach and service delivery model with support providers to maximise economy of scale and how services are commissioned and delivered. This will involve negotiation with service providers on an individual service level to ensure the eligible needs of individuals are met and that identified risks are managed within an overall support provision
- In terms of the application of the Care Act eligibility criteria, support planning and how an individual's eligible needs will be met as part of the support plan.

### Recent Progress

- Revised approach agreed and in place.
- Project plan in place to identify cases to be reviewed, and track changes and efficiencies.
- Joint work between CLDT and Commissioning Team.

### Next Milestones

- First reviews and assessments under new process
- Quarterly position statement on reviews at end of June 2016.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Amber
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The commissioning approach is now established and discussions have taken place with providers to identify economies and efficiencies in the way in which services are to be delivered.

A schedule of reviews is in place and this is aligned to the annual review cycle. Social Workers are supported to implement an outcome focussed support plan which identifies progression made and future opportunities. As reviews take place through 2016/17, these will be tracked and savings identified. This will focus on savings against current spend profiles.

Within the overall spend on learning disability supported living services, there will be new services to be commissioned for people coming out of hospital, in transition from children's services etc and these will be tracked separately within the growth schedule.

**Council Plan Priority:** Our People

**Business Case:** [Commissioning VFM ASC Services Final Business Case](#)

### Project Summary

A business case on managing demand through housing solutions was agreed as part of the 2015/16 budget setting process. This new business case includes an element of the agreed proposals as well as new proposals linked to supported living services, and relates to efficiencies totalling £515k for 2016/17, and £225k for 2017/18.

There are three component parts to this project:

1. Revised service to individual clients
2. New ISL block development to help manage demand
3. Review of costs relating to services transferred from Northumberland, Tyne & Wear NHS Trust

### Recent Progress

- Individual clients in new provision
- Cabinet report on development of a housing / accommodation framework agreed on 11 April; Various sites across the borough identified
- Emery Court in Dudley - operational from June 2016
  - 13 places in mix of 11 units and 1x2 bed flat, individuals identified and being supported to move in
  - New care provider identified

### Next Milestones

- Commissioned framework opportunity on NEPO portal from June 2016
- New costs identified, implementations agreed with provider with longer term plan to bring into standard ISL contract.

### Project Status

RAG (last period)	N/A	RAG (this period)	Amber
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**Council Plan Priority:** Our People

**Business Case:** [Commissioning VFM ASC Services Final Business Case](#)

### Project Summary

The majority of adult social care in North Tyneside is commissioned; however, two ISL services are delivered directly by the Council. This proposal involves de-commissioning these high cost services and re-commissioning from an external provider. This supports our

strategy of only providing services where we cannot commission other agencies to provide the support required.

All members of staff will either be realigned to other service areas in Adult Social Care or will take voluntary redundancy. There are therefore no TUPE implications of commissioning this service from an external provider.

**Recent Progress**

- Wilson Terrace complete; new provider in place
- New provider appointed for Glebe

**Next Milestones**

- Glebe provider operational
- Monitor service and savings

**Project Status:**

RAG (last period)	N/A	RAG (this period)	Green
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The work outlined in the Business Case is predominantly complete and the project is therefore Green. The new service model will generate financial savings throughout the year.

ASC7: Tier 4 Drug Services	Saving: £35k
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**Council Plan Priority:** Our People

**Business Case:** [Commissioning VFM ASC Services Final Business Case](#)

**Project Summary**

As part of an overall drug and alcohol treatment programme a number of individuals are supported to access tier 4 accommodation and day based rehabilitation programmes.

The Public Health team commissions a range of integrated treatment and recovery community based services to meet drug and alcohol needs in North Tyneside.

The current budget held by Adult Social Care relates to tier 4 rehabilitation services. Generally these are provided on a registered residential care model in services outside of North Tyneside. However, increasingly individuals are accessing day based recovery programmes where it is appropriate to maintain links with family and others. It is proposed, therefore to remove the budget from Adult Social Care, as need can be met via alternative provision.

**Project Status:**

RAG (last period)	N/A	RAG (this period)	Complete
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**Council Plan Priority:** Our People

**Business Case:** [Commissioning VFM ASC Services Final Business Case](#)

### Project Summary

Adult Social Care currently spends in excess of £1m per year on commissioned day services and community based provision to support people with a disability. The proposal is two fold: firstly to look at and scrutinise the unit cost that is paid for day services; and secondly to review the service levels that are in place.

The Commissioning Team will also work with the providers to review current provision and look at opportunities for other providers to enter the market and support people. All individuals will have a personal budget through a social work led assessment process and this personal budget, if taken as a direct payment, can offer greater choice and control, whilst also maximising the use of universally available community resources.

### Recent Progress

- Service levels and costs reviewed
- New assessment approach in place

### Next Milestones

- First assessments under new process
- Monitoring of service and savings

### Project Status:

RAG (last period)	N/A	RAG (this period)	Amber
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The work outlined in the Business Case to establish the framework of reviews and service costs has been established.

A schedule of reviews is in place and this is aligned to the annual review cycle. Social Workers are supported to implement an outcome focussed support plan which identifies progression made and future opportunities. As reviews take place through 2016/17, these will be tracked and savings identified. This will focus on savings against current spend profiles.

**Council Plan Priority:** Our People

**Business Case:** [Commissioning VFM ASC Services Final Business Case](#)

### Project Summary

The transport and facilities service provide transport for Adults with assessed needs, through a care management assessment process. The transport is provided by various contractors on a framework agreement jointly tendered every three years with Children, Young People and Learning.

The contract is closely monitored and spot monitoring checks are carried out twice per year on each route the checks can be more frequent if there is a need to do so. All driver and passenger assistants are DBS checked at an enhanced level. The contract is made up of individual and shared taxi routes to transport people to and from day, education, respite and leisure services. A review of how customers fund the transport element of their service has been undertaken.

**Project Status:**

RAG (last period)	N/A	RAG (this period)	<b>Complete</b>
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<b>ASC15: CHC Case Management</b>	<b>Saving: £1,200k</b>
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**Council Plan Priority:** Our People

**Business Case:** [Commissioning VFM ASC Services Final Business Case](#)

**Project Summary**

Through the Better Care Fund framework, ASC and the CCG are seeking to develop a Pooled Budget to deliver the NHS Continuing Health Care Case Management function. Within current arrangements a person who is assessed as eligible for fully funded CHC will have their care managed by the North East Commissioning Service (NECS) which was formed following the transfer of responsibility from the PCTs (now CCGs). The NECS case managers are responsible for setting up (brokering) the person’s care package, the day to day management of the package and reviewing & adjusting the package as the person’s needs change.

These are very similar functions to the role of the social workers within our teams, and there are models throughout the country, where the Local Authority are commissioned to undertake this function on behalf of the CCG. By benefiting from the cost effective approach taken by North Tyneside social care assessors and through combined commissioning arrangements, we believe there is the potential to make a gain share saving in terms of the budget currently spent on CHC care packages.

**Recent Progress**

- Work was transferred to NTC on 2<sup>nd</sup> May 2016
- New processes and standard protocols are in place to bring costs down
- Agreed reporting framework with CCG
- Recruitment of Social Workers commenced
- Agreed inter-agency processes / operating framework

**Next Milestones**

- Agreement of risk and gain share principles to be finalised

**Project Status:**

RAG (last period)	N/A	RAG (this period)	<b>Amber</b>
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To date, £300k has been delivered from the social care commissioned budgets. New processes and protocols are in place to achieve the remainder of the savings target by:

- 1) Reviewing the existing long term clients and reducing their costs
- 2) Making sure that we spend less per head on new clients
- 3) Even for those new clients who are higher cost, making sure we review regularly and reduce packages accordingly (a progression model).

Systems are now being out in place to monitor the costs of new, and renewed, care packages and compare them against existing spend profiles, to ensure that savings are resulting as planned.

## ASC17: Accessing Universal Services

Saving: £50k

**Council Plan Priority:** Our People

**Business Case:** [Commissioning VFM ASC Services Final Business Case](#)

### Project Summary

By utilising performance data and evidence based analysis tools, we will seek to reduce unnecessary repeat referrals; solve more enquiries at the point of first contact and improve the on line self help offer. We will also build on the work already undertaken by the Care and Connect service, where the approach is to support the individual to build resilience by enabling them to help themselves and find their own solutions.

Alongside this we will be working with colleagues in Sport and Leisure services in order to ensure that the universal offer is able to support those with lower level social care needs (tier 2 clients). In order to prevent and delay the need for care and support, we will be considering and reviewing what we currently have available/commission with a view to redesigning this offer. Although this is unlikely to produce significant financial savings, it is anticipated that we will use the current budget in a different way that will enable more people to remain independent, and prevent the development of needs in the future.

### Recent Progress

- Completed review of universal services and identified scope to make impact
- Implementation plan agreed and in place

### Next Milestones

- Workshop with staff at Wallsend CFC May/June 2016 - to explore the universal offer and how teams can work together to target tier 2 customers.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Amber
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## ASC4: More Shared Lives Carers

Saving: £100k

**Council Plan Priority:** Our People

**Business Case:** [Effective Housing Solutions Final Business Case](#)

### Project Summary

The Shared Lives service provides an effective alternative to residential care (similar to Fostering) This involves matching individuals requiring support with appropriate families and enabling them to live in a family setting, which is significantly more expensive.

This Business Case is focused on an expansion of this service. This will require the recruitment of additional Shared Lives families, able to provide short and long term support, and to offer this as a model of support to a wider cohort of customers than the current model, which is focussed on people with a learning disability.

Aligning the service with Integrated Services will allow additional support for developing an implementing the service, cement best practice and allow us to reduce staffing by 2 full time equivalent grade 7 posts.

### Recent Progress

- Development of a Marketing and Advertising Plan

### Next Milestones

- Launch campaign to recruit new carers

### Project Status:

RAG (last period)	N/A	RAG (this period)	Amber
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## ASC5: Shared Lives Staffing

Saving: £50k

**Council Plan Priority:** Our People

**Business Case:** [Effective Housing Solutions Final Business Case](#)

### Project Summary

This project reflects the staffing reduction that will be enabled by the approach to Shared Lives care provision outlined in ASC4 (see above)

### Recent Progress

- Vacant posts confirmed for deletion from structure.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Complete
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**Council Plan Priority:** Our People

**Business Case:** [Effective Housing Solutions Final Business Case](#)

### Project Summary

This project involves re-aligning and re-contracting for support linked to accommodation. Services are provided to a wide range of client groups, including people with Learning Disabilities, Mental Health, Young People at risk and people who are socially excluded.

Services are preventative in nature and reduce demand for statutory services, accruing savings to a number of mainstream council budgets, including: Adult Social Care; Housing; and Children, Young People and Learning. Services also contribute towards the prevention of homelessness, which costs the Council on average between £4k- £6k for each application. In terms of evidence of the effectiveness of housing related support, there is a range of research available that demonstrates the effectiveness of services and quantifies the overall savings to the public purse, as roughly £2 for every £1 of expenditure.

Current services have been reviewed to help us develop a new model of delivery which tailors support and accommodation to the needs of an individual and we plan to retender new service contracts in April 2016, with new service delivery models implemented in August 2016.

### Recent Progress

- Efficiencies agreed
- Cabinet report proposals agreed
- Tender published (April 2016)

### Next Milestones

- Provider appointment (July 2016)

### Project Status:

RAG (last period)	N/A	RAG (this period)	Green
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**Council Plan Priority:** Our People

**Business Case:** [Single Front Door & Gateways Final Business Case](#)

### Project Summary

The Learning Disability Enablement Team sits within the Community Learning Disability team (CLDT) and supports the social work led assessment and review process. It provides a range of short to medium term interventions to support the individual and maximise their ability / potential to do more things independently without long term support.

It is proposed to further combine the work of the enablement team with that of other social work assessment functions in CLDT to strengthen the offer to customers and carers. As well



as improved outcomes, this will enable a reduction in current staffing of the existing 3.4 vacancies.

### Recent Progress

- Staffing reductions made and saving achieved

### Project Status:

RAG (last period)	N/A	RAG (this period)	<b>Complete</b>
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<b>ASC9: Integrated Disability Team</b>	<b>Saving: £81k</b>
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**Council Plan Priority:** Our People

**Business Case:** [Single Front Door & Gateways Final Business Case](#)

### Project Summary

Legislative frameworks under the Children and Families Act and the Care Act 2014 have prompted a review of the Council's Transition Policy and how we provide social work and care management services to people with life long disability. The aim will be to establish a single disability team across adult and children's social work disability services to provide a seamless and life time service to users, carers and parents. The work is linked to the enablement team and will see a small reduction in posts - likely less than 2 over 2 years.

### Recent Progress

- Staffing reductions made and saving achieved

### Project Status:

RAG (last period)	N/A	RAG (this period)	<b>Complete</b>
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<b>ASC12: Assessment Planning/Reablement Support</b>	<b>Saving: £700k</b>
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**Council Plan Priority:** Our People

**Business Case:** [Single Front Door & Gateways Final Business Case](#)

### Project Summary

The changes introduced by the Care Act 2014 provide an opportunity to review the skills mix within the Older People and Physical Disabilities adult social work teams as well as how we provide support for Tier 2.

Adult Social Care has recently launched a new service named Care and Connect (C&C) which seeks to provide an earlier and intervention as an alternative to more costly social work assessment.

The Care and Connect service will be expanded by redesigning the customer pathway and re-engineering assessment and support planning. The cost of undertaking a C&C assessment can be assumed as half that of other case management costs, the national

average being £455, given that the C&C assessment is shorter/more proportionate, mostly conducted in a community setting and there is less administrative time required as we are not brokering service providers. In addition, the interventions provided by C&C are community based and often paid for by the individual; this represents a reduction in the amount currently spent on Personal Budgets (PBs).

In addition, joint work with the NHS has developed a new pathway for older people who provide an opportunity to review the roles undertaken by health and social care staff. New ways of working such as health colleagues making direct referrals to reablement services means that assessment teams are able to realign their focus towards other clients/assessments.

Joint working with the NHS -Working with NHS partners in relation to the Older Person's Pathway, and examining the impact of the opening of the new Emergency Care Hospital, we propose to review the hospital social work function to develop a Multi Agency approach (CARE Point).

Additionally, the work with the CCG in terms of New Models of Care and the Extensivist model provides an opportunity to work in a different way with high need clients, which we anticipate will provide a saving in terms of the health and social care economy for them.

### Recent Progress

- £200k staffing element complete
- Scoping work underway to define service for 17/18

### Next Milestones

- Reablement review progressed

### Project Status:

RAG (last period)	N/A	RAG (this period)	Amber
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ASC13: Review of Admin	Saving: £25k
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**Council Plan Priority:** Our People

**Business Case:** [Single Front Door & Gateways Final Business Case](#)

### Project Summary

This is a review of admin arrangements, carried out as part of the realignment of the Adult Social Care and Children's Services into a single function.

### Recent Progress

- Proposals discussed and agreed
- A post has been deleted to achieve the savings

### Next Milestones

- Implementation of proposals

### Project Status:

RAG (last period)	N/A	RAG (this period)	Amber
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A post has now been deleted, and the full £25k saving has been realised. Work continues on the review, however, to provide a more efficient admin structure within the reduced resource, and the project is therefore Amber.

## ASC16: Staff Subsistence Review

Saving: £20k

**Council Plan Priority:** Our People

**Business Case:** [Single Front Door & Gateways Final Business Case](#)

### Project Summary

A review of policy and approach for staff subsistence.

### Recent Progress

- Analysis of costs and processes
- Processes adjusted

### Next Milestones

- Ongoing monitoring

### Project Status:

RAG (last period)	N/A	RAG (this period)	Green
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## Corp Inc 1: Care Call Charges

Saving: £20k

**Council Plan Priority:** Our People

**Business Case:** [Fees & Charges Final Business Case](#)

### Project Summary

Targeted marketing of the Care Call service to extend the customer base and widen the use of the Jontek lone monitoring service, to increase income.

### Recent Progress

- Analysis of customer base and available market
- Analysis of internal costs and procedures

### Next Milestones

- Investigate additional customer (NE Ambulance)
- Prepare Business case and marketing plan

## Project Status:

RAG (last period)	N/A	RAG (this period)	Amber
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BC03: Creation of Wellbeing Services

Saving: £941k

**Council Plan Priority:** Our People

**Business Case:** [Creation of Wellbeing Services Final Business Case](#)

### Project Summary

The Active North Tyneside programme was initiated in January 2014. Its aim is to improve the health and wellbeing of residents in by increasing participation in healthy lifestyle behaviours and more specifically increase participation in physical activity, particularly in areas and communities within the borough where people are inactive and participation in physical activity is low.

This business case proposes freeing up existing public health commitments and redirecting funding into the Sport and Leisure service and enable its transformation into a Leisure and Wellbeing service.

Existing Leisure Centres will become wellbeing hubs and the service will aim to improve health and wellbeing and reduce inequalities, in keeping with the principles which underpin the Target Operating Model of the Council.

The objectives of the service will be to:

1. Provide information and signposting on a range of health and wellbeing issues
2. Promote self help, self care and independence
4. Promote healthy weight, positive mental health, and encourage residents to stop smoking and use alcohol at safe levels
5. Promote access to and uptake of a range of wellbeing services such as NHS Health checks, stop smoking services, weight management

The service will offer a range of universal and targeted services:

- The universal offer will include promotion of health and well being; promoting the uptake of physical activity; and the provision of information. The commercial element of the sport and leisure services will remain important as part of this offer and residents will continue to pay for sport and leisure services with some subsidy offered through the Ease card scheme. There will be some free population wide activities maintained such as free swimming and activity clubs.
- The targeted offer will provide a range of activities and services focussed to meet those with additional needs (15% of the population). For example: those at risk of poor health outcomes such as overweight children and adults; those living in socioeconomic deprived areas; smokers; those with long term conditions. This offer will also target the most vulnerable (5% of population). For example: vulnerable adults and children; individuals with a disability; adults with dementia; etc

The wellbeing hubs will encourage external providers to promote and provide services. For example: stop smoking services; NHS Health checks; well baby clinics.

**Recent Progress**

- Contracts for stop smoking agreed
- Contract for NHS Health signed
- Contract variation agreed with NTRP for 206/17
- Contract value agreed with NHCFT for 0-19 for 6 months

**Next Milestones**

- Continued work on meeting the milestones established in the plan.

**Project Status:**

RAG (last period)	N/A	RAG (this period)	Green
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## Great Place to Live, Work and Visit

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## Programme Theme Summary

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*Feedback from residents, business and visitors confirms that North Tyneside is a great place to live, work and visit. In order to maintain and develop that important aspect of the Borough we have been working with residents and partners to understand just what it is that makes North Tyneside so popular. We have then begun to shape the £74million we spend in this area to develop and maintain our core offer.*

*That means thinking about our streets and communities, our businesses and employment space and the river and parks, retail opportunities and events, coast and river that bring people the Borough.*

*We have worked hard to focus on what is important to residents, businesses and visitors while thinking carefully about our core offer and where that is delivered from. We have also continued our successful work to make North Tyneside sustainable and reduce our impact on the environment: Where we have had success we can demonstrate we are saving money.*

## Project Progress Summary

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<b>Business Case</b>	<b>Project</b>	<b>Saving ( £k)</b>	<b>RAG</b>
BC08	Maintain Environment (to statutory requirement)	200	Green
BC14	Review of Our Estate	82	Amber
<b>TOTAL</b>		<b>282</b>	



**Council Plan Priority:** Our People

**Business Case:** [Maintain Environment Final Business Case](#)

### Project Summary

North Tyneside has an excellent record of maintaining a clean and green environment and has successfully introduced some areas of bio-diversity. However, in the present economic climate the challenge for the council is to find a way to deliver a consistent standard that reflects residents' priorities with less cash.

Whilst the reduced resource will mean a reduction in some grounds maintenance, the intention is to ensure the service is delivered in line with relevant legislation and to a decent base line standard.

We will also support communities should they wish to become involved in carrying out environmental improvements in their areas.

In addition to the review of standards, there will be an increase in income associated with the Arboricultural Service.

### Recent Progress

- Reduction of 5 posts
- Arboricultural income on target
- Community group has been established on the Red House Farm Estate and Crawford Park
- 23,000 square meters of biodiversity areas are being implemented.

### Next Milestones

- We will continue to source further income for our Arboricultural team
- Continue to seek community engagement opportunities.

### Project Status

RAG (last period)	N/A	RAG (this period)	Green
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**Council Plan Priority:** Our People

**Business case:** [Review of Estate Final Business Case](#)

### Project Summary

The challenge for any organisation is to maximise the use of existing buildings and where appropriate rationalise the portfolio. Both approaches will reduce premises related costs and allow resources to be concentrated on respective services.

One of the outcomes of establishing the Target Operating Model (TOM) for North Tyneside will be a reduction in the number of buildings the council operates from. Such service changes will drive and influence the need for respective buildings and as a result reduce the number of buildings and premises related expenditure both in terms of ongoing revenue costs (already built in to our Partnership contract with Capita) and longer term investment requirements. Similarly any disposal of such buildings/sites may also generate a Capital receipt.

The property Portfolio projects can be sub divided into 3 main areas:

- Office Accommodation
- Commercial Estate
- Depot Rationalisation

### Recent Progress

- Transfer Royal Quays Comm Centre to a third party; negotiations ongoing with Linskill Centre.
- Dial Cottage; in dialogue with George Stephenson Trust
- PFI payment Hadrian Leisure Centre; saving achieved through spend reduction
- Reduce asset base George Stephenson Museum; payment to TWAM reduced to reflect the new arrangement.

### Next Milestones

- Transfer Royal Quays Comm Centre to a third party; Meeting scheduled with the Linskill Centre on 21<sup>st</sup> June to discuss options to reduce costs and increase income.

### Project Status

RAG (last period)	N/A	RAG (this period)	Amber
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# Enabling

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## Programme Theme Summary

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As well as four large-scale service redesign projects there is a constant need to ensure the internal and cross-cutting operations of the Council are as efficient as possible. The projects within this section seek to achieve that aim, as well as facilitate service redesign across the entire Council.

## Project Progress Summary

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Business Case	Project	Saving (£k)	RAG
BC01	Citizen Interaction and Delivery of Service	2,924	Amber
BC02	Workforce Change	861	Green
BC05	Payment Strategy (Fees & Charges)	833	Amber
BC13	Corporate Debt/MRP Strategy	2,254	Green
<b>TOTAL</b>		<b>6,872</b>	

**Council Plan Priority:** Corporate / Cross-Cutting

**Business Case:** [Citizen Interaction and Delivery of Service Final Business Case](#)

### Project Summary

A key aspect of the CBF Target Operating Model (TOM) states that customers will access services via a Tiered approach where:

- 80% of customer events will be met through self-service, self-management, signposting and advice.
- 15% of customer events will be met through interaction and / or intervention that will be right first time.
- 5% of customer events will require supported and continuous management of an episode.

Achieving this model of citizen interaction will require significant business change, enabled (in part) by maximising the use of technology and tooling. The work involved in this Business case will focus on three areas:

1. Collaboration, agility, mobility:
2. Self-service
3. Data and analytics

### Recent Progress

- A report went to Cabinet on May 9<sup>th</sup>, at which authority was given to procure against: Self-service; Collaborative working; and Data Analytics
- The Google Pilot is now completed. The Microsoft 365 Pilot will roll-out in June/July
- The Cheque Withdrawal project has been successful, with only a few cheques being received following a campaign in Service Centres.
- EDRMS has been re-launched within the Authority and usage has almost doubled.
- Business redesign has begun (early projects around Deprivation of Liberty, and Copy Certificates close to completion).
- Futuregov contracted and work has begun on a specific piece of redesign work around Adults and Children's Front Door.

### Next Milestones

- The Microsoft 365 Pilot will roll-out in June/July.
- Commercial agreement with Engie around data and analytics tooling.
- Procurement of self-service and collaborative technology
- Business redesign – initial project list to be finalised and agreed by Heads of Service, with next projects mobilised.
- Futuregov conclude work on Front Door. Deprivation of Liberty, and Copy Certificates redesigns implemented.

### Project Status

RAG (last period)	N/A	RAG (this period)	Amber
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**Council Plan Priority:** Corporate / Cross-Cutting

**Business Case:** [Workforce Change Final Business Case](#)

### Project Summary

In order to deliver the target operating model for the Council there will be a requirement to make major workforce changes. These will require strategic HR projects and initiatives to be taken forward in order to enable the change in workforce to take place.

We will need to enable our workforce to become more flexible, with posts becoming generic in nature where possible / with posts broadening/ multi skilling taking place. Structures will become more streamlined in terms of layers and tiers. Workforce development will need to focus on future skills to deliver CBF and TOM.

Roles will need to be described in terms of competencies and expectations and support the design principles within the target operating model of managing demand at the lowest level and enabling others. This will need to become a way of working for Council employees.

Place of work/ nature of work/ agility and new ways of working will need to be considered and will change with associated HR policy changes.

The workforce will become smaller through fundamentally new ways of working which brings teams together which complement one another, family partner approach, community hubs delivering various services, multi skilling, broadening of roles and the move to self service and mobile technology to support the workforce.

### Recent Progress

- Generic management jobs progress through restructures
- Restructures complete
- Introduced North Tyneside Council Living Wage through pay policy
- Workforce development programmes designed, approved and rolled out from 1 April 2016
- Culture change (internal) has commenced, leadership forum and managers briefings have produced temperative gauge of existing culture against CBF principles

### Next Milestones

- Implementation of remainder of generic management roles
- Workforce reductions/changes negotiations with Unions to commence June 2016
- Review of HR policy priority areas identified
- Culture change strategy / plan to address findings from managers briefings
- HR policy and terms and conditions changes relating to mobile workforce

### Project Status

RAG (last period)	N/A	RAG (this period)	Green
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£752k of the £861k target has been achieved via restructures and workforce changes within Environment, Housing & Leisure, and the project is on track to achieve full savings.

**Council Plan Priority:** Corporate / Cross-cutting

**Business Case:** [Payment Strategies Final Business Case](#)

### Project Summary

We have reviewed fees and charges in line with the principles of the Target Operating Model. Although we need to maximise income to reduce the impact of reduction in resources given to councils to meet demand, we will ensure that any increases are targeted, wherever possible, at those who can afford to pay and we will protect the access to service of those who are in the greatest need.

We have also actively considered whether there are elements of our service that we could provide to others for a fee that might help subsidise our own costs.

The proposed changes to fees & charges are projected to result in the following extra income:

- Catering: £165k
- Carecall: £20k
- Extra Care: £50k
- Home to School Transport: £125k
- Law & Governance: £68k
- Environmental Services: £190k
- Strategic Services: £40k
- Cashless Project: £100k
- ERDF Grant funding: £75k

### Recent Progress

- All relevant fees and charges increases have been implemented – impact of these will be seen through the regular budget monitoring position
- Cheque removal has been implemented for the cashless project, currently piloting direct banking to remove double handling of cash that is still collected
- ERDF grant funding approval received
- Environmental Services savings achieved

### Next Milestones

- Chip and Pin options to be evaluated
- Review of Payment Strategy in light of increase in Debit card fees

### Project Status

RAG (last period)	N/A	RAG (this period)	Amber
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**Council Plan Priority:** Corporate / Cross-Cutting

**Business Case:** [Corporate Debt / MRP Strategy Final Business Case](#)

### Project Summary

The Capital Finance Regulations require the full Council to agree an annual policy for the Minimum Revenue Provision (MRP).

The MRP is the amount that is set aside to provide for the prepayment of debt (principal repayment). The regulations require that the Authority determines an amount of MRP which it considers to be prudent. The broad aim of a prudent provision is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Revenue Support Grant (RSG), reasonably commensurate with the support provided through the RSG. The guidance provides recommended options for the calculation of a prudent provision but it does not rule out other methods.

Under the previous Local Government Finance system grant funding for repayment of debt through the Revenue Support Grant was received at a rate of 4% for debt that had been granted as Supported Borrowing. This was then used to repay debt via the Minimum Revenue Provision. More recently under the new system for Revenue Support Grant those direct linkages have disappeared and Revenue Support Grant is projected to be cut substantially in the coming years.

To maintain the level of debt repayment at 4% or £4.508m in the light of these reductions would not be prudent and would lead to cuts in operational services that could be avoided. It is proposed that the level of debt repayment be reduced to 2% (£2.254m) as a more appropriate provision. This is the level previously used for the repayment of debt on housing properties until the Local Government Act 2003 when the repayment of any debt for Housing became discretionary.

This proposal has been agreed with the external auditor and legal services and the MRP strategy is reviewed on an annual basis.

### Project Status

RAG (last period)	N/A	RAG (this period)	Green
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