

# Creating a Brighter Future Programme 2016/17

Update Report: Quarter 2



**North Tyneside Council**

# Contents

Section	Page
<b>Executive Summary</b>	3
<b>Ready for School – Summary</b>	4
BC06a Community Provision of Family Services	5
BC06b Community Provision of Family Services	6
BC07 Support to Schools	7
<b>Ready for Work and Life – Summary</b>	8
BC12 Supporting Young People and Adults into Employment	9
<b>Cared for, Safeguarded and Healthy – Summary</b>	10
BC09 Commissioning VfM Adult Social Care Services	11
ASC01: ISL Approach	11
ASC03: ISL Demand	12
ASC10: Glebe/Wilson Terrace	13
ASC07: Tier 4 Drug Services	14
ASC08: Review of Day Services	14
ASC11: Transport Review	15
ASC15: CHC Case Management	16
ASC17: Accessing Universal Services	17
BC11 Looked after Children’s Services	18
BC10: Effective Housing Solutions	19
ASC04: More Shared Lives Carers	19
ASC05: Shared Lives Staffing	19
ASC14: Re-tender Housing Related Support	20
BC04: Single Front Door and Supporting Gateways	21
ASC06: Enablement Team Staffing	21
ASC09: Integrated Disability Team	21
ASC12: Assessment Planning/Reablement Support	22
ASC13: Review of Admin	23
ASC16: Staff Subsistence Review	23
BC03: Creation of Wellbeing Services	24
<b>Great Place to Live, Work and Visit – Summary</b>	25
BC08: Maintaining the Environment	26
BC14: Review of our Estate	27
<b>Enabling – Summary</b>	28
BC01: Citizen Interaction and Delivery of Service	29
BC02: Workforce Changes	30
BC05: Payment Strategy, Fees and Charges	31
BC13: Corporate Debt and MRP Strategy	32

# Executive Summary

Significant progress continues to be made by the Council and partners in delivering the Creating a Brighter Future Programme. This quarter 2 report for 2016/17 details the 12 business cases agreed by Cabinet on 7 December 2015 and by borough Council as part of the budget setting process, and sets out areas of progress over the past 3 months.

Key areas of progress within this quarter include:

- Our **new 0-19 locality-based teams** for children and young people are now in place and co-located across the borough, which is a key element of our Ready for School priority and delivery of the Target Operating Model
- The **number of looked after children** that the Council supports is reducing and we continue to ensure we provide care and support to those children that we know we need to look after in the most efficient way
- Our new self-serve system, Outsystems, has been procured and the development team are on site and working with services to develop new solutions to **manage demand through self-service for a range of services**

We have amended the presentation of this report so that we provide a RAG (Red / Amber / Green) status for both the delivery of the project (and associated milestones) and the delivery of savings attached to that project. Previous versions of this report have attempted to provide a single RAG rating for business cases, which combined those two elements; however, it has been recognised that further clarity would be gained from separating the two judgements.

As a result of this new approach, the 'Previous RAG rating' section for each business case has been left blank as it would not be possible to compare the previous rating awarded with the new dual rating awarded this quarter.

For clarity, the RAG ratings for both components have been awarded on the basis of the following definition:

Project Delivery		Savings Delivery	
Blue	All milestones complete	Blue	Full saving realized
Green	All milestones met within timescales so far; more to be met but no concerns about delivery	Green	Majority of savings already realized and/or no concerns about realization of full saving
Amber	Some milestones have been delayed and/or minor concern about delivering some future milestones	Amber	Anticipated shortfall in savings delivery and/or savings will be accrued throughout the financial year
Red	Milestones have been significantly delayed and/or major concern about delivering future milestones	Red	Significant shortfall in savings anticipated

Some business cases are rated 'Amber' for savings delivery because savings will be accrued throughout the financial year, as a result of reviews of individual packages of care for adults, and increased demand management across Adults and Children's social care, not because there is necessarily concern about realisation. These savings will be monitored throughout the financial year and reported accordingly.

# Ready for School

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.

Our aim is to redesign our services and focus the £15million we spend in this area in a targeted way to make 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 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.

## Progress Summary

<b>Business Case</b>	<b>Project</b>	<b>Project RAG</b>	<b>Saving ( £k)</b>	<b>Savings RAG</b>
BC06a	Provision of Family Services (Nurseries)	Green	102	Green
BC06b	Provision of Family Services (0-19 Services)	Green	953	Amber
BC07	Support for Schools	Complete	175	Complete
<b>TOTAL</b>			<b>2,116</b>	

## BC06a: Community Provision of Family Services (£102,000)

**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 a key priority. 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.

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.

This business case proposes that the authority seeks alternative delivery models for nurseries that the Council still provides at Battle Hill, Denbigh, Wallsend and Shiremoor.

### Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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Progress since last quarter includes:

- The implementation of the proposals relating to Wallsend and Shiremoor nurseries is now complete
- The plan for Battle Hill and Denbigh nurseries continues to be implemented and remains on track for completion by December

Upcoming milestones for the next quarter include:

- Completion of the implementation plan for Battle Hill and Denbigh nurseries

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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The projected savings for this business case are on track and are anticipated to be fully realised following the conclusion of the second tranche of service transfer in December, relating to Battle Hill and Denbigh nurseries.

## BC06b: Community Provision of Family Services (£953,000)

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 theme. 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. This will 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. We will engage with 4Children as the current provider of the nursery in Howdon Children's Centre regarding the future of this provision. The preferred option is for the nursery to take over the running of the building and expand their provision.

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 around, for example, mental health, substance misuse, domestic violence, child health. 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.

### Project Status

RAG (last period)	N/A	RAG (this period)	Green
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Progress since the last quarter includes:

- All Locality Teams have now moved into their new locations
- Decision taken by Cabinet to transfer the health visiting and school nursing services from the current external provider – Northumbria NHS Trust – to the Council

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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A shortfall of £138,000 savings is projected; this is a significant improvement on the position reported last quarter, as remedial action has been taken (including delay in recruitment to vacant posts) to address the shortfall relating to decisions regarding the future of Children's Centres and we continue to work hard to address the remaining shortfall.

## BC07: Support to Schools (£175,000)

**Council Plan Priority:** Our People

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

### Project Summary

Over recent years, the School Improvement Service 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. The quality and external judgements of school provision in North Tyneside is impressive, as is the educational attainment of our children and young people.

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 Council's quality improvement and commissioning teams, by joining up activity and generating further income from the Private, Voluntary and Independent (PVI) sector.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Complete
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The work required to deliver the objectives and savings in the business case for 2016/17 is complete.

Work is ongoing to market the work of the service to the private, voluntary and independent sector in order to generate additional income.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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Staffing changes have been made and, therefore, all savings have been delivered.

# Ready for Work and Life

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

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



## BC12: Supporting Young People & Adults into Employment (£250,000)

**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 on Council funding, it is proposed to increase the income from external sources whilst remodelling the staffing structure for this service. This 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 for children and young people and the integrated 0-19 age group offer. This service area is 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.

We expect to be able to increase income from external sources by approximately £100,000 in 2016/17. The additional £150,000 will be achieved by 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.

#### Project Status

RAG (last period)	N/A	RAG (this period)	Green
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Progress since the last quarter includes:

- Anticipated external funding has now been secured
- Vacant posts have been deleted to secure a portion of the expected staffing savings
- Additional income from the Learning Trust has been secured to bridge the shortfall in staffing savings

Review of the implications of the white paper on the future of education services is underway. The outcome of this will contribute to plans for the future of these services.

#### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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Full realisation of savings for 2016/17 has now been confirmed.

## Cared For, Safeguarded & Healthy

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 Better Care Fund.

### Project Progress Summary

Business Case	Project Ref	Project	Project RAG	Saving (£k)	Savings RAG
<b>BC09</b>	ASC 1	ISL approach	Green	1,400	Amber
	ASC 3	ISL managed demand	Green	515	Amber
	ASC10	Glebe and Wilson Terrace	Green	125	Green
	ASC 7	Tier 4 drug services	Complete	35	Complete
	ASC 8	Review of Day Services	Green	200	Amber
	ASC11	Transport Review	Complete	175	Green
	ASC15	Continuing Health Care management	Amber	1,200	Amber
	ASC17	Accessing universal services	Green	50	Amber
<b>BC10</b>	ASC 4	Shared Lives carers	Green	100	Amber
	ASC 5	Shared Lives staffing	Complete	50	Complete
	ASC14	Housing related support	Green	500	Amber
<b>BC04</b>	ASC 6	Enablement Team staffing	Complete	100	Complete
	ASC 9	Integrated Disability Team	Green	81	Complete
	ASC12	Assessment planning & re-ablement	Green	700	Green
	ASC13	Review of admin arrangements	Complete	25	Complete
	ASC16	Subsistence review	Complete	20	Complete
<b>BC03</b>		Creation of Wellbeing services	Green	941	Complete
<b>BC11</b>		Looked After Children's Services	Green	886	Amber
<b>TOTAL</b>				<b>6,417</b>	

## BC09/ASC1: Independent Supported Living (£1,400,000)

Council Plan Priority: Our People

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

### Project Summary

The revised approach to commissioning of Independent Supported Living services involves:

- Applying our approach of independence, progression and wellbeing (also in line with the Care Act) to care and support planning for adults with learning disabilities
- Reviewing existing care packages to ensure they are in line with our overall approach, outlined above
- Working with care providers to ensure that they are providing support in line with our overall approach and agreed care plans, including an increased focus on enablement

### Project Status:

RAG (last period)	N/A	RAG (this period)	Green
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Progress since the last quarter includes:

- Overall care planning and commissioning approach agreed
- Positive discussions with providers to re-shape approach and deliver efficiencies
- First tranche of care package reviews undertaken

Upcoming milestones include:

- Complete second tranche of care package reviews

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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The programme of reviews of individual packages of care is delivering efficiencies in costs due to an increased focus on the independence of the individual. Additional savings will accrue throughout the year, as the reviews progress.

## BC09/ASC3: ISL Managing Demand (£515,000)

**Council Plan Priority:** Our People

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

### Project Summary

A business case on managing demand for adult residential care 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.

There are two component parts to this project:

1. Development of a new Independent Supported Living service to provide additional community-based provision to support better outcomes for individuals and reduce demand on residential care
2. Review of costs relating to historic services transferred from Northumberland, Tyne & Wear NHS Trust

In addition, savings were planned relating to two high cost placements where we were seeking alternative provision.

### Project Status

RAG (last period)	N/A	RAG (this period)	Green
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Progress since the last quarter includes:

- Individual clients in new provision
- Emery Court in Dudley has been operational since June 2016, with extra capacity of 13 places within the borough, and transition of clients into this new provision

Upcoming milestones in the next quarter include:

- Conclusion of the review of historic NTW services, efficiencies identified, and a plan agreed to bring this service into the standard ISL contract.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Savings from the individual packages identified have been realised. The other elements of the business case will deliver savings throughout the year – through revised costs for individual services and management of demand for residential care through the capacity of ISL provision. These savings will be monitored throughout the year alongside the regular budget monitor.

## BC09/ASC10: Glebe and Wilson Terrace (£125,000)

**Council Plan Priority:** Our People

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

### Project Summary

The majority of adult social care services in North Tyneside are 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.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Green
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The transfer and transition process for Wilson Terrace is complete. The Glebe service is now operational with an external provider and staff are transferring over on a phased approach.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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The project is virtually complete and savings have been realised.

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## BC09/ASC7: Tier 4 Drug Services (£35,000)

**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, 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. 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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The budget has been removed. We continue to monitor activity around substance misuse to ensure that available services are sufficient to meet need

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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The budget has been removed and, therefore, all savings have been realized.

## BC09/ASC8: Review of Day Services (£200,000)

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 based on scrutinising the unit cost that is paid for day services and reviewing the service levels that are in place. All individuals will have a personal budget through a social work-led assessment process and, if taken as a direct payment, this will offer greater choice and control, whilst also maximising the use of universal community resources.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Green
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Service levels and costs have been reviewed and a new assessment approach is in place. An ongoing schedule of reviews (linked to the reviews in BC09/ASC1) is underway.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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As case reviews progress, savings will accrue throughout the financial year.

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## BC09/ASC11: Transport (£175,000)

Council Plan Priority: Our People

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

### Project Summary

The Council provides transport for Adults with assessed care and support needs. The transport is provided by various contractors on a framework agreement jointly tendered every three years. 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)	Complete
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Progress since the last quarter includes:

- Review of need and usage of direct payments for transport related costs
- Introduction of new policy for expenditure on transport

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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Savings will be realized throughout the year, as client's care packages change. We will, therefore, monitor the budget on a monthly basis to assure realisation of the savings.

# BC09/ASC15: Continuing Health Care Case Management (£1,200,000)

**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 (CHC) 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 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 we are proposing to take on this responsibility and receive a fee from the CCG for this work. 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.

## Project Status:

RAG (last period)	N/A	RAG (this period)	Amber
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Progress since the last quarter includes:

- New processes and standard protocols are in place to bring costs down
- Systems and reporting processes for the monitoring of new and changes care packages agreed with the CCG
- Recruited team of assessors/reviewers
- Commenced review of cases to scrutinize and challenge packages and costs

## Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Savings will accrue throughout the financial year, as the reviews of packages progress and efficiencies are realised. The delay in the transfer of work and the action required to cleanse some of the information initially provided presents a risk to the full deliverability of the savings but underspends elsewhere within the budget will offset much of this.

## BC09/ASC17: Accessing Universal Services (£50,000)

**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 online 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 to ensure that the universal offer is able to support those with lower level social care needs. In order to prevent and delay the need for care and support, we will be considering and reviewing what we currently have available with a view to redesigning this offer. The overall aim is to enable more people to remain independent, and prevent the development of needs in the future.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Amber
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Progress since the last quarter includes:

- Completed review of universal services and identified scope to make impact
- Working group established following successful workshops at Wallsend Customer First Centre, with focus on increasing the impact of universal services in the area

Upcoming milestones in the next quarter include:

- Agreement of new processes and protocols for universal services through the Wallsend working group
- Expansion of this approach across other areas, including the role for the community and voluntary sector

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Demand management savings will be realised throughout the financial year, as more people are supported through universal and early help services, as opposed to accommodation-based care and support. We will track these savings alongside the regular budget monitoring process.



## BC10/ASC4: More Shared Lives Carers (£100,000)

**Council Plan Priority:** Our People

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

### Project Summary

This business case is focused on expansion of the Shared Lives service, which provides an effective alternative to residential care (similar to Fostering) currently for adults with a learning disability. This involves matching individuals requiring support with appropriate families and enabling them to live in a family setting, which is significantly more cost effective. The business case will require the recruitment of additional Shared Lives families and offering this as a model of support to a wider cohort of clients.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Green
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We have launched a new marketing and advertising campaign to recruit additional carers and continue to prioritise efforts to increase recruitment.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Savings will be realised through better management of demand and fewer people being supported in residential care settings. We will track these savings alongside the regular budget monitoring process.

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## BC10/ASC5: Shared Lives Staffing (£50,000)

**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). Aligning the service with Integrated Services will allow additional support for developing and implementing the service, cement best practice and allow us to reduce staffing by two grade 7 posts.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Complete
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Posts have been deleted to secure the required savings.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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Posts have been deleted to secure the required savings.

## BC10/ASC14: Re-tender Housing related Support (£500,000)

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. Services also contribute towards the prevention of homelessness, which costs the Council on average between £4k- £6k for each application. There is a range of research available that demonstrates the effectiveness of housing-related support services and quantifies the overall savings to the public purse, as roughly £2 for every £1 of expenditure.

Current services have been reviewed to develop a new model of delivery which tailors support and accommodation to the needs of an individual. We will re-tender new service contracts in April 2016, with new service delivery models implemented in August 2016.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Green
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The review of provision recommended a consolidation of multiple contracts into two: an over 25 service and an under 25 service, which was agreed by Cabinet on 14 March 2016.

The over 25 service contract has been awarded and the transition plan is in place and being delivered.

The contract for the under 25 service was not awarded following evaluation of tenders. Options for the implementation of this service are under consideration.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Savings have been realised for the over 25 service. There may be a slight shortfall in realisation of savings for the under 25 service; however, this is expected to be minimal.

## BC04/ASC6: Enablement Team Staffing (£100,000)

**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.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Complete
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The staffing reductions have been made and the work for 2016/17 is complete.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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The full savings have been realised from post deletions.

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## BC04/ASC9: Integrated Disability Team (£81,000)

**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.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Complete
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The staffing reductions have been made and the work for 2016/17 is complete.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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The full savings have been realised from post deletions.

## BC04/ASC12: Assessment Planning and Reablement (£700,000)

**Council Plan Priority:** Our People

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

### Project Summary

We will seek to expand the newly launched and successful Care and Connect service, which aims to provide an earlier and intervention as an alternative to more costly social work assessment, which is shorter/more proportionate, mostly conducted in a community setting and with less administrative time required. In addition to the redesign and reengineering of pathways and assessment and support planning, the support 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.

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.

We also propose to review the hospital social work function to develop a multi-agency CARE Point model, subject to a thorough review of the older person's pathway and the impact of the opening of the new Emergency Care Hospital. We will also 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.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Green
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Progress since the last quarter includes:

- Restructure of the reablement discharge team progressed
- Working group progressing options to re-engineer assessment and the customer pathways
- Scoping meetings held with health regarding the new model for hospital discharge and CARE point

Upcoming milestones in the next quarter include:

- Proposals brought forward for the longer-term redesign of assessment

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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Full realisation of savings is projected through initial staffing changes, vacancy management, and a restructure of the reablement discharge team, which is expected to conclude in January 2017.

## BC04/ASC13: Review of Administration (£25,000)

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.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Complete
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Posts have been deleted and administrative support re-shaped; therefore, the work required for this business case is complete.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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A post has now been deleted, and the full saving realised.

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## BC04/ASC16: Staff Subsistence Review (£20,000)

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.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Complete
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Policies and processes have been adjusted and, therefore, the work is complete.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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Savings have been delivered through removal of an under-spending budget.

## BC03: Creation of Wellbeing Services (£941,000)

**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 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 service will promote self-help, self-care and independence, and will 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 wellbeing, promoting the uptake of physical activity, and the provision of information. The commercial element of sport and leisure services will remain important and residents will continue to pay for services with some subsidy offered through the Ease card scheme.
- 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 and those living in socio-economically deprived areas. We will target the most vulnerable (5% of population), for example vulnerable adults and children and individuals with a disability.

### Project Status:

RAG (last period)	N/A	RAG (this period)	Green
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Contract negotiations have concluded and savings from external provision have been secured. Sport and Leisure services have re-shaped their operations to ensure delivery of public health outcomes.

Ongoing development of a new 'wellbeing service' is underway and will inform future years of the CBF programme.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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Funding has been redirected to Sport and Leisure and contract value reductions agreed with externally commissioned providers.

## BC11: Looked after Children's Services (£886k)

Council Plan Priority: Our People

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

### Project Summary

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

We will:

- Increase the number of specialist foster carers
- Strengthen the capacity of the Safeguarding and Placements Service in critical areas
- Improve targeting of 0-1 and 15+ year olds
- Increase permanency solutions at home.
- improve the skill mix available through additional Family Support Workers
- Improve outcomes for children on the edge of care
- Extend the remit of the LAC Team from 0-16 years to 0-18 years
- Re-focus the work of the Leaving Care Team on 18-25 year olds

Efficiencies will also be realised through a streamlined management structure and a reduction in legal fees.

### Project Status

RAG (last period)	N/A	RAG (this period)	Green
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Progress since the last quarter includes:

- Edge of Care team in place
- Family Group Conferencing model in place
- Specialist foster carer recruitment increasing
- Setting up monitoring systems to track business case benefits

Upcoming milestones in the next quarter include:

- Continued embedding of the Edge of Care model
- Increased drive for foster carer recruitment

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Savings will be realised throughout the year, through a combination of reduced numbers of looked after children (LAC) and a re-balancing of the types of placements and care that LAC receive. This will likely fluctuate throughout the year, so we will closely track and monitor the financial impact of this.

# Great Place to Live, Work and Visit

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

<b>Business Case</b>	<b>Project</b>	<b>Project RAG</b>	<b>Saving ( £k)</b>	<b>Savings RAG</b>
BC08	Maintaining the Environment	Complete	200	Complete
BC14	Review of Our Estate	Green	82	Green
<b>TOTAL</b>			<b>282</b>	



## BC08: Maintaining the Environment (£200,000)

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 available funding.

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.

### Project Status

RAG (last period)	N/A	RAG (this period)	Complete
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The work required for the 2016/17 business case is complete, which includes a reduction of five posts, additional income for arboricultural work and the introduction of biodiversity areas.

The service continues to seek additional opportunities to generate income and enable enhanced community engagement.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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All savings have been realised for this business case.

## BC14: Review of Our Estate (£82,000)

Council Plan Priority: Our People

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

### Project Summary

A key element of the Council's Target Operating Model (TOM) is a reduction in the number of buildings the Council operates from. Service changes will drive and influence the need for 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

### Project Status

RAG (last period)	N/A	RAG (this period)	Green
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The majority of work relating to this business case is complete, including:

- Savings on PFI payments for leisure facilities; and
- Reduced payments to the Tyne & Wear Archives and Museums service for George Stephenson museum.

Upcoming milestones in the next quarter include:

- Conclusion reached on negotiations with the Linskill Centre regarding the future model of delivery for Royal Quays Community Centre.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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The majority of savings are projected to be realised. There is likely to be a small shortfall on savings realised due to the ongoing negotiations relating to the ownership of the Royal Quays Community Centre. Additional savings from service budgets will offset any potential shortfall.

# Enabling

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. In order to move towards the Council's Target Operating Model, these cross-cutting and enabling initiatives will be absolutely critical to support services to change to continue to meet demand with ever reducing financial resources.

These projects aim to support services to redesign their offer through the maximisation of technological solutions, a modernised workforce, increasing income, and managing corporate financial resources in the most effective way.

## Project Progress Summary

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

# BC01: Citizen Interaction & Delivery of Services (£2,924,000)

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

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

## Project Summary

A key aspect of the Target Operating Model is that customers will access services via a tiered approach where:

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

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

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

## Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Progress in the last quarter includes:

- Microsoft Office 365 pilot concluded and recommendation made to move forward with the introduction of this collaboration tooling
- Usage of EDRMS following the re-launch continues to increase
- Outsystems development team on site to introduce new systems to increase self-service across a range of services
- Business redesign around Deprivation of Liberty Safeguards concluded with recommendations agreed and the first prototype of the new solution built
- SIGN (information directory across social care) project commenced and progressing well; first prototype to be built shortly
- Futuregov consultancy in relation to the “front door” (initial point of contact) of social care testing options for service improvement and developing a longer-term plan

Upcoming milestones in the next quarter include:

- Procurement and roll-out of Microsoft Office 365 collaboration tooling
- New Deprivation of Liberty Safeguards systems and process in place
- SIGN prototype tested and further developed
- Futuregov recommendations considered and progressed

## Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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£1.2m of the savings within this business case were delivered at the start of the financial year through activity within individual services. £800,000 of the savings were associated with efficiencies that could be generated from the introduction of the Electronic Document Record Management System (EDRMS) and services are working to release efficiencies here, alongside redesign work. The remaining £900,000 savings will be realised through the ongoing programme of redesigns and the new technology introduced. There is a risk to the full realisation of savings in this financial year and work is being accelerated to mitigate this.

## BC02: Workforce Change (£861,000)

**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 significant 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.

### Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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Progress in the last quarter includes:

- Generic management job descriptions commenced roll-out
- Restructures to deliver savings have concluded
- Culture change programme building on feedback from staff about TOM principles
- Commencement of review of HR policies and procedures

Upcoming milestones in the next quarter include:

- Continued implementation of generic management roles
- Continued revision of HR policies and procedures
- Revision of IPR process for staff – to be based on core TOM principles
- Culture change programme to be fully implemented

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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All savings have been realised for this business case, relating to restructures in HR/Training and Environment, Housing and Leisure.

## BC05: Payment Strategy, Fees and Charges (£833,000)

**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: £165,000
- Carecall: £20,000
- Extra Care: £50,000
- Home to School Transport: £125,000
- Law & Governance: £68,000
- Environmental Services: £190,00
- Corporate Strategy: £40,000
- Cashless Project: £100,000
- ERDF Grant funding: £75,000

### Project Status

RAG (last period)	N/A	RAG (this period)	Green
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All relevant fees and charges increases have been implemented and we are monitoring the impact of this in terms of increased income generation.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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The realisation of income as a result of fees and charges increases will be monitored throughout the financial year. Early monitoring suggests income will be fully achieved.

## BC13: Corporate Debt and MRP Strategy (£2,254,000)

**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 current 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)	Complete
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Debt repayment levels and the MRP strategy have been revised.

### Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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Savings have been realised through the adjustment of debt repayments levels.