

Creating a Brighter Future Programme

2017/18
Quarter 1 Update



North Tyneside Council

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Executive Summary

This is the first quarterly update report summarising delivery of the CBF programme 2017-20.

The programme is structured around the four key CBF outcomes of: Ready for School; Ready for Work & Life; Cared for, Safeguarded & Healthy; and Great Place to Live, Work and Visit. These are supplemented by our two enabling themes of: Fit for Purpose Organisation and Maximising Resources.

The authority had an overall savings requirement of £18.338m in 2017/18 and this has been a key driver for much of the activity in the programme, whilst improving services to deliver improved outcomes. In September 2016, the Cabinet agreed an Efficiency Statement which set out a series of projects that would deliver required savings whilst delivering CBF outcomes. A number of these projects were then converted into business cases, as part of the budget setting process, which were agreed by Cabinet on 28th November 2016. These projects and business cases form the basis of this report.

Significant progress has already been made within the first quarter of 2017/18 to deliver these projects, as summarised in the report. This is a combination of projects to deliver financial savings and projects to enable transformation of the way the authority operates and interacts with residents.

The first quarter's budget monitoring forecasts delivery of £14.177m of the overall savings requirement. The balance of £4.161m comprises a combination of areas where firm plans need to be developed for delivery, where there is a degree of risk attached to full delivery, or where it is too early in the financial year to assume delivery of savings associated with demand management. For a programme of this size and complexity, the level of risk identified is to be expected at this point within the financial year.

As part of the Council's programme management arrangements, all business cases and projects within the CBF programme are monitored on a regular basis. Each project is given a (B)RAG rating for project delivery and savings delivery. The definitions and numbers of projects falling into those categories are shown below.

Project Delivery			Savings Delivery		
Blue	All milestones complete	1	Blue	Full saving realized	2
Green	All milestones met within timescales; no concerns about delivery of future milestones	8	Green	Majority of savings already realized and/or no concerns about realization of full saving	4
Amber	Some milestones delayed and/or minor concern about delivering some future milestones	8	Amber	Projected shortfall in savings and/or savings will be accrued throughout the financial year	7
Red	Milestones significantly delayed and/or major concern about delivering future milestones	0	Red	Significant shortfall in savings currently projected	4

Ready for School

Continue to Redesign 0-19 Services (2017/18 target: £580,000)

This project aims to continue our work to target our services at need and to manage demand for more specialist services. Critical to delivery will be the Healthy Child Programme and the work to increase the richness and consistency of the early help offer.

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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Actions completed this quarter

- Building on the positive implementation of our four, new locality-based teams supporting children and young people, the authority has transferred 84 School Nurses and Health Visitors into the organization from Northumbria NHS Foundation Trust.
- A review and public consultation on the future delivery model relating to Oaktrees and Riverside nurseries was held; Cabinet took the decision on 12th June 2017 to develop a new “Ready for School Centre” on the Riverside site.

Actions to be completed in the next quarter

- We will continue to embed the newly transferred public health staff into our delivery model and will agree a set of key outcome measures to track the impact of this project.
- Implementation plans will be agreed and key activity will commence to consolidate the Oaktrees and Riverside nurseries into the new Ready for School Centre.

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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£333,000 of the required savings are confirmed, and predominantly relate to the part-year savings impact of changes made in 2016/17.

The balance relates to the changes recently agreed by Cabinet for 2017/18. Although these savings are not yet being assumed in budget monitoring, there is confidence that the planned activity will deliver these savings within the financial year.

Ready for Work and Life

Re-model and Trade our Services to Schools (2017/18 target: £426,000)

Responding to changing customer need and national reform, this project aims to review and develop our portfolio of services to schools. As well as our existing successful work in school improvement, catering and capital project management we expect to extend or facilities management offer and take advantage of the Healthy Child Programme. This work will see a universal offer for schools but also a more bespoke offer to individual schools depending on their needs.

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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Actions completed this quarter

- We have implemented the new Nexus tool which consolidates a range of data, reports, and other information for schools in a secure online portal; this significantly increases self-service by schools and maximises the efficiency of our interactions with them.
- We have secured income from the Dedicated Schools Grant (DSG) to fund the commissioning of early years services that the authority does on behalf of schools.
- We have embedded cleaning services in the local authority following the transfer back from Capita; we have reviewed our service offer to schools ready for the new academic year.

Actions to be completed in the next quarter

- We will engage with schools to market our whole support package to encourage continued and increased uptake of buy-in to our valued services.

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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The majority of required savings and income (£376,000) have already been secured.

The balance of £50,000 is dependent upon school buy-in to our services, which will not be confirmed until later this year. The position will be closely tracked through budget monitoring.

Deliver the Employment and Skills Strategy (2017/18 target: £300,000)

The new Employment and Skills strategy will position North Tyneside's work in this area relative to the global, European, national and regional economic drivers. This project aims to ensure our work in this area is in line with national best practice and builds on the existing high performance. Work will be done to sharpen the adult learning offer to support the priorities of the Mayor and Cabinet as well as re-shaping the Connexions service to ensure the delivery of the statutory obligations and a school-funded offer that meets the needs of those schools

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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Actions completed this quarter

- The Mayor and Cabinet agreed the new Employment and Skills Strategy in February 2017, which sets the strategic direction for our internal and external provision for the coming three years.
- We have implemented a revised Employment and Skills structure, in line with the recently agreed strategy, and we have aligned this to our strategic priorities in this area.
- We have also reviewed and published a new Adult Learning course prospectus for the 2017/18 academic year, in line with the new strategy.

Actions to be completed in the next quarter

- We will implement the new Adult Learning service offer and monitor the impact on this on our strategic priorities, as outlined within the Employment and Skills strategy.

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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£250,000 of the savings have been delivered through the revised Employment and Skills structure; the balance of £50,000 will be delivered through non-staffing efficiencies. There is confidence regarding the full delivery of savings and this will be confirmed through budget monitoring.

Cared for, Safeguarded & Healthy

Strength and Asset-Based Approaches to Need (2017/18 target: £884,000)

Changes introduced by the Care Act 2014 have provided an opportunity to review the way in which social work and assessments function, and to embed wellbeing and prevention at the heart of everything we do. We will review the current customer pathways and offer to users and carers. The overall aim will be to carry out more personalised and proportionate assessments and offer more solutions to meet need based on existing community resources and an individual's own family and community networks.

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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Actions completed this quarter

- We have worked with Liquid Logic – the supplier of our new social care information system - to develop a new web portal, which will provide a range of online tools to help residents find the information they need to assess whether they need and are eligible for support, what that may cost, and where they can find it.
- We have developed a new service directory (the “SIGN” application) and engaged with internal and external service providers to populate key information, which will support our demand management and self-help strategy.
- We have developed a new locality-based staffing model for adult care and support, which focuses on providing as much help as possible at an earlier stage to reduce demand and support people to live at home and in the community.

Actions to be completed in the next quarter

- We will introduce the new SIGN directory and web portal to the public and will monitor the usage and success on managing demand through these new tools

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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£853,000 of the required savings have been delivered through a combination of staffing changes and increased income from the CCG. The balance of £31,000 is outstanding and the service is working to identify other means through which this can be delivered.

Value for Money Tested Social Care (2017/18 target: £790,000)

Long-term national policy direction in social care has created a situation which is sometimes at odds with realistic outcomes and the financial position. This project will make changes to day to day commissioning and assessment processes to re-set the outcome of funded social care. In partnership with the Clinical Commissioning Group and using a single trusted assessor, outcomes will be shaped by working with individuals to set realistic goals for independence and applying a value for money test to care at home versus other settings.

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Actions completed this quarter

- We have reached agreement with Northumbria NHS Foundation Trust to implement a series of reviews of 'double handed' home care packages, to assess whether support can be provided with reduced physical resource and increased use of technology
- We have reached agreement with providers of Independent Supported Living services for a new hourly rate of payment, taking into account the introduction of the National Living Wage
- We have secured permission from the Homes and Communities Agency to develop a new Extra Care scheme in Howdon, which will provide support to individuals who may have otherwise required residential care.
- We have developed a new marketing strategy for our Care Call service, which aims to increase the customer base to generate additional revenue whilst also supporting our demand management strategy and enabling more people to live at home for longer.

Actions to be completed in the next quarter

- We will commence the schedule of reviews of home care packages
- We will work with the commissioned provider for the new Extra Care scheme to implement this new service by Autumn 2017
- We will review our fees and charges for the Care Call service, to ensure they appropriately reflect the cost of delivering the service

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Budget monitoring is currently forecasting that £570,000 of the total required savings will be delivered. However, plans are on track for delivery of full savings, and this will be monitored throughout the financial year.

A New Model to Support Children (2017/18 target: £1,369,000)

National policy direction, inspection and demand pressures are creating an environment where local authorities are looking at alternative models to deliver services to support children. This project aims to review best practice and the alternatives to our current approach. It will also explore the capability to grow direct provision as the dynamics in the market change and our capability to deliver specialist housing and support grows. To create a stable and skilled workforce with the right capacity to handle demand, we will embed a consistent model of practice – ‘Signs of Safety’.

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Actions completed this quarter

- We have secured external training support to implement our new Signs of Safety practice model; this training is now being rolled out to the workforce.
- We have developed a new process, in line with our early help strategy, to ensure that we are maximising the use of the wide range of resources we have available before we consider formally taking a child into the authority’s care.
- We have commenced a review of all of our looked after children cases to ensure that they are being supported in the most appropriate way.
- We have submitted a bid for innovation funding from the Department for Education for a potential development to provide cost effective internally delivered support to care leavers.
- We have secured Life Chances funding from the DfE to consider how a social impact bond model may help with developing alternative provision to manage demand.

Actions to be completed in the next quarter

- We will continue to deliver the Signs of Safety training to our workforce, as well as developing a plan to incorporate this new practice model into our policies and procedures.
- We will learn the outcome of our bid for funding from the DfE’s Innovation Fund for the new care leavers’ development, and progress the plan accordingly.
- We will develop options for a new model of delivery, potentially utilising a social impact bond and present a proposal to the authority’s senior leadership team

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Red
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£197,000 of the required savings is confirmed. The remainder of the required savings relates to a reduction of costs associated with looked after children placements and, therefore, will require close monitoring throughout the financial year. Recent performance has shown a reduction in the overall number of LAC, although it is too early to project the financial impact across the year.

Great Place to Live, Work and Visit

Develop Specialist Housing Products and Services (2017/18 target: £275,000)

This project aims to shape our housing growth plans to include specialist housing products and services for children and adults with additional needs, looked after children, and older people. We aim to create a joint team with commissioning, housing and social care expertise to make that a success, building on existing pilot work to deliver at scale.

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Actions completed this quarter

- We have secured permission from the Homes and Communities Agency to convert a block of flats at Mitford Gardens into a 6-bedded unit for care leavers, which will provide additional capacity within the borough and enable us to reduce costs on external provision.
- We have worked with commissioners and the teams in children's and adults social care to identify additional opportunities to convert under-utilised housing stock into care and support provision to help us reduce demand for our most costly services.

Actions to be completed in the next quarter

- We will complete the Mitford Gardens development and identify service users who would benefit from this new development.
- We will agree a longer-term plan for schemes which would benefit our strategies for children's and adults social care

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Red
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£35,000 is forecast in budget monitoring to be delivered from the Mitford Gardens scheme (the projected savings from this project are significantly greater but are counted under a separate business case).

The balance of savings has been allocated across children's and adult social care, and the service is working with commissioning and housing to identify opportunities to reduce demand.

Pursue Profit from Property Development (2017/18 target: £330,000)

The housing and property market in North Tyneside has remained relatively buoyant through a difficult decade. In parallel to the Mayor and Cabinet's Affordable Homes Programme and in line with the Draft Local Plan, this project aims to use a range of commercial models to exploit current and acquired assets to build for profit, beginning with initial work in North Shields (Northumberland Square) and Whitley Bay (The High Point, Whiskey Bends and The Avenue).

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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Actions completed this quarter

- We have submitted the following scheme for planning:
 - Northumberland Square
 - The Avenue
 - Wallington Court
- We have continued with the development of the High Point scheme, which is now 80% complete.

Actions to be completed in the next quarter

- We will prepare the tender documentation for the Northumberland Square and The Avenue scheme
- On behalf of Aurora Properties – one of the authority's trading companies – we will secure a contractor for the Wallington Court scheme
- We will continue work to develop the High Point site, ahead of a planned October completion

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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Income generated from this business case will be realised throughout the financial year; budget monitoring is projecting that full realisation of income will be achieved.

Deliver North Tyneside’s Cultural and Leisure Offer (2017/18 target: £123,000)

In a period of significant financial pressure, North Tyneside Council has managed to sustain and develop a rich cultural offer. The Mayor and Cabinet have already publicly committed to protecting and developing this offer in the Investment Plan. This project aims to work with cultural partners to protect and develop the offer making the most of the authority’s assets with an optimum sport, leisure and library offer that makes the maximum difference to residents, business and visitors.

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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Actions completed this quarter

- We have published the Mayor and Cabinet’s Libraries Strategy which sets out the future direction for the provision of library services across the borough
- We have reviewed the delivery model for the gym at the John Willie Sams Centre and redeployed staff into other areas of the service; we continue to engage with external providers that are interested in running the gym on our behalf
- We have deleted vacant posts across the Sport and Leisure service.

Actions to be completed in the next quarter

- We have already secured the required savings for 2017/18 but we will continue to develop the long-term plan for the “optimum sport, leisure and library offer”

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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Full delivery of the savings is confirmed.

Develop our Community Hubs (2017/18 target: £154,000)

Over the last decade, the authority has created significant assets to support and serve our communities. In harmony with the work to protect and develop the cultural offer, this project aims to identify the needs of each community and focus services to support those needs and provide a universal service which helps manage demand for more intensive and expensive support. The outcome will be the development of our team and work with partners to deliver a maximum use of an optimum number of hubs.

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Actions completed this quarter

- We have engaged with the Family Gateway charity who operate from Howdon Community Centre to explore the feasibility of them taking on the running of this facility on our behalf
- We have reviewed tourist information provision and withdrawn from the Royal Quays Tourist Information Centre in light of the offer available online and within other customer-facing facilities

Actions to be completed in the next quarter

- We expect to reach agreement with Family Gateway regarding the future delivery model for Howdon Community Centre and confirm timescales for the change

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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£118,000 of the required savings is projected to be delivered. The service is working to identify other efficiencies that can bridge the shortfall.

Develop a 10-year Plan for Waste (2017/18 target: £200,000)

For ecological and financial reasons, it is imperative that local authorities have long term plans for waste. In collaboration with Newcastle City Council, this project aims to establish a 10-year plan to increase recycling and contain the growth of waste costs, as well as developing a post-2022 solution for disposal of residual waste, and exploring opportunities to enter the recycling business.

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Actions completed this quarter

- We have developed new processes and identified system requirements to introduce permits and a charging scheme for non-household waste at the Household Waste Recycling Centre

Actions to be completed in the next quarter

- We will introduce restrictions on large vans at the HWRC and develop the required technology for the permit and charging scheme
- We will continue work on the long-term plan for waste management and disposal

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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£100,000 of the required savings is currently forecast to be delivered later in the year, although close monitoring of the impact of the changes will be required to confirm assumptions.

Deliver our Transport Strategy (2017/18 target: £200,000)

Major investment is underway in North Tyneside. This is specifically shaped to support the local economy and to handle housing growth. The Local Plan must be underpinned by an effective Transport Strategy and transport operations. This project aims to develop a Transport Strategy for the borough. This will shape significant investment in the highway network as well as local, tactical investment in roads and pavements. It will also shape our own transport operations including how we commission transport services and operate our fleet.

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Actions completed this quarter

- The Mayor and Cabinet agreed “North Tyneside on the Move” - the authority’s Transport Strategy - in May 2017

Actions to be completed in the next quarter

- The Local Plan will be formally adopted at Borough Council
- The Mayor and Cabinet will take a decision on the introduction of a parking permit scheme in July 2017

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Full delivery of the savings and additional income is forecast to be delivered throughout the financial year but this is not yet confirmed.

A Fit for Purpose Organisation

Sourcing, Supply Chain and Commercials (2017/18 target: £1,112,000)

More than half of the authority's expenditure is to third parties and, with a supply chain of almost 5000 organisations and individuals, it is critical that the sourcing, supply and commercial arrangements are as sharp as possible. This project aims to look beyond the large-scale commissioning and major partnerships to ensure all of the supply chain is subject to a rigorous value for money test and best practice category management is applied. The authority has a range of PFI arrangements and this project also aims to review those to ensure they are optimally configured.

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Actions completed this quarter

- We have renegotiated our public health contracts for sexual health and drug and alcohol services and these have been in place from 1st April
- We have agreed the development of a new grant fund for the Community and Voluntary Sector (CVS) which will be targeted at service delivery that will make the biggest impact – as a result, notice has been served on existing contracts which will be consolidated into the new fund
- We have commenced a detailed review of procurement arrangements, including identifying significant opportunities for efficiencies
- We have undertaken a review of our PFI arrangements and identified a set of recommendations that will release efficiency in 2017/18

Actions to be completed in the next quarter

- We will implement the new CVS grant fund and invite applications for its application
- We will conclude our review of procurement arrangements and opportunities and implement the recommendations

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Red
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£327,000 public health savings have been secured through revised contracts; £250,000 and £35,000 savings relating to PFI and the CVS are also forecast to be delivered.

The balance of £500,000 relates to procurement savings and it is planned that the review that is currently underway will give a clearer view of the likely savings to be delivered.

Optimising the Customer Journey & Transforming ICT (2017/18 target: £50,000)

The authority makes significant investment in technology but capacity and capability have been a challenge in a fast-changing environment. This project builds on work already underway but seeks to explicitly connect targeted IT investment to business change in those services with highest demand and cost.

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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Actions completed this quarter

- We have established the project governance and plans to implement Microsoft Office 365, as part of the Collaboration and Information project; we have also appointed the Microsoft “re-seller” who will work with us to design and deliver the implementation of the product
- We have commenced roll out of new laptops and mobile devices, as part of the Desktop Refresh project; this will ensure information compliance as well as enabling the agility and mobility of the workforce; we have specifically invested in new mobile devices for our social care workforce which will enable delivery of the new staffing models in these areas
- We have developed a new self-service application to coordinate the Deprivation of Liberty Safeguards (DoLS) application and response process; it is this development and the associated efficiencies that will realise the savings attached to this project
- We have developed a ‘Life Events’ framework and approach to take forward many of the customer journey IT developments and associated organisational redesign – this will consider the key services that our residents need to access in response to a critical ‘life event’, and will design our services around these key touchpoints
- We have invested in a new social care case management system - Liquid Logic – which will replace the existing systems for children’s and adults’ services. This will be a significant enabler of change and improvement across social care. We have also procured the web portal functionality and a new online offer for Adults services went ‘live’ on 3rd July.

Actions to be completed in the next quarter

- We will agree a rolling programme of projects linked to the ‘Life Events’ strategy and commence scoping the first two identified ‘events’
- We will conclude the roll out of the desktop refresh project
- We will implement the new DoLS self-service application
- We will progress the data migration and testing of the new Liquid Logic system

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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£38,000 of the total required savings is confirmed; the balance is expected to be confirmed when the new DoLS application is implemented.

How We Are Organised (2017/18 target: £3,495,000)

As services change the organisation must change with it. This project aims to ensure the organisation is reshaped to reflect changes in services and reductions in resources. In addition to changes in service delivery, it also aims to ensure the organisation's infrastructure is changed and shrinks in line with the rest of the organisation with resultant changes in overheads and recharges.

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Actions completed this quarter

- Organisational changes have taken place across the following services:
 - Human Resources and Organisational Development
 - Commissioning and Investment
 - Commercial and Business Redesign
 - Law and Governance
 - Corporate Strategy
 - Housing

Actions to be completed in the next quarter

- The North Tyneside Council Living Wage will be rolled out across the organisation in September
- The implementation of the generic staffing model across the management tier within the organisation will conclude
- Reviews of services will conclude to deliver part-year savings, as planned in the business case

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Red
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£2,113,000 has been delivered through the planned restructures; plans are being developed across services to bridge the £1,382,000 shortfall.

Maximising Resources

Balancing the Investment Plan (2017/18 target: £7,700,000)

Despite the difficult financial climate, the authority has worked hard to deliver a successful, appropriately funded Investment Plan. This project aims to take a long-term, 10-year view of that plan and its likely profile and funding to ensure optimum current costs

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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Actions completed this quarter

- The authority's asset lives have been reviewed and the Minimum Revenue Provision (MRP) to repay debt amended accordingly – this has released the efficiency saving for 2017/18

Actions to be completed in the next quarter

- There are no further actions to be completed for this project in 2017/18

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Complete
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Full delivery of savings is confirmed.

Delivering our Fees and Charges Policy (2017/18 target: £350,000)

The authority has an agreed Fees and Charges Policy that reflects policy priorities, need and the wider market in which we operate. This project will continue our work to regularly review our fees and charges.

Project Delivery Status

RAG (last period)	N/A	RAG (this period)	Green
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Actions completed this quarter

- The agreed increase in fees and charges have been increased across the following services:
 - Sport and Leisure
 - Bereavement Services
- Plans to secure additional income within the Law and Governance service – relating to celebratory ceremonies, support to external bodies and schools – have been implemented.

Actions to be completed in the next quarter

- The agreed increase in fees and charges for school meals will be applied

Savings Delivery Status

RAG (last period)	N/A	RAG (this period)	Amber
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Income will be achieved throughout the financial year; at this stage, budget monitoring is forecasting £286,000 will be delivered.

The balance relates to the £64,000 attached to the bereavement service; this is linked to final outturn from 2016/17, however it will be closely monitored through the year.