

Creating a Brighter Future Programme

2017/18
Quarter 2 Update



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Executive Summary

This is the second 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 has 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 Mayor and 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 the Mayor and Cabinet on 28th November 2016. These projects and business cases form the basis of this report.

The authority's budget monitoring is forecasting delivery of £14.989m (up from £14.630m in June) of the overall £18.338m savings requirement. The balance still to be delivered is £3.350m, which is an improvement of £0.358m since the end of quarter one (£3.708m in June), and an improvement of £0.815m since the start of the financial year. 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.

The numbers indicated in brackets show the numbers of projects as they were categorised at the end of quarter one, demonstrating the ongoing progress made across the programme.

Project Delivery			Savings Delivery		
Blue	All milestones complete	7 (1)	Blue	Full saving realised	5 (2)
Green	All milestones met within timescales; no concerns about delivery of future milestones	5 (8)	Green	Majority of savings already realised and/or no concerns about realization of full saving	3 (4)
Amber	Some milestones delayed and/or minor concern about delivering some future milestones	5 (8)	Amber	Projected shortfall in savings and/or savings will be accrued throughout the financial year	7 (7)
Red	Milestones significantly delayed and/or major concern about delivering future milestones	0	Red	Significant shortfall in savings currently projected	2 (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)	Green	RAG (this period)	Green
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We have successfully transferred 84 School Nurses and Health Visitors into the local authority and they are now key components of our new locality team model for 0-19 services.

The implementation of the new Ready for School Centre at Riverside has progressed, following the Cabinet decision on 12th June 2017 to implement this model. The centre officially commenced service delivery on 4th September.

Savings Delivery Status

RAG (last period)	Amber	RAG (this period)	Amber
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£450,000 of the required savings are confirmed (an improvement of £117,000 since quarter one), of which approximately £270,000 relate to changes made to the childcare offer in 2016/17. The shortfall of £130,000 relates to the delay in agreeing the new model of delivery and it is expected this will be managed through vacancies and non-staffing budgets across the wider service.

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)	Green	RAG (this period)	Complete
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The 2017/18 project is complete. We have implemented a new data management tool to support schools, re-organised our staffing, and marketed our catering and cleaning services to generate additional income.

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Complete
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All savings and income targets are assumed to be achieved in 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)	Green	RAG (this period)	Complete
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The 2017/18 project is complete. We have re-organised our staffing structures and delivered financial efficiencies through a review of our use of venues for delivering courses.

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Complete
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All savings are achieved.

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 networks.

Project Delivery Status

RAG (last period)	Green	RAG (this period)	Complete
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The 2017/18 project is complete. We have launched the new My Care website and SIGN directory, and we have implemented our new locality-based staffing model.

Savings Delivery Status

RAG (last period)	Amber	RAG (this period)	Complete
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The full £884,000 savings for 2017/18 are confirmed as delivered.

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

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)	Amber	RAG (this period)	Amber
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We have completed the review and implementation of a new contract for our Independent Supported Living services and developed a new extra care scheme at Crossgates which is reducing demand and cost for other services.

We have commenced reviews of home care packages to identify opportunities to increase the use of assistive technology and reduce costs. We expect to see the financial benefit of this in next quarter's report. Options have been developed to increase income for the Care Call service through a combination of joint work with health partners and options relating to fees and charges.

Savings Delivery Status

RAG (last period)	Amber	RAG (this period)	Amber
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£383,000 of the £790,000 are projected to be achieved. The shortfall relates to the home care project and the Care Call project. As the reviews of home care packages increase in place, this projection is expected to improve. It is also anticipated that the Care Call service may secure additional income for service delivery, which will improve the position.

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)	Amber	RAG (this period)	Green
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We have successfully implemented a new Multi-Agency Safeguarding Hub (MASH) model which will bring together a range of partners – including Northumbria Police, Northumbria Foundation Trust, and Harbour Trust - to improve information sharing and decision-making.

We have delivered training to almost 400 staff in our new practice model – Signs of Safety – which is an innovative, strengths-based model that focuses on community and family networks to support more children and young people at home.

We have secured £837,000 funding from the DfE to develop new “staying close” provision at Elm House, which will further increase our internal capacity for looked after children and care leavers.

We have undertaken a needs analysis and review of existing internal and external provision to support children with additional needs. We have engaged with the Parent Carer Forum to commence co-production of our new delivery model for these services.

Efforts to recruit more internal foster carers, as well as a systematic review of all LAC cases, also continue.

Savings Delivery Status

RAG (last period)	Red	RAG (this period)	Amber
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There has been an improvement in the projected savings since the end of the first quarter, with £709,000 savings now projected to be delivered (up from £666,000 in June, and 197,000 in May). This is due to successfully supporting children and young people in alternative provision to external residential care. We will continue to closely monitor demand, placements, and costs, and expect to see a continued reduction in spend.

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)	Amber	RAG (this period)	Amber
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The conversion of the block of flats at Mitford Gardens into a 6-bedded unit for care leavers is complete. Young people will move into this new provision over the coming months. Work has also commenced on Elm House for new “staying close” provision for post-16 LAC.

Work is ongoing across social care, housing, and commissioning to identify additional opportunities to develop specialist housing services.

Savings Delivery Status

RAG (last period)	Red	RAG (this period)	Red
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£35,000 is forecast to be delivered from the Mitford Gardens scheme (the total savings from this project are £123,000, with £88,000 against the New Model business case). The development of the new service at Elm House will contribute additional savings to LAC costs in the next quarter.

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)	Green	RAG (this period)	Green
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Work has recently commenced on the property developments at Northumberland Square in North Shields. Work also continues on the three sites in Whitley Bay: the High Point, Whiskey Bends, and The Avenue.

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Amber
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£209,000 of the required income is projected to be achieved; the current shortfall relates to the timing of income generated from interest rates.

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)	Green	RAG (this period)	Complete
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The project in 2017/18 is complete, with staffing changes realising the full savings requirement.

Savings Delivery Status

RAG (last period)	Green	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)	Green	RAG (this period)	Complete
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The project in 2017/18 is complete. The management of Howdon Community Centre to the Family Gateway Trust is complete, as is the closure of the Royal Quays Tourist Information Centre.

Savings Delivery Status

RAG (last period)	Amber	RAG (this period)	Green
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£118,000 of the required savings are projected to be delivered. Delays in recruiting to vacancies are expected to bridge the gap of £36,000, and should be confirmed in quarter three.

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)	Amber	RAG (this period)	Green
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New restrictions on large vans using the Household Waste Recycling Centre (HWRC) have been introduced. In the next quarter, the new online permit application scheme for the HWRC will be introduced.

Savings Delivery Status

RAG (last period)	Amber	RAG (this period)	Green
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£180,000 of the required savings are projected to be delivered (up from £100,000 at the end of quarter one). There is confidence that the £20,000 balance will be secured throughout the remainder of the financial year.

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 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.

Project Delivery Status

RAG (last period)	Amber	RAG (this period)	Amber
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The Mayor and Cabinet agreed the Parking Strategy for the borough and the introduction of the new parking permit scheme.

In the next quarter, the new parking permit scheme will be implemented across the borough.

Savings Delivery Status

RAG (last period)	Amber	RAG (this period)	Green
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The full £200,000 required savings are projected to be delivered through reduced expenditure on fleet and increased income from parking permits.

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)	Amber	RAG (this period)	Amber
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Public health contracts for sexual health and drug and alcohol services have been renegotiated, and these have been in place from 1st April. The new small grant fund for the Community and Voluntary Sector has also been introduced.

The review of procurement savings opportunities has concluded, and has identified a programme of work to implement, alongside the newly agreed Procurement Strategy.

Savings Delivery Status

RAG (last period)	Red	RAG (this period)	Red
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£612,000 savings are confirmed in relation to public health contracts, the CVS fund, and PFI savings.

The balance of £500,000 relates to wider procurement savings; it is currently assumed to not be delivered but a range of opportunities have been identified and will be progressed over the next quarter.

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)	Green	RAG (this period)	Green
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The implementation of Microsoft Office 365 has progressed; we have appointed Trustmarque as the implementation partner and have held a series of engagement sessions with staff across the authority to design the new system for North Tyneside.

Final testing is underway of the new Deprivation of Liberty Safeguards (DoLS) application and implementation is expected to commence in quarter three.

Implementation of the 'Life Events' framework for the organisation's customer journey programme is progressing, commencing with a re-organisation of the information on the Council's website.

The implementation of the new social care case management system – Liquid Logic – is progressing well, with the Adults system due for implementation in November 2017.

Savings Delivery Status

RAG (last period)	Amber	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)	Amber	RAG (this period)	Amber
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Organisational changes have taken place across a range of service areas in order to move towards the Target Operating Model and deliver efficiency savings.

Savings Delivery Status

RAG (last period)	Red	RAG (this period)	Amber
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£2,344,000 is confirmed as delivered (up from £2,105,000 at the end of quarter one – an improvement of £239,000); plans are being developed across services to bridge the £1,151,000 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)	Complete	RAG (this period)	Complete
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The project in 2017/18 is complete. The authority's asset lives have been reviewed and the Minimum Revenue Provision (MRP) to repay debt amended accordingly.

Savings Delivery Status

RAG (last period)	Complete	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)	Green	RAG (this period)	Complete
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The project in 2017/18 is complete; all fees and charges increases have been made.

Savings Delivery Status

RAG (last period)	Amber	RAG (this period)	Amber
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Income will be achieved throughout the financial year; at this stage, budget monitoring is forecasting £278,000 will be delivered.

The balance predominantly relates to the £64,000 attached to the bereavement service; the service has implemented a fee increase in October and once the impact of this is clearer it will be built into budget forecasts.