

Creating a Brighter Future Programme

2017/18
End of Year Report



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Executive Summary

This is the end of year report, summarising 2017/18 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 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 financial outturn shows £16.237m was delivered (up from £15.243m at end of Q3) of the overall £18.338m requirement, through the planned business case changes. The balance of £2.101m has been mitigated by savings made elsewhere to achieve a balanced budget. Of this, £1.101m will carry over as a target into 2018/19 due to delivery timing issues in 2017/18, and £1m has been built into the 2018/19 budget, reflecting a reduction in the How We Are Organised business case target due to ongoing pay and pension cost pressures.

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 three, demonstrating the ongoing progress made across the programme.

Project Delivery			Savings Delivery		
Blue	All milestones complete	14 (10)	Blue	Full saving realised	14 (10)
Green	All milestones met within timescales; no concerns about delivery of future milestones	3 (6)	Green	Majority of savings already realised and/or no concerns about realization of full saving	0 (2)
Amber	Some milestones delayed and/or minor concern about delivering some future milestones	0 (1)	Amber	Projected shortfall in savings and/or savings will be accrued throughout the financial year	3 (4)
Red	Milestones significantly delayed and/or major concern about delivering future milestones	0 (0)	Red	Significant shortfall in savings currently projected	0 (1)

Ready for School

Completed Projects:

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

- We have 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.
- We have opened the new Ready for School Centre at Riverside, providing a more holistic service offer and improving links with local schools.
- All savings have been achieved.

Ready for Work and Life

Completed Projects:

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

- 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.
- All savings and income targets have been achieved.

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

- We have re-organised our staffing structures and delivered financial efficiencies through a review of our use of venues for delivering courses.
- All savings have been achieved.

Cared for, Safeguarded & Healthy

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)	Green	RAG (this period)	Green
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We have:

- Implemented a new Multi-Agency Safeguarding Hub (MASH)
- Trained all of our staff in the new Signs of Safety practice model
- Implemented new care leavers accommodation at Mitford Gardens
- Secured £837k funding and invested in a new ‘staying close’ provision at Elm House
- Recruited more foster carers to reduce demand for external placements
- Restructured our social work and leaving care teams
- Introduced new ways of working with schools to ensure more children stay in school

The impact of these changes has been to reduce the overall number of looked after children and re-balance the placement mix, so that more children and young people are supported in-borough and in more cost-effective placements.

We have also designed a new service model to support children with disabilities, with a greater emphasis on community-based support, as opposed to building-based. We continue to engage with parents and carers, as good practice as well as a statutory requirement, to ‘co-produce’ and implement this new model. We have also launched a refreshed Local Offer website to provide parents and carers with information about the full range of services available across North Tyneside.

Savings Delivery Status

RAG (last period)	Amber	RAG (this period)	Amber
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In total, £959,000 has been delivered against the £1.369m target (£1.019m LAC savings and £350,000 children with disabilities savings).

Savings from looked after children costs in 2017/18 are £727,000, due to a reduction in the overall number of LAC and the use of more cost effective placements. The full-year effect of this work will bring the savings to £922,000, leaving a shortfall of £97,000 to be delivered in 2018/19.

Additional income achieved during 2017/18 from the CCG of £232,000 mitigated the impact of the £350,000 savings not being achieved in relation to the children with disabilities project.

The project will continue into the next financial year, with a net pressure of £447,000 carrying forward into 2018/19, of which £350,000 relates to the children with disabilities project and the new service model to be implemented, and £97,000 relates to demand management for LAC.

Completed Projects:

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

- 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 (this project is projecting an overachievement of savings).
- We have reviewed home care packages to identify opportunities to increase the use of assistive technology, and efficiencies in package costs are being realised.
- Income has been secured from health partners for the delivery of Care Call services.

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

- We have launched the SIGN directory and the My Care website to provide information to residents and prospective adult social care clients about the range of services available across North Tyneside and to enable individuals to self-serve for initial assessment of need and eligibility for support
- We have also implemented our new locality-based staffing model in support of the overall redesigned customer pathway for adult social care
- The full £884,000 savings for 2017/18 are confirmed as delivered.

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)	Green
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Developments at both Mitford Gardens and Elm House are now complete, following a delay in completion of the build and service user transition, and children and young people are moving into the new provision. This is reducing costs on out of borough placements and freeing up additional capacity at in-house provision.

Work is ongoing across social care, housing, and commissioning to identify additional opportunities to develop housing services to support our long-term strategies in Children's and Adults services.

Savings Delivery Status

RAG (last period)	Red	RAG (this period)	Amber
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£100,000 has been delivered against the Children's target of £166,000, with the remaining £66,000 to be achieved in 2018/19 through realising the full-year effect of the changes made in 2017/18.

The target that related to Adult Social Care costs was £109,000. Delivery of this saving was linked to two new housing developments for vulnerable adults at Backworth and Charlton Court. Both are being delivered by external developers and housing providers and delays have been experienced in their development. This has been mitigated by other efficiencies and underspends elsewhere, and will be carried forward to be delivered in 2018/19.

Completed Projects:

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

- The project in 2017/18 is complete, with staffing changes realising the full savings requirement.
- Full delivery of the savings is confirmed.

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

- The transfer of the management of Howdon Community Centre to the Family Gateway Trust is complete, as is the closure of the Royal Quays Tourist Information Centre.
- The £154,000 saving have been achieved.

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

- New restrictions on large vans using the Household Waste Recycling Centre (HWRC), a new charging policy, and a new online permit application scheme are all now in place.
- The full £200,000 saving has been achieved.

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

- The Mayor and Cabinet agreed the Parking Strategy for the borough and the introduction of the new parking permit scheme.
- The full £200,000 required savings were delivered through reduced expenditure on fleet and income from Highways Inspection fees.

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

- Development is underway at Northumberland Square in North Shields and the High Point, Whiskey Bends, and The Avenue in Whitley Bay
- The income target has been met in 2017/18

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.

Project Delivery Status

RAG (last period)	Amber	RAG (this period)	Green
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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.

A new Procurement Governance Board is overseeing the progress of the work programme to implement the Procurement Strategy, new ways of working, and the schedule of savings opportunities. The analysis of spend and contracts, and identification of opportunities, was a lengthier exercise than originally predicted, and there have been challenges relating to the timing of potential changes to existing contracts. There are currently 16 projects, overseen by the Board, being progressed, which will contribute to savings in 2018/19.

Savings Delivery Status

RAG (last period)	Red	RAG (this period)	Amber
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£596,000 savings are confirmed in relation to public health contracts, the CVS fund, and PFI savings.

The £500,000 procurement savings target was unachieved in 2017/18 and will carry forward to be delivered as part of the 2018/19 business case. The Procurement Governance Board is now overseeing delivery of 16 projects, which will deliver savings in 2018/19. Separately, some savings relating to this target have already been confirmed in 2018/19.

Completed Projects:

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

- 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 new case management system – Liquid Logic – for both children's and adults services was implemented in 2017/18, providing a much more effective system to support social workers.

- The process for Deprivation of Liberty Safeguards (DoLS) referrals and assessments has been reviewed, and a new self-service application developed. Savings have been realised from reduced administration of the process.

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

- Organisational changes have taken place across a range of service areas in order to move towards the Target Operating Model.
- £2,335,000 has been delivered through restructures and re-organisations. The balance of approximately £1m relating to pay and pension increases has been built into the agreed 2018/19 budget.

Maximising Resources

Completed Projects:

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

- All planned changes to fees and charges were made, and income targets met.

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

- The authority's asset lives have been reviewed and the Minimum Revenue Provision (MRP) to repay debt amended accordingly.
- Full delivery of savings is confirmed.