



**North Tyneside Council**

# Overview, Scrutiny & Policy Development Committee

23 March 2018

**Tuesday 3 April 2018** Room 0.02, Ground Floor, Quadrant, The Silverlink North, Cobalt Business Park, North Tyneside **commencing at 6.00 pm**

<b>Agenda Item</b>		<b>Page</b>
1.	<b>Apologies for Absence</b>  To receive any apologies for absence.	
2.	<b>Appointment of Substitute Members</b>  To receive a report on the appointment of Substitute Members.	
3.	<b>Declarations of Interest and Notification of any Dispensations Granted</b>  You are invited to declare any registerable and/or non-registerable interests in matters appearing on the agenda, and the nature of that interest.  You are also invited to disclose any dispensation in relation to any registerable interests that have been granted to you in respect of any matters appearing on the agenda.  You are also requested to complete the Declarations of Interests card available at the meeting and return it to the Democratic Services Officer before leaving the meeting.	
4	<b>Minutes</b>  To confirm the minutes of the Overview, Scrutiny & Policy Development Committee meeting held on 5 March 2018.	<b>3</b>

Members of the public are entitled to attend this meeting and receive information about it. North Tyneside Council wants to make it easier for you to get hold of the information you need. We are able to provide our documents in alternative formats including Braille, audiotape, large print and alternative languages.

5	<b>Scrutiny Annual Report</b>  To report on the performance of scrutiny over the past year.	8
6	<b>Cabinets Response to the Cultural Development Plan Sub-group report</b>  To receive the Cabinet response to the recommendations of the Culture and Leisure Sub-Committee, Cultural Development Plan Study.	18
7	<b>Cabinets Response to the ICT Strategy Sub group report</b>  To receive the Cabinets response to the recommendations from the Overview, Scrutiny and Policy Development Committee, ICT Strategy Sub group report.	24

### **Members of the Overview, Scrutiny & Policy Development Committee**

Councillor Jim Allan (Deputy Chair)  
Councillor Alison Austin  
Councillor Steve Cox  
Councillor Naomi Craven  
Councillor S Day  
Councillor P Earley  
Councillor S Graham (Chair)  
Councillor Janet Hunter

Councillor Carl Johnson  
Councillor Anthony McMullen  
Councillor Tommy Mulvenna  
Councillor Pat Oliver  
Councillor Martin Rankin  
Councillor Mathew Thirlaway  
Councillor Judith Wallace

Church Representatives  
Rev. Michael Vine  
Mr Gerry O'Hanlon

School Governor Representatives  
Mrs Michelle Ord  
Vacant

## **Overview, Scrutiny & Policy Development Committee**

**5 March 2018**

Present: Councillor S Graham (Chair),  
Councillors J Allan, A Austin, S Cox, S Day, P Earley,  
Janet Hunter, A McMullen, P Oliver, M Rankin,  
M Thirlaway and J Wallace

Church Representative  
Rev M Vine

### **OV38/03/18 Apologies**

Apologies for absence were received from Councillors N Craven and T Mulvenna.

Parent Governor Representative -Mrs M Ord

### **OV39/03/18 Substitute Members**

Pursuant to the Council's constitution the appointment of the following substitute Member was reported: - Councillor D Drummond for Councillor N Craven

### **OV40/03/18 Declarations of Interest**

Councillor P Earley declared a registerable personal interest in relation to the Transition from Children to Adult Services (Minute OV43/03/18) as he was a Governor of Percy Hedley School. The Councillor indicated that he would remain in the meeting but take no part of the discussion.

Councillor P Earley declared a registerable personal interest in relation to the Freedom of the Borough - Nomination (Minute OV45/03/18) as he was a Trustee of an organisation which contracts with the nominee and also a Director of a Company which contracts with the Nominee. Councillor Earley indicated that he would leave the meeting and take no part in consideration of the item.

Councillor P Oliver declared a registerable personal interest in relation to the Transition from Children to Adult Services (Minute OV43/03/18) as she was related to a person who provided information to the sub-group. The Councillor indicated that she would remain in the meeting but take no part of the discussion.

### **OV41/03/18 Minutes**

Resolved that minute of the meeting held on 9 January 2018 be confirmed;

5 March 2018

## **OV42/03/18 Creating a Brighter Future Programme progress update**

The Committee received a report that detailed the Council's progress to delivering its key projects and business cases in 2017/18 and the report was in relation to the position at quarter 3.

Of the 17 projects that were detailed in the Creating a Brighter Future programme:

- 10 were complete realising the full savings.
- 6 had met all milestones within timetable
- 1 had some milestones delayed.

In discussion of the report the Committee raised the following:

**Continue to Redesign 0-19 Services** - In relation to the new Ready for School Centre at Riverside, it was requested that data be provided on the areas of those who use the centre and which areas in the borough did not have access to the centre.

**Develop Specialist Housing Products and Services** – members stated that during the budget scrutiny it was suggested that the use of Planning Regulation Section 106 monies would benefit this area and asked if this was being progressed. It was understood that other local authorities were making use of similar arrangements.

It was stated that the possible use of s106 funds with respect to affordable housing would be investigated and the position would be reported back to members.

**Delivering our Fees and Charges Policy** – In relation to the Bereavement Service, the Committee stated that through its sub-group work it had recommended that the opportunity of the authority to establish a full Funeral Service should be investigated and asked if this had been considered. The Committee was informed that a business case had been prepared to look at this possibility.

It was requested that an update be provided to the position of the Authority establishing and delivering a full Funeral Service.

**Agreed** that (1) the Creating a Brighter Future Programme 2017/18 Quarter 3 progress report be noted; and (2) Information requested through questioning be provided to the Committee.

## **OV43/03/18 Transition from Children to Adult Services Sub Group report**

The Committee received and considered a report produced by the Children, Education and Skills Sub Committee's Transition Sub Group that examined the process undertaken by both Adult Services and Children Services when a child with special educational needs and/or a disability (SEND) transfer to Adult Services at the age 18.

The sub-groups aim was to find any gaps in provision, knowledge or processes that could disrupt a smooth transition and have any unnecessary impact on the child or their family.

The Sub-group made 11 recommendations to be forwarded to Cabinet for consideration.

The Committee noted the following statement (below) within the report and raised its concern.

“In response to the points raised, the Sub Group was informed that two years ago the service did not know the SEND cohort which would be transitioning from children to adult services. Now, the service did know all the children (currently) who would be coming through to adult social care as adults and what support would be required and what plans/services needed to be in place and by when to ensure a smooth transition. An effective transition was everyones responsibility and the familiarity of the young person and their parents with buildings and staff helped a connectivity to enable the service to begin their work in a personal way. Parents were always involved in any decision about the location and type of accommodation for a young person because their intelligence was invaluable and they know their child best, they are expert assessors.”

The Committee considered it was the responsibility for all to ensure that all necessary information was available and accessible to ensure good comprehensive planning was in place that would then ensure the transition through any services that the Authority is responsible was done seamlessly.

The Committee therefore would ask Cabinet and relevant service deliverers to be mindful of the whole service provision and have special attention with information flow, particularly when it agrees to undertake procurement exercises to award contracts to third party providers.

**Agreed** that the Transition Sub-group report and recommendations listed be referred to Cabinet for consideration:-

- R1.** Cabinet requests the Head of Health, Education, Care and Safeguarding takes measures to improve communications with parents and young people. For example, create a Fact Sheet which could take different forms to accommodate the needs of the family and young person to inform all involved of the different processes which need to be undertaken for transition and their likely timeframe and which organisation is responsible for which aspect of the care and support. Ensure when delays are anticipated or occur the reason and length of the delay is fully explained.
- R2.** Cabinet requests the Head of Health, Education, Care and Safeguarding applies the “Tell us once” principle to Transition where possible.
- R3.** Cabinet requests the Head of Health, Education, Care and Safeguarding takes measures to increase the promotion of and improve the format and content of the Local Offer website and Disabled Children’s Register.
- R4.** Cabinet requests the Head of Health, Education, Care and Safeguarding produces different assessment forms for young people transitioning to adult services to those used for adults entering adult services at an older age and creates different forms for different additional needs; for example one form for

young people with SEN, another for young people with disabilities and another for those with SEND and Disabilities.

- R5.** Cabinet requests the Head of Health, Education, Care and Safeguarding introduces procedures to ensure officers are prepared for meetings with the family/carers by being aware of the individual requirements of the family and are pro-active in keeping parents up to date with progress of work on adaptations, applications and assessments.
- R6.** Cabinet requests the Head of Health, Education, Care and Safeguarding takes measures to improve/ensure sufficient communication/co-ordination between adult social workers and children social workers to ensure the particular needs of each young person and their family/carers are understood by those managing the transition process to ensure transition begins at the time appropriate for each young person and is seamless and personalised.
- R7.** Cabinet requests the Head of Health, Education, Care and Safeguarding establishes procedures which ensures parent/carers are continually involved in the commissioning of services/accommodation for a young person to make certain that the young person's particular needs are understood/reflected in the specifications for the procurement exercise.
- R8.** Cabinet requests the Head of Health, Education, Care and Safeguarding establishes procedures which ensures that when construction work is required and/or decisions on housing are being made that parents/carers and the young person are involved from the beginning. The procedures to also require that parents and carers are regularly kept informed in writing of what will be provided and when and the process to achieve the plan to ensure all have shared expectations.
- R9.** Cabinet requests the Head of Health, Education, Care and Safeguarding takes measures to improve communication with ward councillors regarding the building of or conversion of existing housing to specialist housing and/or the re-location of young people to properties in their ward.
- R10.** In light of the changes to the organisation and management structures across Children's Services and other service areas across the whole Authority, Cabinet requests the Senior Leadership Team to review the information and support provided to both internal and external newly appointed senior managers across the Authority to ensure that they are aware of the decision making processes and their implications.
- R11.** Cabinet requests the Head of Health, Education, Care and Safeguarding and the Head of Finance create a programme to promote and encourage borough employers to employ people with SEND; for example a networking session with the Business Forum to enable businesses to talk to each other about the implications and benefits to employers recruiting employees with SEND.

#### **OV44/03/18 Exclusion Resolution**

**RESOLVED** that under Section 100A(4) of the Local Government Act 1972 (as amended) and having applied a public interest test as defined in Part Two of Schedule 12A of the Act the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 1 and 3 of Part One of Schedule 12A of the Act

#### **OV45/03/18 Freedom of the Borough - Nomination**

The Overview, Scrutiny & Policy Development Committee received a report, which outlined the process for the award of the Freedom of the Borough and sought approval of the eligible nominations submitted.

The Committee was required to assess any nomination submitted and make a recommendation to Annual Council on 17 May 2018 for final consideration.

Any nomination for the award of Freedom of the Borough of North Tyneside must be persons/organisations of distinction and persons who have, in the opinion of the Council, rendered eminent services to the borough and have either:

- a) lived in the borough; or
- b) worked or been based in the borough; or
- c) been born in the borough.

**Agreed** that the nomination recommended for the Award of the Freedom of the Borough be submitted to Annual Council on 17 May 2018 for final consideration.

# **Meeting: Overview, Scrutiny and Policy Development Committee**

**Date: 3 April 2018**

**Title: Overview and Scrutiny Annual Report**

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**Author:** Joanne Holmes Tel: 0191 643 5315

**Service:** Law and Governance

**Wards affected:** All

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## **1. Purpose of Report**

To introduce the Overview and Scrutiny Annual Report 2017/18 and progress the next steps in the approval process for the annual report.

## **2. Recommendations**

To agree the Overview and Scrutiny Annual Report 2017/18 as attached and refer to Annual Council on 17 May 2018.

## **3. Details**

- 3.1 At the end of each municipal year a report is produced which summarises the activities and performance of scrutiny over the last year and sets out the approach to the development of the work programme for the year ahead.
- 3.2 Attached at Appendix A is the Overview and Scrutiny Annual Report 2017/18. The report particularly highlights the involvement of scrutiny in policy development, and sets out some of the achievements of the Overview, Scrutiny and Policy Development Committee and its sub-committees through the various pieces of work undertaken during the year. The report also highlights the process in place for the development of the 2017/18 work programme, including the involvement of stakeholders in order to develop a work programme that will deliver a timely contribution to policy development across the Council.
- 3.3 Members are recommended to approve the report as attached and refer the report to the Annual Council meeting on 17 May 2018.

## **4. Background Information**

The following documents have been used in the compilation of this report and may be inspected at the offices of the author.

N/A



# Overview and Scrutiny Annual Report 2017/18



**Date:** April 2018

**Author:** Overview, Scrutiny and Policy Development Committee



# **Introduction**

Welcome to the Overview and Scrutiny Annual Report 2017-18.

This report gives a brief summary of the work undertaken by Overview and Scrutiny over the last year and highlights some of the areas where scrutiny has made an impact, particularly in relation to policy development.

The report also sets out the process for the development of the 2018/19 work programme.

## **The role of Overview and Scrutiny**

The role of overview and scrutiny is to provide a 'critical friend' challenge to the Cabinet (and other decision makers), whilst also assisting in the development of key policies and plans.

Over recent years there has been an increased emphasis on promoting and developing the policy development role of overview and scrutiny. Throughout 2017/18 this has continued, and a range of policy reviews have been undertaken with links to the priorities within the Our North Tyneside Plan and the Creating a Brighter Future Programme.

## **We have been a 'critical friend'**

Whilst a focus of scrutiny work during 2017/18 has been the development of policy, the Overview, Scrutiny and Policy Development Committee and its sub-committees have still fulfilled the important role of being a critical friend to Cabinet, providing challenge, particularly on budget and performance issues.

A Budget and Council Plan Study Group was again established to consider the Cabinet's budget proposals in detail, and Members put forward a number of recommendations which were considered by Cabinet as part of the budget-setting process.

The Finance Sub-committee has continued to examine the Council's budget monitoring position on a bi-monthly basis, including the forecast outturn positions for the General Fund, the Housing Revenue Account and the Investment Plan. Budget management reports have been developed to bring together financial and relevant performance information and the Sub-committee has therefore reviewed the financial

information in the context of the policy priorities in the Our North Tyneside Plan. Members have also regularly reviewed the red risks associated with the Business and Technical Partnerships, and monitored the impact of welfare reform changes. The Overview, Scrutiny and Policy Development Committee has received bi-annual performance reports on the delivery of the Our North Tyneside Plan, allowing progress on delivery of the aims and objectives to be monitored and, where necessary, challenged. Some of the sub-committees have also monitored performance by receiving updates on the delivery of the various projects included in the Creating a Brighter Future programme. Children, Education and Skills Sub-committee has paid particular focus to central governments education policy and funding developments this year and its potential impact on the borough.

*Critical Friend Challenge: Transition from Children to Adult Services Sub Group*

The Children, Education and Skills Sub-committee set up a sub group to examine the process undertaken by both Adult Services and Children Services when a child with special educational needs and/or a disability (SEND) transfers to Adult Services at age 18; more commonly referred to as “transition”. Following the implementation of new legislation in 2014, the Children and Families Act and the Care Act, and the implementation of the SEND Code of Practice, it was an appropriate time to consider whether the processes: a) were fit for purpose; b) enabled the Authority to demonstrate the progress of its disabled young people; and to c) examine the work being undertaken by the Authority on the whole life disability agenda.

The sub group met with parents whose children had been through the transition process; representatives for the North Tyneside Clinical Commissioning Group (CCG); Met officers from the Health, Education, Care and Safeguarding Services; and asked young people who had gone through the transition process for their thoughts and opinions.

The sub group completed its work in December 2017 and its conclusions and eleven recommendations were reported to Cabinet on 9 April 2018. The Sub Group endorsed the Whole Life Disability service’s message that “We want all young people with special educational needs and disabilities in North Tyneside to have the opportunities to live the life to which they aspire” and believed that their recommendations would assist in making this goal a reality.

## **We have also focused on policy development**

Some examples of the policy development work undertaken during 2017/18 are:

### *ICT Strategy Review*

A sub-group of the Overview, Scrutiny and Policy Development Committee was established to undertake a review of the ICT Strategy with 'a focus on evaluating whether the Council has an appropriate ICT strategy in place and whether this strategy will meet the needs of the organisation going forward. The Study Group concluded that there was evidence that the foundations are being put in place to update, transform and improve ICT services. However Members had some concerns that the benefits of this work are yet to be felt by the users of ICT across the Council and were keen to see the benefits become evident as quickly as possible. The Sub-group made 9 recommendations to Cabinet on areas for development including improvements to scrutiny and accountability, communication with staff, and training for staff and Councillors.

### *Cultural Development Plan – Culture and Leisure Sub-committee*

The Culture and Leisure Sub-committee set up a sub-group in 2016/17 to undertake a review on proposals for a Cultural Development Plan. The focus of the review was how the Council is able to deliver an effective cultural offer in the context of a) a shrinking financial environment, b) existing Council strategies for arts development and tourism, c) changing patterns of consumer behaviour in relation to tourism, and d) greater expectations for partnership working arising from the change programme. The sub group reported its conclusion and recommendations to Cabinet in December 2017. Two out of three recommendations, which related to the Arts Development Strategy 2014-21, and analyse of the outcomes of industry surveys alongside market intelligence to include events and visitors, were accepted by Cabinet at its meeting in February 2018. The third recommendation, which related to service improvement funding, would require further consideration on how to maximise the opportunities to secure income to support events e.g. through sponsorship. Cabinet's response to the recommendations will form part of the sub-committee's work programme 2018-19.

### *Cycling Strategy– Economic Prosperity Sub-committee*

The Economic Prosperity Sub-Committee contributed to the preparation of the draft North Tyneside Cycling Strategy. During the period of public engagement the sub-committee gave consideration to the relevance of the five actions contained in the strategy and expressed views on the most important ways and initiatives to support everyday cycling. The sub-committee also gave consideration to the draft North Tyneside Cycling Design Guide, the responses received during the engagement process and the extent to which the recommendations of a previous scrutiny study

group had been incorporated into the strategy. The sub-committee's comments were recorded to be taken into account in formulating the final version of the strategy to be submitted to Cabinet for approval.

#### *Elective Home Education – Children, Education and Skills Sub-committee*

The Children, Education and Skills Sub-committee set up a sub-group in 2016/17 to examine Elective Home Education. Members of the Sub Committee had expressed some concerns as to the Authority's ability to check the quality of education being received by those outside of the formal school process. As the Attendance and Placement Team was due to review North Tyneside's policy on Elective Home Education, it was agreed that a review be undertaken to look at the current practices and Local Authority role in relation to home educating. The sub group reported its conclusion and recommendations to Cabinet in April 2017. All of the eight recommendations, the majority of which were related to policy development, were accepted by Cabinet at its meeting in June 2017 and the sub-committee has been kept informed of the progress on their implementation over the last municipal year.

## **Monitoring Role**

Whilst helping to develop new policies and assisting in the review of others, scrutiny has also invested time in monitoring the development and delivery of existing plans and policies to ensure that the best quality services are delivered to residents and visitors of North Tyneside.

Some examples of the plans and policies that have been monitored throughout the year include:

*Service Delivery and Performance* - Overview, Scrutiny and Policy Development Committee and its sub-committees have continued to receive monitoring reports on service delivery and performance across the Council. Scrutiny Members have also had the opportunity to comment on various policies and strategies prior to submission to Cabinet for approval.

*Universal Credit* - Housing sub committee has continued to keep up to date with the emerging changes that will come from the 'full service' roll out of Universal Credit and the impact that this will have on affected residents. Members ensured that a comprehensive communication plan was in place to inform residents of the changes and to signpost relevant support. Housing sub-committee has also considered and endorsed changes to the Moving In and Out Standards, aimed at improving customer experience and delivering efficiencies.

*Flooding* - Environment Sub-committee has considered reports from the Surface Water and Drainage Partnership on a quarterly basis, along with the Killingworth and Longbenton Surface Water Management Plan. Members examined the Plan to look at various solutions to alleviate flooding in the area.

*Environment Sub-committee* - In addition to the above the Environment Sub-committee has also continued to monitor the implementation of the recommendations in respect of the two recent street lighting reports and the action plan for the implementation of the Newcastle and North Tyneside Biodiversity Action Plan. Members have also monitored the implementation of the cycling strategy and the public rights of way reports.

*Better Care Fund* – the Adult Social Care, Health and Wellbeing Sub-committee has received regular reports showing progress against the national specified metrics and targets relating to the Better Care Fund (BCF).

*Support for people with Dementia and their carers* – following an in-depth study into support and services available to people with dementia, their family and carers, the Adult Social Care, Health and Wellbeing Sub-committee has received six monthly updates on the re-configuration of services and support for people with dementia or memory problems and their carers so they can evaluate how successful the changes have been and if necessary make recommendations.

*North Tyneside Integrated Urgent Care Service* – at an Extraordinary meeting of the Adult Social Care, Health and Wellbeing Sub-committee in December 2017, the sub-committee received an update on the future of urgent care in the Borough from the North Tyneside Clinical Commissioning Group (CCG). The sub-committee raised a number of key points which were forwarded to the CCG Governing Body for consideration.

*Northumberland, Tyne & Wear and North Durham Sustainable Transformation Plan* – during 2017/18 the Adult Social Care, Health and Wellbeing Sub-committee have received updates about the establishment of the Northumberland, Tyne & Wear and North Durham Sustainable Transformation Plan Joint Scrutiny Committee. The joint committee started meeting in the autumn of 2017 and the sub-committee have since received feedback from the meetings.

*Northumbria Healthcare NHS Foundation Trust Annual Plan and Quality Account* – the Adult Social Care, Health and Wellbeing Sub-committee receive each year a presentation on the Trust's Annual Plan and Quality Account. The views of the sub-committee are included in the sub-committee's statement to the Trust.

*Safeguarding* – the Adult Social Care, Health and Wellbeing Sub-committee received the Safeguarding Adults Board Annual Report and Action Plan at its meeting in November 2017.

*Children, Young People and Learning Plan 2014-18* - the Children, Education and Skills Sub-committee received updates on the delivery of the Children, Young People and Learning Plan, to monitor the delivery of key services aimed at improving the lives of children and young people.

*Safeguarding* - the Children, Education and Skills Sub-committee received the *North Tyneside Safeguarding Children Board's Annual* report in October 2017 and also received quarterly updates on work undertaken by the Authority and its partners to prevent and protect young people from sexual exploitation.

*Attainment* - the Children, Education and Skills Sub-committee receives an annual report on: the attainment of children and young people in the borough; attainment of free school meals (FSM) / pupil premium (PP) pupils to monitor the effectiveness of the support and challenge to ensure these pupils attainment is comparable to those pupils not in receipt of FSM or PP; and the attainment of the Authority's looked after children. The provision of adult education has also been on the agenda this year.

*New ways of working* - the Children, Education and Skills Sub-committee has received regular updates on the work to embed the locality teams' model in children's services, the changes to early help and the introduction of Signs Of Safety and Liquid Logic into Children's Services and the other projects under the Transforming Children's Services umbrella.

The Chairs and Deputy Chairs have continued to meet on a quarterly basis throughout the year to share information on ideas and topics for review, to identify issues where services could be improved for residents, and to avoid any potential areas of duplication.

## **Achievements**

### *Recommendations*

During 2017-18, four in-depth reviews were completed and 31 recommendations were put forward to cabinet. Cabinet has responded to 20 recommendations, with 11 still under consideration. Of these, 12 have been accepted and Cabinet have set out actions for implementation as part of the response to the recommendations. A further 6 recommendations were considered and noted. The Overview, Scrutiny and Policy Development Committee and the sub-committees will continue to monitor implementation of these recommendations and the subsequent outcomes on the delivery of services.

### *Engagement and partnership working*

A key role of overview and scrutiny is to promote issues of concern to the public and, where appropriate, consult with residents and service users on scrutiny investigations to be taken forward.

Scrutiny has continued to work closely with its partners, maintaining positive relationships and sharing key information, particularly in relation to health issues and policing issues.

Representatives of the Clinical Commissioning Group, Northumbria Healthcare Foundation Trust, Healthwatch, and the Care Quality Commission have all been in attendance at various meetings to share information and maintain key links with Members.

The Housing sub-committee is designated as the crime and disorder committee and has met with the Police and Crime Commissioner in relation to the delivery of priorities contained within the Police and Crime Plan. The sub-committee also welcomed some tenants to a meeting in order to receive a final update on the implementation of recommendations made during a previous review of anti-social behaviour.

Various pieces of work this year have involved engagement with service users and partner organisations and this has been highlighted throughout this report. Positive feedback has been received. For example, a resident who had attended a meeting of the Environment Sub-committee in relation to street cleaning standards contacted the News Guardian highlighting how her concerns had subsequently been dealt with and thanking the Council for offering residents the chance to have their voices heard.

## **Scrutiny Going Forward**

Preparation for the development of the 2017/18 overview and scrutiny work programmes has already begun. There are proposals for the chairs and deputy chairs of scrutiny committees to meet with the Cabinet to discuss up and coming policy issues and to identify areas where scrutiny can have an impact in terms of policy development. The Chairs and Deputy Chairs will be discussing these areas in more detail in order to prioritise topics for scrutiny during 2018-19. Elected Members, senior officers and the public will be encouraged to suggest topics that scrutiny could usefully investigate.

All suggestions received will be allocated to the relevant sub-committee, with the topics being discussed and prioritised at the first meetings of the 2018/19 municipal year. There will also be some reviews begun or assigned in 2017/18 that will carry forward to next year. When prioritising topics, consideration will be given to whether the issue is timely and if it will contribute to the development of policy.



Given the on-going financial pressures impacting on all areas of the organisation, Council has agreed a slightly reduced timetable of scrutiny meetings for 2018/19. This will require scrutiny committees to work more efficiently, and there may be scope to consider alternative means of ensuring important issues are scrutinised effectively other than formal scrutiny meetings.

DRAFT

# North Tyneside Council Report to Cabinet 12 February 2018

## ITEM 5(b)

**Title:** Response to Overview,  
Scrutiny & Policy Development  
Committee - Cultural  
Development Plan Sub-Group  
Recommendations

**Portfolio(s):** Leisure, Culture and  
Tourism

**Cabinet Member(s):** Councillor Eddie  
Darke

**Report from Service  
Area:**

Environment, Housing and Leisure

**Responsible Officer:**

Phil Scott, Head of Environment, Housing  
and Leisure

(Tel: 643 7295)

**Wards affected:**

All

## **PART 1**

### **1.1 Purpose:**

On 11 December 2017 Cabinet received a report from the Overview, Scrutiny and Policy Development Committee following an in-depth review on proposals for a Cultural Development Plan for delivering an effective cultural offer in the Borough. The report asked Cabinet to consider three recommendations in accordance with Section 21B of the Local Government Act 2000.

This report asks Cabinet to endorse the response to the recommendations detailed within this report.

### **1.2 Recommendation(s):**

It is recommended that Cabinet agrees the proposed response to the recommendations from Overview, Scrutiny and Policy Development Committee on the Cultural Development Plan Study as set out in Appendix A of this report.

### **1.3 Forward plan**

Twenty eight days' notice of this report has been given and it first appeared on the Forward Plan that was published on the 15 January 2018.

### **1.4 Council plan and policy framework**

This report supports the Our People theme in Our North Tyneside Plan, in particular "Be listened to by services that respond better and faster to their needs; Our Places will: work with residents, communities and businesses to regenerate the borough.

## **1.5 Information**

- 1.5.1 The Overview, Scrutiny and Policy Development Committee, as part of the 2016/17 work programme, prioritised the topic, ‘how can the Council deliver an effective cultural offer in a shrinking financial environment?’ as an important issue. Through the Culture and Leisure Sub-Committee a sub-group was established to carry out an in-depth review on proposals for an Authority wide Cultural Development Plan. The sub-group decided to focus upon the impact of culture as it related to the summer programme and how it attracted visitors to the Borough, in comparison with two neighbouring authorities.

Cabinet received the recommendations of the Overview, Scrutiny and Policy Development Committee’s Cultural Development Plan Review at its meeting on the 11 December 2017.

- 1.5.2 The study group considered future service provision in the context of:

- A shrinking financial envelope to meet service delivery;
- Existing Council strategies for arts development and tourism;
- Changing patterns of consumer behaviour in relation to tourism; and
- Greater expectations for partnership working arising from the change programme.

Members held a series of evidence gathering meetings between September 2016 and November 2017. The sub-group which undertook this work met on a number of occasions with officers from the Cultural Services teams, received a range of reports and statistical data from officers and visited a number of summer activities / events in the Borough during 2017 in order to inform its considerations.

- 1.5.3 The sub-group identified a total of 3 recommendations for Cabinet to consider.

- 1.5.4 A proposed response to the recommendations is set out as Appendix A.

## **1.6 Decision options**

The following decision options are available for consideration by Cabinet:

### Option 1

Cabinet may accept the recommendation set out in paragraph 1.2 above.

### Option 2

Cabinet may not accept the recommendation set out in paragraph 1.2 above.

### Option 3

Cabinet may accept part of the recommendation as set out in paragraph 1.2 above and reject the rest.

Option 1 is the recommended option.

## **1.7 Reasons for recommended option**

Option 1 fulfils the statutory requirement for Cabinet to respond to recommendations put forward by the Overview, Scrutiny and Policy Development Committee.

## 1.8 Appendices

Appendix A: Proposed response to the Cultural Development Plan sub-group study recommendations on delivering an effective cultural offer in the Borough.

## 1.9 Contact officers:

Steve Bishop, Senior Manager, Cultural Services Tel: 0191 643 7410  
Alison Campbell, Senior Business Partner Tel: 0191 643 7038

## 1.10 Background information:

The following background papers have been used in the compilation of this report and are available at the office of the author:

- 1) Culture and Leisure Sub Committee Report: Library Review Study Group  
[http://www.northtyneside.gov.uk/pls/portal/NTC\\_PSCM.PSCM\\_Web.download?p\\_ID=558067](http://www.northtyneside.gov.uk/pls/portal/NTC_PSCM.PSCM_Web.download?p_ID=558067)
- 2) <http://my.northtyneside.gov.uk/sites/default/files/meeting/related-documents/7.%20Cultural%20Development%20Plan%20Sub%20Group%20cover%20report.pdf>
- 3) <http://my.northtyneside.gov.uk/sites/default/files/meeting/related-documents/7a.%20Cultural%20Development%20Plan%20Sub%20Group%20-Appendix1.pdf>

## PART 2 – COMPLIANCE WITH PRINCIPLES OF DECISION MAKING

### 2.1 Finance and other resources

#### Recommendation 1

£0.100m of the service improvement fund is allocated permanently to fund cultural events from 2018/19.

In the financial climate it is currently operating in the Authority has to continue to ensure that it operates within its means. The service will be asked to consider further how to maximise the opportunities to secure income to support events e.g. through sponsorship and to look further to contain costs within the budget envelope that has been sustained as part of the Cabinet's latest Financial Plan and Budget process 2018-20

#### Recommendation 2

Cultural Services to initiate a survey as part of the review of the Arts Development Strategy 2014-21

This review would be undertaken internally as part of Cultural Services work programme and therefore any costs would be contained within Cultural Services existing budgets.

#### Recommendation 3

Cabinet and the Sub Group to analyse the outcomes of the industry surveys alongside a range of market intelligence gathered throughout the year including events and visitor surveys.

There would be a future report with any proposals coming from this review, which would include details of any financial implications.

## 2.2 Legal

In accordance with Section 21B of the Local Government Act 2000, Cabinet is required to provide a response to the recommendations of the Overview, Scrutiny and Policy Development Committee within 2 months. In providing this response Cabinet is asked to state whether or not it accepts each recommendation and the reasons for this decision. Cabinet must also indicate what action, if any, it proposes to take.

## 2.3 Consultation/community engagement

The sub-group which undertook this work on behalf of the Overview, Scrutiny and Policy Development Committee, met with officers from the Cultural Services Teams and visited a number of summer activities / events in the Borough during 2017.

## 2.4 Human rights

There are no direct issues relating to human rights arising from this report.

## 2.5 Equalities and diversity

There are no direct issues relating to equalities and diversity arising from this report.

## 2.6 Risk management

There are no direct issues relating to risk arising from this report.

## 2.7 Crime and disorder

There are no direct issues relating to crime and disorder arising from this report.

## 2.8 Environment and sustainability

There are no direct issues relating to environment and sustainability arising from this report.

## PART 3

- |                              |  |
|------------------------------|--|
| • Deputy Chief Executive     | <input checked="checked" type="checkbox"/> |
| • Head(s) of Service         | <input checked="checked" type="checkbox"/> |
| • Mayor/Cabinet Member(s)    | <input checked="checked" type="checkbox"/> |
| • Chief Finance Officer      | <input checked="checked" type="checkbox"/> |
| • Monitoring Officer         | <input checked="checked" type="checkbox"/> |
| • Head of Corporate Strategy | <input checked="checked" type="checkbox"/> |

**Cabinet Response to Overview and Scrutiny Recommendations  
Completed Action Plan**

**Cultural Development Plan**

In accordance with Section 122 of the Local Government and Public Involvement in Health Act 2007, Cabinet are required to provide a response to the recommendations of the Overview and Scrutiny Committee within 2 months. In providing this response Cabinet are asked to state whether or not it accepts each recommendation and the reasons for this decision. Cabinet must also indicate what action, if any, it proposes to take.

Overview and Scrutiny Recommendation	Officer Commentary	Cabinet Decision (Accept of reject)	Action to be taken (if any) and timescale for completion
<p><b>Recommendation 1</b></p> <p>Cabinet, in order to sustain events delivery and support tourism into North Tyneside the circa £100k currently provided through the Service Improvement Fund should be consolidated as part of the core events budget</p>	<p>Cultural service will review events and associated costs to determine how it can maximise benefit from the budget already available.</p>	<p>Reject</p>	<p>The service will continue to be monitored as part of the bi-monthly Financial Management Report to Cabinet</p>
<p><b>Recommendation 2</b></p> <p>Cabinet, in North Tyneside a survey of the arts and tourism sectors should be undertaken in order to gain more detailed information on ways in which added value can be increased and support can be more targeted.</p>	<p>Cultural Services to initiate a survey as part of the review of the Arts Development Strategy 2014-21 and Tourism Strategy 2014-21 and report findings to Culture and Leisure Sub Committee</p>	<p>Accept</p>	<p>Review outcomes to be the subject of a future report</p>

<p>Recommendation 3</p> <p>Cabinet, the Sub Group to analyse the outcomes of the industry surveys alongside a range of market intelligence gathered throughout the year including events and visitor surveys. The findings will generate future recommendations for action.</p>	<p>Culture and Leisure Sub Committee to receive a report based upon the findings of the Sub Group and consider further actions.</p>	<p>Accept</p>	<p>Review outcomes to be the subject of a future report</p>

# North Tyneside Council

## Report to Cabinet

### Date: 12 March 2018

#### ITEM 5(j)

Title: Cabinet Response  
to Scrutiny Report on  
ICT Strategy Review

Portfolio(s): Deputy Mayor

Cabinet Member(s): Councillor Bruce  
Pickard

Report from Service Area: Commercial and Business Redesign

Responsible Officer: Lisa Clark, Head of Commercial and  
Business Redesign (Tel: (0191) 643  
5719)

Wards affected: All

## **PART 1**

### **1.1 Executive Summary:**

The purpose of this report is to seek Cabinet's approval to the proposed response to the recommendations of the ICT Strategy Sub Group's study, on behalf of the Overview, Scrutiny and Policy Development Committee, into the Authority's ICT Strategy.

In accordance with Section 21B of the Local Government Act 2000, Cabinet is required to provide a response to the recommendations of the Overview, Scrutiny and Policy Development Committee within two months.

In providing this response Cabinet is asked to state whether or not it accepts each recommendation. Cabinet must also indicate what action, if any, it proposes to take.

### **1.2 Recommendation(s):**

It is recommended that Cabinet agree the proposed responses to the recommendations from the Overview, Scrutiny and Policy Development Committee, as shown in Appendix 1 of this report.

### **1.3 Forward Plan:**

Twenty eight days notice of this report has been given and it first appeared on the Forward Plan that was published on 9 February 2018.

### **1.4 Council Plan and Policy Framework**

This report relates to the following priority in the 2018/20 Our North Tyneside Plan:



- Our People will be listened to so that their experience helps the Council work better for residents.

## **1.5 Information:**

### **1.5.1 Background**

1.5.2 The Overview, Scrutiny and Policy Development Committee agreed on 25 May 2017 to review the ICT Strategy with the intention of:

- Reviewing the Authority's ICT strategy in the context of changing organisational and customer need, underpinned by the Target Operating Model (TOM) and delivery of the Creating a Brighter Future (CBF) Programme.
- Evaluating whether the Authority has an appropriate ICT strategy in place and whether this strategy will meet the future needs of the organisation.

1.5.3 Having completed its investigation, the sub-group prepared a report and a series of recommendations. Cabinet received the report and recommendations on 15 January 2018.

## **1.6 Decision options:**

The following decision options are available for consideration by Cabinet:

### Option 1

Cabinet agrees the proposed response to the recommendations from the Overview, Scrutiny and Policy Development Committee, as set out in paragraph 1.2 above.

### Option 2

Cabinet does not agree the proposed response to the recommendations from the Overview, Scrutiny and Policy Development Committee, as set out in paragraph 1.2 above, and provides an alternative response to the Overview, Scrutiny and Policy Development Committee at the meeting.

Option 1 is the recommended option.

## **1.7 Reasons for recommended option:**

Option 1 is recommended in order to ensure that the ICT strategy continues to be fit for purpose and supports the needs of the organisation moving forward.

## **1.8 Appendices:**

Appendix 1: Cabinet Response to Overview, Scrutiny and Policy Development Committee Recommendations, Completed Action Plan

## **1.9 Contact officers:**

Lisa Clark, Head of Commercial and Business Redesign, tel. (0191) 643 5719  
Ben Kaner, Head of Digital Strategy, tel. 07875 140539

## **1.10 Background information:**

The following background papers/information have been used in the compilation of this report and are available at the office of the author:

- (1) Overview, Scrutiny and Policy Development Committee Report: ICT Strategy Review November 2017 (insert hyperlink)
- (2) The Authority's Digital Strategy: <http://my.northtyneside.gov.uk/sites/default/files/web-page-related-files/Digital%20Strategy%202015.pdf>

## **PART 2 – COMPLIANCE WITH PRINCIPLES OF DECISION MAKING**

### **2.1 Finance and other resources**

It is anticipated that the actions proposed in this report can be completed within existing budgets.

In relation to recommendation 9 (in Appendix 1), total budget planning for ICT projects is in consideration, including the adequacy of ICT capital funding and the funding to support the overall strategic change programme. If investment allows savings to be realised, this will be a priority for funding. Any changes will be reported in line with financial regulations.

### **2.2 Legal**

In accordance with section 21B of the Local Government Act 2000, Cabinet is required to provide a response to the recommendations of the Overview, Scrutiny and Policy Development Committee within two months. In providing this response Cabinet is asked to state whether or not it accepts each recommendation and the reasons for this decision. Cabinet must also indicate what action, if any, it proposes to take.

### **2.3 Consultation/community engagement**

The Sub Group which undertook this work on behalf of the Overview, Scrutiny and Policy Development Committee met with relevant Authority officers. Full details are listed in the Overview, Scrutiny and Policy Development Committee Report: ICT Strategy Review.

### **2.4 Human rights**

There are no direct issues relating to human rights arising from this report.

### **2.5 Equalities and diversity**

There are no direct issues relating to equalities and diversity arising from this report.

### **2.6 Risk management**

There are no direct issues relating to risk arising from this report.

## 2.7 Crime and disorder

There are no direct issues relating to crime and disorder arising from this report.

## 2.8 Environment and sustainability

There are no direct issues relating to environment and sustainability arising from this report.

### PART 3 - SIGN OFF

- Deputy Chief Executive ☒
- Head(s) of Service ☒
- Mayor/Cabinet Member(s) ☒
- Chief Finance Officer ☒
- Monitoring Officer ☒
- Head of Corporate Strategy ☒

## Cabinet Response to Overview and Scrutiny Recommendations Completed Action Plan

### ICT Strategy Review

In accordance with Section 122 of the Local Government and Public Involvement in Health Act 2007, Cabinet are required to provide a response to the recommendations of the Overview and Scrutiny Committee within 2 months. In providing this response Cabinet are asked to state whether or not it accepts each recommendation and the reasons for this decision. Cabinet must also indicate what action, if any, it proposes to take.

Overview and Scrutiny Recommendation	Officer Commentary	Cabinet Decision (Accept or reject)	Action to be taken (if any) and timescale for completion
1. The Digital Strategy is subject to an annual review to ensure it is refreshed on a regular basis, and that consideration is given to including a timeline setting out when objectives will be achieved, particularly shorter term objectives covering the next 12-18 months.	The strategy is continually reviewed with the Cabinet Member for ICT, including discussion on the 12-18 month forward plan.	Accept	<p>The Head of Digital Strategy to continue to review the Digital Strategy, including the 12-18 month forward plan, with the Cabinet Member for ICT.</p> <p>The Head of Digital Strategy will also ensure the Digital Strategy published online is reviewed and updated regularly (annually at least).</p>
2. There is clear democratic accountability in relation to the management of the contract with ENGIE and the wider ICT Strategy, and that the Overview, Scrutiny and Policy Development Committee has a specific on-going role in reviewing the performance of the contract and the delivery of projects within the ICT Strategy.	Decision making responsibility for the Council's strategic partnerships rests with Cabinet and oversight of performance is undertaken through established governance structures agreed by Cabinet. The structures include Partnership Boards attended by the Mayor and/or relevant cabinet Members and the identification of a lead Cabinet Member for ICT. It is not	Noted	

Overview and Scrutiny Recommendation	Officer Commentary	Cabinet Decision (Accept or reject)	Action to be taken (if any) and timescale for completion
	felt necessary for the Overview, Scrutiny and Policy Development Committee to have a specific on-going role in this regard although future specific pieces of work would be welcomed.		
3. Communication to staff and Members in relation to the ICT Strategy and the ICT projects that are underway is enhanced to raise awareness of the various strands and the linkages between them.	<p>The Authority's Senior Leadership Team (SLT) receives regular updates on progress against ICT projects, as does the Cabinet Member for ICT.</p> <p>Extensive internal communications go out to the organisation around ICT business-as-usual activity, and communication is always a vital part of any system replacement or change project. This is targeted to people depending on their role and how the change will impact them.</p> <p>Consideration will be given to potential opportunities to enhance raising the awareness of the various strands and linkages between them.</p>	Accept	The Head of Digital Strategy, the Head of Commercial and Business Redesign, and the Head of Corporate Strategy consider opportunities to enhance awareness raising of the Digital Strategy and linkages between key projects
4. SLT and the Council's partners are pro-active in encouraging all staff to embrace the opportunities offered by ICT innovations and to fully utilise ICT to improve efficiency, underpinned by	User adoption, change management, and training are essential aspects of all ICT projects. Significant system changes (e.g. the implementation of Liquid Logic in Adults Services) include	Accept	<p>SLT to continue to ensure that user adoption activities are central to new system roll-outs.</p> <p>SLT to also ensure exploitation</p>

Overview and Scrutiny Recommendation	Officer Commentary	Cabinet Decision (Accept or reject)	Action to be taken (if any) and timescale for completion
comprehensive training for all staff on new systems.	<p>business-readiness and adoption workstreams with the intention of supporting staff through the change as well as embedding new ways of working as a result of the changing technology. This support is proportionate to people's roles and depends on how much the change will affect them.</p> <p>Staff are encouraged to embrace new opportunities whilst ensuring they remain within the Authority's policies and procedures.</p> <p>The Authority's SLT is also considering inclusion of objectives in the Individual Performance Review (IPR) process around the exploitation of ICT to ensure we are maximising the benefits of new systems.</p>		of new systems is made more explicit in IPRs where appropriate.
5. That a cross-section of residents with mixed technical ability are involved in consultation and testing around the re-design of Council services, to ensure the accessibility of re-designed services.	<p>Consultation already takes place on the re-design of key Council services that have an impact or are used by the public. This is via consultation events and campaigns and through the residents' panel.</p> <p>Officers are working with other agencies (e.g. the Post Office, the</p>	Accept	The Head of Commercial and Business Redesign and the Head of Digital Strategy to ensure that, where appropriate, residents are involved in the design and testing of new digital products and applications.

Overview and Scrutiny Recommendation	Officer Commentary	Cabinet Decision (Accept or reject)	Action to be taken (if any) and timescale for completion
	<p>Citizens Advice Bureau, Barclays Bank) to support residents where necessary in their digital skills.</p> <p>Significant work is being undertaken by Authority to help prepare tenants for the impact of Welfare Reform specifically in relation to digital skills.</p> <p>All the products being developed within the Customer Journey Programme are being designed with the user experience at the centre of the thinking, although it is acknowledged that more user involvement would be beneficial. The Customer Journey Team has been in discussion with HMRC about how they approach this.</p>		
<p>6. In relation to future developments around data and analytics, to ensure that Scrutiny members are involved in the development of ideas about how residents' data is used and analysed, and have oversight of how these developments are implemented.</p>	<p>All proposed uses of analytics are subject to controls of information governance and value for money. With the General Data Protection Regulations (GDPR) coming in to force in May 18, use of data will be open to further scrutiny and rigour. The Overview, Scrutiny and Policy Development Committee may wish to consider whether this is an area for inclusion in their future work programme.</p>	<p>Noted</p>	

Overview and Scrutiny Recommendation	Officer Commentary	Cabinet Decision (Accept or reject)	Action to be taken (if any) and timescale for completion
7. To consider the training needs of Councillors in relation to the introduction of Office 365 and Sharepoint, particularly in relation to Data Protection requirements around the storing and accessing of documents.	Training requirements for Councillors is being incorporated in the overall plan, particularly around General Data Protection Regulation and the implementation of the new Members information systems.	Accept	The Head of Commercial and Business Redesign, Head of Digital Strategy and the Head of Law and Governance, working with the Deputy Mayor, the Cabinet Member for Finance, and the Chair of the Overview and Strategy Finance Sub-Committee, to ensure that Elected Members are effectively supported and trained in the new ICT environment.
8. Given the data transfer issues that have arisen from the recent Kier in-sourcing decision, that exit plans are developed for all current partnership arrangements, and at the outset of any future arrangements, to fully consider the ICT implications.	<p>We have clear arrangements on data ownership and the ICT worksteam (as part of the Kier in-sourcing project) is considering the optimum path to achieve a smooth transfer of data for when the contract ends.</p> <p>There are contractual arrangements in all the partnerships which provide for data ownership and include provisions relating to the end of the contractual relationship. Implementation of specific exit plans will be developed at the appropriate time (when the contracts are nearing an end).</p>	Reject	
9. While recognising the difficult	In relation to the annual capital	Noted	SLT to continue to monitor the



Overview and Scrutiny Recommendation	Officer Commentary	Cabinet Decision (Accept or reject)	Action to be taken (if any) and timescale for completion
<p>financial situation, to consider whether any additional Capital funding could be allocated to speed up improvements and the roll-out of ICT equipment, particularly where investment would allow savings to be realised.</p>	<p>investment the Authority makes in ICT infrastructure (current £1m per annum), total budget planning is in continual consideration, including whether the funding is enough to cover the requirement.</p> <p>In relation to funding ICT projects to support change, if investment allows savings to be realised then this will be a priority for funding.</p> <p>The capacity for the organisation to absorb change (including changes related to ICT) over and above that which is currently planned must also be considered.</p>		<p>pace of ICT change. SLT to also continue to consider invest to save business cases as part of the on-going efficiency process.</p>