



**North Tyneside Council**

# Overview, Scrutiny & Policy Development Committee

27 November 2017

**Monday 4 December 2017** 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>
<b>1. Apologies for Absence</b>	
To receive any apologies for absence.	
<b>2. Appointment of Substitute Members</b>	
To receive a report on the appointment of Substitute Members.	
<b>3. 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.	
<b>4 Minutes</b>	<b>3</b>
To confirm the minutes of the Overview, Scrutiny & Policy Development Committee meeting held on 6 November 2017.	
<b>5 Our North Tyneside Performance report</b>	<b>6</b>
To receive an update on the progress that has been made to deliver the aims and objectives of the Our North Tyneside plan.	

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.

Contact Officer – Paul Wheeler – (0191) 643 5318

**6 ICT Strategy Sub-group**

**45**

To consider the report produced by the ICT Strategy Sub-Group.

**7 Cultural Development Plan Sub Group**

**To  
Follow**

To consider the report produced by the Cultural Development Plan Sub Group.

**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 and Policy Development Committee**

**6 November 2017**

Present: Councillor S Graham (Chair)  
Councillors J Allan, S Cox, N Craven, S Day  
P Earley, Janet Hunter, A McMullen, T Mulvenna  
and M Rankin

Church Representatives  
Rev M Vine  
Mr G O'Hanlon

Parent Governor Representative  
Mrs M Ord

Also in attendance  
Cllr B Pickard – Deputy Mayor

### **OV21/11/17 Apologies**

Apologies for absence were received from Councillor A Austin, P Oliver, M Thirlaway and J Wallace.

### **OV22/11/17 Substitute Members**

There were no substitute Members appointed.

### **OV23/11/17 Declarations of Interest**

There were no declarations of interest or dispensations reported.

### **OV24/11/17 Minutes**

**Resolved** that the minutes of the meeting held on 4 September 2017 be confirmed as a correct record and signed by the Chair.

### **OV25/11/17 Creating a Brighter Future Programme 2017/18 Quarter 2 Progress**

The Committee received a report on the progress towards the delivery of the key projects and business cases of the Creating a Brighter Future (CBF) programme for 2017/18. The quarter one update had been provided on 3 July 2017 and the second quarter report was now presented to the Committee.

The Committee was reminded that as part of the 2017-20 financial planning process, an agreed Efficiency Plan set out a series of projects that would deliver the required savings whilst delivering the CBF outcomes. The progress of these projects formed the basis of

6 November 2017

the information presented to the Committee and for a programme of its size and complexity the level of risk identified was to be expected at this point within the financial year.

The Authority continued to make progress in project delivery and achievement of savings and/or income and since the last report had converted 3 'in delivery' projects to completion and accelerated the progress of projects previously identified as 'amber'. There were two projects whose savings delivery targets still had significant risks and were identified as 'red' but this had reduced from four in the first quarter report.

The report detailed notable achievements during quarter two of the 2017/18 CBF programme, which included: opening the new Ready for School centre in North Shields; new accommodation for children and young people care leavers in Mitford Gardens, Wallsend; commissioning and opening a new extra care scheme at Crossgates in Hadrian Park; concluding the transfer of Howdon Community Centre to the Family Gateway Trust; and investing in, and progressing, the implementation of a new social care information system, Liquid Logic. Funding from the Department of Education had been secured for "staying close" provision at Elm House and the savings that the development would secure when completed would be fully realised next year.

In the presentation reference was made to the projects with a 'red' savings delivery status and an explanation provided as to why that was the case and what steps were being taken to get the projects back on track.

Members sought clarification on how the income target for the Profit from Property Development project would be realised. It was explained how the process of generating income from interest rates worked and that the whole scheme was a three year programme to deliver £3m. The project's savings delivery status had slipped to 'amber' due to the timing of income generated from interest rates.

A Member requested more information in relation to the new Model to Support Children project as it had only achieved 51% of its projected savings. It was explained that as the process was always child led with the needs of the child taking priority over the cost of the support it was a very difficult target to manage as any change could have a significant impact either way; the aim was to rebalance the provision to provide more specialised support in borough which reduced the overall cost. The decision on when to move a child back to in-borough support was always on a case by case basis. This principal was also applied to changes to the provision of home care support where the support was reviewed to ensure that assistive technology was being used where it brought benefit.

Reference was made to the Signs of Safety practice model being introduced to support more children and young people at home and what training and information would be provided to Councillors on the model. The presenting officer agreed to raise the issue of ensuring Members were fully informed of the principles and practice of the new model with the appropriate team and informed the Committee that 400 staff had been trained and all front line officers would also receive training on the model.

In response to a question on the success of the My Care and SIGN directory web pages the Committee was informed that it had been reported that the service had seen a reduction in calls and visits made.

Reassurance was sought and given that where minor savings gaps were being bridged by not recruiting to vacant positions that it was only a temporary measure and that work was continuing to ensure all savings expected for these projects would be met in the next year.

**Agreed** that (1) the Creating a Brighter Future Programme 2017/18 Quarter 2 Progress report be noted; and  
(2) Information/training on the new practice model Signs of Safety be made available to all Members of the Council.

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

**Date:** 4 Dec, 2017

**Title:** Our North Tyneside Performance Report

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**Author:** Jacqueline Laughton Tel: (0191) 6437070

**Service:** Corporate Strategy

**Wards affected:** All

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**1. Purpose of Report**

- 1.1 To update the Committee on the progress that has been made to deliver the aims and objectives of the Our North Tyneside plan.

**2. Recommendations**

- 2.1 It is recommended that the Committee note the progress that has been made against the delivery of the Our North Tyneside Plan.

**3. Information:**

- 3.1 The refreshed Our North Tyneside Plan was agreed by Council on 17th March 2016. It refreshed the Plan which had been agreed by Council on 26 September 2013. The priorities in the Plan provide the strategic policy framework for the Authority.

- 3.2 Performance against the Our North Tyneside Plan is managed on two levels:

Strategic level

The Our North Tyneside Plan, which is being delivered with partners, represents the strategic policy aims and objectives of the Authority. The Plan includes the strategic outcome focused measures which are used to assess progress.

Cabinet receives a report on performance against these strategic outcomes twice a year. This report is the latest of these.

Service level

Alongside the focus on the strategic outcome measures, monthly performance reports are produced for each service area to monitor the progress against the outcomes of the Our North Tyneside Plan.

These reports include lower level performance measures, which are reported to the Senior Leadership Team and Cabinet Members

- 3.3 This report includes only those measures that have been updated since the last report on performance against the Our North Tyneside Plan to Cabinet in March 2017.
- 3.4 The detail of these measures is attached at Appendix 1 and an overview of performance against each of the themes in the Our North Tyneside Plan is set out below.

#### Performance against the Our North Tyneside Plan

- 3.5 The Our North Tyneside Plan has three main themes
- Our People
  - Our Places
  - Our Economy
- 3.6 An overview of the latest performance against each of these is set out below.

#### Our People

- 3.7 The Our North Tyneside Plan sets out a range of measures for ensuring that Our People are ready for school, ready for work and life and are cared for safeguarded and healthy if required.

This performance report shows that

- For the fifth year in a row, there has been an increase in the number of children who are ready for school. There has been an increase of over 20% in the number of children who have reached a Good Level of Development, compared to 2012/13. This overall success is further supported by a reduction in the gap, linked to deprivation, for children achieving the expected level at Foundation Stage. This gap has been reduced by all children improving but those on Free School Meals improving at a faster rate
- There has been a reduction in the number of young people who are not in education, employment or training over the lifetime of this plan. In addition there has also been a reduction in the number of 18-24 year olds who are claiming Job Seekers Allowance. This is part of a wider reduction in the number of people claiming unemployment benefits, which has reduced from 4.8% in 2012/13 to 2.7% in 2016/17
- There has been progress in addressing those key issues that are known to be significant factors in the health gap. Residents are more physically active than the regional average and this is expected to increase with the introduction of programmes such as Active North Tyneside. In addition there has been a reduction in the number of people who smoke. In addition initiatives are increasingly targeted, for example the NHS Health Checks and the Stop Smoking Service

#### Our Places

- 1.5.6 The Our North Tyneside Plan sets out that Our Places will be great places to live, and attract others to visit or work here. In addition they will offer a good choice of housing, provide a clean, green and safe environment as well as having an effective transport and physical infrastructure.

This performance report shows that

- More residents are indicating, through the Residents' Survey, that they are satisfied with where they live. This has increased from 73% at the start of the plan to 81% this year. The issues that residents have highlighted as most important for them to judge the quality of the local area include the quality of local education, local environmental standards and low levels of crime. These issues are key parts of the boroughs strengths and are part of the reason why there has been an eight percentage point improvement in local residents thinking that their area has improved in the last twelve months
- House building is a key signifier of the desirability of North Tyneside as a place to live and it has increased this year, with 892 net additional homes provided. The increase in the number of affordable homes being delivered has seen 347 homes delivered this year, bringing the total number of affordable homes delivered in the last 3 years to a level which exceeds the total number in the previous decade
- As a result of these housing developments residents are increasingly satisfied with the quality and choice of housing in the borough; both measures of housing choice and quality in the Residents Survey have increased this year. Over a quarter of residents are very satisfied with the choice of housing that is now available
- North Tyneside is now a great place to work for over 5,000 businesses. This is an increase from 3,890 in 2012. The growth in the number of businesses has been seen in every year of the plan

## Our Economy

- 1.5.7 For Our Economy the ambition is to grow by building on our strengths, including our existing world-class companies, and small and growing businesses. This will be supported by having the right skills and conditions to support investment, and create and sustain new, good-quality jobs and apprenticeships for working-age people.

This performance report shows that

- There continues to be an increase in the number of jobs in the Borough. There are now 81,900 jobs in the Borough, which is an increase of more than ten thousand since 2012. This has been achieved through a mixture of supporting businesses to start, survive and through success in attracting new businesses to invest in the Borough
- Ensuring that young people in North Tyneside have the right high level skills and qualifications to progress and succeed in the job market are important for their happiness and the regions' prosperity. 88% of young people progress to Key Stage 5 (A level). Of those, 90% progress into a positive destination after Key Stage 5. Young people are proceeding to a positive destination at an increasing rate and have continued the trend from the past few years. The figure continues to be higher than national rate for this measure, which is 88%

## **4. Appendices**

Appendix 1 Our North Tyneside Corporate Level Performance Management Report November 2017.



# Our North Tyneside

## Performance report

### November 2017

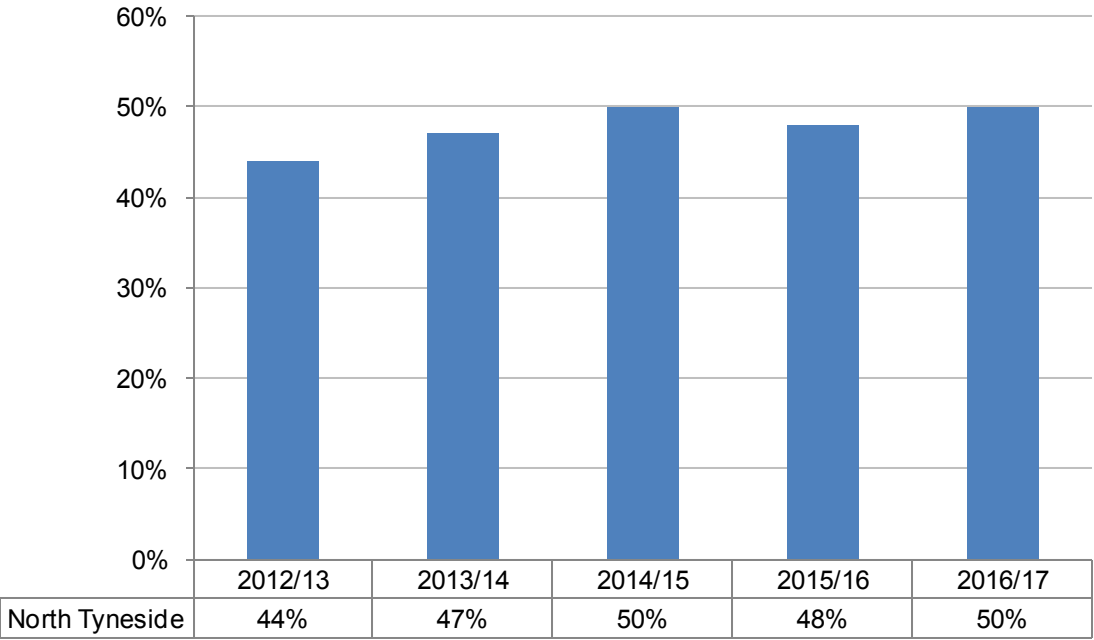


North Tyneside Council

# Our People

**Aim:** Be listened to and involved, by responsive, enabling services

**% residents feel the council acts on the concerns of its local residents a great/fair amount**



**Measure 1**

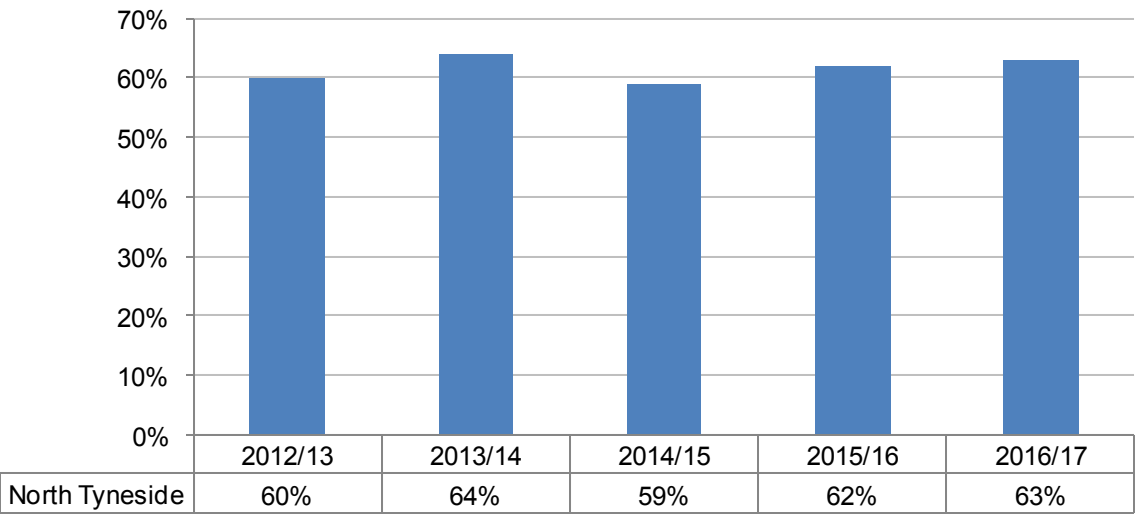
People believing that the Council acts upon their concerns is a key part of the Our North Tyneside plan.

The level of people feeling this in 2016 remains on par with the findings from 2015 and 2014 (48% and 50% respectively).

The North Tyneside Council Engagement Strategy is co-ordinating mechanisms used for local people to have their say in Council decision-making processes.

The new approach leads to more diverse ways for people to influence, in the ways of their choosing, on a range of specific issues, and the expectation is that the numbers of people involved with increase and a better evidence base on which to make informed decisions.

**% residents who feel informed**

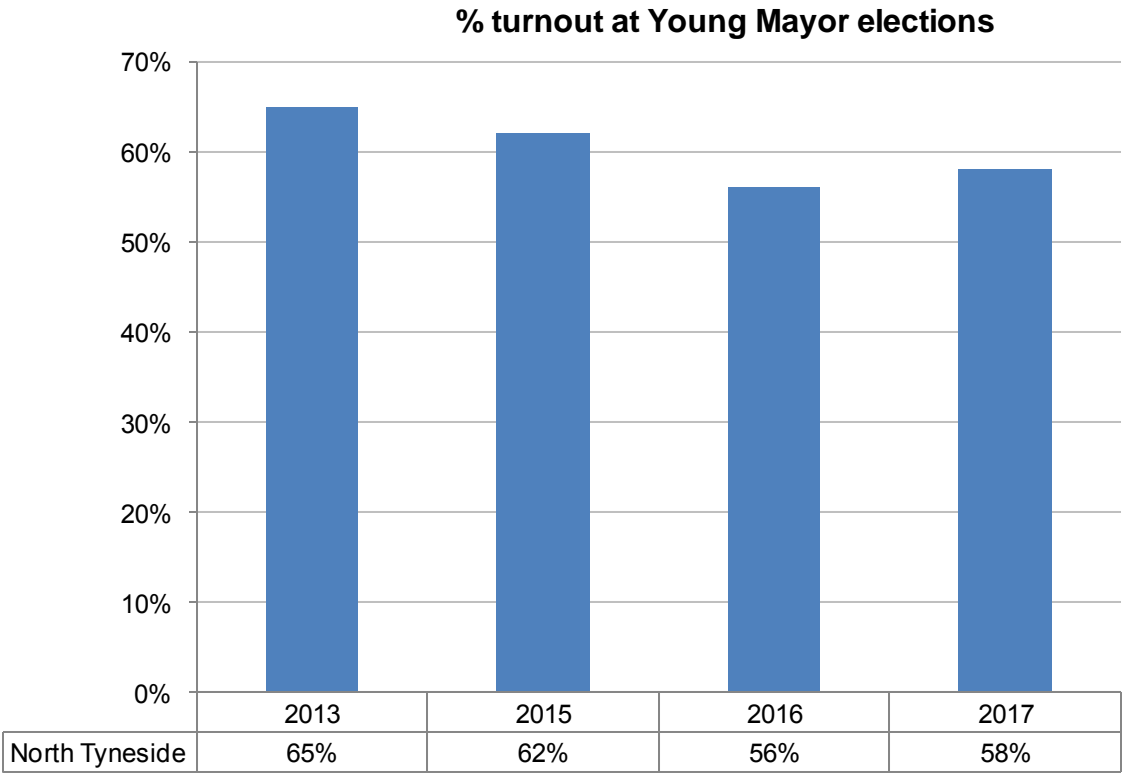


**Measure 2**

Alongside acting upon the concerns of local people, the Our North Tyneside Plan is also clear that residents must be kept informed about local developments.

The level of people feeling informed has increased for the third year running,

This is in line with the Council adopting new ways of communicating with residents, including through social media and on campaigns around specific issues.



**Measure 3**

Ensuring that all members of the community are actively listened to by services, includes young people. Youth Elections are held every year in schools/colleges and alternate education providers.

The turnout at Young Mayor elections is slightly higher than 2016, the slightly lower numbers in recent years due to staff changes in schools and colleges in the lead responsibility for the youth elections within individual schools or colleges.

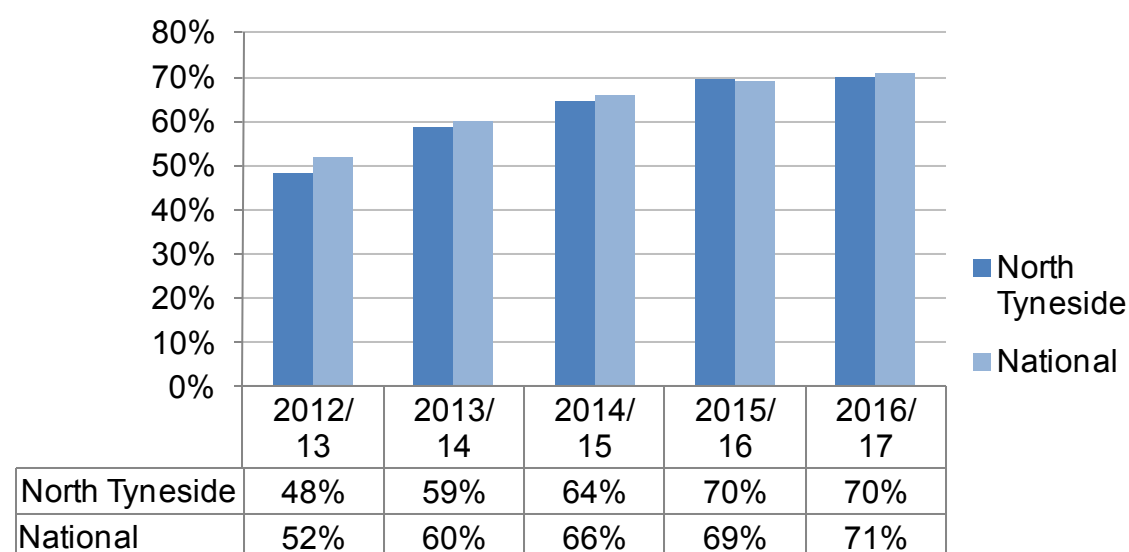
The opportunity to vote is offered to students aged 11 to 19 years who live or study in North Tyneside. The Elected Young Mayor is the lead young person representing young people locally in North Tyneside. All young people aged 11 -18 who live or study in North Tyneside can stand for the position and can vote for who they want to represent them.

The Youth Council is made up of 50 youth councillors, aged 11 to 19 years old from across North Tyneside. They represent the views and ideas of other young people in North Tyneside.

Although numbers of ballots returned from some Schools and Colleges are lower, there is a higher engagement of young people voting from the harder to reach groups, i.e. disabled young people and young people not in mainstream schools attending youth training projects.

**AIM:** Be ready for school-giving our children and their families the best start in life

**% pupils with a Good Level of Development at Foundation Stage**



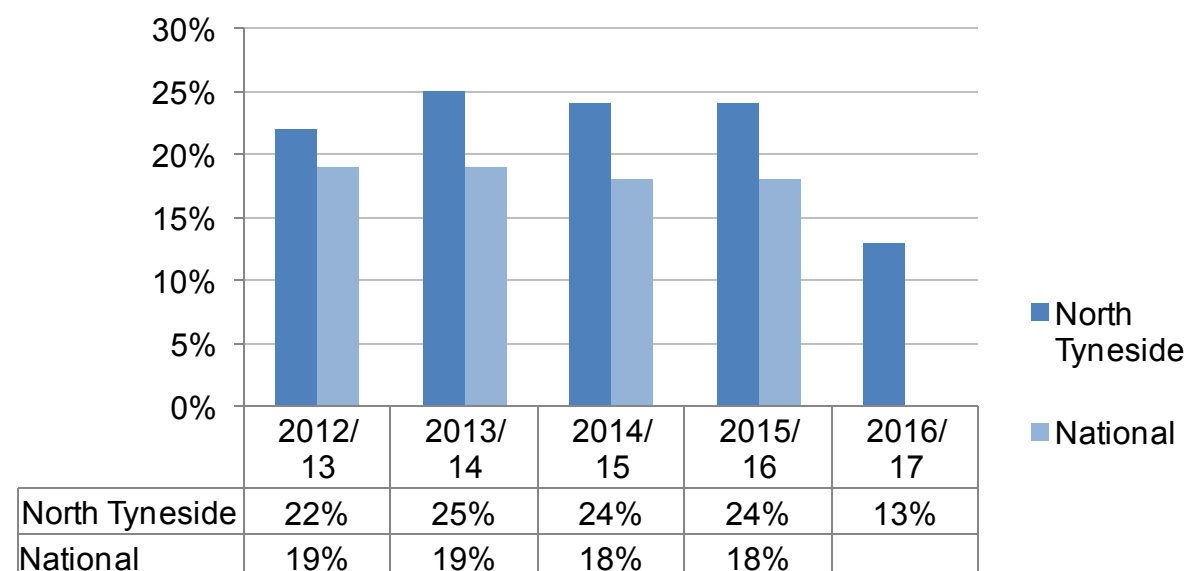
#### Measure 4

A key ambition for the plan is that every child is ready for school. The research is clear that ensuring that this happens will provide the best start in life for both the children and their families.

There has been an improvement in the percentage of pupils reaching a Good Level of Development by the end of Foundation Stage. In 2016/17 the figure of 70.2% is in-line with the latest national data, although the improvement nationally has been greater. (2017 data is provisional)

Moderation processes have been further strengthened to ensure that accuracy remains as a high priority. Additional training has been delivered and planned regarding strong in school procedures and head teachers' understanding of the assessment differences in Early Years.

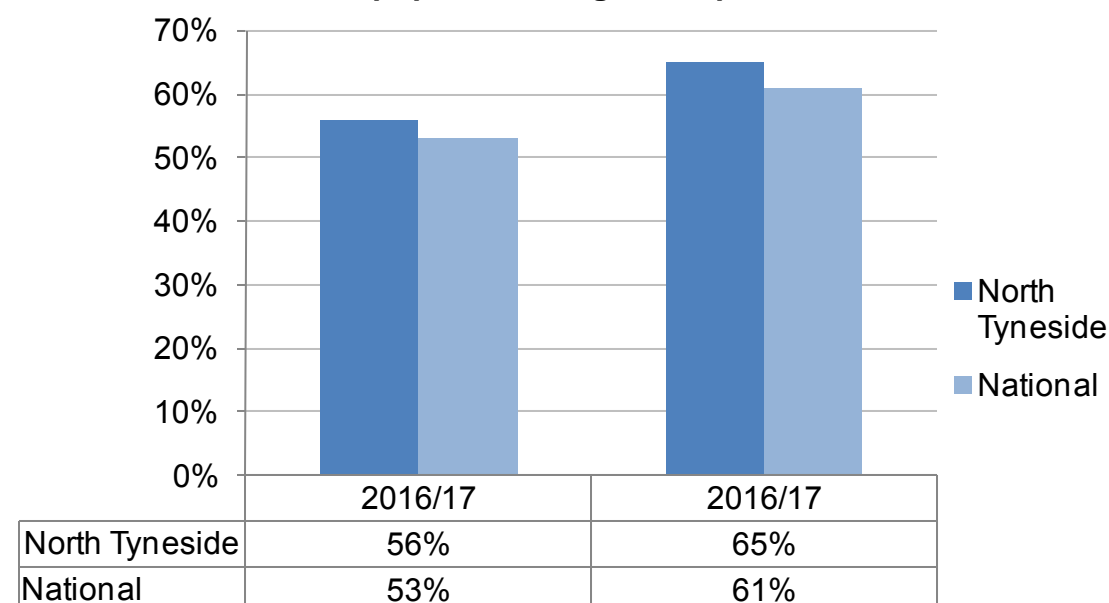
**% gap between non-FSM pupils and FSM pupils (in North Tyneside) reaching the expected level (GLD) at foundation stage.**



#### Measure 5

Based on provisional data, the gap between Free School Meal (FSM) pupils and their peers in North Tyneside who achieved a Good Level of Development at foundation stage has reduced. This is as a result of a greater improvement in the performance of FSM pupils in 2017 compared to previous years.

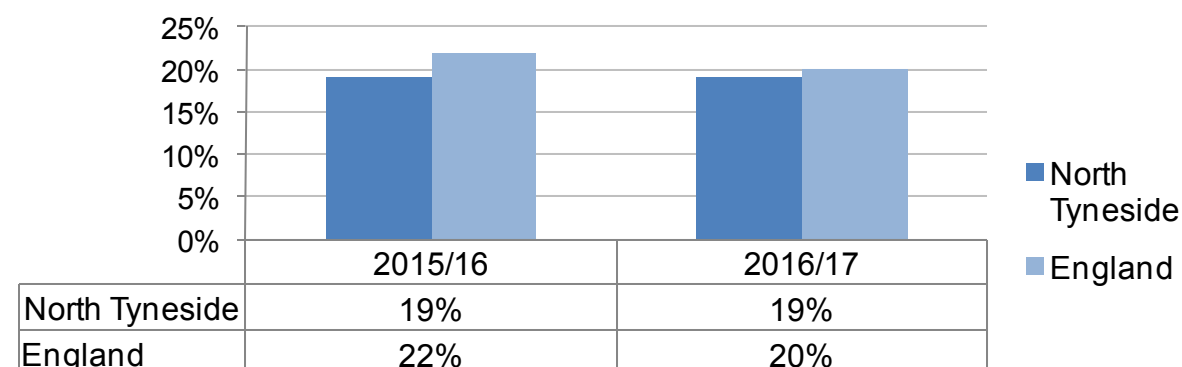
There has been a "disadvantaged" focus introduced into all training and network meetings. The Ofsted report Unknown Children – Destined for Disadvantaged? has been highlighted and good practice shared. There is a new network group focusing on Pupil Premium and Early Years Pupil Premium that is led by an adviser and good practice will be extended to pre school settings.

**% of pupils reaching the Expected Level in RWM at KS2**

**Value Added score-Pupils making expected levels of progress between KS1 & KS2**  
**(Reading Writing, Maths)**

	Reading 15/16	Writing 15/16	Maths 15/16	Reading 16/17	Writing 16/17	Maths 16/17
North Tyneside	0.4	0.8	0.1	0.63	0.66	0.07

**% gap between non-disadvantaged (nationally)pupils and disadvantaged (locally) pupils reaching the Expected Level in RWM at KS2**



## Measure 6, 7 & 8

The percentage point improvement in North Tyneside is greater than the improvement nationally and North Tyneside continues to perform significantly better. (2017 data is provisional)

The current end of KS2 assessments have only taken place for the last 2 years

Attainment at the end of key stage 2 in North Tyneside has improved since last year for every subject at the expected level, with 9% improvement in combined RWM. North Tyneside is performing significantly better than other Local Authorities for KS2 reading, writing, maths & combined RWM at the Expected Level.

Large scale school improvement strategies led by Early Years School Improvement Service (EYSIS) over time are paying off this year for many Primary schools. A proactive EYSIS plan has been in place for 3 years, creating and developing new assessment materials before levels finished with a school working group. These are still used today and enabled schools to bridge the gap robustly. The Primary team also developed exciting cross-curricular units based on the new curriculum and best practice creative literacy units, which form the basis of most schools' curricula today

The current end of KS2 assessments has only taken place for the last 2 years, so a 3 year trend will not be available until next year.

Attainment at the end of key stage 2 in North Tyneside has improved since last year for every subject at the expected level, with 9% improvement in combined RWM.

North Tyneside LA is performing significantly better than other LAs for KS2 reading, writing, maths & combined RWM at the Expected Level.

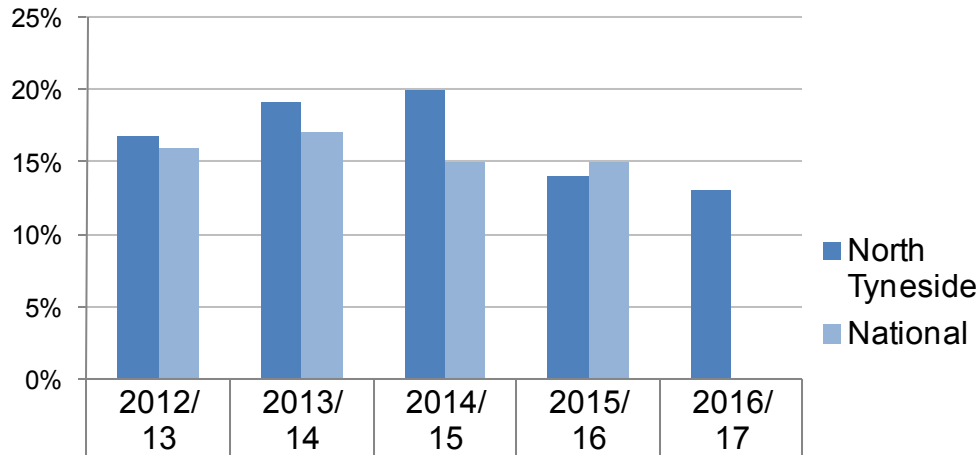
The Primary Team trained 30 schools in Inference, using a research based package last year. On average these schools made 29% improvement at the end of key stage 2 at the expected level.

EYSIS has been working closely with the 13 schools who are doing the 2 year Primary Writing Project with Pie Corbett. For example, 11 out of 13 schools increased the proportion of pupils attaining greater depth at KS2.

For more able children, reading and maths are broadly in line with national, writing is significantly better. The Primary team has created an action plan focussed on supporting and challenging schools where there is any area where data is significantly below, or intelligence shows a potential vulnerability. Disadvantaged pupils are broadly inline with emerging national disadvantaged for all subjects, but high aspirations to bring attainment into line with non-disadvantaged are at the heart of the plans. For example, all Primary CPD has a focus on developing the emotionally healthy schools agenda, so that pupils have increased resilience and self-esteem. There are now 5 trained Pupil Premium reviewers on the EYSIS team and there is a focus on supporting schools to review best practice for PP children. There is also a focus on catching pupils earlier at key transition points so that they are less likely to fall through gaps. Research-based interventions in reading, writing and maths delivered by EYSIS continue to support pupils to narrow gaps.

**AIM:** Be ready for work and life-with the skills and abilities to achieve their full potential, economic independence and meet the needs of local businesses

**% gap between girls and boys reaching the expected level (GLD) at foundation stage.**



North Tyneside	16.8%	19.2%	19.9%	14%	13%
National	16%	17%	15%	15%	

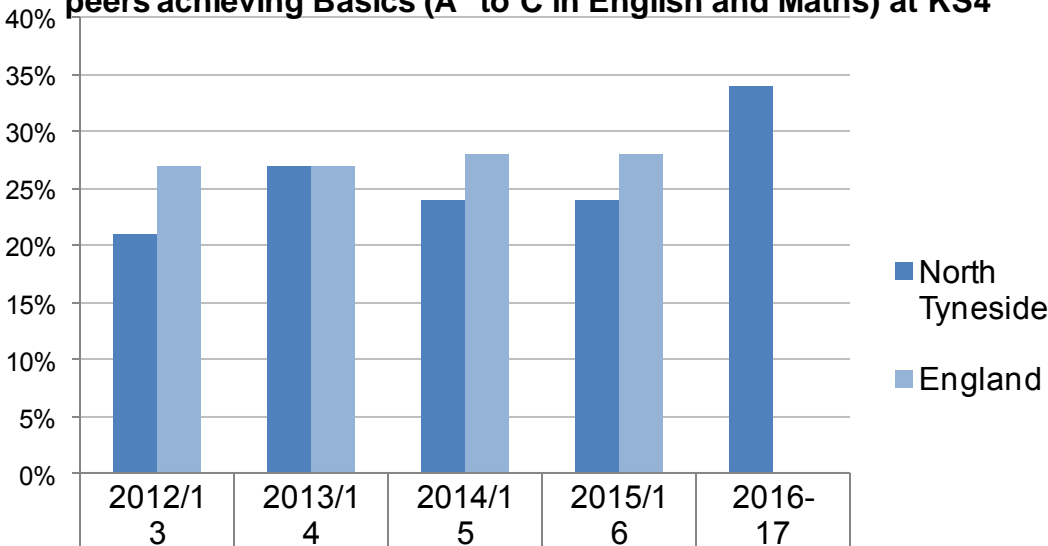
**Measure 9**

Ensuring that all young people are ready for work and life is a key part of the plan.

The gap between girls and boys continues to reduce. The slight reduction in 2017 (based on provisional data) is as a result of a 1 percentage point improvement for boys and the performance of girls remaining the same as in 2016..

Advisers work with schools individuals to look at their gaps and ways in which to reduce them by improving provision for boys whilst still continuing to improve outcomes for girls.

**% achievement gap between disadvantaged pupils and their peers achieving Basics (A\* to C in English and Maths) at KS4**

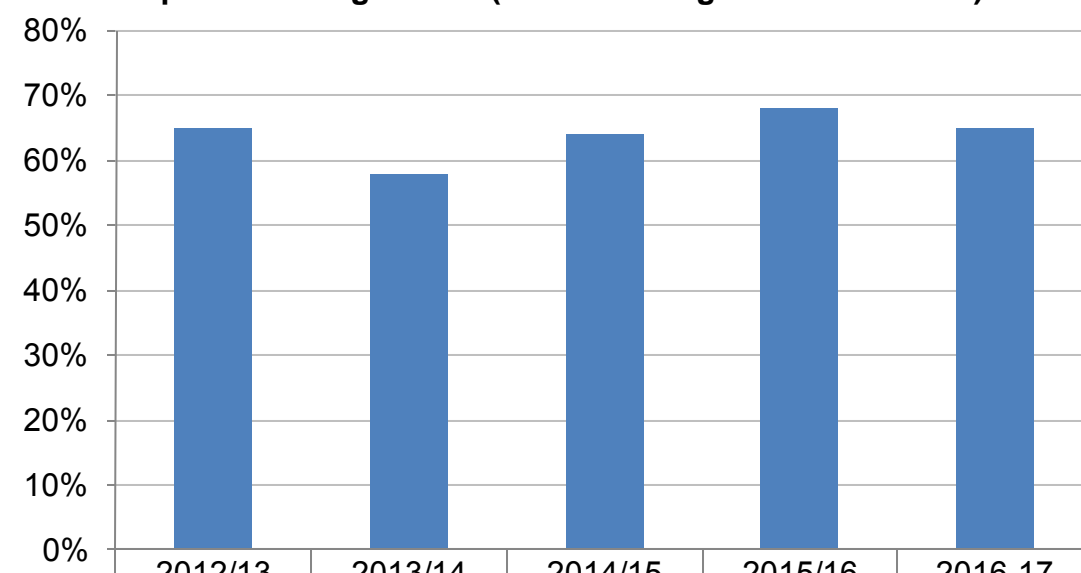


North Tyneside	21%	27%	24%	24%	34%
England	27%	27%	28%	28%	

**Measure 10**

Ensuring that all young people are ready for work and life is a key part of the plan.

Changes to methodology over the years make direct comparisons impossible, however it seems clear that the gap has widened in North Tyneside this year. National data, not yet available, will be necessary to see if the gap has widened nationally due to methodological changes.

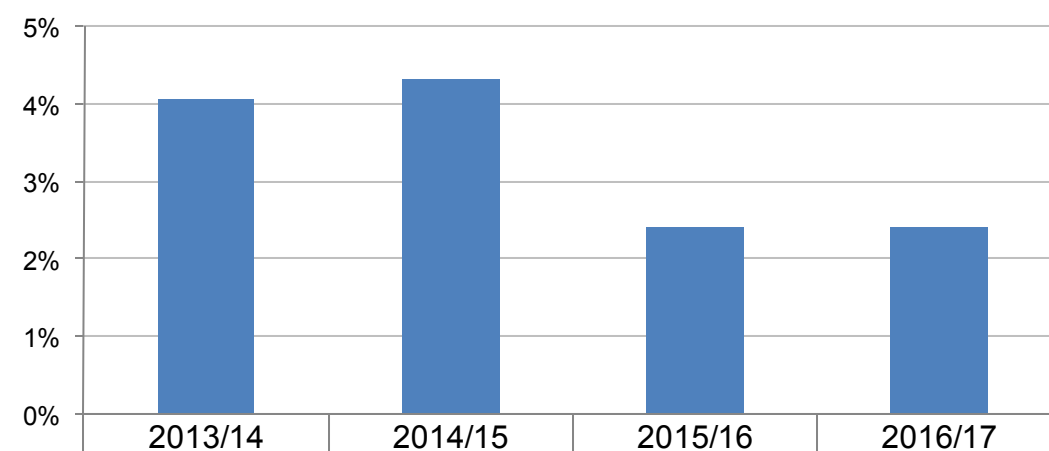
**% Pupils achieving Basics (A\* to C in English and Maths at) KS4**

North Tyneside	65%	58%	64%	68%	65%
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**Measure 11**

Ensuring that all young people are ready for work and life is a key part of the plan.

Provisional KS4 attainment for 2016-17 is slightly lower than last year but remains significantly better than expected national levels.

**% not in Education, Employment or Training**

North Tyneside	4.1%	4.3%	2.4%	2.4%
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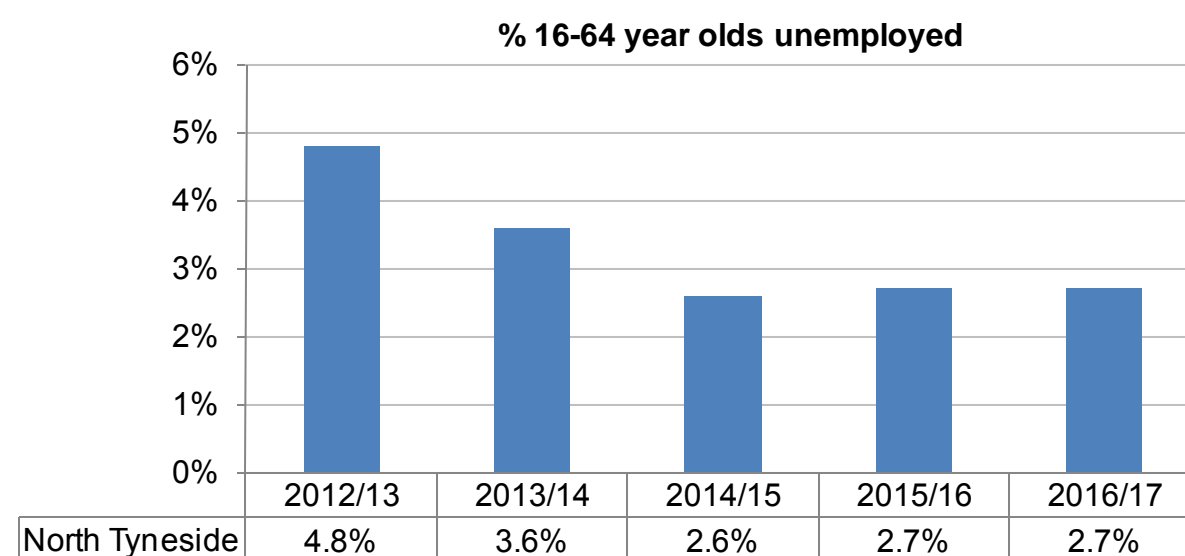
**Measure 12**

North Tyneside aims to ensure that everyone is ready for work and life.

NEET rates in North Tyneside are again better (lower) than national rates for the second year running.

The number of people, aged 16-18, who are Not in Education, Employment or Training (NEET) across North Tyneside improved dramatically from 2014/15. This is also reflected in a reduction, by 385 people, of 18-24 year olds claiming Job Seekers Allowance.

This success has been achieved through a range of targeted activity, including Connexions, the 'Care to Work' programme for young people leaving care and a supported internship programme for young people with special education needs (SEN) and disabilities.



### Measure 13

The plan for North Tyneside is focused on ensuring that residents are ready for work and that the Borough is a great place to work.

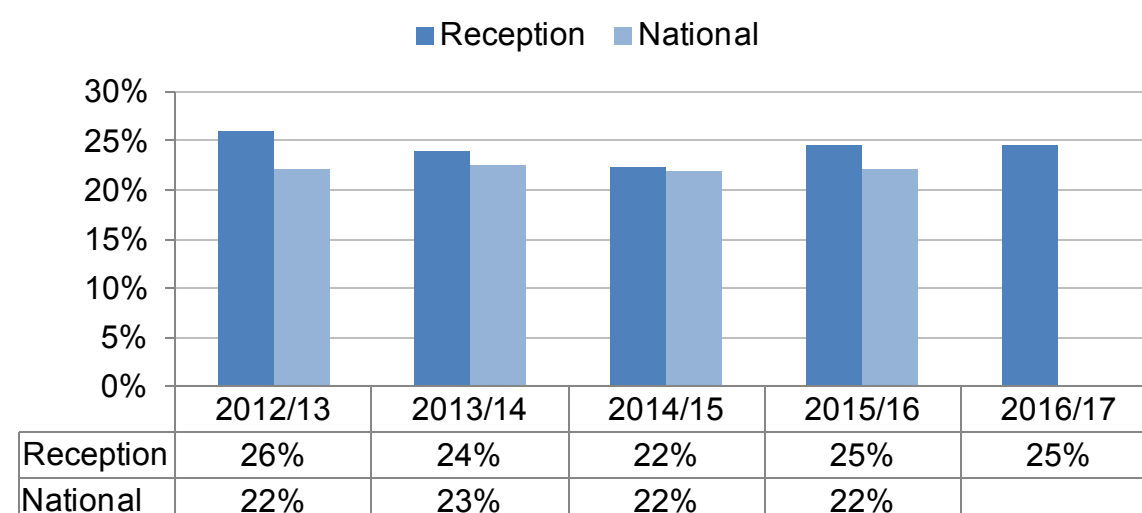
This measure shows that the number of claimants of the main unemployment benefits - Jobseeker's Allowance and out of work Universal Credit claimants has reduced significantly since 2013. The claimant rate for the main unemployment benefits was unchanged in March 2017 compared to a year earlier. The number of claimants fell to 3,385, from 3,430 a year earlier.

This measure is expected to improve through the work of the Mayors Welfare Reform Task Group, work on supporting businesses to grow and the work to support people gain the skills that businesses require.

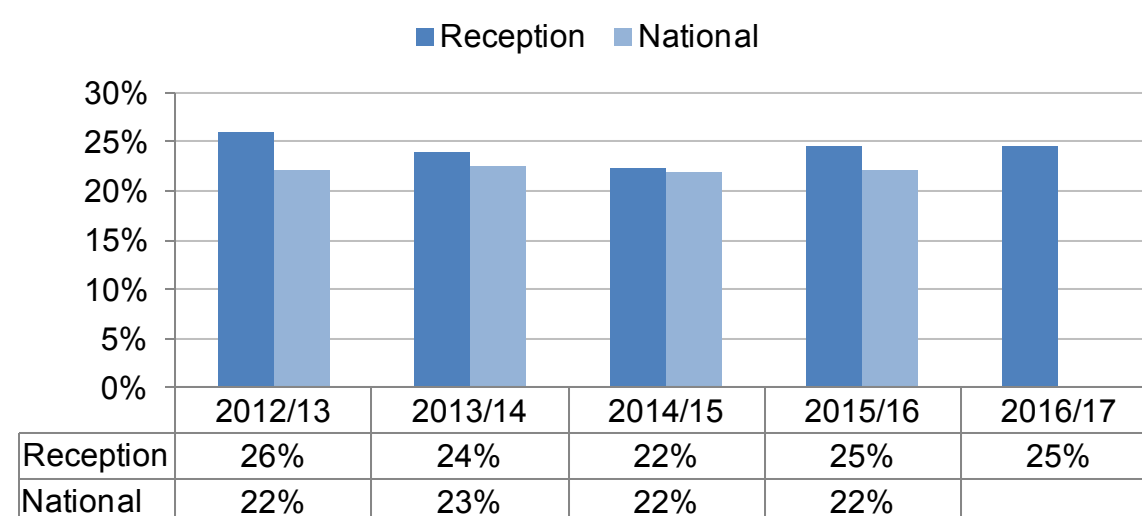


**AIM:** Be healthy and well – with the information, skills and opportunities to maintain and improve their health, wellbeing and independence

**Childhood obesity - prevalence of excess weight at Reception  
NCMP (PHOF 2.06)**



**Childhood obesity - prevalence of excess weight at Year 6  
NCMP (PHOF 2.06)**



## Measure 14

The Plan has a clear focus on ensuring a healthy start to life continuing through childhood and beyond. A key part of that is the continued focus on reducing excess weight levels in the borough.

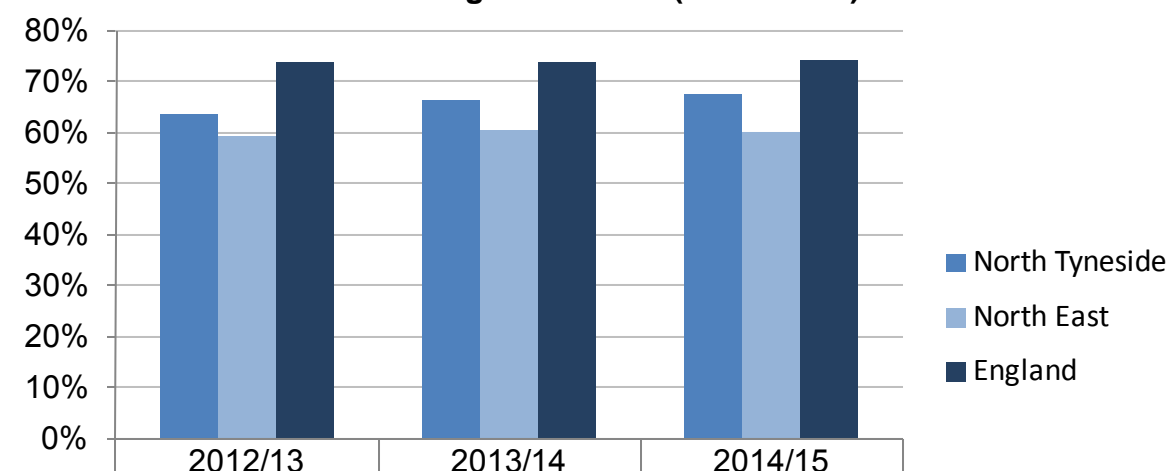
The percentage of reception aged children with excess weight remains at 25%. In 2016 North Tyneside was significantly worse than the national rate of 22%. The percentage of year 6 children with excess weight has increased slightly between 2016 and 2017. In 2016 North Tyneside was comparable with the national rate of 34%.

All very overweight children have been followed up since the National Child Measurement Programme was carried out in March and recruitment onto the weight management programme Healthy for Life has been successful.

The adult weight management programme Weight Worries continues to go from strength to strength. The National Diabetes Prevention Programme will be rolled out across the NE on 1<sup>st</sup> April 2018 we are working with Clinical Commissioning Group colleagues and hope to have a programme in North Tyneside early next year. We are exploring the opportunities to work with schools in relation to the PE and sport premium for schools.

Active North Tyneside continues to promote physical activity across the borough particularly in our less affluent areas and offer both universal and targeted programmes for children and families.

A TCPA event was held to identify what more can be done in the borough to promote health place. The HFT policy in the Local Plan has been tested with two appeals both of which have been dismissed.

**% Breastfeeding at Initiation (PHOF 2.02i)**

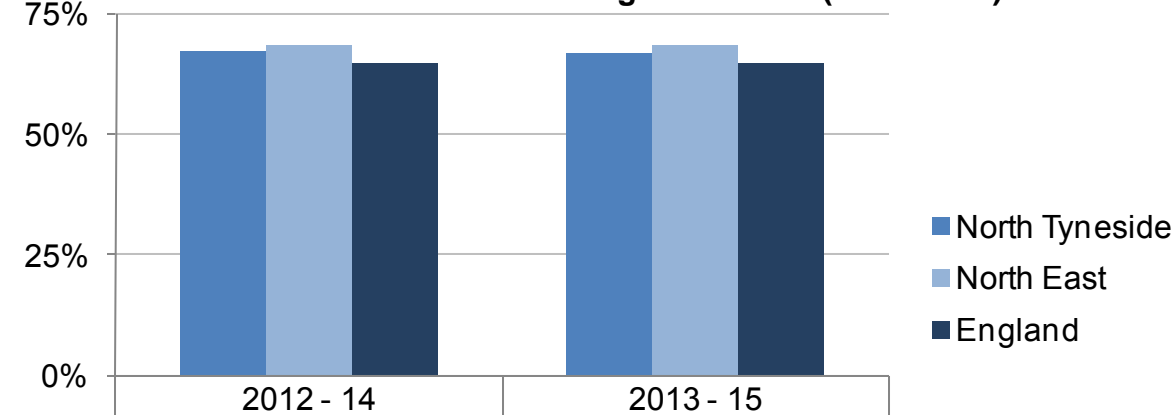
	2012/13	2013/14	2014/15
North Tyneside	63.7%	66.3%	67.4%
North East	59.3%	60.3%	60.1%
England	73.9%	74.0%	74.3%

**Measure 15**

This measure continues to increase year on year and is now the highest since 2010/11

North Tyneside has one of highest rates of breastfeeding initiation in the NE region, the figure is significantly higher than the average for the Region, but it is also lower than the average rate for England.

Maternity services and our 0-19 children's public health service continue to promote breast feeding and offer support to women who breast feed. Northumbria Healthcare Trust Maternity services have achieved Level 3 Unicef baby friendly accreditation. We are preparing for Unicef re accreditation of community services in February 2018.

**% Excess weight in Adults (PHOF 2.12)**

	2012 - 14	2013 - 15
North Tyneside	67.4%	66.9%
North East	68.6%	68.6%
England	64.6%	64.8%

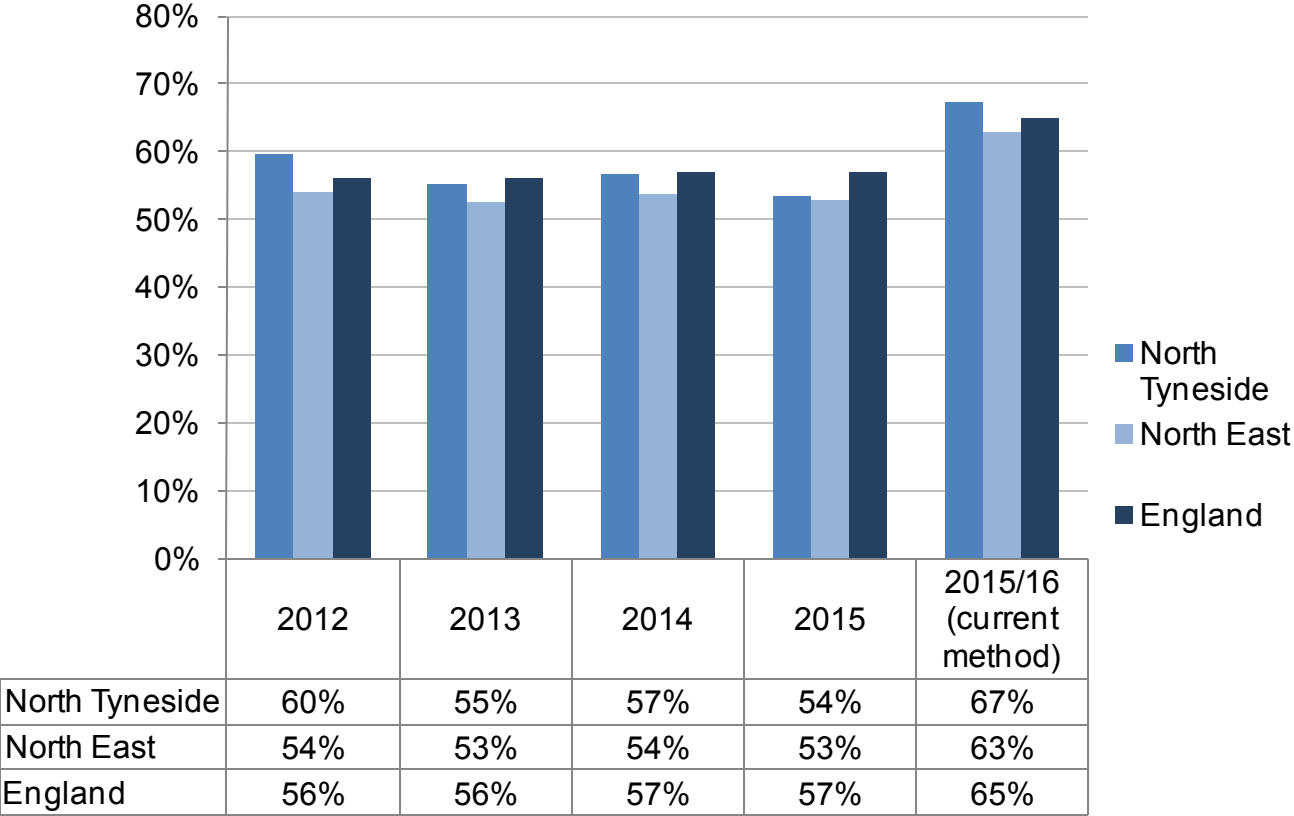
**Measure 16**

There has been a small but insignificant reduction in the % of adults classified as overweight or obese.

North Tyneside figure is higher but not statistically different to the figure for England (64.8%), but lower than North East at 68.6%.

Work continues to promote healthy weight and also encourage healthy eating and physical activity. Weight management programmes continue to be offered tier 2 Weight Worries through Sport and Leisure, tier 3 Lighten Up through Northumbria Healthcare Foundation Trust and also there are a range of commercial programmes available.

**% physically active adults (2.13i) - method changed  
2015/16 calculating 19+**



**Measure 17**

We wish to see local residents healthy and well, however issues with excess weight can also be linked with areas of higher deprivation. It is therefore important to increase the amount of people exercising but also to target those people who traditionally have not exercised.

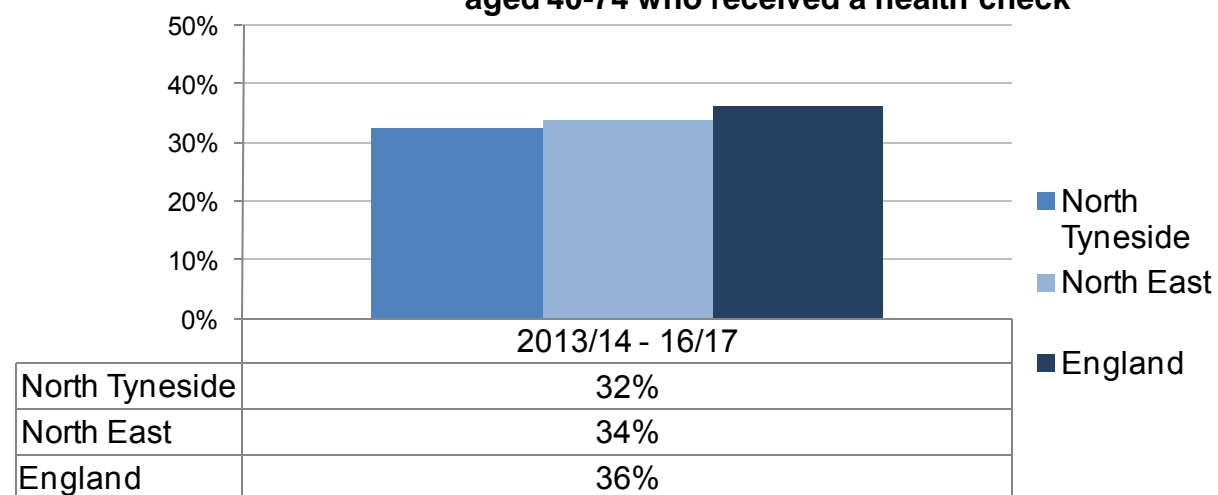
North Tyneside's current position is very similar to the figure for the North East Region and England. However with the introduction of programmes, such as Active North Tyneside, it is expected that the number of people exercising will increase in the future.

The trend shows an increase in the percentage of physically active adults in North Tyneside, the current method for 2015/16 shows that North Tyneside is above the North East average of 62.8%.

North Tyneside has the highest percentage of physically active adults in the region and the figure is similar to that for England. Active North Tyneside continues to promote physical activity across the borough with a focus on the inactive in target areas of the borough.

There is a focus to get >50 active in order to promote healthy ageing and to maintain functional ability. The Council has been shortlisted for the Design Council initiative to tackle the challenge of inactivity in the >50s.

**NHS health checks - cumulative % of the eligible population aged 40-74 who received a health check**



## Measure 18

NHS Health Checks focus on Cardio Vascular Disease, which is one of the main causes of the health inequalities gap within North Tyneside.

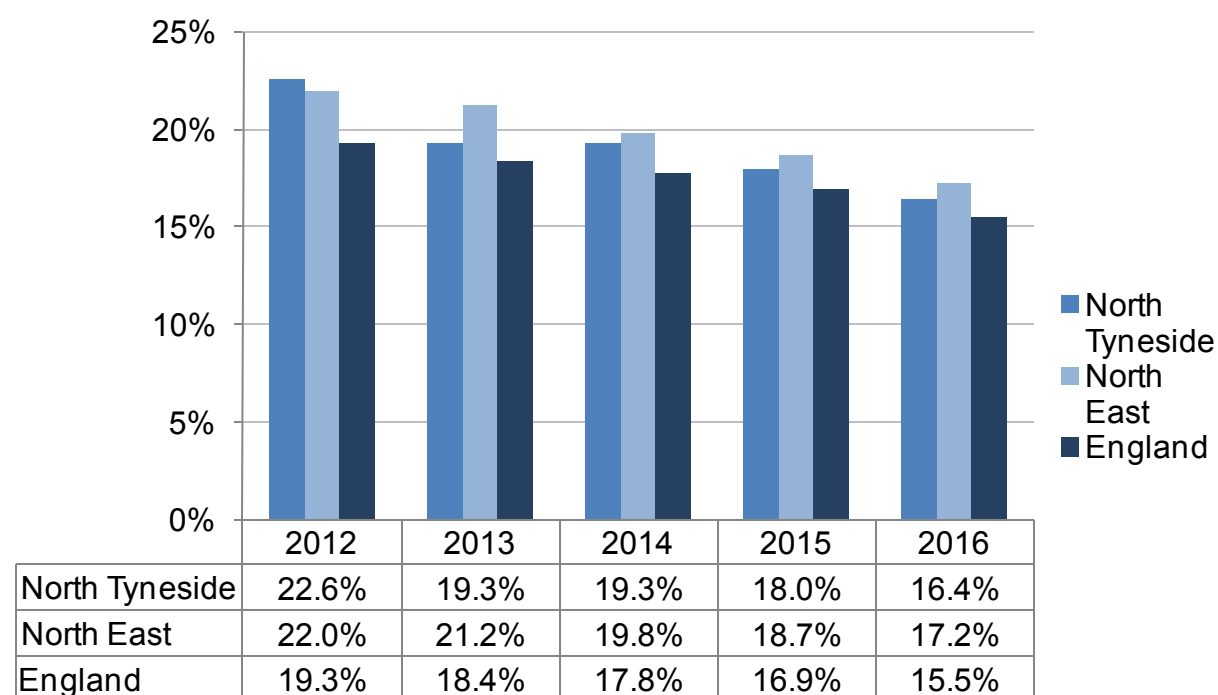
32.3% of the eligible population of 40-74 year olds in North Tyneside in the period 2013/14 to 2016/17 received a health check.

This is significantly worse than the average for England and for the region.

In North Tyneside the focus has been on targeting health checks to those with highest CVD risk at the expense of uptake overall.

As a result of this we have been able to reverse the social gradient in uptake. We will continue with this approach as we believe it is a cost effective approach.

**Smoking prevalence in adults - current smoker (PHOF 2.14)**



## Measure 19

There is a decreasing trend in the prevalence of smoking in adults in North Tyneside.

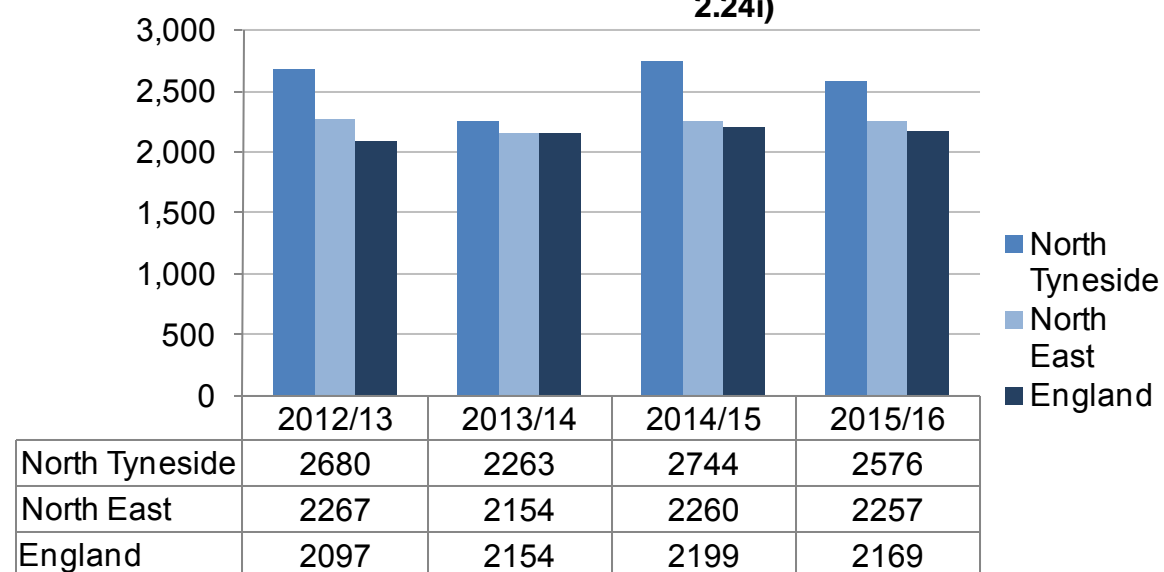
The rate in North Tyneside is lower than the rate for the North East and while it is higher than the rate for England it is not statistically significantly different.

Stop smoking service are focussed in areas where smoking prevalence is highest.

An new E-cigarette pilot has been launched through 2 pharmacies to provide free E-cigarettes as a means to quit.

The NHS has a focus on smoke free NHS and there is work across North Tyneside to ensure that smoking cessation pathways are joined up.

**Admission to hospital for falls - persons over 65yrs (PHOF 2.24i)**



## Measure 20

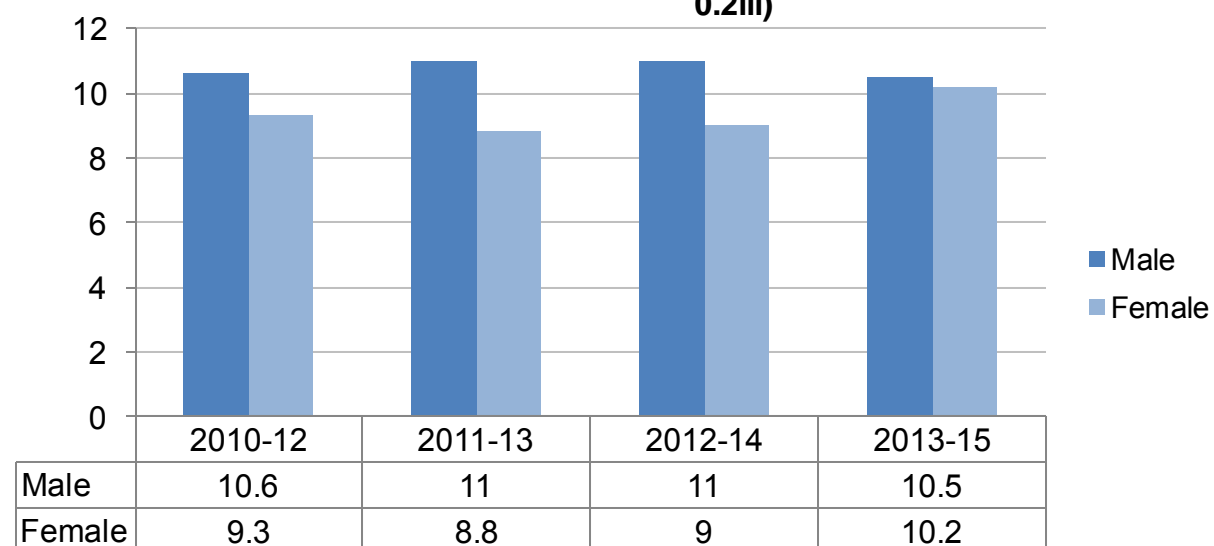
People falling is a major barrier for people to maintain their health and independence..

The rate for emergency admissions to hospital for falls in North Tyneside remains significantly higher than the rate for England and the North East region.

While the rate has reduced from the previous year North Tyneside has the second high rate in the region after Newcastle.

The biggest contributor to the rate is the proportion of falls in the >80s. A new falls strategy is being developed for North Tyneside with a focus on prevention and also promote the benefits of physical activity as a key mechanism to prevent falls in later life.

**Life expectancy gap - Internal gap in LE, male and female, (PHOF 0.2iii)**



## Measure 21

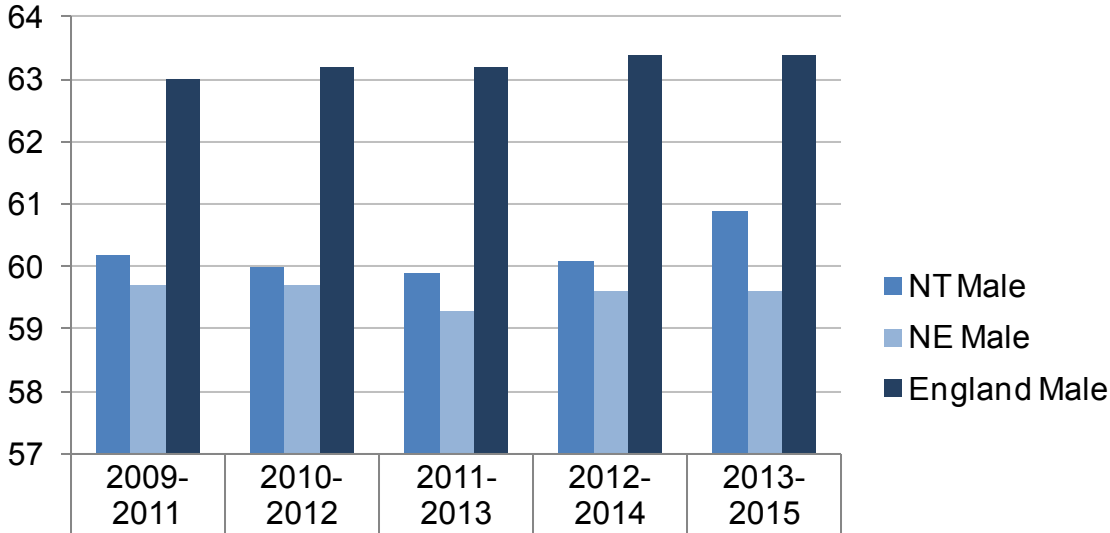
The life expectancy (LE) of males and females North Tyneside is significantly lower than England.

LE for males has reduced slightly.

The gap in LE between our most affluent and most deprived areas has remained static for men, however the gap for women appears to be widening slightly. for males in North Tyneside has remained static, but the gap for females has widened slightly.

Addressing health inequalities continues to be a key focus across the council and with partners

Healthy Life Expectancy at birth - male (PHOF 0.1i)



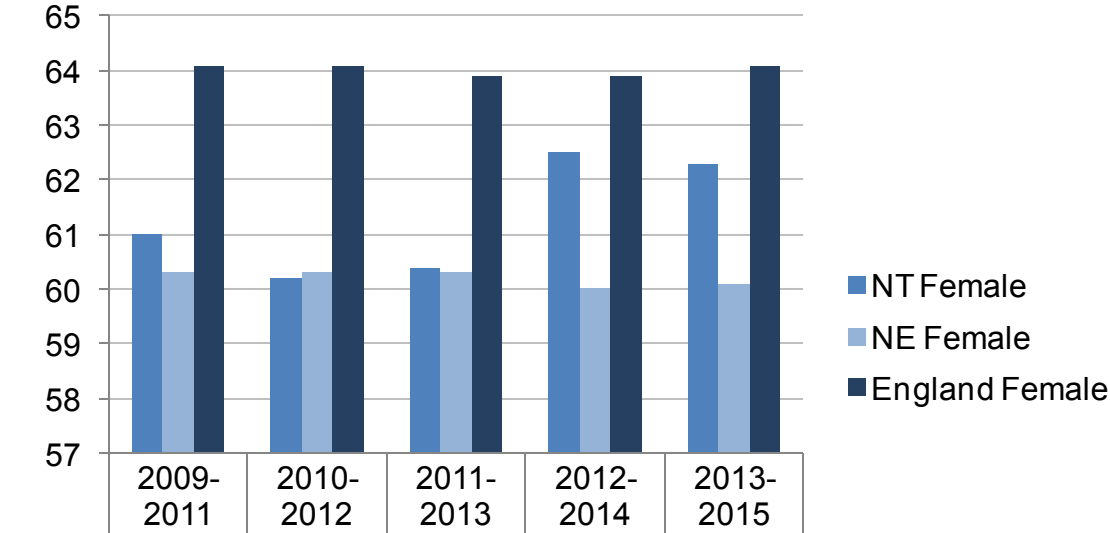
NT Male	60.2	60	59.9	60.1	60.9
NE Male	59.7	59.7	59.3	59.6	59.6
England Male	63	63.2	63.2	63.4	63.4

Measure 22

Healthy life expectancy for men in North Tyneside is significantly lower than that for men in England.

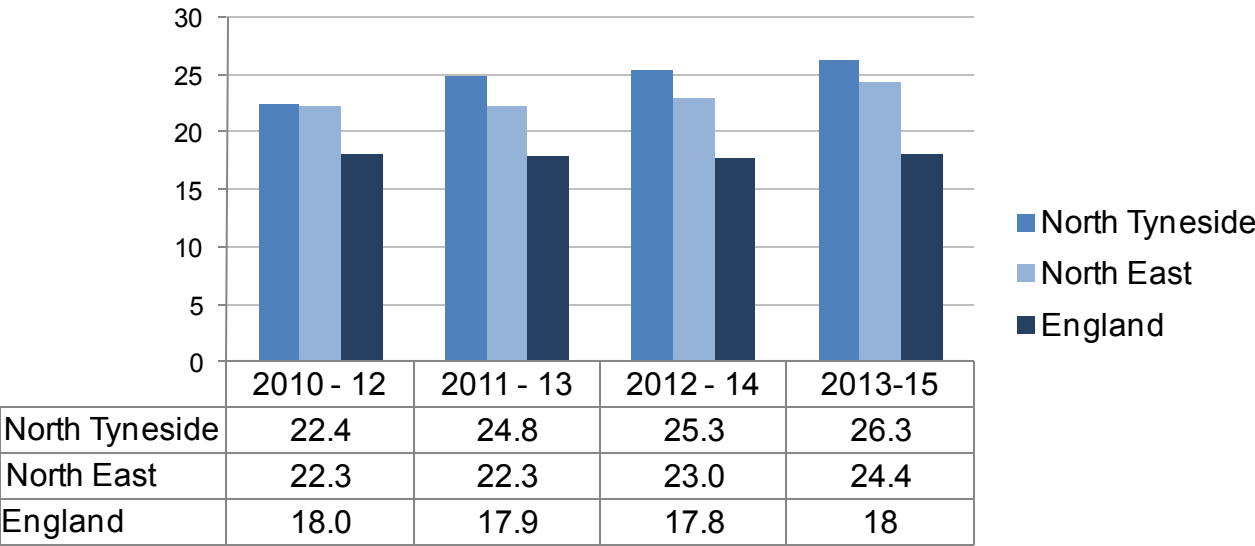
Healthy life expectancy for women in North Tyneside is in-line with the national average. For both males and females HLE is below the current state pension age. Preventable illness is one of the main contributors to poor healthy life expectancy with a small number of risk factors playing a key role including; smoking, increased alcohol consumption, physical inactivity, poor diet and obesity. Efforts to tackle these key risk factors in the population continue across the system.

Healthy Life Expectancy at birth - female (PHOF 0.1i)



NT Female	61	60.2	60.4	62.5	62.3
NE Female	60.3	60.3	60.3	60	60.1
England Female	64.1	64.1	63.9	63.9	64.1

**Premature liver disease mortality rates - Directly Age Standardised Rates in the under 75s (PHOF 4.06i)**



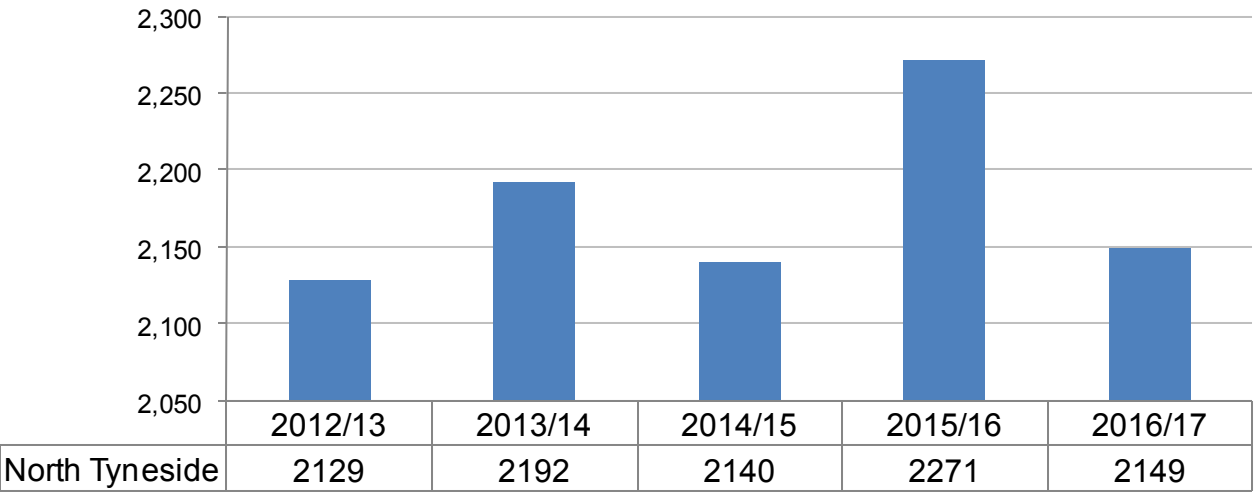
**Measure 23**

Liver disease is the only major cause of mortality and morbidity which is on the increase in England. Alcohol accounts for 37% of liver disease deaths. Between 2010 and 2014 North Tyneside was significantly worse for premature liver disease mortality rates compared to England, however North Tyneside has similar rates to the North East.

We are addressing this issue as a priority and are currently delivering screening in the adult population for risky alcohol consumption and providing brief advice using the Audit screening tool in healthcare; implementing Every Contact Counts; multi-agency alcohol care team has been established to enable integrated care plans.

It is recommended that we ensure systems are in place for all patients admitted to hospital with risk from alcohol-related disease are promptly referred to appropriate support services and the Alcohol Liaison Nurses are extended to 7 days as there is clear evidence they reduce admissions and save £3 for every £1 spent.

**Number of people supported to live independently**



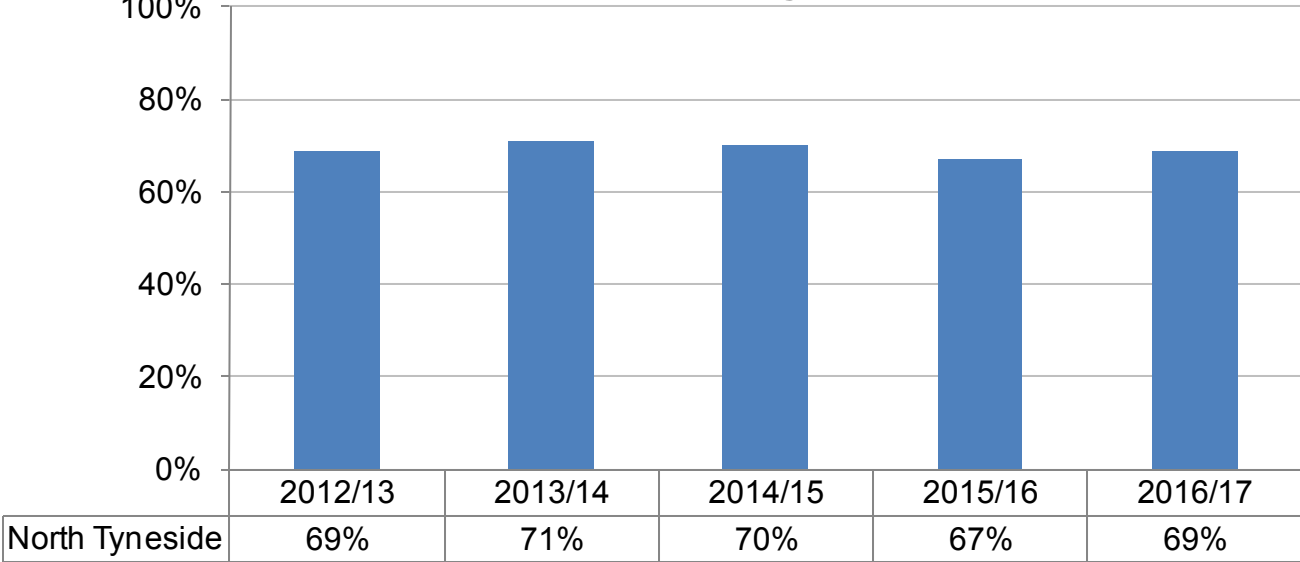
**Measure 24**

A steady number of long term clients who are supported at home receiving community services to live independently, as at year end position.

North Tyneside are experiencing a increase in clients living in residential care with a increase in self funded clients being supported by the Authority, impacting on this activity.

North Tyneside continue to monitor admissions to care, and work with staff, clients and family to explore alternative methods of care at home such as extra care facilities and reablement, while continuing to explore preventative services and methods of intervention reducing the proportion of clients supported in care will in turn increase the number supported to live independently.

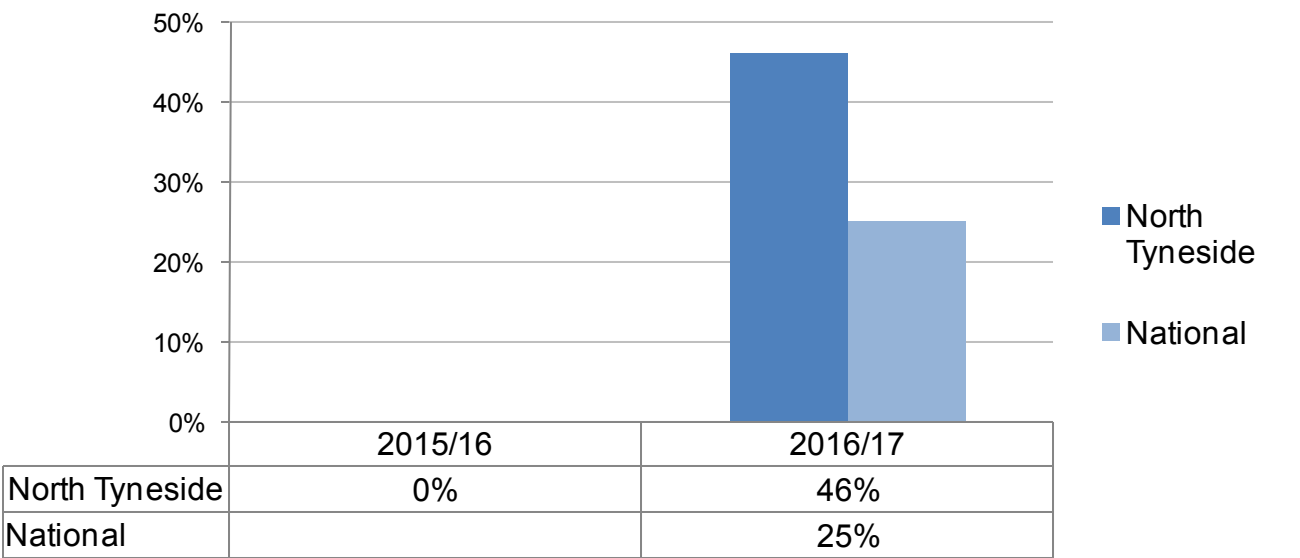
Self reported general health



Measure 25

This is a self reported measure on people’s views of their own health and wellbeing.

% LAC Pupils (SSDA903 cohort) reaching the Expected Level in RWM at KS2



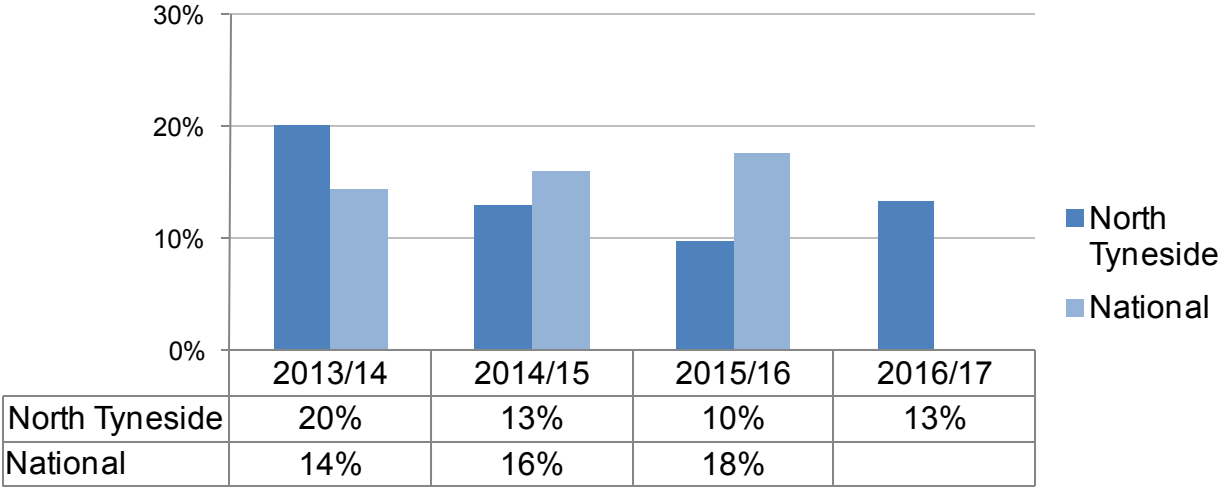
Measure 26

The RHELAC (Raising Health And Education in Looked After Children) team provide a range of support to Looked After Children including academic support, counselling and attachment related support plans.

Schools are also using pupil premium plus to provide interventions. The majority of pupils are on track to reach Expected Standards but as always there are some pupils with SEND who will not reach the Expected Standard but are progressing well. Nationally, 25% of looked after children achieved the expected standard in 2016.



**% LAC Pupils (SSDA903 cohort) attaining Basics (A\*-C E&M) at KS4**

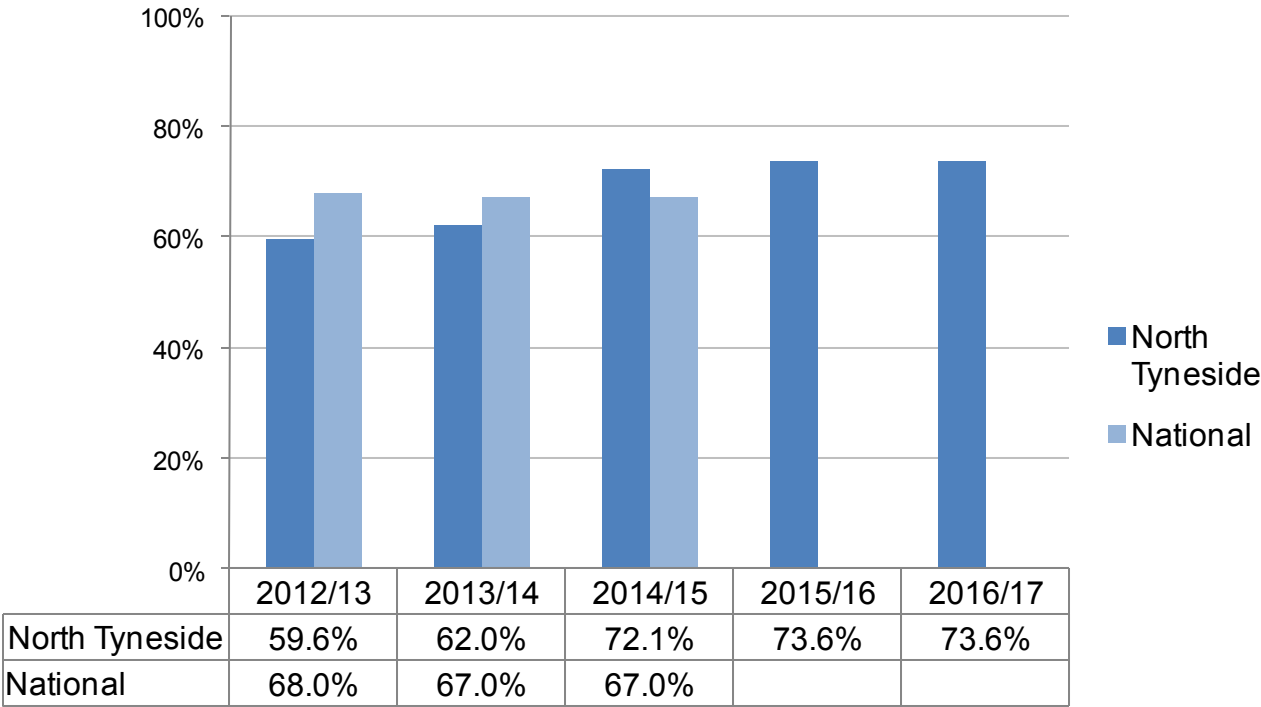


**Measure 27**

The RHELAC (Raising Health And Education in Looked After Children) team provide a range of support to Looked After Children including academic support, counselling and attachment related support plans.

This year's attainment for the complex CLA group (with many other complex characteristics) is again in line with national for this group.

**% Looked After Children placement stability**



**Measure 28**

Looked After Children are able to express their opinions to the service through a variety of mechanisms. One of their priorities has been to maintain stable placements.

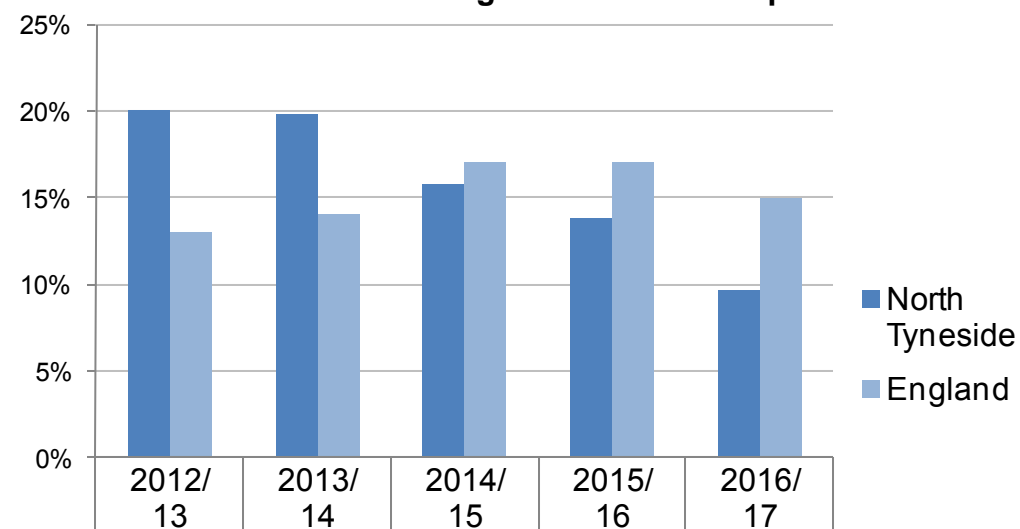
The proportion of children looked after long term who have been in the same placement for more than two years remained stable in 2017/18.

North Tyneside is in the top quartile nationally for this indicator.

The local authority sets high standards for itself in the care of long term looked after children. The Local Authority aims to achieve a safe and stable home for those children who are looked after on a long term basis.

A rigorous care planning process ensures that only in exceptional circumstances are children moved to alternative care arrangements, and in those instances the placement move is considered to be in the best interests for the wellbeing of each child.

Services for Looked After Children were rated as “Good” by the 2017 Ofsted Single Inspection.

**% of children leaving care who are adopted**

North Tyneside	20.0%	19.8%	15.8%	13.8%	9.7%
England	13.0%	14.0%	17.0%	17.0%	15.0%

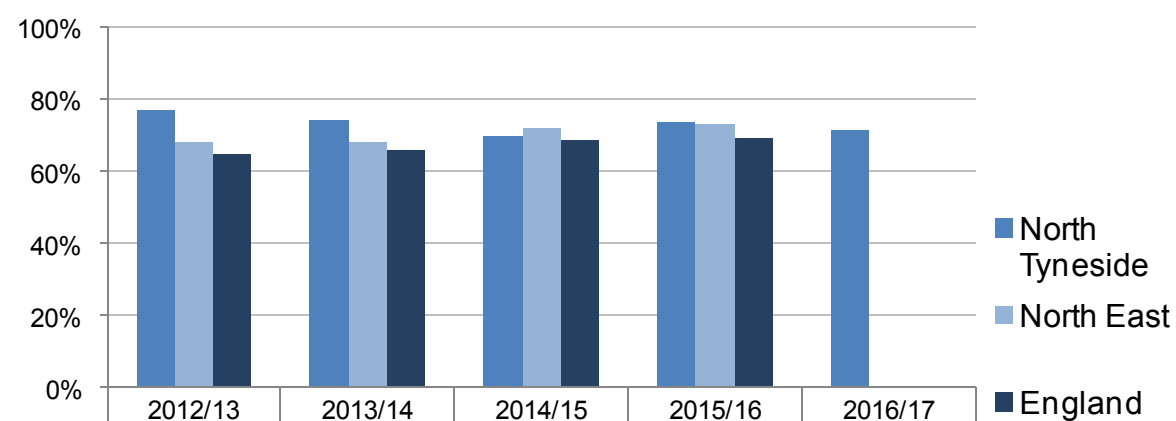
## Measure 29

14 children were adopted in 2016/17 compared to 24 the previous year. This decrease in adoptions is in line with the national trend.

The Local Authority has a good record in achieving adoption outcomes for children in recent years, especially when it comes to those children for whom adoption is traditionally difficult to achieve.

Fewer children are having to wait before being matched with their forever family, and as such the journey from care to adoption has significantly shortened for each child.

This has resulted in fewer adoptions in recent years, although this is in line with most other local authorities in England. Adoption performance was rated as “Good” by the 2017 Ofsted Single Inspection.

**% of people who use Adult Social Care services who feel safe**

North Tyneside	77%	74%	70%	74%	71%
North East	68%	68%	72%	73%	
England	65%	66%	69%	69%	

## Measure 30

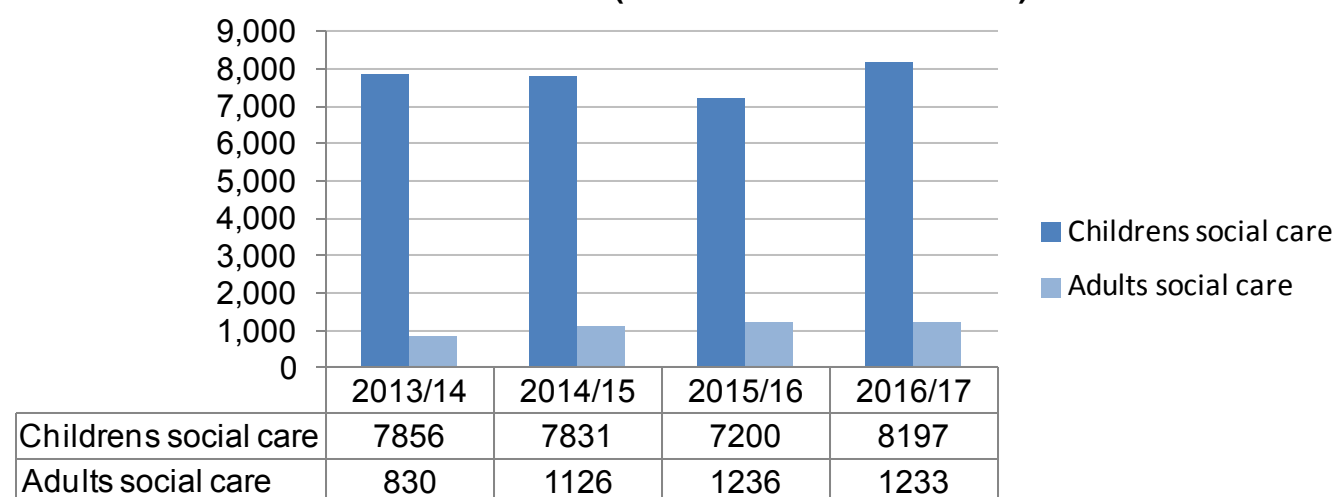
A key strand to the plan is the entitlement that residents are cared for, safeguarded and healthy.

Other parts of this report describe the outcomes at a population level and this measure focuses on those residents who are using Adult Social Care services.

The response rates for the survey show that there has been a positive increase in the proportion of service users responding to the survey, who feel safe.

This is reflective of our commitment and raising awareness to Safeguarding services and ensuring feeling safe is a vital part of our service users experience of care and support.

**Number of individuals who have contacts/referrals to safeguarding services (both children's and adults)**



### Measure 31

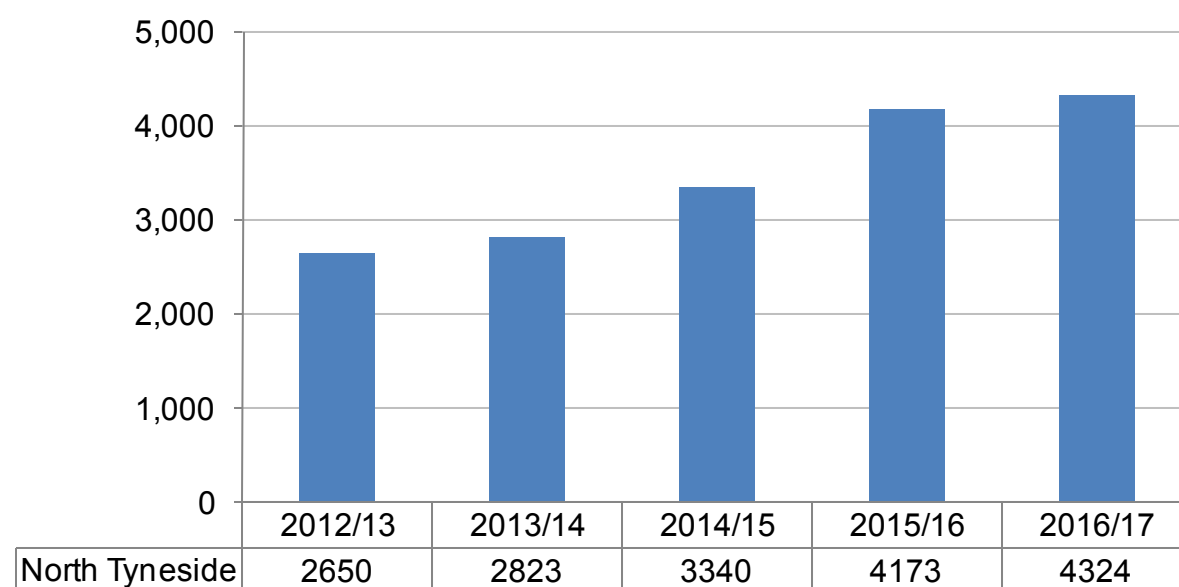
**Adult Contacts:** There are a similar number of individuals who have reported safeguarding concerns in Adult Social Care compared to 2015/16.

In total during 2016/17 1745 concerns were raised, an increase in safeguarding concerns, with 30% of individuals involved in safeguarding concerns proceeding into enquiry.

An improvement in training, awareness and closer working with social care teams improves the data reported within the social care system. There is continued on-going work to encourage agencies to report low-level concerns which could cumulatively be evidence of issues. A increase in noted from 2013/14 due changes to safeguarding recording and operational practise and statutory reporting.

**Children's Contacts:** The Local Authority has worked in partnership with the Local Safeguarding Children Board in order to raise awareness of child safeguarding issues, resulting in an increase in the number of contacts received by the service. Robust decision making at the Front Door ensured that thresholds were applied appropriately, this was recognised by the awarding of a "Good" grading in the 2017 Ofsted Single Inspection for services to children in need of help and protection.

**Repeat victims of crime (repeat episodes)**



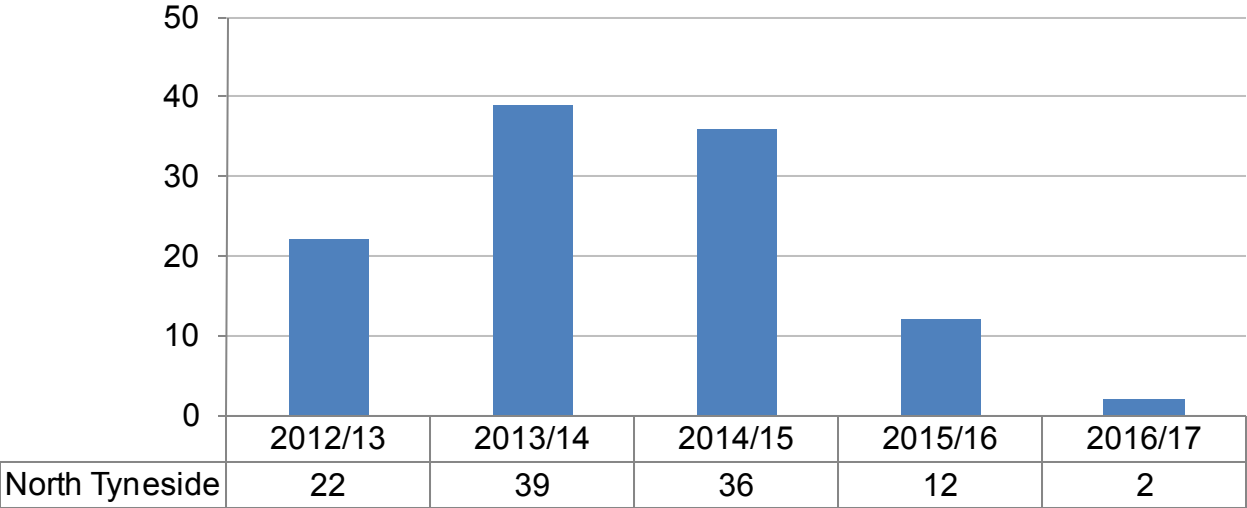
### Measure 32

The victimisation episodes relate to 1607 victims that were victimised more than once.

The number of episodes per repeat victim has increased over the past year.

This is in line with changes in recording practices whereby ASB incidents are increasing being recorded as harassment (the greatest increase of any crime type and the reason for the dramatic rise in recorded crime).

**Repeat vulnerability-related anti social behaviour incidents**

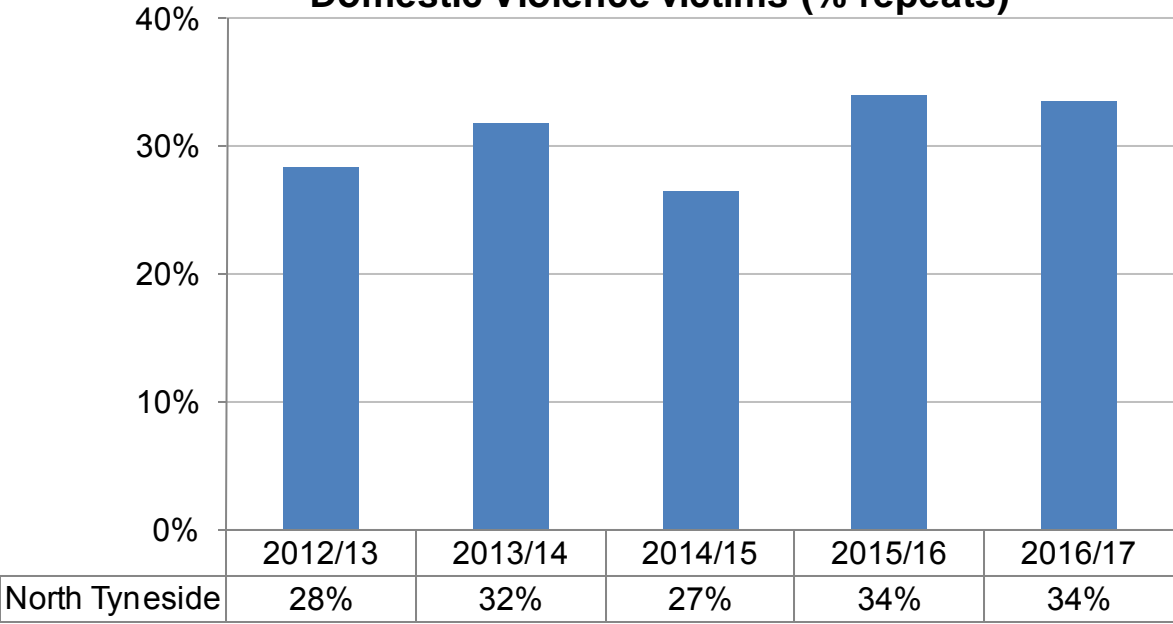


**Measure 33**

The police focus on supporting vulnerable victims of ASB, and the significant decrease in ASB mirrors the increase in crime due to changes in recording practices.

Those previously deemed to be victims of ASB will be among those in the repeat crime victim figures.

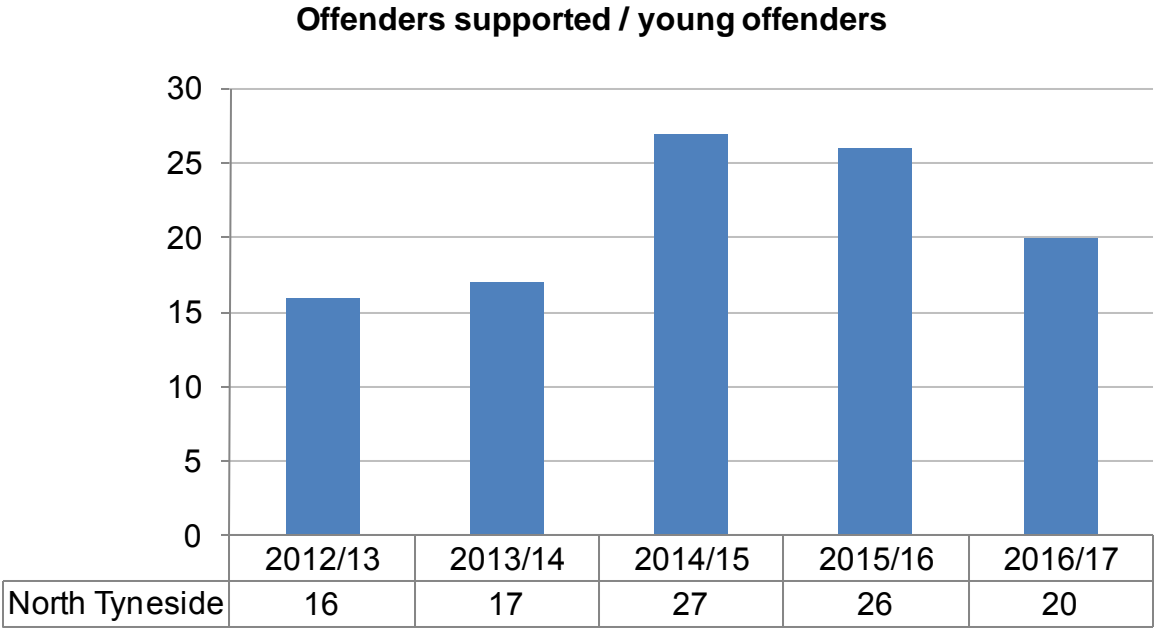
**Domestic Violence victims (% repeats)**



**Measure 34**

Safer North Tyneside adopted a target of a 34% repeat rate. This was chosen as it is the midway point between the estimated range for North Tyneside's high risk Domestic Violence victims of 28% to 40%.

Although annual case numbers fluctuate, depending on reporting patterns, the actual repeat rate is as expected.



**Measure 35**

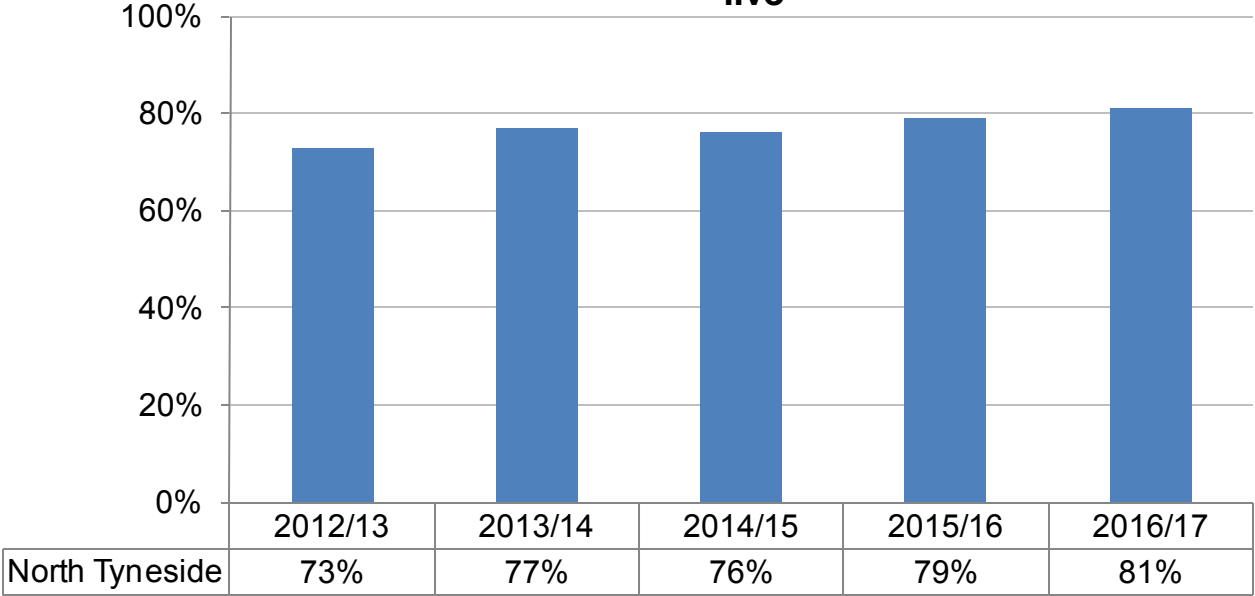
The Youth Offender Team aim to achieve a reoffending rate under 40% and aim to bring North Tyneside's rate down to the National average of 37% in the next 2 years.

The current year's target has been achieved (the figure represents an annual reoffending rate of 35%)

# Our Places

**AIM:** Be great places to live, and attract others to visit or work here.

**% of residents satisfied with their local area as a place to live**



## Measure 36

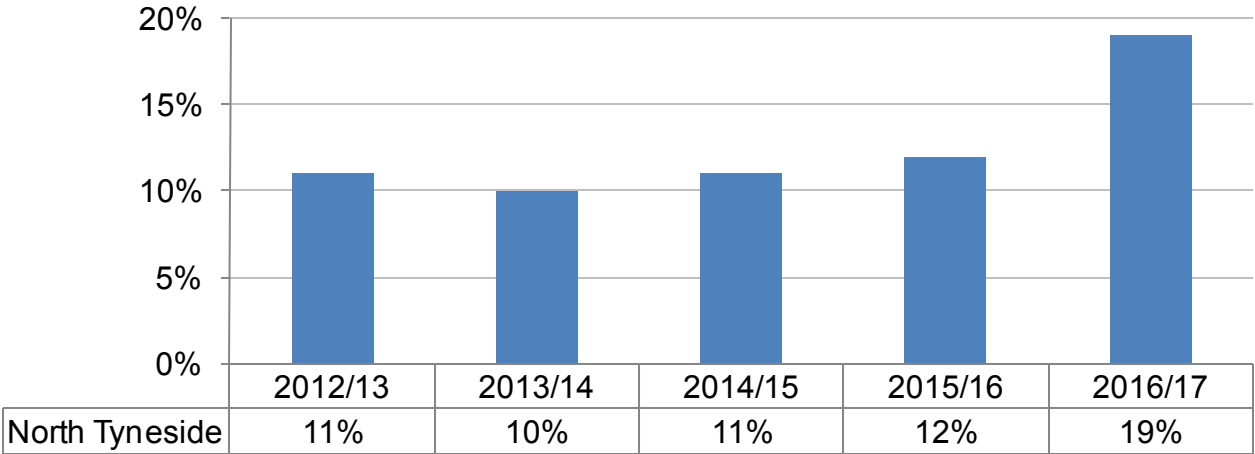
A key aim of the Our North Tyneside plan is that North Tyneside is a great place to live.

The level of people feeling this is correct in 2016 has increased from 79% to 81%.

Local residents highlight the high quality of local schools, low levels of crime, the quality of the local environment and the strength of the local economy as key factors in making North Tyneside a great place to live.

Plans are in place to continue to deliver against these key local priorities, which are included in other parts of this report

**% of people who feel that their local area has improved in the past 12 months**

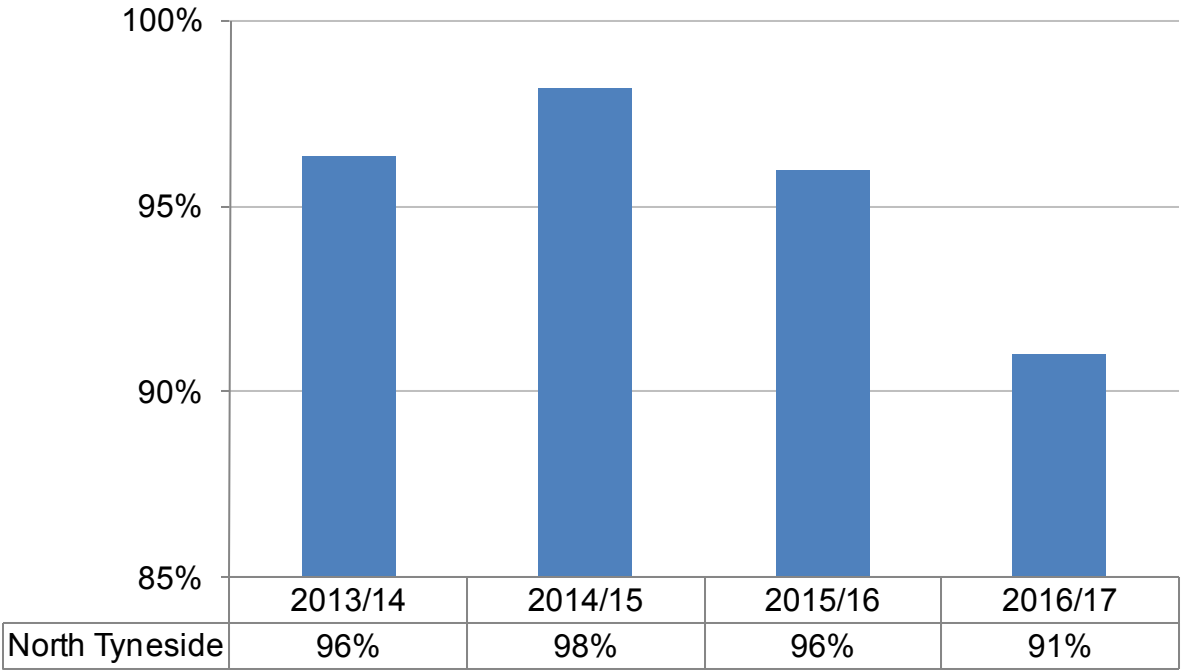


## Measure 37

As an indicator of the overall feeling that residents have that their area has improved in the past 12 months, it shows year on year increase since 2013.

It is qualitative indicator and dependant on an array of influences to move it in the desired direction, the increase in 2016/17 of 7% is the largest increase so far.

**% of Primary Schools rated Good or Outstanding**



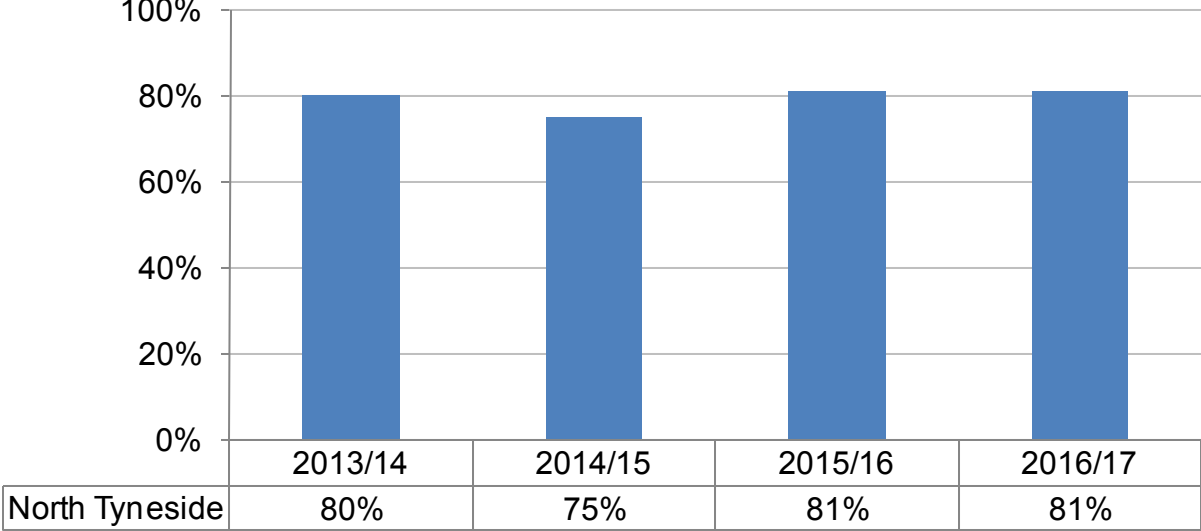
**Measure 38**

The quality of education in North Tyneside is a key driver for making the borough a great place to live.

The percentage of primary schools rated as Good or Outstanding is well above national average and ranks in the top quartile of Local Authorities.

The Council, through the School Improvement Service, will continue to work closely with schools to ensure that these high standards are maintained.

**% of Secondary Schools rated Good or Outstanding**



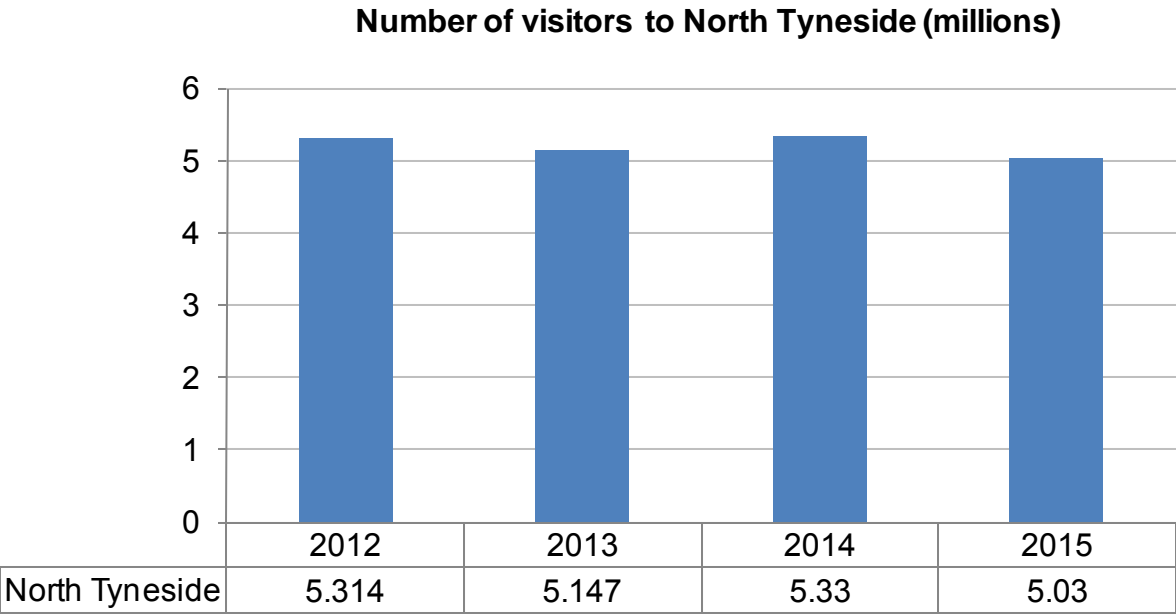
**Measure 39**

The quality of the educational offer in North Tyneside is a significant strength for the local economy but also a major factor in attracting and retaining people to the Borough.

The latest figures show that the area is continuing to do well in this area.

For the second year running 81% of Secondary Schools are rated as Good or Outstanding schools

This performance sets North Tyneside above the national average and work continues to improve this already strong position



**Measure 40**

Trend data for 2015 shows that there were;-

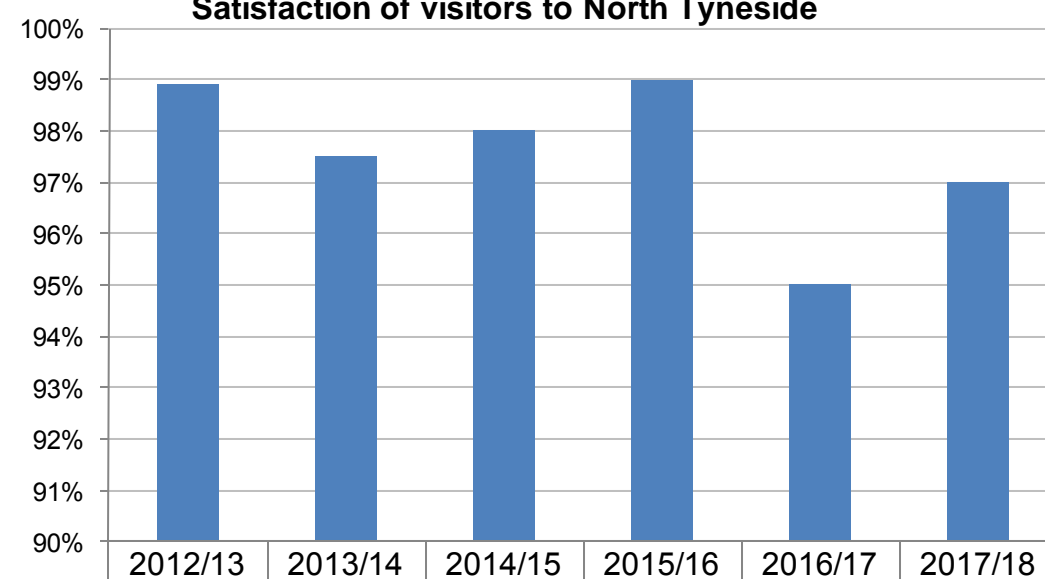
- 5.03m day visits
- 508k overnight visits
- 5.54m visits in total

Tourism has a economic impact of £272m, and directly employs 3,598 people in total.

There has been a slight decrease in the number of visits compared to 2014 which is due to a small reduction in serviced accommodation and lower visitor attraction numbers. However, there was an increase in event attendances and people visiting friends and relatives.

The 15 year trend remains positive overall and visitor levels are expected to show improvement over the next 2 years due to regeneration at the Coast and new businesses setting up to attract visitors.



**Satisfaction of visitors to North Tyneside**

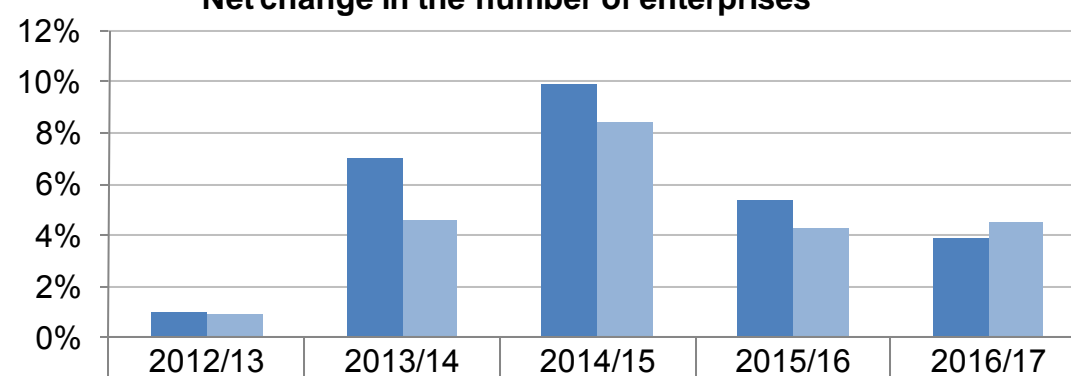
North Tyneside	99%	98%	98%	99%	95%	97%
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**Measure 41**

Visitor satisfaction is measured by the Annual Visitor Survey carried out during July and August at the Spanish City at Whitley Bay and Tynemouth. Visitor satisfaction is consistently high, overall 97% of visitors surveyed were satisfied with North Tyneside as a place to visit. 3% of visitors responded as neither satisfied nor dissatisfied and no visitors stated they were dissatisfied with their visit to the area.

Three quarters of all respondents stated the main purpose of their visit was 'holiday, leisure and recreation'. Nearly a quarter of visitors were visiting North Tyneside because they had 'been before and liked it' and one in five visitors were visiting because 'friends/relatives live here'.

The highest rated aspects of the coast were in relation to 'cleanliness of beach', 'signage to and from Metro stations', 'quality of accommodation', 'access by public transport, 'food and drink', 'customer service received during the visit', 'family day out' and 'seating/litter bin provision'.

**Net change in the number of enterprises**

North Tyneside	1.0%	7.0%	9.9%	5.4%	3.9%
National	0.9%	4.6%	8.4%	4.3%	4.5%

**Measure 42**

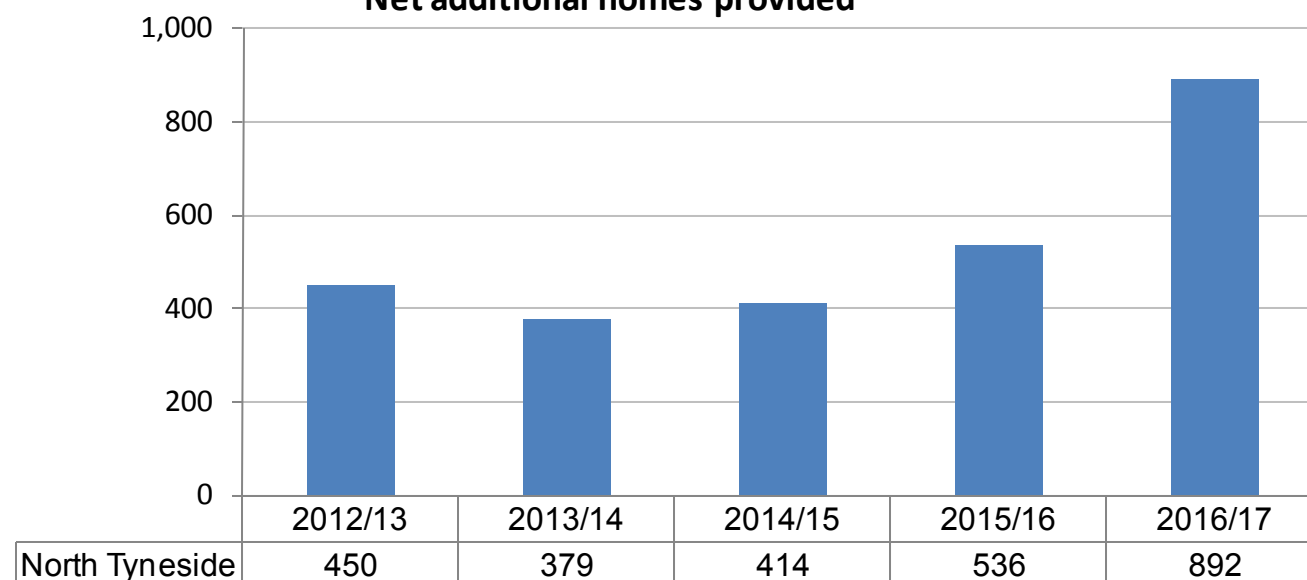
The Our North Tyneside plan sets out a clear ambition that North Tyneside will be a great place to work.

The number of PAYE and VAT registered businesses in North Tyneside continued to increase in 2017, rising to 5,060 from 3,890 in 2012, virtually all the increase has been in businesses that employ up to 4 people.

Work continues to create the right environment to support local businesses to grow in North Tyneside

**AIM:** Offer a good choice of quality housing appropriate to need, including affordable homes.

**Net additional homes provided**



### Measure 43

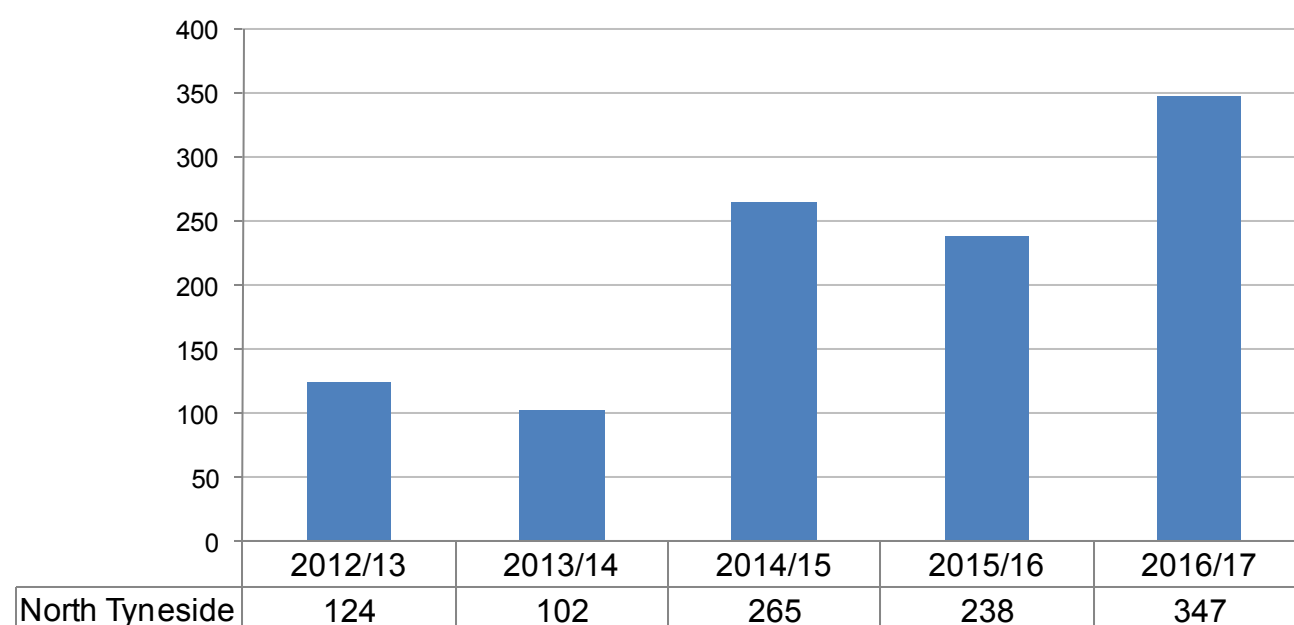
The level of house building in North Tyneside is a key indicator of the strength of the local economy and ultimately of the attractiveness of North Tyneside as a place to live.

Recent trends have been encouraging with housing delivery increasing from the low point of the market seen in 2010/11.

The 892 net additional homes provided in 2016/17 represents a large increase in a strong market for house building.

The Council expects to deliver an additional 16,632 new homes over the Local Plan period between 2011 and 2032.

**Number of affordable homes delivered (gross)**



### Measure 44

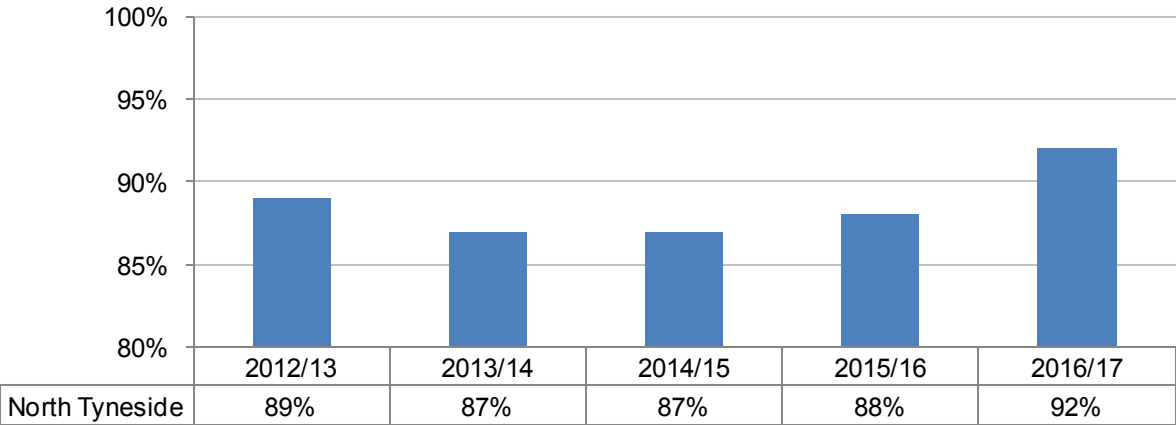
In 2013, Cabinet committed to delivering 3,000 affordable homes over the next 10 years.

To date excellent progress has been made, with around 850 new affordable homes delivered within 3 years of the Affordable Homes programme, exceeding the total number delivered in the previous 10 years.

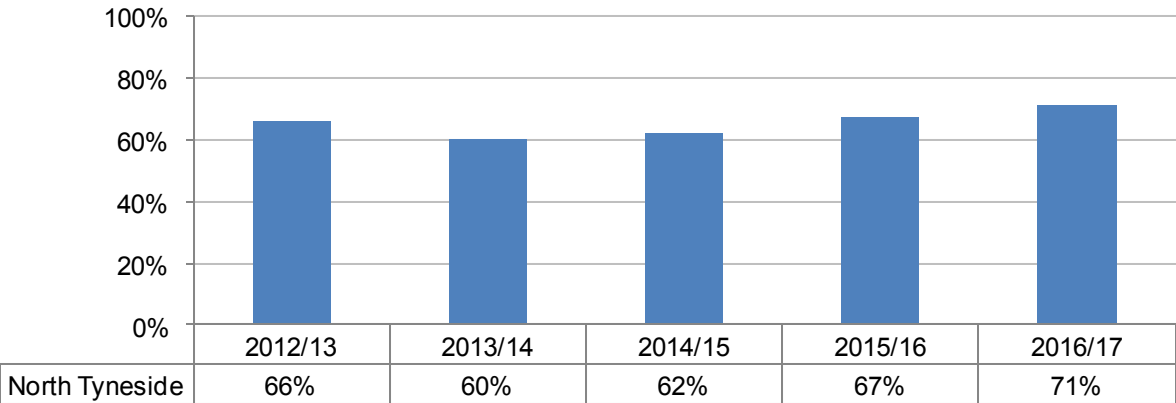
The new homes have been delivered through the provision of new Council housing as well as working with our partners through the Authority's strategic and enabling housing role. This includes working with the Homes and Communities Agency (HCA), Registered Providers and developers to meet a range of housing needs, including the needs of vulnerable groups. The Authority is also bringing empty properties back into use as affordable housing.

In addition, the Authority has now established a subsidiary under the Authority's wholly owned North Tyneside Trading Company to act as a provider of affordable housing.

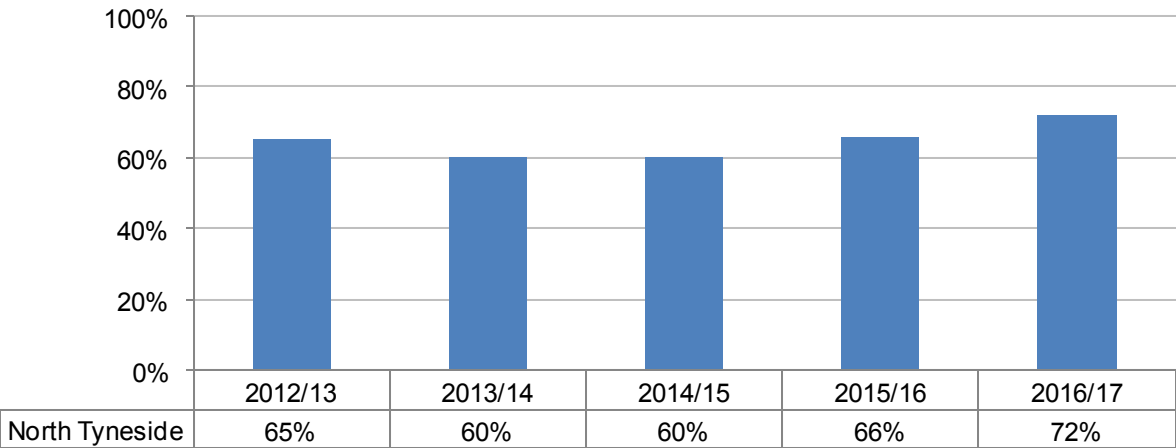
Satisfaction with your home



Satisfaction with the quality of housing



Satisfaction with the choice of housing



Measures 45, 46 & 47

Four-fifths (79%) of North Tyneside residents own their own homes, either owing it outright or currently buying it on a mortgage. 13% are social tenants; 10% council tenants and 3% Housing Association tenants. 8% rent from a private landlord.

Resident satisfaction with their own home has increased from 88% in 2015 to 92% in 2016.

Resident satisfaction with the quality of housing remains high and on par with last year's results. 71% of residents are satisfied with the quality of housing in North Tyneside.

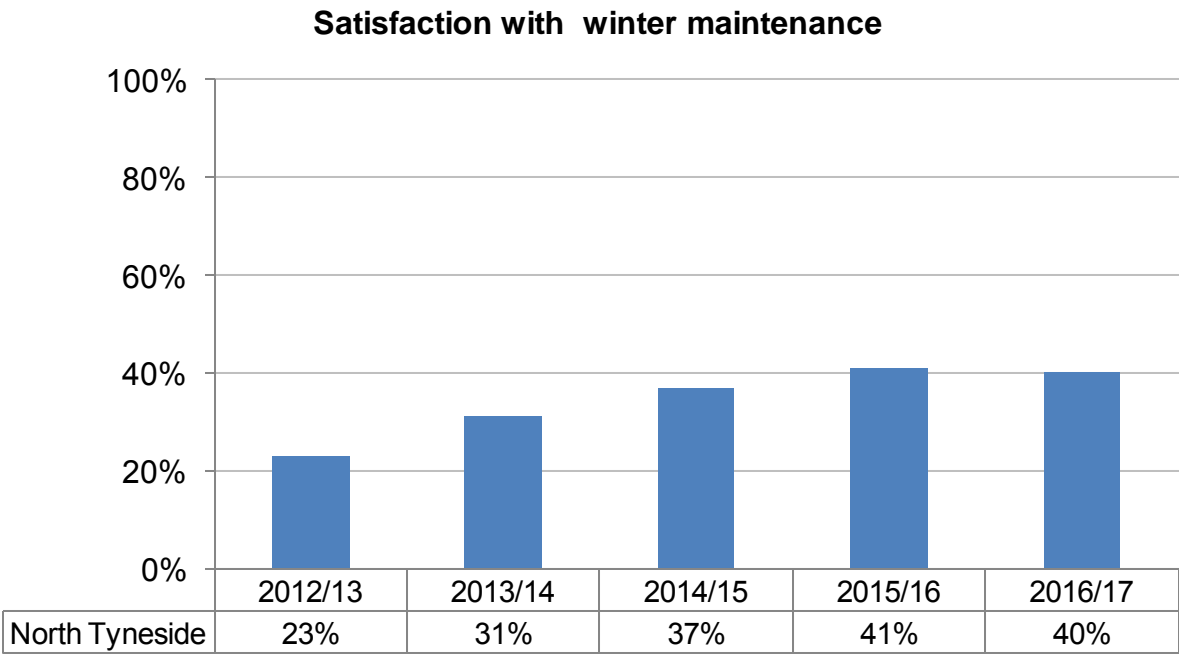
There has been a significant increase over the last 12 months in the satisfaction of choice of housing in North Tyneside, rising from 66% in 2015 to 72% during 2016. Over a quarter (27%) feel very satisfied with the choice of housing.



**Measure 48**

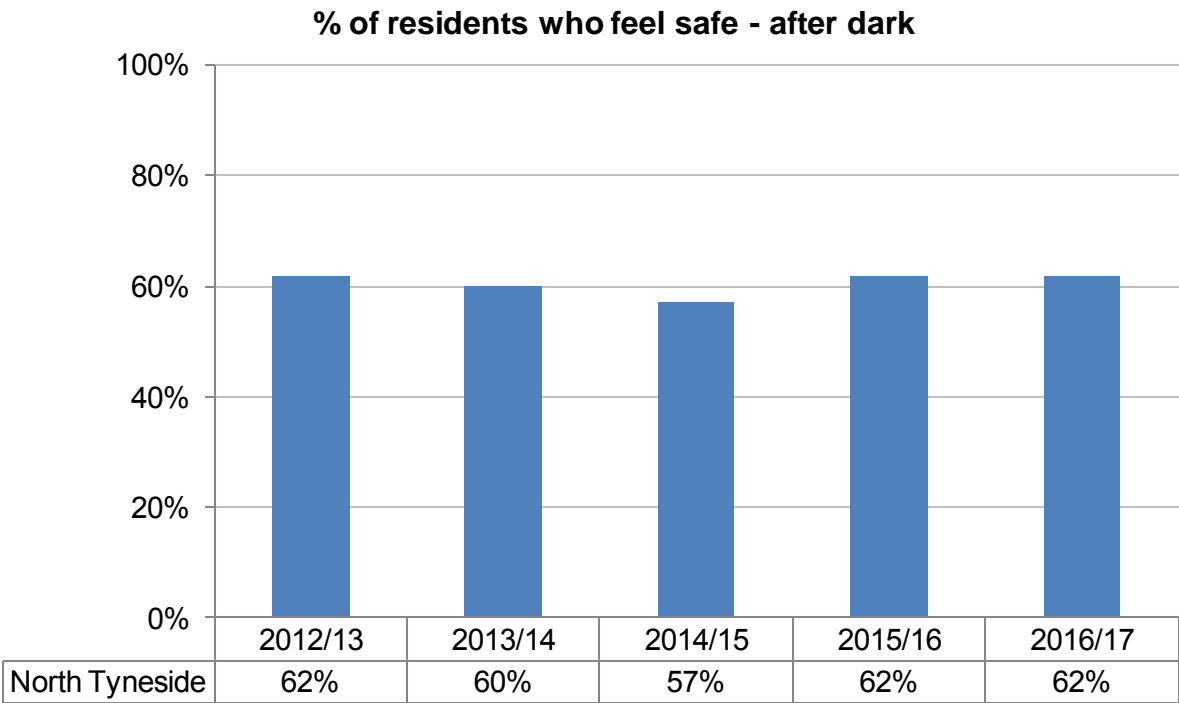
Resident satisfaction with street cleanliness remains steady compared to previous years. However, the proportion of residents who say that they are dissatisfied with street cleaning has increased significantly from 23% in 2015 to 29% this year.

Street cleaning is also seen as an area in which the Council could improve (35% feel it could be improved).



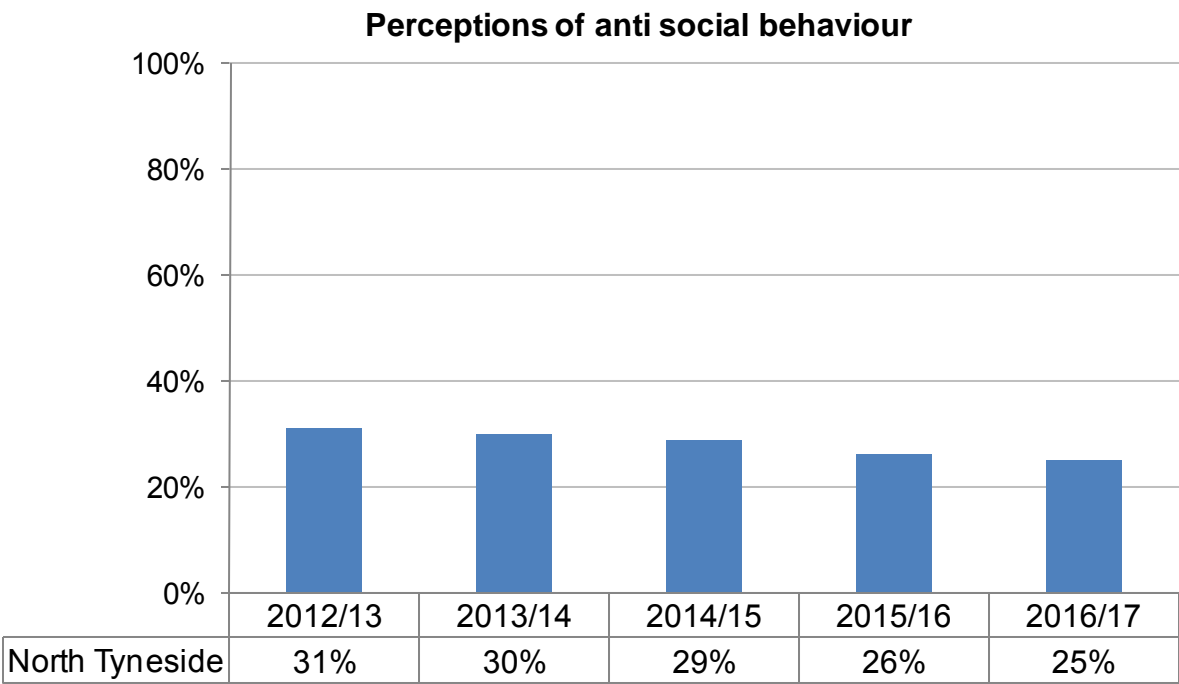
**Measure 49**

Residents' satisfaction with winter maintenance remains consistent with previous years.



**Measure 50**

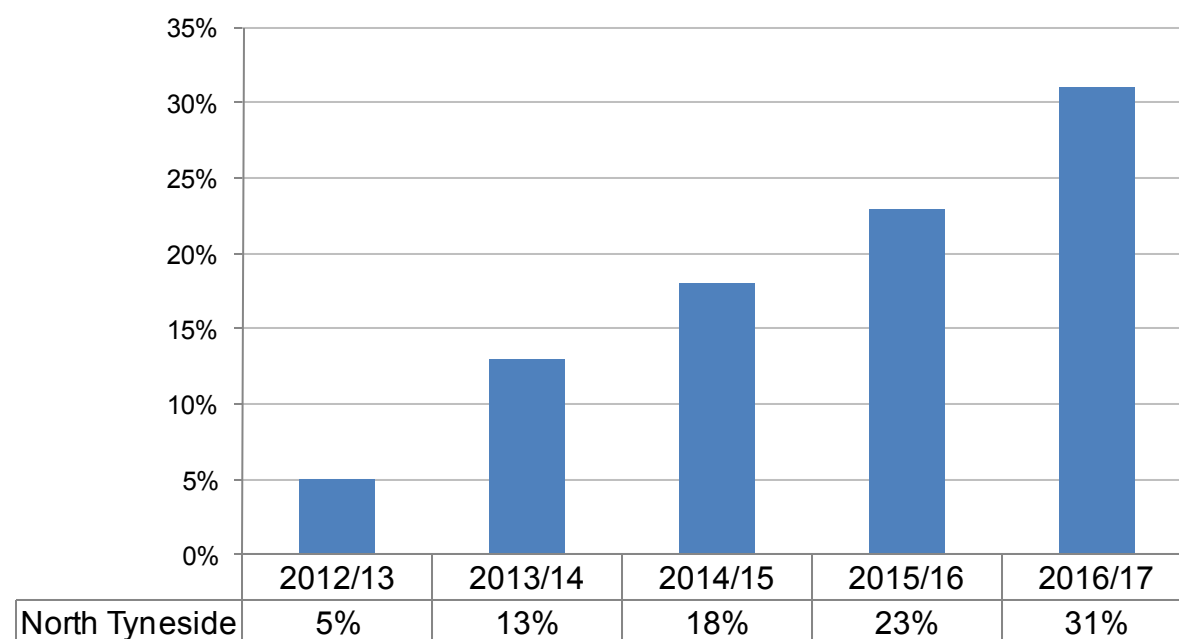
Residents continue to feel safe in North Tyneside. The figure has increased in 57% in 2014/15 to 62% in 2015/16 and remains high in 2016/17 with 62%, maintaining an increase of 5% during this time period.



**Measure 51**

This measure records the proportion of residents who say that the level of antisocial behaviour in their local area needs improving.

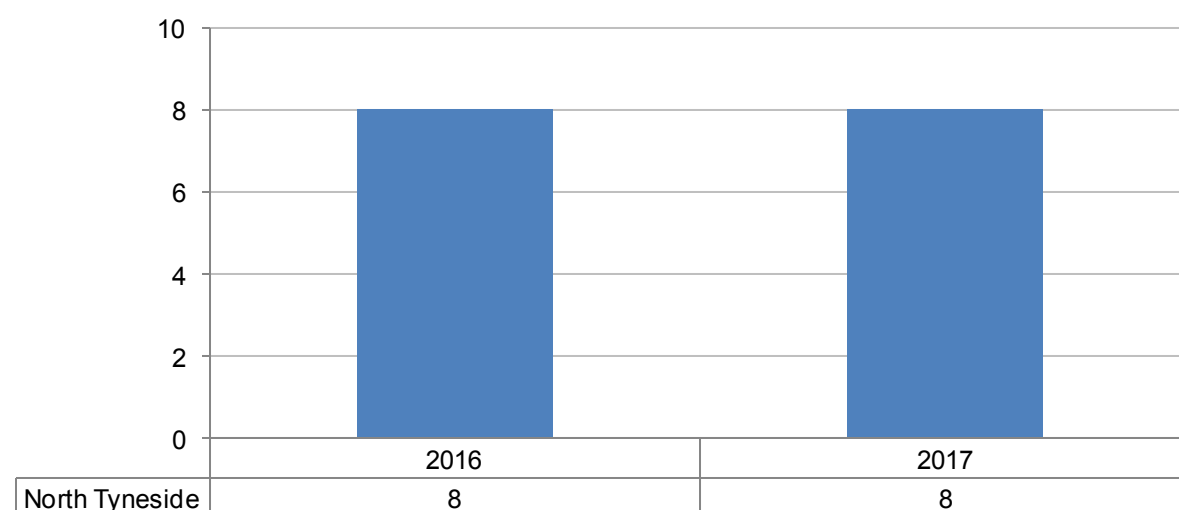
The measure has reduced every year over the last 5 years.

**Carbon reduction****Measure 52**

At the end of 2016/17 carbon emissions have been reduced by 31% since the baseline year in 2010/11.

This success has been achieved by following a structure programme of energy reduction and efficiency, including introducing 'carbon budgets' for high energy consuming buildings, reducing our operational building portfolio, reducing our fleet vehicles, investing in LED lighting in large public buildings and making significant changes and investment to the street lighting portfolio, including 'trimming and dimming' 10,000 columns and implementing a part night switch off scheme for 3,000 columns.

During 2016 North Tyneside Council adopted the North Tyneside Low Carbon Plan 2016-2027, consolidating the previous Carbon Management Strategy and Climate Change Strategy. The Low Carbon Plan commits to achieve the central government target to reduce carbon dioxide emissions by 50% by 2027.

**Trip Advisor ratings****Measure 53**

Eight North Tyneside facilities have attracted the Trip Advisor Certificate of Excellence, awarded to attractions that have achieved consistently high ratings on Trip Advisor. The facilities awarded the Trip Advisor Certificate of Excellence are:-

- Rising Sun Country Park
- Tynemouth Park
- Longsands Beach
- Whitley Bay Links and Beach
- King Edwards Bay
- St Mary's Lighthouse
- Stephenson Railway Museum
- Waves Leisure Pool.

**AIM:** Have an effective transport and physical infrastructure - including our roads, cycleways, pavements, street lighting, drainage and public transport.

#### Measure 54

##### **Swans infrastructure projects** - redevelopment of former shipyard to create new advanced manufacturing site

The first phase of the Swans Centre for Innovation (CFI) is complete and is now over 90% let (with only one small office available). Cabinet have approved the submission of three Business Cases for Local Growth Fund (LGF) grant funding to the North East Local Enterprise Partnership (NELEP) for:-

- Swans Quay Infrastructure Works Project
- Swans CFI Phase 2 Project (upper floors refurbishment)
- Swans South Block Demolition (CFI Phase 3) Project (to create vacant space for future development of office space)
- Plot 6 Basement Demolition

And in addition, approval was been given to identify contractors to complete the project works through existing procurement frameworks; SCAPE and NEPO.

#### Measure 55

##### **Coast infrastructure project** - high quality improvements and new facilities for residents and visitors.

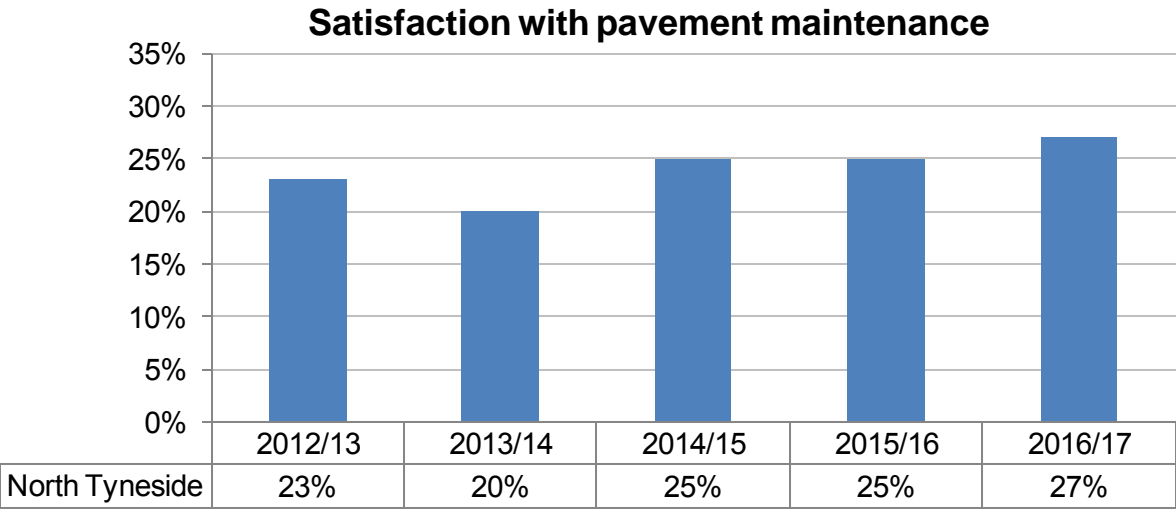
Plans to improve the coastal area are progressing well with ambitious proposals to regenerate the coastline between St Mary's Lighthouse and Cullercoats Bay now in place.

The proposals are a mix of council and private sector development and involve more than £36 million of new investment.

Improvements to Watts Slope and the toilets have already been completed, along with a new hotel and restaurant now operating adjacent to the Spanish City Dome.

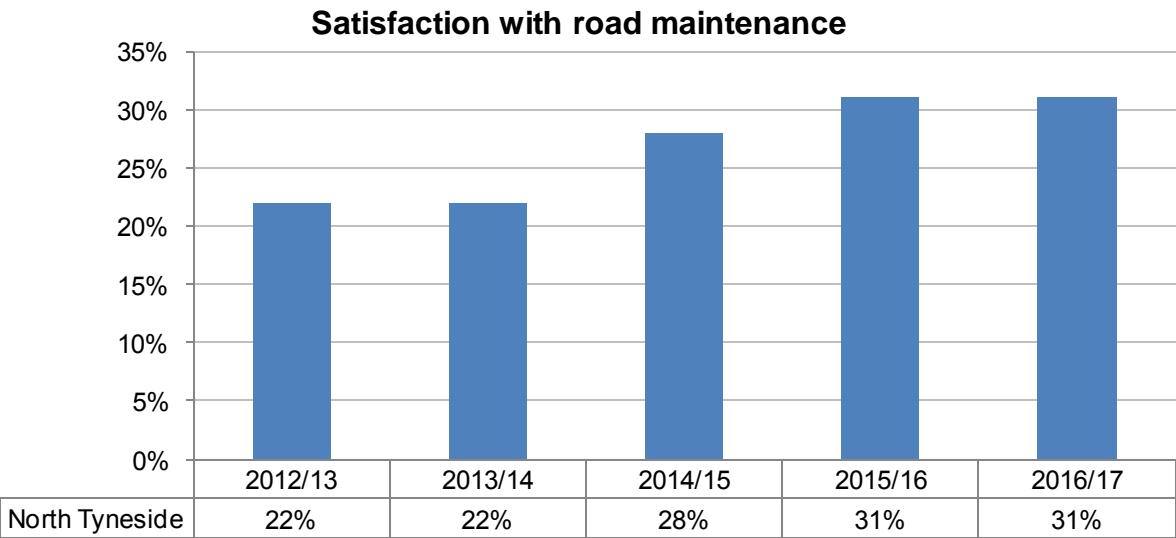
Major renovation of the Spanish City Dome is underway and is due for completion Spring/Summer 2018. The first phase of the Northern promenade works have been completed and promenade reopened October 2017, with the Central Lower Promenade scheduled for reopening March 2018. New commercial pods and beach huts will be provided to add to the offer of our fantastic coastline.

The improvements will encourage even more visitors and residents to enjoy North Tyneside's fantastic coastline in new and different ways and support businesses and employment for a vibrant local economy.

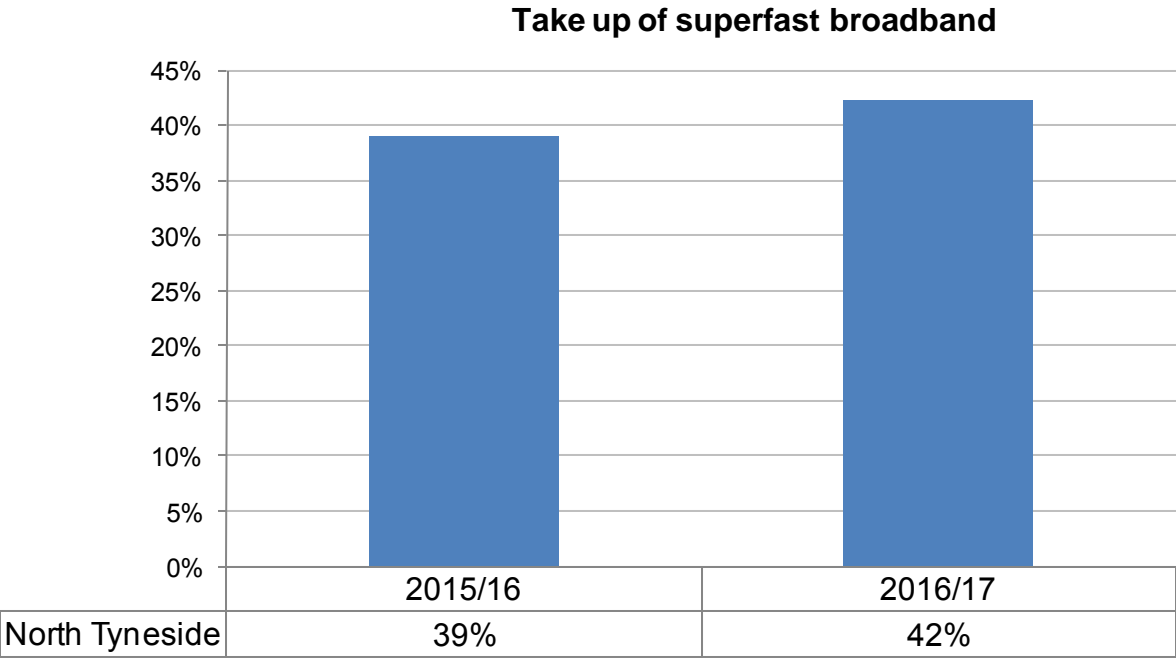


**Measure 56 & 57**

Residents are least satisfied with road (31%) and pavement (27%) maintenance and both areas are seen as most in need of improving by residents.







**Measure 58**

An increasingly important factor for residents in defining a great place to live is the availability of Superfast Broadband,

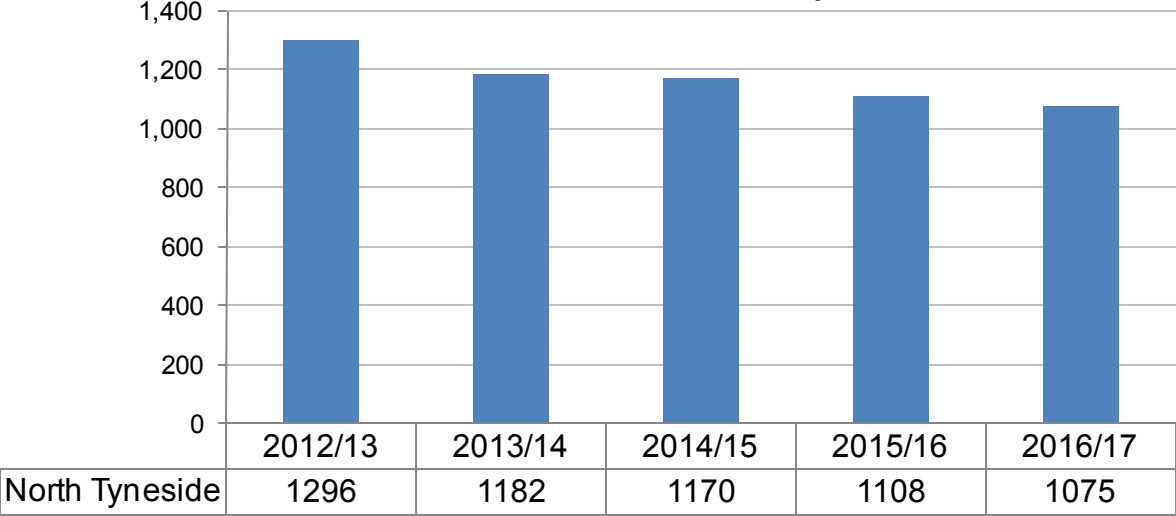
Data from the Ofcom Connected Nations Report 2016, a snapshot in 2016, of residential and small business addresses that have Superfast Broadband (speed of 30 mps or more) installed at their premises.

The range of availability of Superfast Broadband in North Tyneside is from 15% in Camperdown to 59% in Monkseaton North..

# Our Economy

**AIM:** Grow by building on our strengths, including our existing world class companies, and small and growing businesses

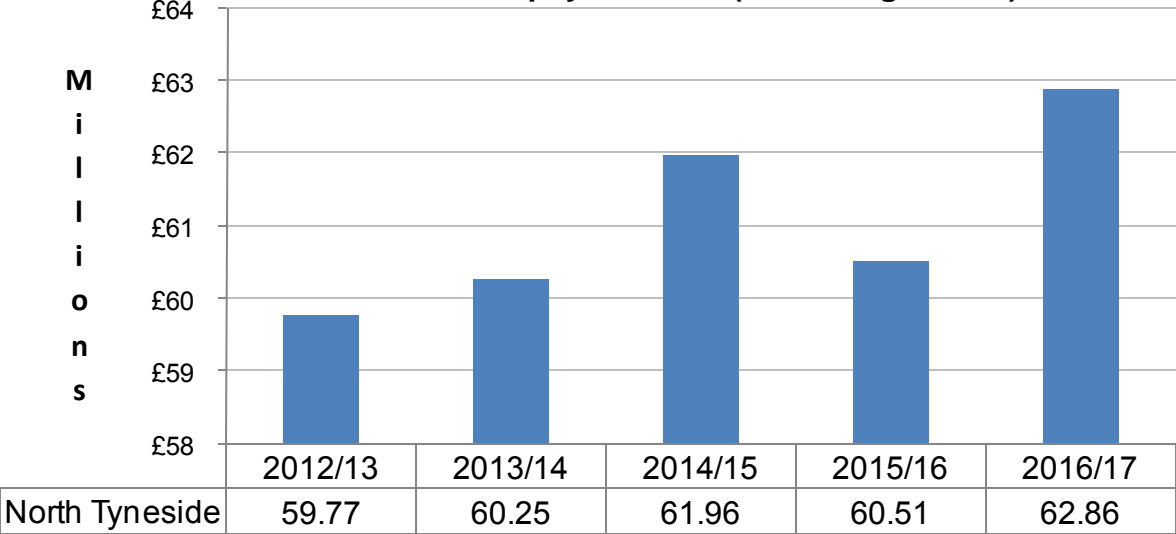
Number of small business start ups.



**Measure 59**

The number of small business start ups in 2016/17 was 33 lower than in 2015/16, continuing the gradual downwards trend seen since 2012/13.

Business rate payers value (i.e. Average value)



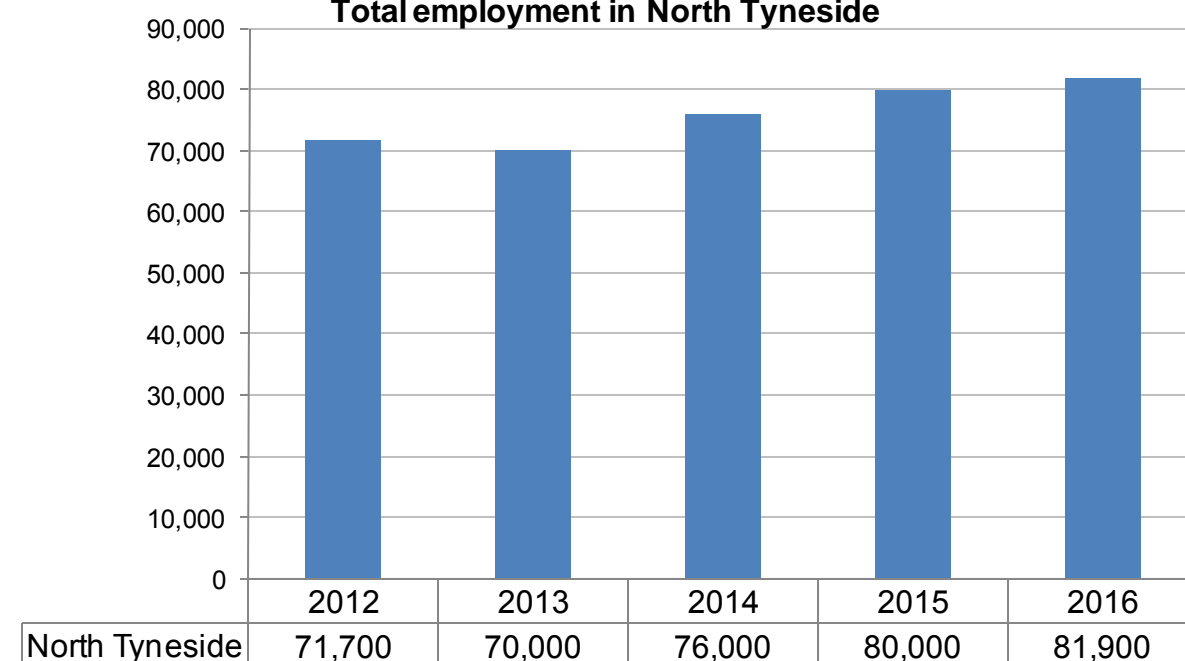
**Measure 60**

This is a measure of Net Debt, the amount of Business Rates that is collectable from our Businesses after all reliefs and discounts have been deducted.

This changes on a daily basis, so figures are reported as at the 30th April each financial year.

**AIM:** Have the right skills and conditions to support investment and create and sustain new good quality jobs and apprenticeships for working age people

**Total employment in North Tyneside**



### Measure 61

The Council, with partners, continues to support people into work

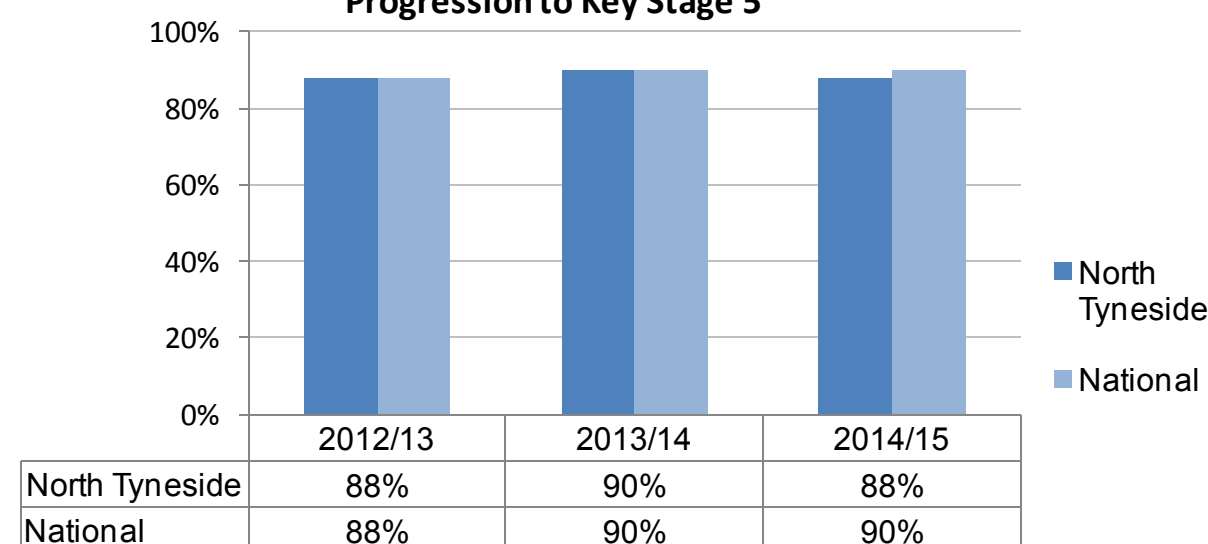
North Tyneside is focused on being a great place to work. This involves working to attract, retain and grow businesses in the borough.

Over the past few years the borough has been successful in supporting the creation of new jobs, including global brands such as P&G, Accenture, HP, IBM and Siemens.

Total employment in North Tyneside increased slightly between 2015 and 2016. The 2016 figure is provisional and may be revised, with the 2015 figure shown is now the revised figure. From 2015 the coverage of the survey was extended to companies that are PAYE registered only, leading to an increase employment of around 800.

From ONS Business Register and Employment Survey (BRES). Data is for date in September each year and is rounded to nearest 100 as per ONS guidance.

**Progression to Key Stage 5**

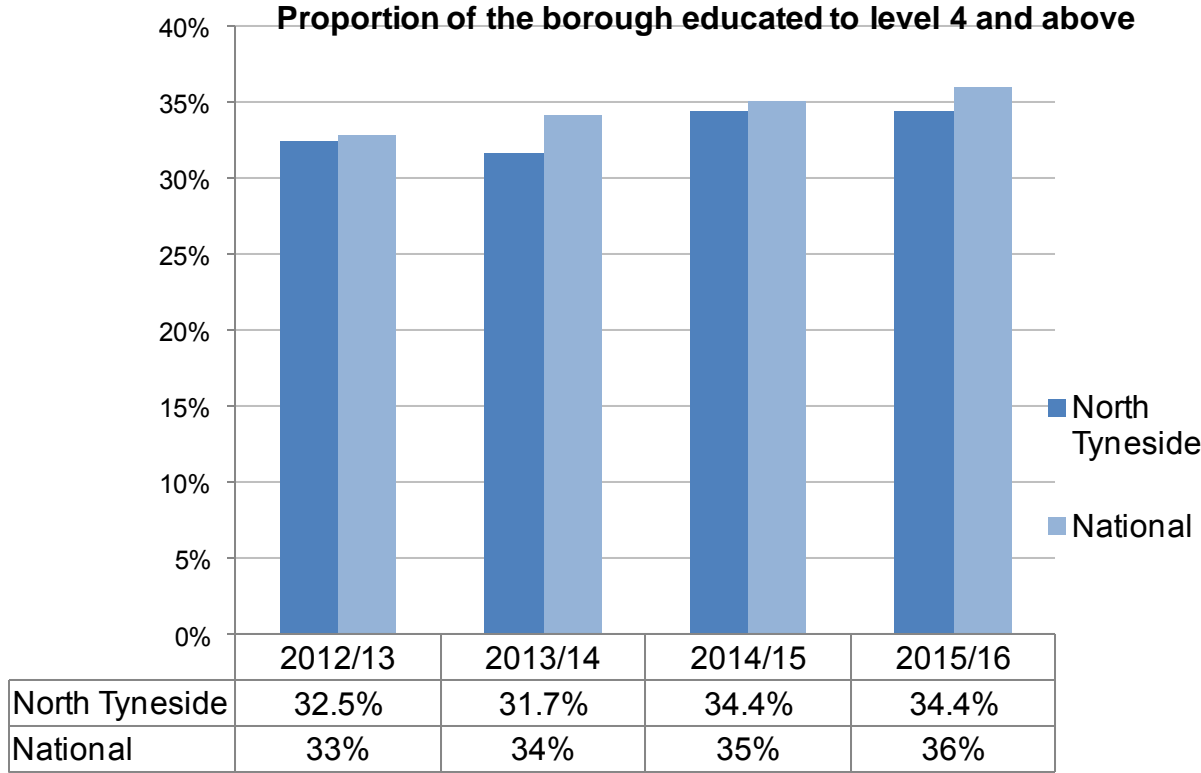


### Measure 62

Ensuring that young people in North Tyneside have the right high level skills and qualifications to progress and succeed in the job market is important for their happiness and the regions' prosperity.

Progression from KS4 to any education destination remains broadly steady and just below national (-2%). The shortfall for North Tyneside is in our relatively high rate of unsustained destinations.

Improving pupil expectations and education outcomes at KS4 will maximise opportunities for all pupils to progress to further study.



**Measure 63**

Ensuring that young people in North Tyneside have the right high level skills and qualifications to progress and succeed in the job market are important for their happiness and the regions' prosperity.

Young people in North Tyneside proceed to positive destinations post Key Stage 5 at an increasing rate, continuing the trend of the last few years.

North Tyneside's rate remains steady and higher than the North East region although below national. It is worth noting that approximately 50% of the KS5 cohort generally attends HE and 100-200 people take higher level qualifications per year in North Tyneside.

This amounts to far more than 34% of each year group starting L4+ qualifications per year so this performance measure rate across the population will rise.

However the base population is so large that even if 100% of our young people coming through schools went on to achieve L4+ qualifications and remained in North Tyneside it would take many years to see an appreciable (1 decimal place) change in this measure.

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

**Date:** 4 December 2017

**Title:** ICT Strategy Review

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Author: Joanne Holmes, Democratic Services Officer

Tel: 0191 643 5315

Service: Law & Governance

Wards affected: All

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## **1. Purpose of Report**

To consider the report produced by the ICT Strategy Sub-Group.

## **2. Recommendation(s)**

The committee is recommended to approve the report and its recommendations for submission to Cabinet.

## **3. Details**

- 3.1 In May 2017 the Overview, Scrutiny and Policy Development Sub-committee agreed to establish a sub-group to undertake a review of the Council's ICT Strategy.
- 3.2 The remit of the Sub-group was to review the Council's ICT Strategy in the context of changing organisational and customer need, and underpinned by the Target Operating Model and delivery of the Creating a Brighter Future Programme.
- 3.3 The review has now been completed. The Sub-group has produced a report which sets out nine recommendations to Cabinet. The report is attached as an appendix to this report.
- 3.3 The chair of the sub-group, Councillor Anthony McMullen, will present the findings, conclusions and recommendations on behalf of the Sub-group.

## **4. Appendices**

Appendix 1 - Report of the ICT Sub-group

## **5. Background Information**

The following documents have been used in the compilation of this report:

- Report to the Overview, Scrutiny and Policy Development Sub-committee – Work Programme Report – 25 May 2017
- Reports and notes of the ICT Sub-group

Overview and Scrutiny Report

# ICT Strategy Review



November 2017



North Tyneside Council

## **1. Reason for the Study**

- 1.1 The Overview, Scrutiny and Policy Development Sub-committee had expressed an interest in reviewing the ICT Strategy for some time. On 25 May 2017 it was agreed that a sub-group should be established to undertake this review.
- 1.2 The remit of the Sub-group was to review the Council's ICT strategy in the context of changing organisational and customer need, and underpinned by the Target Operating Model and delivery of the Creating a Brighter Future Programme.
- 1.3 The Sub-group set out to evaluate whether the Council has an appropriate ICT strategy in place and whether this strategy will meet the needs of the organisation going forward.

## **2. Methodology**

- 2.1 All non-executive members were invited to serve on the Sub-group. The following members volunteered to take part and were appointed to the Sub-group:

Councillor Jim Allan  
Councillor Ken Barrie  
Councillor Karen Bolger  
Councillor Janet Hunter  
Councillor Anthony McMullen (Chair)  
Councillor John O'Shea

- 2.2 The Sub-group met on 5 occasions.
- 2.3 The Sub-group received information from the Head of Commercial Services and Business Redesign and the Head of Digital Strategy.

## **3. Findings and Evidence:**

### **Context**

- 3.1 As background to the review, the Sub-group was informed that a Digital Strategy for the Council had been developed two years ago and before the introduction of the Target Operating Model (TOM). The Digital Strategy is intended to cover a 5-10 year time span. The ICT strategy forms one part of this wider Digital Strategy.
- 3.2 In addition, an overarching Delivery Plan is also in place and this provides an overall framework for the Council covering a range of strategies including: the Digital Strategy; a Capital Programme; ICT Delivery and the Customer Journey Programme. Within this framework there are a range of governance structures covering delivery against objectives.

- 3.3 The aim of the overall framework is to assist the Council in achieving a level of flexibility that will allow the organisation to adapt to the current and changing environment.
- 3.4 In relation to the Digital Strategy, while recognising that it is intended to provide an overarching and long-term vision, the Sub-group was of the view that it would benefit from an annual review to ensure that it is kept refreshed, and would also like to see the inclusion of a time-line to set out objectives to be achieved over the short to medium term.

### **ICT and the Council's Partnership with ENGIE**

- 3.5 The Sub-group noted that ICT is one of the services delivered by ENGIE as part of a 15 year partnership contract. The contract is currently in Year 5. It is a complex commercial contract and the financial arrangements were fixed when the contract was set up.
- 3.6 The Sub-group was advised that under the contract ENGIE are contracted to deliver and support the 'business as usual' ICT services. However, on commencement of the contract it became apparent that it would be difficult for the partner to deliver on this basis due to an under investment in ICT infrastructure and hardware over the preceding period. In order to meet this need, additional capital funding of £1 million per year is being provided by the Council to replace old infrastructure and improve the ICT environment.
- 3.7 It was noted that the Digital strategy had not been developed at the time the contract was agreed. Subsequently, two additional appointments were made to the Council's senior management team in order to manage strategy between the two organisations and to oversee change control. These appointments were:
- Lisa Clark – Head of Commercial and Business Redesign and Client Manager for ICT Services;
  - Ben Kaner – Head of Digital Strategy – a jointly funded post between the Council and ENGIE to aid transparent communication between the two organisations.

### **Performance Management**

- 3.8 The Sub-group was advised that the partnership is managed via joint working between senior managers in the Council and ENGIE.
- 3.9 The contract has a number of weighted Key Performance Indicators (KPIs) which are reviewed regularly and renegotiated every year. The performance of the contract is monitored against these KPIs and reviewed by the Head of Digital Strategy and the Head of Commercial Business Redesign and signed off by the Operational Partnership Board.



- 3.10 A number of projects across the Council are dependent on getting the ICT systems right and consequently a new KPI has recently been added in relation to Project Delivery.
- 3.11 Members asked about democratic involvement in relation to the oversight of the contract. It was noted that the contract falls within the remit of the Deputy Mayor and that performance is also reported to the Strategic Partnership Board which has the involvement of Cabinet Members.
- 3.12 The Sub-group considered some of the most recent performance information. Members were advised that there have been a number of specific incidents that have impacted on availability of ICT services and these can be identified in the performance charts, but overall there has been a consistent performance over time in line with KPI's.

### **The ICT Strategy**

- 3.13 The Sub-group was advised that the Council's developing approach to ICT is based on achieving a coordinated, organisation-wide development and governance approach, which avoids the development of disparate and potentially incompatible systems across the organisation.
- 3.14 The key aspects of the strategy are:
1. Core infrastructure improvements;
  2. Support for increased mobility and agility;
  3. Modernisation of main business applications and introduction of more cloud based applications;
  4. Core transformation and maturity – establishing a new relationship between the Council and the Citizen, greater self-service, and compliance with data protection regulations.
- 3.15 A lot of ICT related projects are in planning or underway as part of the overall plan.
- 3.16 The initial focus of the strategy has been on infrastructure improvements which are necessary to move the Council from an ageing infrastructure to new and improved services. This is a difficult, complex and disruptive process and every effort has been made to implement improvements while maintaining services during the transition. The Sub-group was advised that significant improvements have been made, particularly in relation to internet capacity and security.
- 3.17 In addition, the desktop refresh will replace all current desktop hardware with laptops in support of a move to more agile working required by the Target Operating Model.

## Customer Journey Project

- 3.18 The Sub-group recognised the importance of the Customer Journey Project and considered more detailed information about this project, including information on:
- The Overarching Project
  - The Collaboration and Information Project (including Office 365 deployment)
  - The Data and Analytics Project
- 3.19 It was noted that the Customer Journey Project is aimed at supporting the Target Operating Model (TOM) and all the wider redesign work that is being done across the organisation to deliver the TOM.
- 3.20 It was highlighted that there has been a shift in focus within the project itself. The project was initially based around the creation of individual applications in support of specific business cases. This is now moving towards a whole new system built around the customer, in support of a transformation in how customers access services.
- 3.21 A significant part of the project is based on digital/technological developments, but there is also an important element aimed at changing and redesigning services around the needs of the customer. A significant aspect of this is looking at re-structuring access to information around life events, including a greater use of signposting to other services and organisations.
- 3.22 The Sub-group noted that the following aspects of the project that are due to be delivered by March 2018:
1. Delivery of projects and applications to support business cases. These applications include the SIGN application; 'request for information' applications, including: Freedom of Information enquiries and environmental information requests; a Members enquiries application; Waste Permits Application; and the Deprivation of Liberty Safeguards Application.
  2. Development of core components and functions. These include: an Organisational directory; user and customer accounts; 'identify me'; 'apply for it, notify me, query it, report it, pay for it, book it, find it'; and back-end system functions and non-functional requirements including security, audit etc.
  3. A project approach focussed on life events. These include: identifying a list of agreed life events; the website to be configured and presented around life events; first three life events to be redesigned and applications developed; process and infrastructure in place to drive through life events.

It was noted that the first three life events under consideration are:

- Becoming homeless;
- Getting into financial difficulty; and
- Starting school.

4. Software and services architected so they are flexible enough to sell to other Authorities/other markets.

- 3.23 The sub-group was advised that, in developing these projects, officers are giving early consideration to all complexities to ensure that the new systems will work well, will meet customer need, and will comply with new data protection regulations.
- 3.24 It was also highlighted that this shift in approach will take time to implement and to see results. In addition the 'whole customer' approach may have wider implication for organisation structure which may lead to organisational change.
- 3.25 The Sub-committee noted that officers are working with colleagues in Corporate Strategy to undertake consultation with residents in order to understand how residents use services and to identify any challenges that will need to be overcome in implementing change. This includes an emphasis on considering accessibility issues in relation to the redesign of the website. Members stressed the need to ensure that consultation and testing should involve residents with a mix of abilities to ensure that redesigned services are accessible to all residents, including those with low ICT skills or who may not have access to ICT facilities at home.
- 3.26 In relation to funding, it was noted that initial investment for the customer journey programme is currently in place until March 2018 and consideration is underway as to what happens after this.

### **Collaboration and Information Project**

- 3.27 A major element of the customer journey programme is the Collaboration and Information Project. This includes the implementation of Microsoft Office 365 and SharePoint and the retiring of legacy systems (Open Text EDRMS; S and U drives).
- 3.28 This project is not just about technology, but is focused on changing the culture within the organisation to enable people to work more collaboratively.
- 3.29 Members noted that Microsoft 365 includes a lot of products that could be of benefit to staff and members. The new systems are expected to be more user-friendly than the current systems, but a lot of preparation is going into the implementation stage, recognising that it may raise challenges for some staff and members. The Council is working with its implementation partner, Trustmarque, to provide training and to build capability.

- 3.30 The Sub-group was advised that a new commercial agreement had been concluded with ENGIE which will support the introduction of the new environment within the existing EDRMS revenue budget. From the Council's point of view, this will mean the organisation will have much better technology without additional costs.
- 3.31 The Sub-group noted that the implementation date of the project was yet to be finalised, but the design work was due for completion in mid-October 2017. The implementation will take into account other factors including other system changes, such as the introduction of the Liquid Logic system in Adult Services, and the need to avoid renewal costs linked to the existing Open Tech license which will expire in March 2018.

### **Data and Analytics Project**

- 3.32 The Sub-group was provided with information on the data and analytics project which was focussed on new tooling to complement those already in use in the Authority. It was highlighted that tooling has been strengthened in some areas, for example new information analysis tools in the Policy Performance and Research team and a financial/HR data and analytics tool that will be rolling out soon.
- 3.33 Officers advised the sub-group that they are currently working in partnership with ENGIE to develop in-house tooling in some areas where they do not believe it is available in the current market, such as the ability to gain consent from citizens for appropriate use of their data in line with the new Data Protection Regulations. This offers the potential to sell this on to other authorities and therefore generate income.
- 3.34 The Sub-group was advised that part of this project is linked to the ability to handle new customer accounts and run data analytics across new sources of information. This could be used to spot patterns and analyse interventions and the ability to "push" information to citizens that may be of interest to them. Going forward the aim will be to deliver solutions against 'problem statements'. As an example: How do we identify who is most likely to have a life expectancy that is 10 years less than the average? And how much do we think that costs us as a local authority? Then what interventions do we make? Then what impact do those interventions have? In relation to this, consideration will be needed about how we identify and prioritise 'problem statements'.

### **New Ways of Working**

- 3.35 The Sub-group requested information on progress within the organisation on new ways of working. This also included some information on 'bring your own device' and whether this approach was in line with the Council's Strategy.
- 3.36 The Sub-group was advised that some of the objectives of the digital strategy were aimed at enabling staff and elected members to work more flexibly. This will be underpinned by a move away from the use of fixed devices such as Thin Clients (TCDs) and move towards a laptop/tablet environment for all staff.

- 3.37 The main rollout is to replace 1250 TCDs. To date 550 have been completed. The target date for the roll out is mid January 2018. It was noted that there has been a substantial increase in the price of laptops of around 25% in the last year and this has had an impact on costs.
- 3.38 In relation to 'Bring Your Own Device', it was highlighted that this had been a popular concept in the recent past and the VASCO system is still in place for remote access to normal Council Work. However there has been a move away from 'Bring Your Own Device' due to an increase in cyber threats and the costs of security. In addition there is an additional cost in relation to providing IT support for a range of non-standard devices. It is now considered to be more economical for the Council to provide staff and Members with standard devices.
- 3.39 In relation to service delivery, many of the ICT improvements considered as part of this review are needed to support changes in the way the Council delivers Services. However, ICT changes are only part of the story, and there will be a need to encourage culture change across the organisation to move towards new ways of doing things.
- 3.40 Members discussed some of the changes under way in specific areas of the Council such as Social Work, and how ICT developments are supporting these changes by allowing greater agile working.
- 3.41 There was some discussion about greater use of new technology to support customer services such as social networks and contact with customers via video conferencing/Skype. The sub-group was advised that discussions are on-going with Council Officers in relation to these kinds of developments as part of the customer journey project and the introduction of Office 365 which will support such developments.
- 3.42 The ICT strategy and the changes that are being made are aimed at facilitating and enabling the Council to implement new ways of working and delivering services. However it will ultimately be for the Council as an organisation to decide how it wants to re-design services around the technology that has been made available

### **ICT and Members**

- 3.43 The Sub-group considered some of the implications of ICT changes for Members.
- 3.44 It was noted that the following developments are currently underway in relation to members:
1. ICT Devices for Members – It has been proposed that all members are provided with a device and a mobile phone for Council business. Consideration is being given to the most appropriate device to be provided, but this will probably be a tablet style device. Members will be supported in

moving to this new way of working and officers are currently working through the practicalities with Cabinet Members.

2. Improving the system and processes for reporting and tracking members enquiries via a Members enquiries application;
  3. System to support paperless meetings, agenda and consultation (Modern.gov);
  4. Members and access to and storing of documents (part of Office 365 environment). This links with data protection and the need to ensure Members are complying with data protection regulations.
- 3.45 It was acknowledged that, in order to make significant progress in this area, there will need to be support from Members to embrace the cultural change required.

### **The Capital Programme**

- 3.46 Members considered the forward plan of the capital programme up to 2019-20.
- 3.47 Members noted some of the key elements that under consideration going forward, including:
- Consideration of moving to cloud base telephony.
  - Reviewing the BMS system which is expensive to license and not fit for current ways of working;
  - The closure of the depot in Killingworth and a move to new systems in the Cloud to avoid the need to back up.
- 3.48 There was some discussion about plans for Kier in-sourcing and the issues this will raise in terms of where to locate the data that will have to be migrated back from Kier's corporate systems. Discussions on this are due to begin as there is a tight time scale for developing a solution. Members raised a concern that exit arrangements may not be fully considered at the outset of outsourcing arrangements and this is something that may need further consideration in relation to the Council's current and future partnership arrangements.

## **4. Conclusions and Recommendations:**

- 4.1 As a result of the information considered during the review, the Sub-group concluded that there is 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 Members are keen to see the benefits become evident as quickly as possible.

4.2 Members of the Sub-group were also generally supportive of the overall direction of travel, particularly in relation to plans to re-design services and access to information around the needs of the customer, with a focus on major life events.

4.3 The Sub-group identified a number of recommendations to Cabinet as a result of the review and these are set out below:

The Sub-group recommend to Cabinet that:

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.
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.
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.
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 comprehensive training for all staff on new systems.
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.
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.
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.
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.

- |    |  |
|----|--|
| 9. | While recognising the difficult 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. |
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## **5. Background Information**

- Overview, Scrutiny and Policy Development Committee report, Establishment of Sub-group – 25 May 2017
- Background Reports and notes of meetings of the ICT Strategy Sub-group
- Digital Strategy

<p>Further information</p> <p>For further information about this review please contact:</p> <p>Democratic Support Officer: Joanne Holmes Tel: 191 643 5315 Email: <a href="mailto:joanne.holmes@northtyneside.gov.uk">joanne.holmes@northtyneside.gov.uk</a></p>
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