

Meeting: Overview, Scrutiny & Policy Development Committee

Date: 13 March 2023

Title: Efficiency Savings Programme:
2022/23 Quarter 3: Progress Report

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Service: Resources

Wards affected: All

1. Purpose of Report

The purpose of this report is to update Overview, Scrutiny & Policy Development Committee on the current progress of key 2022/23 projects and business cases within the overall Efficiency Savings Programme.

2. Recommendations

The Committee is recommended to note the position of the projects, in terms of both project and savings delivery.

3. Summary

New savings were proposed for 2022/23 of £4.720m combined with £2.537m of savings targets that still required a permanent solution from previous years meaning an overall target to achieve in 2022/23 is therefore £7.257m.

The project work and the realisation of associated savings for both the new 2022/23 savings, has been broken down over the four workstreams: Digital, Data and Customer; Workforce Planning and Organisational Development; Commissioning, Procurement and Commercial; and Asset Management, and the prior year business cases broken down by the six key outcomes: Ready for School; Ready for Work and Life; Cared for, Safeguarded & Healthy; Great Place to Live, Work and Visit; Fit for Purpose Organisation; and Managing Resources.

The financial position as at 30 November 2022 is set out in the table below.

Service	B/F Balances £m	2022/23 Business Cases £m	2022/23 Target £m	Projected Delivery £m	In Year Actions £m	Yet to be achieved £m
Adults Services	0.000	0.950	0.950	0.950	0.000	0.000
Children's Services	2.373	0.850	3.223	0.025	0.398	2.800
Environment	0.000	0.520	0.520	0.520	0.000	0.000
C&AM	0.164	0.582	0.746	0.068	0.176	0.502

Resources	0.000	1.563	1.563	1.563	0.000	0.000
Central	0.000	0.255	0.255	0.255	0.000	0.000
TOTAL	2.537	4.720	7.257	3.381	0.574	3.302

- £3.955m has been delivered against the overall target via project activities outlined in associated business cases;
- £3.302m of the overall target is yet to be achieved and is contributing to the wider Authority pressure reported to Cabinet in the Financial Management Report.
- A summary of the savings are set out below.

Children & Young People

PY Programmes

Fostering Strategy

Review and revision of carer fees to attract more carers; will require upfront investment on basis that costs will be offset by reduction in use of external fostering placements and external residential care.

Options remain under consideration.

If effective, will reduce existing pressures on placement budgets.

Overall Status RAG X

Financial Delivery Status	£'000
Budgeted Delivery	(180)
In-year actions Delivery	
Yet to be achieved – Surplus/(Shortfall)	(180)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Review and refresh strategy	Y
2. Undertake Foster carer consultation	Y
3. Cabinet approval November	Y
4. Implement refreshed strategy and fees	Y

Operational Position Statement
It continues to be our ambition to recruit more carers as articulated in our recently refreshed strategy to enable us to identify care arrangements for children within a

family environment. Foster carers are paid age-related child allowances to cover the cost of the foster child's living expenses. The National Minimum Allowance (NMA) was set annually in April by the Government as a basic rate that local authorities should pay. Although it is not statutory to comply, it is considered best practice to adopt the NMA annually, which we have now implemented, with amendments made to ContrOCC (financial payment system) to support payment. Proving additional financial support is key to enable carers to continue to foster and provide what is needed for children. We have also Introduced a second child fee which we hope will also encourage carers to take more children which is in line with our fostering strategy to reduce the use of IFA carers.

We recognised the impact of the Covid Pandemic on families due to children being at home more and the additional costs that came with that. We supported carers and provided an additional £200, one off payment, at that time.

Operational Risks

Like many authorities across the region, we have experienced challenges in recruiting and retaining foster carers due to the cost-of-living crisis and other external factors. While we have faced these challenges, we have continuously adapted our recruitment tactics to ensure we reach as many people as possible. Whilst our approvals to date in this year are higher than the previous year, it's not where we want to be when considering rising numbers of children in need of care.

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Accommodation Strategy

Development of new internal provision (e.g. Beadnell Court, Bawtry) in order to reduce use of external provision

Will require upfront capital investment on basis of return on investment to reduce existing pressures on placement budgets.

Overall Status RAG X

Financial Delivery Status	£'000
Budgeted Delivery	(850)
In-year actions Delivery	
Yet to be achieved – Surplus/(Shortfall)	(850)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	

Full saving forecasted to be realised but not yet coded in the General Ledger.

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.Updating our CiC Sufficiency Strategy which includes accommodation as well as wider placements needs/priorities	N
2. Regional collaborative commissioning phase underway for children's residential settings, specialist education and overnight short breaks.	N
3.Review of framework and off-framework contracts	N
4.Ongoing quality monitoring, information sharing and escalation via Regional Link Officer role	N
5.Review of local children's home contracts e.g. Sunbridge	N
6.Local supported accommodation procurement, including UASC	N

Operational Position Statement	
<p>Oak and Maple children's homes are now fully refurbished and operational. Maple House was registered in December 2022 with Ofsted as a 4-bed short term home for children. Oak was registered in December too with Ofsted as a solo Children's home.</p> <p>Children's homes improvement plan - Policies and procedures are being fully reviewed and Statement of Purposes and Reg 45s refreshed. The outcomes of the financial audit and medical audit at Addison Street are being embedded across the service. Reg 44 reports are being revised to allow for easier completion and interpretation. A working party is considering the staffing establishment across the Children's homes to ensure we have sufficiency in terms of recruitment and retention and that we are achieving best value with less use of agency and overtime. This will ensure consistency in terms of the staff teams ensuring high quality care for our children.</p>	
Risks	
Operational Risk Assessment Criteria	
Milestones significantly delayed and/or major concern about delivering future milestones	RAG (X) X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

Review of service delivery

Officers continue to explore the development of a new Adolescent Service, which will rationalise some existing support provided across early help and youth justice services, and we expect to lead to service efficiencies. In the meantime, vacancies continue to be held across services, as well as continuing to deliver youth justice services on behalf of another local authority, which is generating income for the service.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(300)
In-year actions Delivery	48
Yet to be achieved – Surplus/(Shortfall)	(252)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.	

Operational Position Statement	
External recharge of staffing costs and additional income from Youth Justice Service Grant	
Risks	
Increase in demand for Early Help impacting on ability to take resource out.	
Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

Additional external income

A significant amount of work continues with other local authorities, linked to the Partners in Practice programme and the income that is received for this work. North Tyneside Council has also been asked to lead work nationally to evaluate and share learning regarding the response to Covid-19 in children's services.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(700)
In-year actions Delivery	
Yet to be achieved – Surplus/(Shortfall)	(700)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Conclude Building back better fund projects and produce recommendations	Y
2. Share findings from building back better fund projects and follow up next steps	Y
3. Submit grant application for data and digital solutions fund	Y
4. Prepare for delivery of data and digital solutions fund	Y

Operational Position Statement	
<p>We have led on workstreams within the DfE's Recovery and Building Back Better Fund. This includes developing a digital maturity and peer support model and its 'practice solutions' workstream, which comprised the 'Improving Case Management Systems' project. The objective of this project was to improve the efficiency of reporting for social workers and support for children by addressing gaps in the current CSC case management systems (CMS). This work focused on social worker's identified primary need to be able to work creatively and capture the voice and lived experience of children and young people.</p> <p>DfE grant submitted for data and digital solutions fund in December 2022, confirmation received January 2023, we have been selected by the DfE to lead national work to contribute to CSC data and digital reform strategy implementation plan, as part of the data and digital solutions fund: Creating or improving specific data sets: The voice of children and families. As part of this, we will work across the region, with the DfE and other authorities to explore what data pertaining to the voice of children and families in children's social care is currently collected by LAs, what could be changed to make this more useful, and the feasibility of collecting this data more systematically. We aim to provide a clear sense of user needs, strengthen data collection, and seek to further understand and explore integration possibilities to capture the voice of the child and families within the social care system, using third party solutions, portals, and case management systems.</p>	
Risks	
Operational Risk Assessment Criteria	
Milestones significantly delayed and/or major concern about delivering future milestones	RAG (X)
Some milestones delayed and/or minor concern about delivering some future milestones	X
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

Budget efficiencies

The £0.168m target relating to legal and professional fees was met in 2019/20 through management actions and in 2020/21 only through Covid-19 grant income due to an increase in requirement for use barristers to support court proceedings relating to children. Work is on-going to identify a permanent solution for this savings target. Prior to the Covid-

19 pandemic small savings were being realised in both areas; legal and professional fees. However, this has not been maintained during the pandemic.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(168)
In-year actions Delivery	
Yet to be achieved – Surplus/(Shortfall)	(168)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.	

Operational Position Statement	
Risks	
Operational Risk Assessment Criteria	
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

Children's Health Funding

As part of a wider strategy, this budget proposal is particularly concerned with ensuring needs are appropriately funded by the relevant agency, in line with statutory responsibilities and policy. The Service will ensure that there is a clear policy for funding decisions and a consistently applied process for ensuring funding is appropriate and that the source of funding is in line with the agreed policy. This will ensure that the Authority maximises the levels of Continuing Care funding received from the Clinical Commissioning Group (CCG) / Integrated Care Board (ICB) where health needs have been clearly identified and are being met by packages of care commissioned by the Authority.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(400)
In-year actions Delivery	200
Yet to be achieved – Surplus/(Shortfall)	(200)

Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Prepare a new Short Breaks Statement	Y
2. Launch new Short Breaks Statement	Y
3. Re-commissioning and procurement of a new Short Break offer	Y
4. Project plan developed and project resources agreed	Y
5. Maximising opportunities for CC funding and contributions	Y

Operational Position Statement	
Review of short break offer is ongoing to address demand and provision, work is led by commissioning.	
Maximising opportunities for use of Continuing Care funding and contributions, including robust management oversight.	
Risks	
Lack of commitment and buy in from ICB and stakeholders. Also, not enough building based provision at present and still have children without a care package.	
Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	X
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

Selling capacity at Riverdale

The full savings target of £0.025m was previously met only through Covid-19 grant income, and not via the original intention of generating income from selling capacity. However, there is evidence that the use of this internal provision, as opposed to the use of externally commissioned care, is significantly more cost-effective and is, therefore, avoiding significantly increased costs and the saving has been achieved.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(25)
In-year actions Delivery	25
Yet to be achieved – Surplus/(Shortfall)	
Financial Risk	RAG (X)

Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Traded placements	Y

Operational Position Statement	
Despite significant demands on Children's care arrangements, successful traded placement made at Addison Street however it is not anticipated that this arrangement could be sustained year on year.	
Risks	
Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Leading Sector Led Improvement

North Tyneside has developed a national reputation for the quality of its children's services, including receiving Partners in Practice status from the Department for Education and the opportunity to deliver sector-led improvement (SLI) to other authorities in the country. This work will develop a long-term offer for SLI as well as exploring opportunities for North Tyneside to provide ad hoc and bespoke support to authorities that seek it. This will bring additional income.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(300)
In-year actions Delivery	150
Yet to be achieved – Surplus/(Shortfall)	(150)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Secure 22/23 SLiP funding (£400K)	Y
2. Agree additional support to Durham (regional fund)	Y
3. Agree and commence additional support to BWD	Y
5. Agree additional support to Tees Valley - EDT	Y
6. Commence additional support to Tees Valley - EDT	Y
7. Agree and commence support to Solihull	Y

Operational Position Statement	
Sector Led Improvement Support work is progressing well with Blackburn with Darwin, Tees Valley and Solihull, final stages of feedback and recommendations to be delivered to authorities by March 2023. Scoping 23/24 Sector Led Improvement work with regional grant manager.	
Risks	
<p>Impact of demand on our resources and those authorities we support</p> <p>Continued effective demand management within North Tyneside</p> <p>Clarity of expectations with recipient authorities and realistic timelines of support</p> <p>Flexibility of approach, written into agreements but also managed through relationships</p> <p>Regular checkpoints with DCS and AD through support</p> <p>Clarity of roles and responsibilities as part of support and subsequent improvement plan</p> <p>Recent Ofsted inspections , changes to personnel within supporting authorities has caused some slight delay in starting operational delivery, plans in place to conclude agreed work.</p>	
Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Commissioning & Asset Management

PY Programmes

Increase Cost of School Meals

Options around increase of 5p, 10p, 15p increase

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(171)
In-year actions Delivery	82
Yet to be achieved – Surplus/(Shortfall)	(89)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. As a result of schools leaving the SLA a proportion of previous years paid income targets cannot now be achieved as business case savings were based on significantly more schools generating paid income at the point the business case was produced.	N

Operational Position Statement
Paid school meals have not returned to pre COVID levels mainly due to more pupils moving to benefit based free school meals and more schools having left the service level agreement since the business savings targets were set.
Operational Risks
There are still significant risks to school meals paid income linked to post COVID 19 take up of paid meals due the increasing number of pupils moving to free school meals. There is a risk of further schools leaving the catering SLA which would impact on paid income. Inflation remains high and as school meals prices increase there is the risk that the number of pupils taking packed lunches increases.

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

Increase SLA Charge to Schools

Increase the charge of the SLA to schools

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(175)
In-year actions Delivery	100
Yet to be achieved – Surplus/(Shortfall)	(75)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
The yet to be achieved figure relates to the last three financial years savings targets 2020/21 to 2022/23 for SLA income. Due to the reduction in schools currently signed up to the schools catering SLA a proportion of the overall target cannot now be achieved (£0.075m) as the savings business case was based on significantly more schools being in the SLA at the point the business case was produced.	N
2. Communication out to schools to encourage early sign up to the SLA. The promotion of longer-term contracts to provide some degree of financial certainty will be encouraged.	Y

Operational Position Statement
The number of Schools leaving the SLA has increased in recent years. This has created significant pressure on income due to previous and current year income savings targets being set when many more schools were signed up to the SLA. A proportion of the central establishment element of the catering SLA cannot now be recovered from the schools that have left the SLA which results in an additional significant SLA income pressure. The service has reviewed all costs associated with SLA provision to mitigate the loss of income.
Risks
There is a potential risk of further schools leaving the catering SLA. This risk is increased by high inflation and supply chain issues.

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

Adult Social Care

PY Programmes

Healthcare funding

Securing additional CHC and s117 funding, following introduction of new process and governance as part of 18/19 business case

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(250)
In-year actions Delivery	250
Yet to be achieved – Surplus/(Shortfall)	0
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.Seek to reduce net costs by ensuring that the Authority secures appropriate contributions from our partners including Health	Y

Operational Position Statement	
Improvements have been made in processes to ensure that robust evidence of eligibility under relevant frameworks is recorded and can be shared with partners at decision making panels. Documentation has been adjusted to clearly show areas of need which sit outside of the Care Act domains and are therefore ineligible for social care.	
Operational Risks	
The achievement of these savings requires ongoing monitoring as clients move through the system and new clients come under these legislative guidelines.	
Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Assistive Technology

Using technology to better understand the needs of our residents and using technology to provide better care and less intrusive care.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(100)
In-year actions Delivery	100
Yet to be achieved – Surplus/(Shortfall)	0
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.Develop Support Through Technology Strategy	Y
2.Pilot use of different forms of technology to identify benefits	Y

Operational Position Statement
A lifestyle monitoring pilot has been completed and evaluated. This pilot used various forms of technology to monitor the daily activity of clients which supported decision making and allowed the correct level of support to be put in place. This often prevented over prescribing of care where full information on the extent of a client's needs was not available or evidenced. The technology in some cases also reassured client's relatives around the level of needs and risks. Following the evaluation of the pilot the next step is to consider a procurement exercise to maintain and expand the benefits realised.
Risks
Savings identified through reduced hours of care commissioned may not be maintained if needs change. Clients and their families may not trust or accept the evidence provided by the technology. In order to maintain the benefits a procurement process will need to be undertaken to secure use of the devices moving forwards.

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Environment

PY Programmes

Recycling

Following tender, recycling rates reduced/avoidance of operational costs

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(400)
In-year actions Delivery	400
Yet to be achieved – Surplus/(Shortfall)	
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Establish a 10 year plan to increase recycling.	

Operational Position Statement
There are significant underspends linked to Kerbside / Home Recycling Disposal costs, reflecting the current market rate for recycled materials and subsequent lower disposal gate fee per tonne. Operational changes the Service was able to implement as a result of the new contract has led to savings on fuel and vehicle costs.
Operational Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Waste Disposal

Following negotiations extension costs reduced.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(100)

In-year actions Delivery	100
Yet to be achieved – Surplus/(Shortfall)	
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Establish a 10 year plan to contain the growth of waste costs.	

Operational Position Statement	
There are significant underspends linked to Kerbside / Home Recycling Disposal costs, reflecting the current market rate for recycled materials and subsequent lower disposal gate fee per tonne. Operational changes the Service was able to implement as a result of the new contract has led to savings on fuel and vehicle costs.	
Operational Risks	

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Street Lighting

The Authority is aiming to reduce its maintenance costs in respect of the Street Lighting PFI contract with SSE over each of the next three years

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(20)
In-year actions Delivery	20
Yet to be achieved – Surplus/(Shortfall)	
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.	

Operational Position Statement
Contract in place, maintenance costs reduced.
Risks
Increased electricity costs.

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Profit from Property Development

Increase in the charges made by the Authority to the Trading Companies in respect of Technical and Project Management Services by 2.5% above annual inflation.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(5)
In-year actions Delivery	5
Yet to be achieved – Surplus/(Shortfall)	
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Increase in charge applied	

Operational Position Statement
Work has been on plan and will continue in future years to maintain / increase profits.

Risks	
Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Asset Management

Capital Envelope

One strategic activity is asset management planning, with the overall aim of investing capital to reduce revenue costs and, in turn, improve the Minimum Revenue Provision position.

In 2022/23, the intention is to build on work already undertaken or underway, to manage assets in a way that optimises cost and supports a reduction in borrowing. Further reduction to the cost of borrowing following the external review by Link Asset will provide initial savings. Longer term, the Estate Strategy will be refreshed enabling the Authority to think about how to rationalise and share its estate.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(250)
In-year actions Delivery	250
Yet to be achieved – Surplus/(Shortfall)	0
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
Reduction to Cost of Borrowing in 2022/23	Y
Review of Useage and Occupancy of buildings	n/a
Develop a 10-year asset management plan	n/a

Operational Position Statement
The initial 2022/23 savings projected to come from a reduction to the cost of borrowing is on track to be achieved in 2022/23.

Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Energy Manager

Significant pressures are foreseeable within the energy market. Creating energy management capacity will allow us to consolidate budgets and have strategic oversight of the Authority's portfolio to take proactive action, forward buying together with visibility of technologies to reduce usage and cost.

Overall Status RAG **X**

Financial Delivery Status	£'000
Budgeted Delivery	(100)
In-year actions Delivery	0
Yet to be achieved – Surplus/(Shortfall)	(100)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
Survey the Authority's energy usage in terms of volume, in addition to cost, building on the link to the Authority's carbon reduction work.	N
Operational Position Statement	
<p>This proposal links with the wider work on Climate Emergency and to have a much sharper focus on energy costs and to support the Authority in a reduction in consumption to mitigate against unit cost increases, moving away from gas.</p> <p>Unfortunately, significant pressures within the energy market (linked to national energy crisis), have resulted in high cost increases throughout the 2022/23 financial year, across both gas and electricity that could not have been foreseen.</p> <p>Whilst the increase in costs have resulted in significant budget pressures for the Authority to manage, Officers have continued to look at options to reduce consumption across several our key operational buildings. This has involved the installation of less polluting energy efficient electric heating systems to supplement existing gas boilers within 4 leisure centres and as part of the investment within the Killingworth Site, including the installation of Solar PV. In terms of electricity for The Killingworth Site, the Council has significantly reduced consumption in comparison for the same period in 21/22 and we are also looking at high reduction on consumption for gas.</p> <p>Had the national energy crisis and price increase not happened, the target of £100,000 would have been achieved by end of the 2022/23 financial year. The work to date, has however, helped keep the current cost increases / budget pressures to much lower than they could have been.</p>	
Risks	
Future cost increases on the supply of both gas and electricity.	

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

Commissioning, Procurement and Commercial

Fees and Charges

The Authority will obtain £6.964m from North Tyneside maintained schools in terms of buy in for services in 2021/22. £0.362m will be obtained from the trading company and £0.139m from the North of Tyne Combined Authority for SLA income in 2021/22. Fees for services will be reviewed to ensure that they recover costs. Any new services will be

discussed with Schools. Longer term arrangements will be put in place together with an inflationary uplift.

The Authority received £53.636m in fees and charges across the Authority in 2020/21. Fees and Charges should be reviewed to ensure they are fit for purpose and benchmarked across the region to assess which fees and charges can be increased. Fees in relation to registrars £0.316m in 2020/21, building control £0.471m and planning £0.698m in 2020/21 were all subsidised by COVID 19 grant and will be reviewed and benchmarked; this increase will generate income. However, some of the fees and charges are statutory and cannot be increased.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(100)
In-year actions Delivery	0
Yet to be achieved – Surplus/(Shortfall)	(100)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
Fee increase proposals developed	Y
Proposals actioned	Y

Operational Position Statement
Budgetary increases relating to energy and supply chain have meant that any increase in fees and charges have been used to mitigate further pressures.
As Building Control is now within the control of the Authority there are plans to review the associated fees to commence in 2023/24.
Risks
Further supply chain issues and energy increases. Loss of custom due to fees being set too high.

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

Direct delivery of services

- Home to school transport

Currently there are more than 2,000 children and young people with Education, Health and Care Plans (EHCPs) maintained by the Authority, with many pupils benefitting from transport to and from school as part of those plans. The budget for home to school transport is £2,063,553 and this is currently showing a forecast pressure of £2,235,928.

Demand for Home to School Transport, in particular the provision of taxis and hired cars which should only be provided in exceptional circumstances, has increased significantly over the last four years since 2018/19. The number of children and young people being transported to school has increased by on average 70 pupils per year over the last 4 years which is a 46% increase in pupils in the last four years overall.

There are efficiencies to be made and service improvements should the Authority deliver this internally; this will promote independence and quality of provision, ensuring always that those who require the service have this as needed.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(100)
In-year actions Delivery	36
Yet to be achieved – Surplus/(Shortfall)	(64)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Although the pressure overall has increased on Home to School Transport, £0.036m of the savings have been delivered by routes being ceased or changed to deliver the savings identified to date. Work is ongoing to rationalise further routes to deliver the remaining (£0.076m) savings and also with APSE to identify further potential savings.	Y

Operational Position Statement
The Home to School Transport service has significant pressures due to the sustained increase in children with complex needs attending special schools and inflationary pressures. Demand pressures in High Needs is a known issue nationally and is also impacting on the High Needs budget within the Dedicated Schools Grant. Work is continuing on route rationalisation using the new QRoute system as well as looking at new options about transport delivery. The service is engaging with APSE to identify any additional potential savings.
Risks
The numbers of pupils in special schools and pupils in special educational needs settings requiring Home to School Transport has continually increased in recent years and as a result there is the risk of further routes being required and the inflationary costs linked to the new routes.

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Meeting needs differently

Adults' and Childrens' care is delivered across the region at significant cost. The Authority could deliver savings should investment be made to self-deliver residential care and short breaks or seek to reduce demand on the current provision ASC (£0.200m)/CYPL (£0.100m).

Another theme would be reducing the high-cost care packages for adults with learning disabilities (£0.100m). Learning from successful work elsewhere in the region where service re-design and the use of specialised teams has been used to provide alternative lower-cost care packages for disabled people. This will include the expansion of the business case and pilot use of digital technology to support independent living in adult social care to also include adults with learning disabilities and where this can be used to reduce face-to-face visits or challenge the recommendations of external providers and families on support needs of an individual.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(400)
In-year actions Delivery	300
Yet to be achieved – Surplus/(Shortfall)	(100)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X

Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.	

Operational Position Statement
Within Childrens Services any savings have been used to assist with staffing costs – a value for money managed service was engaged.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

Contracts/commercial arrangements and supply chain

The Authority spends circa £260 million with its supply chain with over 4000 suppliers, this business case seeks to review the Authority's supply chain. It proposes a consolidation of lower level spend and reduction in waivers to ensure value for money is achieved. Each contract will be reviewed to ensure it is fit for purpose and not duplicated across the Authority.

Benefits include reduction in number of invoices and suppliers, better decision making and streamlined processes.

Commercial Contracts Review

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(375)
In-year actions Delivery	375
Yet to be achieved – Surplus/(Shortfall)	(0)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1.review tenders	Y
2.review major contracts	Y

Operational Position Statement
Savings were made across the supply chain, again savings were used to mitigate cost pressures within services.
Return of services from Capita and Equans has produced savings, the full impact will be known in Q4.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

Supply Chain

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(100)
In-year actions Delivery	26
Yet to be achieved – Surplus/(Shortfall)	(74)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Supply chain reviewed	Y

Operational Position Statement
Any savings made offset pressures within service areas.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

Commercial Arrangements with Adults and Children's Services

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(500)
In-year actions Delivery	300
Yet to be achieved – Surplus/(Shortfall)	(200)
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	X
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
Review fees	Y

Operational Position Statement
Whilst Adults services made savings an additional increase in care home fees due to energy increases has reduced the savings.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	X
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	

Digital, Data & Customer

Schools SLA Service

The Authority will obtain £6.964m from North Tyneside maintained schools in terms of buy in for services in 2021/22. £0.362m will be obtained from the trading company and £0.139m from the North of Tyne Combined Authority for SLA income in 2021/22. Fees for services will be reviewed to ensure that they recover costs. Any new services will be discussed with Schools. Longer term arrangements will be put in place together with an inflationary uplift.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(38)
In-year actions Delivery	38
Yet to be achieved – Surplus/(Shortfall)	
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Work with schools to boost take up numbers	

Operational Position Statement
Work is continuing with schools to boost the numbers taking up the Authority's offer and generate the additional income required to ensure the saving is achieved.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Refresh Network Connectivity

The Authority has over 70 satellites sites that are provided with network connections to form the Wide Area Network (WAN) of the Authority. These sites range from large corporate buildings such as the Quadrant and Killingworth sites to small individual CCTV connections and libraries. Additionally, this connectivity is relied upon to provide further connectivity to Schools and public.

This connectivity is provided through a range of leased lines and predominantly Wi-Fi solutions. reliance on this connectivity has increased significantly since its design 10 years ago and the whole network is now approaching end of life. By replacing the ageing WAN estate ICT will be able to deliver an improved service and a saving to the Authority.

The current Wi-fi solution at the core of the WAN is problematic due to its reliance on line of sight and multiple single points of failure. The technology often suffers outages and loss of speed due to weather and foliage growth. At the time it was designed little to no wired options existed and therefore it represented the best option however since then the technology has been phased out and is only usually suitable for very remote sites where no other options exist.

The WAN currently costs an average of £4,000 per year to provide 100-200mbps connectivity. All of this estate is now end of life and to replace this network, like for like with another wi-fi and leased line solution would cost an estimated £0.5M.

The Authority does have some remote sites such as St Mary's light house where a Wi-Fi connection may still be the best options however the majority of sites would be better served with a wired connection. These wired connections would provide more bandwidth and a more reliable service.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(150)
In-year actions Delivery	150
Yet to be achieved – Surplus/(Shortfall)	
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
Future Proof Dark Fibre connection procured	
Leased Line provision defined	
Software Defined WAN procured for appropriate sites	

Operational Position Statement
Work is ongoing to review the contracts in relation to network connectivity to generate the saving required by the end of 2022/23.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Utilising Video Technology to Reduce Travel

Throughout the Covid-19 pandemic the Authority has made significant changes to front line services with the introduction of a number of remote services. Some of these services have proved to be beneficial to residents, customers and the Authority. This business case describes a process to identify the beneficial service changes along with further opportunities and put in place technology solutions and changes to realise long term customer service improvements and financial savings.

The Authorities ability to use video technology to interact with customers has significantly improved over the last two years with the introduction of MS 365 Teams across the Authority, the improved features of this product and the ability of colleagues to use the technology proficiently.

This increased ability has been used throughout the Covid-19 pandemic to provide a range of virtual services which were previously delivered in person. In some cases this service has been a negative change made only by necessity of the pandemic but in many cases it has been positive. The changes have often resulted in interactions being more accessible and convenient to customer and residents as well as reducing travel time and mileage for the Authority.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(200)
In-year actions Delivery	200
Yet to be achieved – Surplus/(Shortfall)	
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
Hardware installed	
Utilisation targets achieved	

Operational Position Statement
Work is ongoing to generate the saving expected from utilising video technology more efficiently across the organisation to achieve the required efficiency.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Hardware Charging Model

The Authority has a large desktop and laptop estate totalling 3,921 devices. This results in an annual refresh cost of £400,000 rising to £445,000 in 25/26. The cost of purchasing additional equipment is met by the department requiring it however the ongoing cost to maintain and refresh it every 5 years is funded centrally by the ICT budget. This cost equates to 40% of the total annual capital budget for ICT and has grown significantly in the last 5 years.

The current model does not encourage departments to hand back unnecessary equipment and instead incentivises departments to hold on to equipment in case they need it again in the future to avoid the new device charge.

To alter this incentivisation it is recommended that the Authority implement a subscription-based model for all devices. This would mean that departments would see the direct ongoing costs of the devices and be encouraged to remove unnecessary devices to reduce cost rather than keep them. This would not require any additional funding or excessive financial management burden as the cost would be first baselined and described to each department via an automated reporting mechanism rather than excessive budget changes in the first instance. Once this process is in place new device requests would require a permanent budget transfer to ICT.

High level market engagement has also identified that the Authority could achieve a lower price point per device if it changed procurement methods and committed to larger orders over multiple years. ICT will work closely with the ICT Partner to undertake a procurement exercise to reduce this cost.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(50)
In-year actions Delivery	50
Yet to be achieved – Surplus/(Shortfall)	
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
1. Set up charging proposals	

Operational Position Statement
Ongoing process to set up new model and communicate to departments.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Retain Covid Printing Reduction

Throughout the Covid-19 pandemic the authorities print volumes have dropped to less than 10% of the pre covid levels. The Authority printing contract costs in excess of 0.5M per annum and if this decrease could be made permanent through a bold removal of printers across the Authority and a continued message of not printing unless absolutely necessary a significant saving could be made by renegotiating the contract. The Authority has recently invested in new printing software that provides the ability to produce detailed reports on usage, these reports can be used to educate staff and managers to help sustain the reduced printing volume.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(50)
In-year actions Delivery	50
Yet to be achieved – Surplus/(Shortfall)	

Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
Print volume targets identified	
Monitoring and feedback system in place	

Operational Position Statement
Monitoring of print volumes remains ongoing as staff come back into the office.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Reduce & Review Mobile Contract

The Authority has 3,500 mobile SIM cards, circa 3,000 devices and spends £20,000 per month on mobile telephony costs. The estate of mobile devices is end of life and over half need urgent replacement however no central budget exists for this cost as the devices are refreshed by the department who purchased them. This often leads to devices being kept far beyond the end of life of the device. The mobile estate presents a number of opportunities to reduce cost through both devices and SIM usage.

1,500 SIM cards have had no call usage in the last 12 months and either 0 or very minimal data usage and although some will be needed for lone workers and emergencies the majority are likely not being used. These unused devices cost the Authority £30,000 per year. An exercise to identify these users is underway and to work with departments to remove unused devices from the estate.

Data usage within the Authority has escalated from £5,000 per month to £20,000 per month in two years. This has been driven mainly by the Covid-19 pandemic changing ways of working and increases in technological capabilities. An education campaign has already reduced this monthly charge to £15,000 however further work can still be undertaken to identify inappropriate or unnecessary data consumption and to highlight this cost to individual departments and users. The contract with the current supplier of mobile

telephony and data is nearing the end and market engagement has shown that a retender of this contract is likely to reduce connectivity costs.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(100)
In-year actions Delivery	100
Yet to be achieved – Surplus/(Shortfall)	
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
Survey of limited use devices completed	
Unnecessary devices deleted	

Operational Position Statement
Work is ongoing to identify unused and unnecessary devices.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Workforce Planning & OD

Customer Service Improvement Framework

The aim is to bring together the workforce planning toolkit, customer service review methodology and the digital maturity matrix into a single programme of customer service improvement reviews.

Combining these individual tools and activities into a single customer improvement framework will enable the organisation to evaluate current service performance and identify future service delivery options, including workforce requirements.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(500)
In-year actions Delivery	500
Yet to be achieved – Surplus/(Shortfall)	
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
Workforce planning toolkit applied to all staff	
Targeted service reviews underway	

Operational Position Statement	
Increased efficiencies through digital adoption and workforce realignment.	
Risks	

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X

Alternative to Agency

In quarter 1 2021/22, the Authority spent £0.332m on agency workers, some of this is to address sickness absence, or seasonal variation and is cost effective in addressing our needs. However, some of this spend is not cost effective there are options which could be explored to achieve more

cost effective solutions for the short term work requirements of the Authority. This business case outlines these proposals.

Overall Status RAG	X
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Financial Delivery Status	£'000
Budgeted Delivery	(100)
In-year actions Delivery	100
Yet to be achieved – Surplus/(Shortfall)	
Financial Risk	RAG (X)
Projected shortfall in savings in excess of £0.050m	
Projected shortfall in savings up to a value of £0.050m.	
Full saving forecasted to be realised but not yet coded in the General Ledger.	X

Operational Delivery Status	
Milestones identified from Business Case/Proposal	Achieved Y/N
Review of pay policies and terms and conditions	

Operational Position Statement
Economies of scale and rationalisation of posts through natural wastage.
Risks

Operational Risk Assessment Criteria	RAG (X)
Milestones significantly delayed and/or major concern about delivering future milestones	
Some milestones delayed and/or minor concern about delivering some future milestones	
All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	X