

Efficiency Savings Programme

2020/21
Quarter 1 Report



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Executive Summary

This is the 2020/21 Quarter 1 Progress Report summarising the delivery status of the Efficiency Savings Programme as at 30 June 2020.

The overall savings requirement for the 2020/21 business cases agreed by Council in February 2020 is £3.244m. This is made up of £0.805m of business cases new to 2020/21, £1.346m for the impact of prior years' on 2020/21 and £1.093m of business cases within Health, Education, Care and Safeguarding that were previously achieved by management actions that require permanent delivery in 2020/21.

The delivery of some of the savings proposals in 2020/21 are expected to be significantly impacted by the Covid-19 pandemic especially within Health, Education, Care and Safeguarding and Commissioning & Asset Management. These services are actively exploring all options to ensure the delivery of the savings in 2020/21 but a red RAG rating has been applied to the majority of these savings as the impact of Covid-19 is still being considered.

This report shows the outcome of both the project work and the realisation of associated savings, 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 Authority's quarter one position shows that:

- (£0.571m) has been achieved and coded out in the general ledger;
- £0.802m is forecast to be achieved; and,
- £3.013m is still to be achieved.

As part of the Council's programme management arrangements, all business cases and projects within the Efficiency Savings Programme are monitored on a regular basis. Each project is given a RAG rating for project delivery and savings delivery. The definitions and numbers of projects falling into those categories are shown below.

Work Delivery			Savings Delivery			£m
Blue	All milestones complete	5	Blue	Full saving realised and coded in the General Ledger	2	(0.571)
Green	All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	7	Green	Full saving forecasted to be realised but not yet coded in the General Ledger.	7	0.802
Achieved savings						0.231
Amber	Some milestones delayed and/or minor concern about delivering some future milestones	6	Amber	Projected shortfall in savings up to a value of £0.050m.	2	0.163
Red	Milestones significantly delayed and/or major concern about delivering future milestones	2	Red	Projected shortfall in savings in excess of £0.050m	10	2.850
Savings still to achieve						3.013

Ready for School

Continue to Redesign 0-19 Services (2020/21 target: (£0.265m))

Starting with ante-natal services this proposal aims to continue our work to target our services at need and to manage demand for more specialist services. Critical to delivery will be the Healthy Child Programme and the work to increase the richness and consistency of the Early Help offer. This approach links to Government Policy and best practice through concentrating on prevention and developing more schools to deliver Early Years, which, in turn, saves money and avoids cost.

Savings from Full Year Effect of 2019/20 Saving

(£0.265m)

Troubled Families Income ((£0.265m))

This proposal from 2019/20 represented a continuation of the effective redesign and delivery of 0-19 services that had previously included the introduction of locality teams in 2015 and their expansion in 2017, the establishment of a Ready for School Centre in 2018, and a partnership approach to helping turn around troubled families. In addition to the attachment fees and transformation grant, there was an opportunity to secure significant “payment by results” income for the work done with children and families. This was a one-off income proposal in 2019/20, separate to the core transformation grant that we receive and this represents the removing of the £0.265m in 2020/21.

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Complete
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The removal of the £0.265m of the prior year savings target was completed and coded into the base budget for 2020/21 and is therefore completed.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Complete
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The saving was fully achieved in 2019/20 and as planned has been removed in the 2020/21 base budget.

Ready for Work and Life

Delivering Whole System Support to Children with Additional Needs (2020/21 target: £0.128m)

Changes in legislation and national policy regarding children with Special Educational Needs and Disabilities (SEND) have placed significant additional demands on local authorities. These changes also place an additional emphasis on the role of “local areas” to meet the needs of children with additional needs, including the full range of partners involved.

Rising demand has created significant pressures for all local authorities and their partners, and reinforced the need for a whole-system response. We will build resilience in the universal offer to prepare young people with additional needs for adult life by developing an integrated approach across education, health and care services.

Savings from Full Year Effect of 2019/20 Saving

£0.100m

Children’s Health Funding (£0.100m)

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. We will ensure there is a clear policy for funding decisions and a consistently applied process for ensuring funding is appropriate and the source of funding is in line with the agreed policy. This will ensure the authority maximises the levels of Continuing Care funding received from the CCG where health needs have been clearly identified and are being met by packages of care commissioned by the Authority.

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The entire £0.100m savings target is still to be achieved. The proposal’s original target was for the saving to be reflected in the general ledger by the end of Quarter 1, however due to the Covid-19 pandemic this has not been achieved. The red RAG rating is a prudent view based on the uncertainty in the care market in the current circumstances.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The Service has worked on ensuring there is a clear policy for funding decisions in place and a consistently applied process for ensuring funding is appropriate and the source of funding is in line with the agreed policy. This work will ensure the Authority can maximise the levels of Continuing Care funding it receives from the CCG or the wider NHS where health needs have been clearly identified and are being met by packages of care commissioned by the local authority.

School Improvement currently make use of external School Development Partners to carry out specific school development projects. This proposal involves ceasing the contracting of external partners and the performing of the role using resources within the existing staffing establishment.

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The entire £0.028m savings target is forecast to be achieved. The proposal's original target was for the saving to be reflected in the general ledger by the end of quarter 1, however due to the Covid-19 pandemic this will not be coded into the ledger until quarter 2.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The offer can be delivered by a skilled team of staff with differing backgrounds and who are able to offer a wide range of effective interventions. This work will see a universal offer for schools but also a more bespoke offer to individual schools depending on their needs and the needs of their communities.

Cared for, Safeguarded & Healthy

Responding to Rising Complex Needs (2020/21 target: £1.150m)

Whilst there will be a continuing clear focus on preventing health and social needs from occurring and escalating, the need for formal care and support will continue. We know that complexity of need is increasing and the cost of providing services is rising exponentially. From a public health perspective, we will continue to focus on the principal preventable causes of ill health – tobacco, obesity, alcohol misuse and poor mental health (including social isolation). We will seek to reduce costs by ensuring that the Authority secures the appropriate contributions from our partners in accordance with the legislative framework. We need to mitigate against the rising costs of care whilst still ensuring that people are ‘cared for and safeguarded’. We will carry out a review of all current funding to voluntary organisations not currently on a commissioned framework. This will provide an opportunity to review the total spend holistically and ensure any work complements and is not duplicated by the work to create new community hubs. Over the past five years the number of people supported in extra care and independent supported living schemes has continued to rise in the Borough and we know that using this approach can delay and prevent the use of more costly residential care and that our residents prefer to be supported in their own homes. This journey will continue with increased provision of specialist housing in the Borough, which is affordable now and in the longer term.

Savings from Full Year Effect of 2018/19 Saving

£0.350m

A. Responding to Rising Complex Needs (£0.250m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The entire savings target is still to be achieved. New processes and governance were implemented during 2018/19 that helped secure additional CHC and S117 funding in both 2018/19 and 2019/20 however, the Service are working to ensure that additional funding is still possible due to the impact of Covid-19. Work is continuing to analyse the number of applicable cases and when the claims will restart.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Complete
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The Service is continuing to train its social work teams to make certain the case for funding health needs is made as strongly as possible as well as ensuring Senior Management can provide challenge to the CCG to maximise the funding received.

B. Disability and Mental Health (£0.100m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The entire £0.100m savings target is still to be achieved. The milestone set out in the proposal was for the saving to be recognised by year end. The Service is working to ensure efficiencies can still be delivered as a result of Covid-19.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Complete
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Both the Charlton Court and Bonchester sites were opened for clients in July 2019. This completes the work the Service set out to achieve this proposal.

Savings from Full Year Effect of 2019/20 Saving	£0.500m
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C. Wellbeing and Assessment (£0.500m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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This is the continuation of a budget proposal agreed and implemented during 2018/19. This target relates to the development of in-house or Local Authority Trading Company delivery model for complex non-residential packages, plus on-going work re partnerships and governance, which was anticipated to deliver further savings by March 2021. The full target is still to be achieved at this stage. In prior years the Service have been able to use alternative methods to achieve this saving in-year. It is unclear whether that will be possible in 2020/21, due to Covid-19 and as such, the Service are exploring all available alternatives to deliver this saving.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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Whilst an in-house trading company model has not been established, the Service has delivered this saving in previous years by achieving additional CCG income. A review of all current funding to voluntary organisations, not currently on a commissioned framework has taken place to provide an opportunity to review expenditure holistically and ensure the work complements and is not duplicated by the work on the community hubs. This work will need to continue in 2020/21 to ensure that savings can be achieved as the Authority recovers from Covid-19.

Savings carried forward from 2019/20	£0.300m
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D. Residential Care Fees (£0.300m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The entire £0.300m savings target was achieved in 2019/20 through a one-off mitigation made possible from the receipt of additional back dated S117 income. The permanent saving will need to be secured permanently in 2020/21. Due to the on-going Covid-19 pandemic the target is currently forecasted to still need achieving in 2020/21, whilst the impact of the pandemic is being assessed.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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This was achieved in 2018/19 via one-off management actions and a permanent solution was required for 2019/20. A consultation document is currently with care

home providers covering fee proposals for 2019/20 and the proposed revision to the quality banding structure. However, the new quality banding was expected to come into effect for 2020/21. As a result, the Service was required to find a mitigation to achieve this saving in 2019/20, through additional S117 income. The impact of Covid-19 is unclear at this stage with regards to the long-term impact on care home fees.

A Focus on the Social Care Customer Experience (2020/21 target: £0.450m)

Health and social care is a complex set of systems often governed by distinct pieces of legislature and delivered by multiple services, even within a single organisation such as the Authority. In 2017 we reviewed the adult social care customer journey and ensured that our customers had a named worker, based in a local team, who would remain with that person throughout their social care journey. This has proved successful and is enabling better quality customer relationships to develop, as well reducing costly, duplicate processes from occurring. We aim to go further and whilst there are limited direct cost savings at this stage, we know that getting the right person to do the right thing correctly the first time means we are able to direct our resources more effectively and mitigate against the increasing demand for good quality advice and information. This proposal will:

- *Continue with our highly successful case management modernisation programme, to ensure that social care payments and processing are accurate, clear and efficient; and,*
- *Make best use of the new 'My Care' portal in the initial screening and contact service gateway to support NHS and other wellbeing professional to self-serve or make online referrals; this will create more time for resident calls. The new community hubs will provide close, comfortable locations for our customers to meet with our social work teams and reduce the number of costly home-based visits workers current undertake.*

Savings from Full Year Effect of 2019/20 Saving	£0.225m
Savings carried forward from 2019/20	£0.225m

A. Social Care Customer Experience – Assistive Technology (£0.400m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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Whilst our strategy over recent years has been successful in reducing admissions to residential and nursing care, and supporting more people to live at home, the costs associated with home care have increased significantly. During 2017/18, we worked to reduce the number of home care packages that involved two carers visiting a home, through an increased use of equipment, adaptation and technology. We plan to take this work further by investing in cutting-edge, modern technology which can help people do more for themselves, maintaining their independence and wellbeing. The associated financial benefit will be a reduction in the number of home care hours commissioned. Currently, the full £0.400m savings target is still to be achieved. This target includes £0.200m of savings carried forward from 2019/20 that had been achieved through management actions in the previous financial year.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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At this stage further work is expected to be required to achieve the £0.400m target and, as such, an amber rating has been applied. Digital Champions have been identified and

a project plan has been established and implemented to cover both the operational and strategic working groups with the aim of achieving the full saving in 2020/21. Further work is underway to explore alternative options for achieving this saving permanently.

B. Social Care Customer Experience – Provider Payments (£0.050m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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The entire saving is still to be achieved. £0.025m of the target was achieved in 2019/20 through management actions and a permanent solution is required in 2020/21. The £0.025m target for 2020/21 was set to be achieved by September 2020. The Service are exploring all options to ensure this saving is achieved on a permanent basis in 2020/21.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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In 2018, HECS implemented a new case management system for children’s and adult social care. Alongside this a new payment system called ContrOcc was implemented. The Service continues the development of this system to ensure that all payments, invoices and charges are made via this system. Linked to this is an opportunity to streamline and reduce the amount of staff time currently involved in these processes.

Leading Sector-Led Improvement (2020/21 target: £0.200m)

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 to provide ad hoc and bespoke support to authorities that seek it from us. This will bring additional income.

Savings from Full Year Effect of 2019/20 Saving	£0.100m
Savings carried forward from 2019/20	£0.100m

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The total savings target is still to be achieved. The Service have achieved this saving in 2019/20 by achieving one-off income working with other Local Authorities but it is unclear how Covid-19 may impact the delivery of this saving in 2020/21 as priorities of Local Authorities and other agencies change. The Service is continuing to explore available options to achieve further income where possible.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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Success of this proposal is dependent on:

- Maintaining, and further improving, quality and outcomes through delivery of North Tyneside services, in order to further grow our reputation across the sector;
- Delivering our funded PiP obligations to a high standard and demonstrating our ability to support other authorities to improve;
- Effective and proactive marketing of the North Tyneside offer across the sector;
- Sufficient senior and operational management capacity to deliver this commercial work; and,
- A 'whole Council' approach to SLI, as a number of our strengths which we could sell relate to areas outside of social care, such as data analysis and workforce development.

Sustaining a high profile within the sector also opens a number of opportunities to access other government funding streams.

Delivering our Accommodation Strategy for Social Care (2020/21 target: £0.460m)

Early work on the Cabinet's Affordable Homes Programme has demonstrated the Authority's ability to deliver specialist housing which supports independent living and reduces costs. This proposal aims to continue to shape our housing growth plans to include specialist housing products and services for children and adults with additional needs, Looked After Children and older people. We have had significant success with recent developments at Mitford Gardens and Elm House, which have also proved better value for money than external options, and the joint team with commissioning, housing and social care expertise that was created for this work will continue to explore opportunities to develop a range of other internal accommodation services in line with our strategy in order to save costs on existing pilot work to deliver at scale. Specifically, the accommodation strategy for Looked After Children and care leavers is focused on keeping children and young people connected to their communities, maintaining relationships with families and support networks, and promoting independent living with specialist housing in the Borough, which is affordable now and in the longer term.

Savings from Full Year Effect of 2018/19 Saving	£0.260m
Savings carried forward from 2019/20	£0.200m

Delivering Accommodation Strategy for Social Care - 2019/20 (£0.460m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The entire £0.460m savings target is still to be achieved. £0.400m of this target relates to the proposal to increase the internal provision allowing savings to be made from reduced use of external providers. £0.200m of this target is carried forward from 2019/20, as the prior year saving was achieved through management actions and a permanent solution is required. The £0.060m target relates to realising further savings from the Fostering Strategy implemented in October 2019. The milestones set a target date of March 2021 to achieve the saving in this financial year. At this stage the Service

is working to establish the impact that the Covid-19 pandemic might have on the ability to achieve these in 2020/21.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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This saving is made up of two proposals: Fostering Strategy and Accommodation Strategy. The Service has developed its Fostering Strategy with consultation completed in August 2019. The strategy was presented and approved by Cabinet in October 2019. The Service is continuing to conduct a review of its accommodation strategy including the development of new internal provisions aimed at reducing the use of external provision. The review will be completed over the next quarter.

Great Place to Live, Work and Visit

Profit from Property Development (2020/21 target: £0.260m)

This business case involves three separate projects. Firstly, the 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. Secondly, interest income from loans made by the Authority to Aurora Properties (Sales) Limited in line with the latest approved Investment Plan to enable the construction of properties for outright market sale. Loan interest will arise from primarily in respect of the development at 13 – 16 Northumberland Square in North Shields; currently, the construction/building phase of the scheme is forecast to be completed by October 2020, with sales forecast to be complete by the end of July 2021. A limited amount of interest income will also be generated from costs incurred on the initial stages of the acquisition of land and construction of the site at the former Backworth Primary school, as approved by Cabinet on 14th October 2019. The third project relates to income arising from project management of HIF projects at Killingworth Moor and Murton Gap

Savings from New 2020/21 Projects	£0.260m
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Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The full £0.260m savings target is forecasted to be achieved and this is expected to be unaffected by Covid-19. The savings is not expected to be realised until year end and as such will hold a green RAG rating. Officer's continue to review the position regularly, especially with the impact of Covid-19, to ensure that the saving is still on course to be achieved.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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Work is on plan and will continue throughout the year to maintain/increase profits.

10 Year Plan for Waste (2020/21 target: £0.100m)

For ecological and financial reasons it is imperative that local authorities have long term plans for waste. This proposal aims to establish a 10-year plan to increase recycling and contain the growth of waste costs as well as developing a post 2022 solution for disposal of residual waste.

The Authority has a statutory duty to make arrangements to collect household waste that is capable of being recycled. This responsibility is met primarily by providing householders in the Borough with a grey bin and collecting it at the kerbside. As part of our waste operations the material is delivered to a contracted processor who is responsible for separating it and finding markets to secure value from it. The contract arrangements have recently been re-tendered resulting in a new contract commencing with a new contractor in October 2019. This new contract will provide the Authority with efficiencies in operational costs.

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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Current projections suggest that the operational costs will be reduced and the saving will be achieved.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The new contract commenced in October 2019. This saving will be achieved through operational changes that the Service was able to implement as a result of the introduction of the new contract, saving on fuel and vehicle costs. The Service will need to monitor these costs during the year to ensure the saving is achieved.

A Fit for Purpose Organisation

How We Are Organised (2020/21 target: £0.467m)

As services change the organisation must change with them. This proposal aims to ensure the organisation is reshaped to reflect changes in services and reductions in resources. In addition to changes in service delivery it also aims to ensure the organisation's infrastructure is changed and shrinks in line with the rest of the organisation with resultant changes in overheads and recharges. This will include taking opportunities to streamline the Authority's decision-making infrastructure and processes where appropriate; in addition making sure that infrastructure is tested against best practice, the priorities of the Mayor and Cabinet and the market.

Savings from Full Year Effect of 2018/19 Saving	£0.100m
Savings carried forward from 2019/20	£0.100m

Early Help & Vulnerable Families – Youth Offending and Early Help (£0.200m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The entire £0.200m target is currently still to be achieved. The original milestone was for the savings to be achieved by March of the respective financial years. The saving for 2019/20 was achieved in that year through management action but a permanent solution is being explored for 2020/21. The position will continue to be monitored as the Service continues its service review the impact of Covid-19 on achieving this saving.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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This proposal was based on anticipated savings that would be available following a review of the service delivery options around, Early Help, and Youth Offending. The service continues to review these services and is exploring all options to deliver the saving in line with the March milestones set. The Service is also continuing to explore opportunities of providing work to Northumberland County Council. The Service is aiming to complete the review over the coming quarter.

Savings from Full Year Effect of 2019/20 Saving	£0.200m
Savings carried forward from 2019/20	£0.168m

Early Help & Vulnerable Families – Additional Income and Budget Reduction (£0.368m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Red
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The proposal to secure £0.200m of external funding is still to be achieved in 2020/21. The proposal sought to secure additional external income and whilst the Service are continuing to explore all avenues to achieve this, it is not clear what external income will be available as the economy recovers from Covid-19. A line-by-line review was expected

to deliver £0.168m of savings in 2019/20. This was achieved through management actions in 2019/20 and still requires a permanent solution in 2020/21.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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A range of bids were submitted for funding during 2019/20 and HECS will continue to consider opportunities as they arise in 2020/21, ensuring they target their resources effectively and maximise value for money. Alternative options for securing the saving will be explored if external income is not able to be secured. A line-by-line review of budgets and expenditure will be undertaken to identify a range of areas where budgets can be reduced through tighter gatekeeping of discretionary spend. £0.168m was forecast to be delivered via this exercise, however due to pressures within children’s social care this was not achieved in 2019/20. The exercise will be repeated in 2020/21 but due to the pressures across the service as a whole, alternative options to permanently achieve this saving are being explored.

Savings from New 2020/21 Projects	£0.067m
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Strategic Property & Commissioning (£0.067m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The entire £0.067m saving is forecast to be achieved.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The proposal was to reduce 1 FTE post in Strategic Property and 0.6 FTE post in the Commissioning Service.

Maximising Resources

Fees and Charges (2020/21 target: £0.182m)

The Authority has an agreed Fees and Charges Policy that reflects policy priorities, need and the wider market in which we operate. This proposal will continue our work to regularly review our Fees and Charges.

Savings from Full Year Effect of 2018/19 Saving	£0.082m
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Facilities and Fair Access (£0.082m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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£0.030m of the saving is forecast to be achieved at this stage through increased income based on a rise in the charges on school meals. The remaining £0.052m is forecast as still to be achieved whilst the service continues to work on the impact of Covid-19 on Schools.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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The fee increase has been postponed until January 2021 due to the impact of Covid-19.

Savings from New 2020/21 Projects	£0.100m
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Facilities and Fair Access (£0.100m)

Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Amber
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£0.067m of the saving is forecast to be achieved through increased income based on SLA charges to schools for Catering and Cleaning services. Due to the impact of Covid-19, the remaining £0.033m is expected to still require further work to achieve in 2020/21 with lower uptake now expected.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Complete
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The fee increase has been applied to school SLA charges in 2020/21.

Treasury Management (2019/20 target: (£0.056m))

The current, sustained, low interest rate climate is allowing some significant work to be done to ensure the Authority's Treasury functions are effective and the debt portfolio optimised. This proposal takes a short, medium and long-term look at the requirement with a view to reducing costs.

Savings from Full Year Effect of 2019/20 Saving	(£0.306m)
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Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Complete
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The entire £0.306m saving was achieved in 2019/20 and the medium-term financial plan included the reversal of this saving in 2020/21 and as such has been achieved.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Complete
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This was a one-off saving in 2019/20 and included a planned reversal in 2020/21. The reversal was fully coded into the 2020/21 base budget and as such the work is complete.

Savings from New 2020/21 Projects	£0.250m
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Savings Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The entire £0.250m saving is forecast to be achieved via a reduction in interest costs in line with the March 2020 milestone date.

Work Delivery Status

RAG (last period)	n/a	RAG (this period)	Green
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The current, sustained, low interest rate climate is allowing some significant work to be done to ensure the Authority's Treasury functions are effective and the debt portfolio optimised. This saving will be generated by reviewing the maturity structure of the debt and new debt will be taken for a term that will be most advantageous to the overall maturity structure over various terms ranging between 1 and 50 years.