

Efficiency Savings Programme

2020/21
Quarter 3 Report



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Executive Summary

This is the 2020/21 Quarter 3 Progress Report summarising the delivery status of the Efficiency Savings Programme as at 30 November 2020.

The overall savings requirement for the 2020/21 business cases agreed by Council in February 2020 is £3.622m. 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 £1.471m 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 3 position shows that:

- £0.017m has been achieved and coded out in the general ledger;
- £1.714m is forecast to be achieved (total of RAGs below); and,
- £1.891m is still to be achieved.

Currently the full £1.891m of the amount to be achieved is being reported as having been impacted by Covid-19 and as such is forecasted to be allocated against the available Local Authority Support Fund.

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 in the table below.

Work Delivery			Savings Delivery			£m
Total Savings Requirement						3.622
Blue	All milestones complete	10	Blue	Full saving realised and coded in the General Ledger	7	0.017
Green	All milestones are forecasted to be met within timescales; no concerns about delivery of future milestones	6	Green	Full saving forecasted to be realised but not yet coded in the General Ledger.	6	1.360
Achieved savings						1.377
Amber	Some milestones delayed and/or minor concern about delivering some future milestones	4	Amber	Projected shortfall in savings up to a value of £0.050m.	4	0.224
Red	Milestones significantly delayed and/or major concern about delivering future milestones	3	Red	Projected shortfall in savings in excess of £0.050m	6	0.130
Forecasted to be achieved						0.354
Total projected to be achieved						1.731
Still to achieve						1.891

Ready for School

Continue to Redesign 0-19 Services (2020/21 target: £0.153m)

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)
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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 linked to the national Troubled Families programme, there was an opportunity to secure additional “payment by results” income for the work done with children and families, when a series of success measures were met. North Tyneside’s programme achieved payment by results income for 100% of the families that it worked with and secured £0.265m of income linked to this. This was a one-off income proposal in 2019/20, separate to the core transformation grant that the Authority receives, and this represents the removal of the £0.265m in 2020/21.

Savings Delivery Status

RAG (last period)	Complete	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)	Complete	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.

A. Early Help & Vulnerable Families (£0.065m)

A review will be carried out of the range of partnership services commissioned to deliver 0-19 services and seek opportunities to maximise their efficiency and ensure they are aligned to the overall delivery model in North Tyneside.

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Complete
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The full savings target of £0.065m has been achieved.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Complete
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Contracts have been reviewed and re-negotiated or ceased and, therefore, the savings are achieved.

B. Selling Capacity at Riverdale (£0.025m)**Savings Delivery Status**

RAG (last period)	Amber	RAG (this period)	Amber
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The current forecast is that the full saving target of £0.025m is still to be achieved. The current forecast is that the saving will not be achieved 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.

Work Delivery Status

RAG (last period)	Amber	RAG (this period)	Amber
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The demand for and sufficiency of placements for children in care will continue to be closely monitored and managed. There has not been any internal capacity in 2020/21 as a result of caring for children in North Tyneside homes, including Riverdale. This is more cost-effective than commissioning external placements, where this is appropriate, but the position will continue to be closely monitored and, where there is internal capacity, this may be sold via regional commissioning arrangements.

C. Public Health (£0.328m)

Savings Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
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The entire £0.328m has been achieved in 2020/21. The original milestone aimed for the saving to be coded in the General Ledger in April 2019 however, this was mitigated in 2019/20 and has now been realised in this financial year.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
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This proposal was agreed as part of the 2018/19 budget and related to plans to renegotiate contracts relating to drug and alcohol, 0-19 service, sexual health, stop smoking, health checks, and health promotion within the Public Health service. Work has taken place during 2018/19 and 2019/20 and new contracts are in place to enable a saving to be realised in 2020/21.

Ready for Work and Life

Delivering Whole System Support to Children with Additional Needs (2020/21 target: £0.228m)

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

Children’s Health Funding (£0.200m)

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 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)	Red	RAG (this period)	Amber
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£0.156m of the target is expected to be achieved, leaving £0.044m as 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 amber RAG rating for the outstanding balance is based on the uncertainty in the care market in the current circumstances.

Work Delivery Status

RAG (last period)	Green	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 Authority.

School Improvement (£0.028m)

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)	Complete	RAG (this period)	Complete
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The entire £0.028m savings target has been achieved. The proposal’s original target was for the saving to be reflected in the general ledger by the end of Quarter 1; whilst this target was not met, the saving has been fully coded in Quarter 2.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
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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: £0.850m)

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. Complexity of need is increasing and the cost of providing services is rising exponentially. From a public health perspective, the Service will continue to focus on the principal preventable causes of ill health – tobacco, obesity, alcohol misuse and poor mental health (including social isolation). The Service will seek to reduce costs by ensuring that the Authority secures the appropriate contributions from our partners in accordance with the legislative framework, balancing the need to mitigate against the rising costs of care whilst still ensuring that people are ‘cared for and safeguarded’. The Service 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)	Red	RAG (this period)	Green
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The entire savings target is forecast 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.

During the initial Covid-19 period, CHC assessments were stayed. In addition, from 19 March to 31 August, where people needed a new or higher package of care to prevent admission to hospital or to facilitate a faster discharge, this was allocated to the Covid-19 funding and not from base budget. This cohort of people are known as being in scheme 1. Government issued a letter on 31 July 2020 indicating the requirement to resume CHC assessments from 1 September 2020. The detailed guidance around this was not issued until 21 August 2020. This guidance identified that people in scheme 1 needed to be assessed and transferred onto either social care or CHC funding streams as soon as practicable. This work has been completed and North Tyneside is the only regional local authority at this point to have completed the work.

People needing a new or higher package of care to prevent admission to hospital or to facilitate a faster discharge from 1 September 2020 would be classed as being in schedule 2 and these people would have their package allocated to Covid funding for up to 6 weeks. The Authority and the CCG have had to commit to fully assessing and agreeing ongoing funding within that 6-week window.

In addition to this work, consideration needs to be given to people who received Fast Track CHC funding that are still alive 12 weeks after that agreement who also need a full assessment as well as review of ongoing CHC and shared care cases and identifying people whose needs have deteriorated as part of the progression of the disease. Therefore whilst there are risks, the Service has a robust and clear plan in place that is starting to bear fruit and is confident to report the achieved status at the end of quarter 3, as there are currently 58 people from schemes 1 and 2 where full CHC funding has been agreed with the CCG.

Work Delivery Status

RAG (last period)	Complete	RAG (this period)	Complete
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Significant work has been undertaken. The Service has identified 6 experienced staff to work as Champions. These staff, along with the case worker have a pre-meet with the Assistant Director to discuss each individual’s needs and to agree the narrative around the Authority’s position at the Multi-Disciplinary Team (MDT) in relation to where a person’s needs are more than incidental and ancillary to social care. Two other managers are supporting with this work. The Champion then represents the Authority at the MDT. This ensures that the Authority’s position is clearly articulated and hopefully helps to build a trusted relationship with the nurse assessors. There is early evidence that this is a successful strategy. The Service has had to pull this together at short notice and the hard work of the teams is noticeable and to be commended. The teams themselves are articulating the benefit of this way of work, although it is time consuming. In addition, amendments have been made to the documentation to succinctly evidence areas of need that sit outside the Care Act domains and therefore are ineligible for social care. This not only helps evidence the Authority’s position for the CCG, it helps ensure that the Authority remains Care Act compliant and does not exceed the remit of the Care Act. Work is now being extended to clients who’s care needs are funded jointly by the Authority and the CCG.

B. Disability and Mental Health (£0.100m)

Savings Delivery Status

RAG (last period)	Red	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, however additional efficiencies have not been realised as a result of the impact of Covid-19 on placements.

Work Delivery Status

RAG (last period)	Complete	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.

C. Learning Disability (£0.500m)**Savings Delivery Status**

RAG (last period)	Red	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. At the end of quarter 3, £0.065m of the target is forecast to be achieved with the remaining £0.435m still to be achieved. In prior years the Service has 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 is exploring all available alternatives to deliver this saving.

Work Delivery Status

RAG (last period)	Red	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 the remainder of 2020/21 and beyond to ensure that savings can be achieved as the Authority recovers from Covid-19.

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 the Service 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. The Service aims to go further and whilst there are limited direct cost savings at this stage, it is clear that getting the right person to do the right thing correctly first time means that the Service is able to direct resources more effectively and mitigate against the increasing demand for good quality advice and information. This proposal will:

- *Continue with the 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 customers to meet with 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)	Red	RAG (this period)	Red
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Currently, £0.065m of the £0.400m savings target is forecast to be achieved with the remaining £0.335m still to be achieved. Whilst the 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, officers 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. The Service plans 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.

Work Delivery Status

RAG (last period)	Amber	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.

A Support Through Technology Strategy has been launched. This focuses on technology being at the heart of the assessment process. The use of devices to meet identified needs is being tested. Officers are looking at ways to work with volunteers through VODA to support with shopping activity, both actual and internet shopping. Officers are also working on a pilot to introduce virtual support to individuals through existing domiciliary care providers. The next step is to incorporate this into Liquid Logic in order to capture the use of technology and track all savings.

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

Savings Delivery Status

RAG (last period)	Amber	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 is exploring all options to ensure this saving is achieved on a permanent basis in 2020/21.

Work Delivery Status

RAG (last period)	Green	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.

Whilst some of the implementation plan has been completed, several aspects have been delayed due to Covid-19, in particular, the installation of the provider portal which will enable payments on actuals not commissioned services. The plan was to reduce the staffing establishment to meet this saving target. This will be delayed until June 2021 to allow time for the completion of this work. The risk is if the staff complement is reduced prior to that there will not be enough staff to implement the changes required. This delay and pressure have occurred due to impact of Covid-19, as this work was put on hold while payments and uplifts to providers were processed as part of the Covid-19 response.

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 for North Tyneside to provide ad hoc and bespoke support to authorities that seek it. 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)	Green	RAG (this period)	Green
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The total income target is forecast to be achieved via income from the Department for Education for delivery of the Partners in Practice programme. However, it is dependent on the receipt of quarterly payments from the DfE, on the basis of work delivered with other local authorities. Full income has been received from the PiP programme for the past two years and the Quarter 1 payment has been received in full, giving confidence that the target will be fully achieved.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Green
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North Tyneside Council continues to work with a number of local authorities through the Partners in Practice programme to share advice, guidance and expertise, and provide practical improvement support. This has continued to be delivered through remote methods during the Covid-19 pandemic.

Delivering our Accommodation Strategy for Social Care (2020/21 target: £0.520m)

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 the Authority's housing growth plans to include specialist housing products and services for children and adults with additional needs, Looked After Children and older people. The Authority has 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 the strategy in order to save costs on existing pilot work to deliver at scale. Specifically, the accommodation strategy for children in care 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	£0.260m

Keeping our Children in Care within the borough - 2019/20 (£0.520m)

Savings Delivery Status

RAG (last period)	Red	RAG (this period)	Red
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Whilst there continues to be significant pressures on the budget for children in care, there is reduced expenditure compared with the last financial year, demonstrating the impact of some of the measures being taken to reduce cost. Processes to review 'high cost' placements are helping keep costs as low as possible whilst ensuring the safety of children in care, the impact of our Keeping Families Connected service evidences significant cost avoidance, and the Fostering Strategy is contributing to reduced spend on external foster placements as we increase the use of internal placements. Despite this progress, the savings target is currently forecast to not be achieved in the context of wider financial pressures relating to children in care placements.

Work Delivery Status

RAG (last period)	Red	RAG (this period)	Red
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The rate of children in care in North Tyneside remains the lowest in the region, with North Tyneside the only local authority in the region to reduce its rate during Covid-19, where regionally and nationally there have significant increases in the number of children entering care. Alongside this, processes to monitor and develop plans for those children in 'high cost' placements continue to demonstrate impact in reducing spend on placements whilst keeping children safe and close to home.

The new Fostering Strategy, agreed in 2019, is continuing to have a positive impact, despite the challenging circumstances of Covid-19, with continued recruitment of new carers and reduced use of external foster placements, with reduced spend as a result.

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; , the construction phase of the scheme is now complete, with sales now forecast to be complete by the end of the next financial year. 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)	Green	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 saving is not expected to be realised until year end and as such will hold a green RAG rating. Officers 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)	Green	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 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)	Green	RAG (this period)	Complete
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Current projections suggest that the operational costs will be reduced and the saving will be achieved in-line with the business case.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Complete
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The new contract commenced in October 2019. This saving has been 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 is continuing to monitor the impact of Covid-19 on Waste. Volumes of waste collected have increased in 2020/21 due to the Covid-19 restrictions that have been in place during the majority of 2020/21 but this is not expected to impact the delivery of this saving.

A Fit for Purpose Organisation

How We Are Organised (2020/21 target: £0.735m)

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

A. Youth Offending and Early Help (£0.200m)

Savings Delivery Status

RAG (last period)	Red	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 permanent saving to be achieved by March of the respective financial years. The saving for 2019/20 was achieved in that year through the holding of vacancies and the generation of external income from delivering services on behalf of other authorities but a permanent solution is being explored for 2020/21. Whilst the target is currently forecast to not be achieved, there are a range of temporary and permanent measures being explored that can contribute to this.

Work Delivery Status

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

Savings from Full Year Effect of 2019/20 Saving	£0.200m
Savings carried forward from 2019/20	£0.268m

B. Additional External Income (£0.300m)

Savings Delivery Status

RAG (last period)	Red	RAG (this period)	Green
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The £0.300m target relating to external funding is forecast to be achieved in 2020/21 through income received in relation to the Partners in Practice programme.

Work Delivery Status

RAG (last period)	Amber	RAG (this period)	Green
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A significant amount of work continues to work 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.

C. Budget Reductions (£0.168m)

Savings Delivery Status

RAG (last period)	Red	RAG (this period)	Red
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The £0.168m target relating to legal and professional fees was met in 2019/20 through management actions but is currently forecast to not be achieved in 2020/21 due to an increase in requirement for use barristers to support court proceedings relating to children. The red RAG rating relates to this element of the target.

Work Delivery Status

RAG (last period)	Amber	RAG (this period)	Red
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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. The service is exploring alternative methods to mitigate this target in 2020/21.

Savings from New 2020/21 Projects

£0.067m

Strategic Property & Commissioning (£0.067m)

Savings Delivery Status

RAG (last period)	Green	RAG (this period)	Complete
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The entire £0.067m saving has been achieved.

Work Delivery Status

RAG (last period)	Green	RAG (this period)	Complete
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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)	Amber	RAG (this period)	Amber
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£0.068m 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 £0.014m 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)	Amber	RAG (this period)	Amber
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The fee increase has been postponed 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)	Amber	RAG (this period)	Green
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£0.100m 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, this saving is being closely monitored by Officers to ensure it will be achieved.

Work Delivery Status

RAG (last period)	Complete	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)

Savings Delivery Status

RAG (last period)	Complete	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)	Complete	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

Savings Delivery Status

RAG (last period)	Green	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)	Green	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.