

Council

Thursday 1 February 2018

Budget Business Cases

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

1. Summary

Title	Cared For – Value for Money Tested Social Care
Business Case Number	Cared For - VFM
Member	Cllr Gary Bell
Project Sponsor	Jacqui Old
Project Lead	Ellie Anderson / Scott Woodhouse / Eleanor Binks/ Alison Tombs
Council Plan Theme	Our People
Creating a Brighter Future Theme	Cared for Safeguarded and Healthy
Saving or Income	Savings & Income
Total 18/19 Savings/Income	(915,000)
Total 18-20 Savings/Income	(1,045,000)

2. Business Case

Summary

Value for Money Tested Social Care; long-term national policy direction in social care has created a situation, which is sometimes at odds with realistic outcomes and the financial position. This project will make changes to day-to-day commissioning and assessment processes to re-set the outcome of funded social care. In partnership with the Clinical Commissioning Group and using a single trusted assessor outcomes will be shaped by working with individuals to find the most suitable arrangements for Care. The approach to this work continues in the 5 areas listed below

1 Ensuring customers with healthcare needs are appropriately funded

The Care Act 2014 is clear that Local Authorities must assess people to identify their

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eligible social care needs and arrange for those needs to be met. It is very clear that local authorities cannot and must not arrange to meet health care needs as this is a level of need that is outside of the social care remit.

The only exception to this is if the health need is ancillary or incidental to any social care needs. For example:

A person needs assistance to get washed and dressed and make their breakfast and also has medication that they need assistance to take at breakfast time. Help to get washed and dressed and to access breakfast are eligible social care needs, a member of staff providing that service could legitimately prompt the person to take medication at the same time and this would be ancillary and incidental to the social care needs being met.

If an individual needed support only because they had needs for medication, this would not be ancillary and incidental, it would be a primary health need and outside the remit of social care.

This proposal surrounds ensuring that all social work staff assess clients only for social care needs and ensure that support plans only encompass the care/support/services required to meet those needs. Anything outside of this would be escalated to the CCG for NHS funding for that part of the support service. It has been estimated that this could generate savings of circa £400k.

2. Review Direct Payment rate

To review the current Direct Payment (DP) rate payable to Personal Assistant's (PA's) because this has not changed since April 2014; to identify any potential savings and to understand rates applied by other local authorities in the region. The rates paid for DP Support Services are outside the scope of this review.

Summary

1. Our data indicates that we pay approx 2,433 PA hours per week at two different rates (children's - £11.90 and adults - £10.54).
2. The North Tyneside hourly gross DP rate incorporates an element designed to cover PA sickness, holidays, bank holidays, expenses, personal protective equipment (PPE), employer national insurance (NI) contributions and payroll costs.
3. Other regional Local Authorities who have the highest rates of DP recipients are not offering a high hourly rate to cover costs and contingencies; they offer a low hourly rate and have other mechanisms for dealing with additional costs.
4. Employment Law is complex and is often changing in relation to pensions entitlements, NI contributions, the national minimum wage, statutory sick pay etc.
5. Average rates of net PA pay in North Tyneside are between £8.50 and £9 per hour.
6. Payroll providers recommend a buffer of 11% is held in DP accounts to cover

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the costs as detailed in point 2 above.

7. The average number of PA hours per DP recipient per week is not known.
8. Recommendations have been identified which could result in bankable efficiencies whilst maintaining a healthy PA rate of pay.
9. A range of DP rates and scenarios have been considered to identify potential efficiencies (in the absence of concrete data) whilst also seeking to ensure that opting to meet eligible outcomes via a DP remains a viable and attractive option for customers.
10. The introduction of a consistent and equitable agency Direct Payment rate:
 - Clearly outlining the Council's responsibility to ensure individual employers are able to cover (Statutory Sick Pay, Statutory Maternity Pay, Redundancy, Employer Pension contributions, Employer National Insurance contributions, Payroll and Employer Liability Insurance).
 - To remove Personal Assistant (PA) expenses and Personal Protection equipment (PPE) costs, currently factored into the hourly DP rate and to add these to the Support Plan.

Recommendations

1. Remove the different adults and children's DP rates and agree a rate which is reflective of current employment and legislative requirements.
2. Differentiate between the rates paid to employed and self-employed PA's.
3. Reduce the DP rate to £8.50 per hour for an employed PA.
4. Reduce the DP rate to £10 per hour for a self-employed PA.
5. Add the annual cost of payroll and employer liability insurance to the customers DP bank account.
6. Additional costs to cover PA expenses/PPE and PA holiday arrangements to be added to the Support Plan.
7. A contingency to be held by the Council to cover redundancy pay, statutory maternity pay, statutory sick pay, employer pension contributions, employer NI contributions and recruitment costs.
8. When engaging an agency the DP rate should be paid at the rate set by commissioners.
9. For existing clients who employ a PA, the new rate should be enacted at annual review where lawful to do so in line with contractual arrangements.
10. Briefing will be required for social care staff re changes to DP rates and the impact on business processes (i.e. reviews, support plans), new and existing clients.
11. Communication with DP recipients, payroll agencies and DP support agencies.
12. Re-write relevant Fact Sheets.

Carrying out the above actions is expected to lead to a reduction in cost

3 Residential care costs and Quality bands

The Local Authority commissions residential and nursing care placements for individuals who have been assessed as requiring that level of care and support. As

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part of this, the Local Authority is required to set its rate for these services and to communicate this to the provider market. There are different fee levels for residential care and for nursing care with a further differential for general care and elderly mentally ill (EMI) care.

The Local Authority also operates a banding system whereby the quality of provision is assessed on an annual basis and each home is banded into band 1 through to band 4. Therefore each placement is paid for at a specific rate taking account of the nature of care and support being delivered and also the latest banding level. The banding level takes account of the completion of an annual quality assessment tool (70%) and also an environmental assessment (30%).

At present the payments and bandings are as follows:

NTC Banding	General Care	EMI	Number of homes	Number of beds
Band 1	£520.05	£538.64	18	844
Band 2	£488.15	£508.70	11	591
Band 3	£457.36	£475.69	1	46
Band 4	£431.70	£445.66	0	0

In addition to this, the Care Quality Commission have a regulatory function and a quality rating system in place. The following table shows the comparison between the numbers within the LA banding system and the numbers in the CQC rating system.

NTC Banding	Number of homes	CQC Equivalent	Number of homes
Band 1	18	Outstanding	1
Band 2	11	Good	17
Band 3	1	Requires Improvement	12
Band 4	0	Inadequate	0

NTC Banding

The proposal is to review the current LA quality payment banding system and take account of the CQC rating as part of the overall assessment. This would replace the environmental score within the current version of the quality monitoring tool. Providers have been advised of the review of the quality monitoring (QM) tool

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arrangements and use of the CQC information. We have started the visits for the QM assessment that would lead to banding levels from April 2018. We are working hard to ensure that we can complete all the visits and reports in time to allow us to deal with any appeals. The impact of this will be to change the numbers of homes at band 1 and band 2 and the consequential payments to care home providers will change from April 2018. A saving of £300k pa is proposed from 2018/19.

4. Review and restructure Integrated Services Rehabilitation offer

The Community Occupational Therapy team is made up of Qualified Occupational Therapists and non-qualified Occupational Assessment Officers as well as Rehabilitation Officers. The team assess people predominantly in their own home for bathing, access and egress to their property or any mobility issues which prevent independence. The outcome of the assessments could result in adaptations and/or equipment i.e. Stair lifts, grab rails, ramps etc. or advice and signposting. The Reablement service also has rehabilitation officers and staff who are carrying out a similar role whilst promoting independence. Due to the potential to duplicate tasks this business case will review the roles and responsibilities of each team and seek to align the staff accordingly in order to create efficiencies from staff resources.

There has been a natural reduction in staffing hours due to flexible retirements and returns to work following maternity leave with reduced hours, which will go toward the efficiency target. By reviewing the rehabilitation offer across Integrated Services this will result in a service restructure to maximise resources and create capacity in localities without the duplication of tasks. It is therefore proposed to consider Service Management, Occupational Therapy and non-qualified staff roles within this restructure. A saving of £50,000 in 2018/19 is proposed.

5. Review of block contracts

Over the last 5 years, Adult Social Care has moved from having large block contracts across a range of different client groups where the Authority pays for a number of beds or places whether or not they are used to more flexible and responsive framework agreements where payment is made based on service levels delivered or commissioned. In the main this is determined from a social work led assessment of need and a budget to meet that need. However there are a small number of block contracts still in place that cover a range of different service areas and service types that support a wider population base. Some of these are preventative in nature and have different referral routes into them, rather than a social work led assessment process. As part of ensuring that value for money is being achieved in all aspects of Adult Social Care spend, these block contracts have been reviewed and there are options available to allow for an efficiency to be made from the spend in these areas. In some cases, this will be from the amalgamation of

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services and service types and in others, it will be about reviewing the cost profile with the organisation delivering the service. A saving of £65,000 in 2018/19 is proposed.

Target Operating Model – alignment to key principles

1. We understand and manage demand	x
2. We enable people to help themselves	x
3. We use intelligence to target resource to best effect	x
4. We Maximise income and reduce long term cost	x
5. We work in partnership to improve outcomes	x
6. We are innovative and utilise technology to improve outcomes	x

3. Financial Implications

Net Savings / Income	Cost Centre & Subjective	Part year? (months)	18/19 (£000s)	19/20 (£000s)
Ensuring customers with healthcare needs are appropriately funded	03469 2883 03092 5270		(400)	
Review of Direct payment charging rates and support services provided	03208/ 03543/ 03469/ 03231/ 03092 2814		(100)	
Residential care costs and Quality bands	03522/ 03521/ 03469/ 03231/ 03092/ 03543 2883	full	(300)	
Review and Restructure Integrated services rehab offer	03354	full	(50)	
Review of block contracts	03055 2751		(65)	(30)
Total			(915)	(130)

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Financial Analysis 2018/19	
Expenditure/Income Line	Value (£000s)
Employees	(50)
Other Contributions	(200)
Third Party	(665)
Total	(915)

4. Staffing Implications

Affected FTE [Reduction (-), Increase (+)]	2018/19	2019/20
Review and Restructure Integrated services rehab offer	(2)	0
Total		

5. Delivery Plan, Risks and Outcomes

Key Milestones		
Milestone	Lead Officer	Completion Date
Ensuring customers with healthcare needs are appropriately funded		
Consultation with all affected clients	Ellie Anderson	January 2018
Information clearly stated in terms of the offer and charges on My Care and Council website	Ellie Anderson/comms team	April 18
Review Direct Payments		
Consultation on the changes to direct payment rates	Alison Tombs	February 18
Review and Restructure integrated services rehabilitation offer		
Review roles and responsibilities	Eleanor Binks	30 November 2017
Develop Integrated Services restructure and consult with staff	Eleanor Binks	W/C 4 December 2017
Implement Structure	Eleanor Binks	1 April 2018
Review of block contracts		
Discussions with service providers about changes and cost reductions	Scott Woodhouse	December 2017
Consider feedback and	Scott Woodhouse	February 2018

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comments received, update impact assessment and refine proposals		
Implement service changes / cost reductions	Scott Woodhouse	1 April 2018
Residential care costs		
Finalise modelling and feed into fee negotiations with care home providers	Scott Woodhouse	December 2017
Consider feedback and comments received, update impact assessment and refine proposals	Scott Woodhouse	February 2018
Implement new banding and payments	Scott Woodhouse	1 April 2018

Risk	Risk Score	Mitigating Actions
Ensuring customers with healthcare needs are appropriately funded		
Reputation of Council in terms of being a “good” partner if many cases get escalated	D2	Ensuring all escalations based on robust evidence
CCG also push cases back to social care – calculations of actual savings are fluid.	D2	Recording of all activity
Direct Payments		
There is a risk attached regarding PA’s contracts, if the individual is paying a higher rate of pay to their PA. However the money they are currently receiving is for contingency issues e.g. redundancy or sick pay and shouldn’t be used for general pay rates	C3	Consultation process will be required
There is a risk of complaint about the reduction of rates	D3	Consultation process will be required
Thought should be given to decisions regarding implementing this for existing customers or just new Direct Payment recipients	D3	May reduce complaints but will also reduce the savings
Review and restructure		

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Integrated Services Rehabilitation offer		
By reducing the number of therapy staff there may be an increase in waiting time for assessment.	C3	All priority 1 referrals, which are urgent will be dealt with as they are now. Any other referrals will be allocated in date order.
Review of block contracts		
Impact of providers to deliver service requirements within reduced funding levels	D3	Consider service levels and options for alternative / other funding to support
Reduced number of people able to be supported and consequential increase in numbers requiring Care Act funding / service / support	D3	Consider alternative support provision and community assets to offer
Residential care costs		
Care homes do not accept changes to quality monitoring arrangements	C2	Early discussions with care home providers and Care North East (North Tyneside

Performance Indicators		
Indicator		
	Baseline	Target
Track the amount/value of cases moving between health and social care funding	Current financial position	£400k of package funding transferred to health
Monitor the amount of money requested for contingency from DP buffer	£0	Less than £100k
Agree a fair rate of fee with providers and improve the number of homes in quality bands 1 and 2	Current fee position	Agreed fee position is affordable, 20% decrease in the number of homes in quality band 3

6. Other Requirements / Dependencies

Technology Requirements
Independent living to include assistive technology as part of the service and building design to support independence of individuals living there.
Client / Customer Implications
Consideration of clients' needs to be taken into account as part of the implementation of each of the projects.
Ensuring customers with healthcare needs are appropriately funded
No customer implications - positive for customers if NHS funding is achieved as they

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are not required to contribute to costs of care.

Direct Payments

We will need to manage the introduction of this change, as service users may be unhappy at the reduction in rate.

Partner / Stakeholder Implications

Discussion with the NHS/Clinical Commissioning Group as part of the implementation of each of the projects.

Ensuring customers with healthcare needs are appropriately funded

Implications for CCG budget and therefore there will be significant tension in reaching agreements.

Direct Payments

Consultation will be required with service provider who may need to support their customers to make alternative arrangements. Advocates may be required to ensure that customers with disabilities relating to cognition understand the implications.

Equality and Diversity Implications

Ensuring customers with healthcare needs are appropriately funded

All affected customers will have or be connected to someone with a protected characteristic predominantly around disability. This however does not affect care provided it affects the funding stream.

Direct Payments

All affected customers will have or be connected to someone with a protected characteristic predominantly around disability. Funding for contingency will still be available for customers who require it but the contingency is held and drawn down from the Council. Some customers may be paying preferential rates of pay to personal assistants, and may argue that their experienced team will leave if pay rates are reduced. We believe the reduced rate still allows staff to be paid a reasonable salary. In addition there is some recent case law that supports local authorities not having to support inflated wage bills (R vs Davey)

Is this project also included/supported by Capital Investment?

Yes

7. Sign Off

Mayor / Cabinet Member(s)	Cllr Gary Bell
Head of Service(s)	Jacqui Old
Finance Manager	Alison Campbell

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1. Summary

Title	Cared For – New Model to Support Children
Business Case Number	Cared For – New Model
Member	Cllr Ian Grayson
Project Sponsor	Jacqui Old
Project Lead	Mark Taylor/Nik Flavell
Council Plan Theme	Our People
Creating a Brighter Future Theme	Cared for Safeguarded and Healthy
Saving or Income	Savings & Income
Total 18/19 Savings/Income	(65,000)
Total 18-20 Savings/Income	(65,000)

2. Business Case

Summary

A New Model to Support Children: national policy direction, inspection and demand pressures are creating an environment where local authorities are looking at alternative models to deliver services to support children, including collaboration. This project aims to review best practice and the alternatives to our current approach. It will continue to build on the practical collaborations proposed on Fostering and Additional Needs as well as the strengths of the current North Tyneside team. It will continue to explore the capability to grow direct provision as the dynamics of the market change and our capability to deliver specialist housing and support grows. This means a continuation of the "Transforming Children's services" programme which includes increasing the accommodation available to improve the early help offer and reduce the demand for external residential

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placements, with the potential to trade surplus capacity. There will also be a review of the approach to the provision of financial support through the "S117 budget" to ensure the application and approval pathway for support follows a set of appropriate principles.

Supporting children without spend

Section 17(6) Children Act 1989 provides that the Authority may support a child assessed to be in need through the provision of services and, where considered appropriate, through the provision of financial support. Accordingly, it is longstanding practice that Children's Social Care operates a 'Section 17 budget' from which a range of incidental discretionary expenditure is drawn including everything from the purchase of clothing for children chronically neglected, the provision of gas and electricity metre payments, travel costs for parents for contact, support for those without recourse to public funding etc.

Additionally, the 'Section 17 budget' has also been used for costs associated with the instruction of third party experts to inform care planning. Such experts include Independent Social Workers, forensic psychiatrists and psychologists and toxicology and hair strand testing, etc.

Aggregate spend for 2016/17 for the two elements of the 'Section 17 Budget' were:

- Discretionary Financial Support: £74,213
- Professional Fees: £171,401

The Business Case proposes a reduction of the spend by £40,000 based on:

- Developing more granular financial information to improve in year tracking and greater accountability for spend
- Improving application and approval pathways for Section 17 spend
- Restricting the range of discretionary spend through the issue of Guidance
- Increasing in-house capacity for specialist assessors
- Robustly challenging requests by the Courts for third party independent assessors at cost to the Authority
- Working with Legal Services to reduce the use of Counsel
- Working with Legal Services to reduce the use of third party forensic services

Increased traded and placement capacity

There is an increasing demand for places in children's homes and in supported accommodation at national, regional and local levels. Evidence from the Independent Children's Homes Association (ICHA), May 2017, indicates that:

- Increasing demand for residential placements is a national issue.

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- Looked after Children (LAC) in children's homes increased by 14% between 2011/12 to 2015/16 and LAC in out of borough children's homes increased by 39%.
- The number of children's homes has not increased in line with demand.
- Average cost of residential placements nationally increased by 15% between 2013 to 2016.
- There is an increased focus on matching the needs of children with the type of placements available and homes are increasingly evidencing that they consider the impact of new placements on current residents.
- The Association of Directors of Children's Services (ADCS) and the Local Government Association (LGA) have been investigating whether changes to the Ofsted Inspection Framework has resulted in homes becoming more risk averse.

Similarly, in the North East region and locally the demand for children's residential placements is growing:

- Evidence from regional LA NE12 commissioners and needs analysis indicates that placements for adolescents (particularly males) with a combination of risks including aggressive behaviour, offending, substance use and sexualised behaviour are increasingly difficult to source.
- Children are usually initially placed in or close to the borough but if these cannot be sustained children can end up being moved to a high cost out of borough placement.
- A recent issue is that LAs across the region have had to occasionally place children in solo unregulated placements for short periods due to a lack of placements.

North Tyneside was commended in the recent Ofsted inspection for its good accommodation offer and wider support for children in care and leaving care.

To address the increasing demand and rising costs in Children's Social Care we are delivering our whole system 'Transforming Children's Services (TCS) Programme'. This includes a range of priorities to improve our early help and intervention support and reduce the demand for residential placements through improved edge of care services and increased foster care capacity. In addition, to meet demand we are also increasing our accommodation offer, including:

- Elm House 'Staying Close' funded by DfE Innovation Fund - (new 6 bed moving on accommodation for children in or leaving care), opens Nov/Dec 2017

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- Mitford Gardens (new 5 x 2 bed self-contained flats) – joint project between Leaving Care and Strategic Housing opens Nov/Dec 2017 and additional trainer flats
- Under 25's Supported Accommodation Service for vulnerable young people at risk of homelessness – new contract commenced 1st October 2017
- A new NE12 Regional Framework commencing Feb 18 – including external Children's Homes, Independent special schools & colleges (day and residential) and residential short breaks for disabled children

We are also exploring the feasibility of developing:

- smaller children's homes (solo or 2 bed) in the right location that could meet the specific needs of the adolescents with the most complex and challenging behaviour – whether assessment placements or longer term beds
- assessments beds for mother and baby placements and the potential to expand our current young parents offer at Purley Close and New Beginnings

As we manage our local demand for residential services and increase our accommodation offer this may provide opportunities for us to sell beds/placements to other LAs. In terms of the quality of our services, we are currently one of 14 Local Authorities nationally who have an overall Ofsted inspection judgement of Good or Outstanding across all areas. This means our residential services are of a high quality, which would potentially make them an attractive proposition for other Local Authorities seeking a placement for one of their children.

This business case proposal would therefore seek to compete with the external residential market on quality rather than price. It would also operate in a current market, which is not expanding sufficiently to meet the rising demand for placements. The rationale is to sell a bed or multiple assessment placements (assuming a 12 week duration) at a premium of circa £500 per week over and above the costs of providing the placement. The actual costs of each placement would vary depending on the LAC status, age and individual support needs of the child or young person.

Target Operating Model – alignment to key principles

1. We understand and manage demand	x
2. We enable people to help themselves	x
3. We use intelligence to target resource to best effect	x
4. We Maximise income and reduce long term cost	
5. We work in partnership to improve outcomes	x

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6. We are innovative and utilise technology to improve outcomes	x
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3. Financial Implications

Net Savings / Income	Cost Centre & Subjective	Part year? (months)	18/19 (£000s)	19/20 (£000s)
Supporting children without spend	04130 3019		(15)	
Increased traded and placement capacity	04127 5501		(25)	
Developing specialist services	04066 2904		(25)	
Total			(65)	(0)

Financial Analysis 2018/19	
Expenditure/Income Line	Value (£000s)
Third Party	(25)
Transfer Payments	(15)
Fees and Charges	(25)
Total	(65)

4. Staffing Implications

Affected FTE [Reduction (-), Increase (+)]	2018/19	2019/20
None	0	0
Total		

5. Delivery Plan, Risks and Outcomes

Key Milestones		
Milestone	Lead Officer	Completion Date
Supporting children without spend		
New Cost Codes	Nik Flavell	30 November 2017
New application processes	Nik Flavell	31 December 2017
New authorisation pathway	Nik Flavell	31 December 2017
New Guidance to Practitioners	Nik Flavell	31 December 2017
New in-house specialist assessors	Nik Flavell	31 March 2017
Work with Legal Services re. third party assessors	Nik Flavell / Helen Coombs	31 March 2017

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Work with Legal Services re. use of Counsel	Nik Flavell / Helen Coombs	31 March 2017
Increased traded and placement capacity		
Conclude plan for placement moves to Elm House and Mitford Gardens	Craig Nicholson	Dec 17
Prepare annual LAC Sufficiency Plan inc needs analysis	Rebecca Bacon	Jan 18
Determine surplus capacity in in-house Children's Homes and Supported Accommodation	Rebecca Bacon/Craig Nicholson with Residential Managers	Jan 18
Indicate intentions to regional NE12 commissioning group	Rebecca Bacon	Feb 18
Review Ofsted requirements/amend Statement of Purpose for each home	Residential Managers	Mar 18
Agree access to additional services e.g. education, CAMHS etc	Rebecca Bacon/Craig Nicholson	Mar 18
Agree protocols for selling services with Residential Managers	Rebecca Bacon/Craig Nicholson	Mar 18
Circulate available placements to regional NE12 commissioning group	Rebecca Bacon	Mar 18
Placement review and matching	Residential Managers	Apr 18
Placements commence	Residential Managers	Apr 18

Risk	Risk Score	Mitigating Actions
Supporting children without spend		
Staff are not fully involved in the process	D3	Develop a Communication Strategy

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Partners are not involved in the process	D3	Work directly with Legal Services and the Courts to increase acceptance of the Council's own expertise without recourse to expensive Third Party experts
Legal challenge and/or complaints by service users	D4	Ensure new Guidance compliant with statutory responsibilities and that the use of discretion is clear, transparent and equitable
The change process results in increased risk to children and young people	D4	Decision-making not to spend to support children needs to be made by experienced safeguarding managers, ensuring that the welfare of children and young people is always safeguarded and promoted
Business case undermined by increased demand / needs of service users	D3	Monitor demand through performance management information
Increased traded and placement capacity		
Demand volatility - lack of surplus places in existing provision or lack of sufficient places for our own young people.	B3	LAC Sufficiency Analysis by LAC Sufficiency Planning Group Transforming Children's Services programme to reduce demand for residential provision
Lack of demand for Mother and Baby Assessment Placements	B3	Robust regional/national needs analysis required
Lack of specific expertise to establish an assessment unit for mother and baby placements	B3	Review of proposed service model and workforce needs assessment required
Inability to develop new provision – lack of capital and/or revenue, community resistance to a new home	B3	Ongoing work with Strategic Housing and Capital Teams. Stakeholder engagement/consultation
Competition from other LAs seeking to expand their own internal offer	B3	Share intelligence with regional NE12 Commissioning Group

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Matching issues when considering the mix of children within the home results in refusal to accept referrals	B3	Clear Statement of Purpose and referral criteria shared with NE12 LAs. Scope to sell beyond the region.
LAs seeking to place their most challenging young people – community issues, Police concerns	B3	Robust risk assessments undertaken as part of referral process
Ofsted approval for changes/new provision not granted	C3	Early discussion with Ofsted about proposals
Future poor Ofsted inspection of an individual home	D3	Oversight of Senior Manager for Residential Services and Senior Quality Manager
Lack of available support services e.g. Education, CAMHS	B3	Charge the referring LA to cover the education place, liaise with CCG
Lack of timely move-on, transition or return options	B3	Agree transition and return pathway plan with placing LA
Cost of voids between placements.	B3	Price into model

Performance Indicators

Performance Indicators		
Indicator		
	Baseline	Target
Number of placements agreed	N/A	4
Occupancy – planned and actual (Bednights)	N/A	80% (292 bed nights)
Number of planned and un planned move-on transitions or placement breakdowns	N/A	4 planned

6. Other Requirements / Dependencies

Technology Requirements

Internet access, security requirements for any new home to be confirmed.

Supporting children without spend

Liquid Logic (LCS and ContrOCC) enables child spend to be recorded.

Financial Data collection – the greater the granularity the more robust the “grip” on spend reduction can be.

Client / Customer Implications

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Consideration of clients' needs to be taken into account as part of the implementation of each of the projects

Supporting children without spend

The business case is informed by the TOM principles focusing resources on the most vulnerable and ensuring that the provision of financial support does not create a dependency.

Increased traded and placement capacity

Will reflect needs of referring LA. Other LAs likely to be seeking places for their most challenging young people. Ability to agree/deliver timely transition and move on plan may be difficult.

Partner / Stakeholder Implications

Discussion with the NHS/Clinical Commissioning Group as part of the implementation of each of the projects.

Supporting children without spend

The changes proposed will have minimal impact on ongoing work with our partners but will, nevertheless, benefit from a clear narrative that it is not a withdrawal of support from families but a targeting of resources on the most vulnerable. Work with the Courts may be required in relation to the direction to use third party independent assessors at cost to the Authority.

Increased traded and placement capacity

Community stakeholder engagement including police and other partners will be required for any new provision.

Equality and Diversity Implications

Supporting children without spend The Business Case will not impact appropriate targeted support to vulnerable children and young people. It is argued that targeting support to the most vulnerable supports and empowers families to be more resilient rather than become dependent upon the Council. Where children and young people face discrimination, victimisation and harassment support will still be provided to address the causes and mitigate the impact of those problems.

Is this project also included/supported by Capital Investment?

Yes

7. Sign Off

Mayor / Cabinet Member(s)	Cllr Ian Grayson
Head of Service(s)	Jacqui Old
Finance Manager	Alison Campbell

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1. Summary

Title	Fit for Purpose – How we are organised
Business Case Number	Fit - How
Member	All
Project Sponsor	Patrick Melia
Project Lead	Patrick Melia
Council Plan Theme	Our People
Creating a Brighter Future Theme	Fit for Purpose
Saving or Income	Saving
Total 18/19 Savings/Income	(£3,505,000)
Total 18-21 Savings/Income	(£3,567,500)

2. Business Case

Summary

How we are organised; as services change the organisation must change with them. This project 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 Council's 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.

Renegotiation of fee paid to Engie

Renegotiation of fee paid to Engie by £150k from commercial dialogue re the contact centre and customer services offer.

Feasibility fund

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Feasibility fund will reduce from £300k to £200k. The budget available for feasibility was previously increased from £100k to £300k and it is felt that £200k would be an appropriate figure based on our knowledge of likely projects.

Reduce Service Improvement fund

The Service Improvement fund is currently £300k per annum but the Authority has not required this entire budget previously and therefore propose to reduce it to £200k.

Pensions from Revenue

Where pension enhancements were made, all pre 2000, these were funded through this revenue budget. As the number of these enhancements reduces over time a budget saving of £250k can be made in this area.

Management and Staffing savings

Management and structures - In line with service redesign and the review of the Council's Core Offer is a fundamental look at the organisation and how it will continue to be reorganised to deliver the policy direction and redesigned services. This includes shrinking the management of the organisation to reflect reductions in resources and bringing together similar and linked services to ensure consistency and lowest possible cost.

Business & Economic Development

Swans site management saving following improved security arrangements delivering revenue savings.

Restructure of the external funding team: taking into account the loss of European funding and taking advantage of new external funding sources. This will result in savings of £40,000.

Commissioning & Investment

Supporting Commissioning arrangements around High Needs & Additional Support

Income to support Commissioned High Needs provision

The Dedicated Schools Grant (DSG) income for 2018/19 (£140m of which £115m is transferred to schools and the balance used to fund school children with special needs) will also support our LA statutory duties including:

- Leading the strategic needs analysis for our cohort of children and young people with Special Educational Needs and Disabilities (SEND) and those with additional needs requiring access to alternative education provision through the High Needs Block.
- Working strategically with schools and colleges to review the current sufficiency and cost of our education placement and wider support offer 0-25, including special schools, outreach provision, Additional Resourced Provision (ARPs), SEN support in mainstream schools, the Pupil Referral

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Unit and alternative education, FE and specialist colleges for post-16 placements. To include access to personal budgets and spend on 'top-up' budgets for those with the most complex SEND needs.

- Understanding government High Needs funding policy, preparing briefings, responding to consultations on behalf of Schools Forum.
- Commissioning the right mix of provision in-borough and, where needed, externally e.g. for independent and non-maintained special schools and colleges via the collaborative commissioning arrangements of the North East Authorities.
- Agreeing with the Schools Forum the annual High Needs funding allocations for all schools and providers.
- Undertaking monitoring visits to schools and providers.
- Costs associated with information systems covering placement monitoring and review, financial monitoring and reporting on quality and outcomes.
- Sharing Management information with Schools Forum, the NE12 group or other forums, including submitting returns and reports to Department for Education / Education & Skills Funding Agency

An appropriate charge to the DSG High Needs Block from 2018/19 would be circa £50-£75k

Facilities and Fair Access

An inflationary increase in annual charge to Schools for Cleaning and Catering Services will generate circa **£30k per year**.

Additional business opportunities within the borough and beyond its boundaries could secure an additional **£20k per year**.

Restructure Investment Service

Restructure within the service that would result in the deletion of Major Contract Officer post (Grade 9) resulting in a net revenue saving of circa £20k. – post is shared with Darlington council.

Facilities and Fair Access

Restructure within the service that would result in the deletion of Education Welfare Officer post (Grade 11) resulting in a net revenue saving of circa £50k.

HR - Reduce Workforce development budget spend on corporate training

Reduce the workforce development budget spend on training provision by £25,000. This will be achieved through a refocus on priority development and the move towards online/e-learning provision.

Finance – reduction in fee paid to Engie due to the return of work to the Council Finance team £57,000.

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Commercial & Business Redesign

Savings will be made from the Commercial and Business Redesign team via the deletion of a vacant post.

Law & Governance

Currently all complaints against the Authority are managed centrally. The centralised administration provides for central recording of complaints on the CRM Complaints System, and advice and guidance on the complaints procedure, timescales etc. The Complaints Manager fulfils the Statutory Complaints Officer role and undertakes a key liaison role with the Local Government and Social Care Ombudsman/Housing Ombudsman and determines whether complaints proceed to consideration by Regulation and Review Committee within the Authority's Corporate Complaints process.

Proposal:

Allocation of Complaints will cease to be carried out centrally and will be received by and recorded at the point of receipt within each Service. Complaint monitoring will be the responsibility of the Link Officers within service areas to ensure responses are issued within timescales. This leaner process is in accordance with the self-service TOM principle.

A Senior Complaints Officer post will be retained within Law and Governance to fulfil the Statutory Complaints role (at GR9 subject to JE), to provide an overview of all complaints, advising Cabinet on Complaints across the Council and adverse Ombudsman findings and provide appropriate challenge/support to responding services. The officer will undertake other responsibilities referred to above. Through a restructure and grouping of roles undertaking remaining and similar core tasks it will be possible to reduce the number of posts by 2 FTEs.

Target Operating Model – alignment to key principles

1. We understand and manage demand	x
2. We enable people to help themselves	x
3. We use intelligence to target resource to best effect	x
4. We Maximise income and reduce long term cost	
5. We work in partnership to improve outcomes	x
6. We are innovative and utilise technology to improve outcomes	x

3. Financial Implications

Net Savings / Income	Cost Centre & Subjective	Part year? (months)	18/19 (£000s)	19/20 (£000s)
Central				

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Renegotiation of fee paid to Engie from commercial dialogue re contact centre and customer services offer	P4102 2888		(150)	0
Feasibility fund reduce from £300k to £200k	08267 2887		(100)	0
Reduce service Improvement fund from £300k to £200k	09967 2888		(100)	0
Reduce pensions from revenue budget to match current need	09999 0904		(250)	0
Management and staff savings from vacant post	Cross cutting		(2,500)	0
Business & Economic Development				
Swans site management saving following improved security arrangements	01955	2888	(28)	0
Restructure of the external funding team taking into account the loss of European funding	01796		(40)	0
Commissioning & Investment				
Increase contribution from high needs block of the dedicated schools grant (£50k) and increase income target for Facilities and Fair Access	00417/ 05351	0070/ 0470/ 0570/ 5354	(100)	(62)
Restructure Admissions and Attendance service	04055	0070/ 0470/ 0570	(50)	0
Restructure Investment service			(20)	0
HR - Reduce Workforce development budget spend on corporate training	00342	0901	(25)	0
Finance – reduction in fee paid to Engie from the return of work to the Council Finance team	P1101	2888	(57)	0
Commercial & Business Redesign – deletion of a vacant post				
	01939	5937	(25)	0
Law & Governance				
Reduce the spend on the civic functions	07053/ 07056	2332/ 2304	(15)	0
Reduce the centralised officer support for the complaints process. Complaints will be recorded at point of receipt in each	07107	0070/ 0470/ 0570	(35)	0

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service.				
Removal of catering budgets for Council, Cabinet and Committee meetings. A hot drinks machine and vending machine offering snacks is now available	08641	1955/ 2051	(10)	0
Total			(3,505)	(62)

Financial Analysis 2018/19	
Expenditure/Income Line	Value (£000s)
Employees	(2,990)
Third party costs	(432)
Supplies and Services	(28)
Recharges	(25)
Fees and Charges	20
Sales	(50)
Total	(3,505)

4. Staffing Implications

Affected FTE [Reduction (-), Increase (+)]	2018/19	2019/20
Management and service savings	(50-75)	0
Reduce the centralised officer support for the complaints process.	(2)	0
Restructure of the external funding team	(1)	0
Restructure Admissions and Attendance	(1)	0
Restructure Investment service	(1)	0
Total	(55-80)	0

5. Delivery Plan, Risks and Outcomes

Key Milestones		
Milestone	Lead Officer	Completion Date
Commissioning and Investment		
Implement new commissioning and investment arrangements	I Betham, B Patterson, Mark Taylor, Scott Woodhouse	1 April 2018
Prepare Restructure Documentation	I Betham, B Patterson, Mark Taylor, Scott Woodhouse	Nov 17 to March 18
Consult on Proposals	I Betham, B Patterson, Mark Taylor, Scott Woodhouse	Nov 17 to March 18

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Consider Feedback/Changes	I Betham, B Patterson, Mark Taylor, Scott Woodhouse	Nov 17 to March 18
Implement new Structure	I Betham, B Patterson, Mark Taylor, Scott Woodhouse	1 April 2018
Business & Economic Development		
Draft fees schedule for recharging security services	Graham Sword	December 2018
Notification of charging to shipping agents	Graham Sword	January 2019
Implementation of Charging	Graham Sword	March 2019
Secure Greater income for Swans through increased marketing	Graham Sword	March 2018
Commence re-structure in Funding Team	Sean Collier	March 2018
Finance		
Completion of contract re-negotiation re contact/customer service provision	Janice Gillespie	March 2018
Cross Cutting Continue to redesign services and management structures	Patrick Melia	March 2018

Risk	Risk Score	Mitigating Actions
Complaint Processing There could be a risk of complaints not being dealt with appropriately within the correct procedure and therefore not being responded to. This could lead to an increase in complaints to the Ombudsman Office.	B3	Appropriate training and guidance will be provided to existing Complaints Link Officers
Redesign: There is a risk that re-organisation proposals do not deliver the required level of efficiency.	A2	Monthly programme development update at SLT identifying achievement to target
Swans - Marketing does not succeed or	D3	Look at other revenue streams to

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market interest drops		support income targets, such as temp storage uses
Funding Team restructure Reduction in Funding Team leads to missed funding opportunities	D3	Monitor situation and if replacement for EU funding is launched then review staffing numbers

Performance Indicators

Indicator	Baseline	Target
Complaints (volumes)	1,100	1,100 or less

6. Other Requirements / Dependencies

Technology Requirements

Complaints

Additional full licenses for Complaints link officers across the Authority will be secured to enable them to directly utilise the existing complaints management system. Cost built into savings assumption above.

Client / Customer Implications

Complaints

There will be a need for other service areas to self-serve to a greater degree in directly administering complaints. Consultation will take place with Heads of Service regarding the implications for key link officers whose responsibility it will be to record and monitor the processing of complaints.

Partner / Stakeholder Implications

Complaints

Partners currently use the Complaints Management system to respond to enquiries and will need to be trained on complaint registration and their responsibility to monitor the processing of complaints.

Equality and Diversity Implications

An EIA has been prepared

Is this project also included/supported by Capital Investment?

Yes

7. Sign Off

Mayor / Cabinet Member(s)	Cllr Pickard, Cllr Glindon, Cllr Stirling, Cllr Darke, Cllr Burdis
Head of Service(s)	Patrick Melia
Finance Manager	Alison Campbell

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1. Summary

Title	People Wellbeing Services
Business Case Number	Fit for Purpose – People Wellbeing Services
Member	Cllr G Bell, Cllr John Harrison, Cllr Eddie Darke and Cllr Ian Grayson
Project Sponsor	Jacqui Old
Project Lead	Haley Hudson
Council Plan Theme	Our People
Creating a Brighter Future Theme	Cared for Safeguarded and Healthy
Saving or Income	Saving
Total 18/19 Savings/Income	£2.5m
Total 18-21 Savings/Income	£2.5m

2. Business Case

Summary

A. Background

The organisation delivers high performing and effective services relating to wellbeing, care and support valued locally and benchmarking well nationally. Continuing national pressure on the costs of care mean that the team must be constantly creative to manage demand and balance the books.

This business case builds on extensive work done across the organisation to help people help themselves, simplify routes into the Authority and bring together teams to more effectively target need as we understand it in individual communities.

Specifically, it develops the thinking behind the SIGN Network, the My Care web presence, Care and Connect, the work done on integrated front doors to support children and adults and the conversation of our sport, leisure and cultural services to support community wellbeing. It also builds on the work done to bring together our

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work with young people from 0-19, seeking to apply those design principles and ways of working to services for adults.

The aim will be to better integrate existing work and teams across:

- Adult social care
- Children and young people's early help and social work services
- Housing and homelessness
- Public health
- Culture
- Leisure
- Education, skills and learning
- Revenue and benefits

The Care Act 2014 introduced statutory requirements of local authorities to promote the wellbeing of its residents in all of the functions it carries out. In addition, statutory duties were also introduced which dictate that local authorities must actively prevent and delay the onset of a person's care and support needs by maximising wellbeing principles. These principles build upon the wellbeing duty of the Local Government Act 2000 which allowed local authorities to do anything they consider likely to promote the economic, social and environmental well-being of their area, unless explicitly prohibited elsewhere in legislation.

Over recent years the Authority has invested significantly in its cultural and leisure infrastructure, including the expansion of town centre library provision, consolidating mixed use community hubs as part of the offer to North Tyneside communities. Investment in state of the art leisure facilities and an enhanced arts and museums offer has ensured that an excellent universal offer is available to citizens in the Borough. Our intention is to optimise this offer in a way that helps people help themselves but provides appropriate support in doing so. Where they need it, those universal services will connect people with the appropriate support. This builds on the work done in 17/18 in Adult Social Care where, listening to feedback from customers, the team remodelled the way in which services are delivered to customers to ensure that only those with a true long term need enter long term services and all those customers who do have a long term need have an allocated worker.

In addition the Council invested in new web capability, collectively owned in the community, called My Care North Tyneside. This is a "one stop online shop" of advice and information that will allow a citizen to identify what support is available to them in their local area, including if they are likely to be eligible for support from Adult Social Care and also whether they are likely to have to pay for services. The aim of this is to ensure that citizens know what universal services there are in their locality, but also what their options are in respect of accessing these. As we progress with the People and Wellbeing Business Case, the online offer already established, will be grown to become the first point of access for help and support with wellbeing issues.

The overall intention of the business case is to change our ways of working based on

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nationally funded work to improve services to children, reorganise teams containing around 1000 staff and services worth around £71m, consider where opportunities could be maximised from delivery services directly, and working with other authorities while trying to balance national funding pressures with doing the right thing for the people of North Tyneside.

B. Business Case Outline

This proposal builds on the principles and work set out above and applies them to all wellbeing services.

The business case sets out the vision for a 2 year programme, savings identified relate to year 1 (2018/2019) only.

The proposal would seek to develop a new model with 4 key components:

1) Online

An enhanced online offer, moving some current face to face services to online access only. These services would be supported by various community locations where those without IT access or the skills could be supported to access services online.

The intention is to develop the web offer available to the public to ensure that it becomes a useful and meaningful “first place to go” in order to interact with the Council. All payments, requests for service, and methods of comment or communication would be automated, with the web site providing helpful interactive tools.

This will fit with life events work that has been mapped already to identify the points in a person’s life when they are likely to need support from the Council. Any customer who rings the Council or who presents at a Council office will be directed to a computer terminal to undertake their query online – support for this will be provided if needed. This serves 2 benefits. There will be a cohort of people who will be able to resolve their query without interaction from a staff member. For those who do need help, we will be able to control the rate of response more easily, moving away from an expectation of immediacy unless that level of response is required due to presenting risk. This approach assists us to manage resources more effectively.

The Web offer will be the main resource for use by the public, staff and Members in order to answer customer queries. Access to phone and face to face contact will be limited to those who are assessed as needing it. Face to face contact will be by appointment only.

2) Single Front Door

Once the web site is working as anticipated, we project that the volume of work at the Front Door would decrease. This will allow the team to concentrate on early help and keeping people out of long term service.

The ethos will be that call handlers will direct callers where possible through the web

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offer, or use the web offer with the customer direct. Where the issue arising cannot be met through the web offer, or there is a presenting risk, the request for support will go to a triage point.

This will be a multi-disciplinary point consisting of social care, housing advice, welfare advice and will also link to the MASH. The triage point will be staffed by experienced staff who are able to confidently and dynamically risk assess in a risk averse way.

The MASH will operate as it is currently to assess safeguarding matters.

Where possible, brief interventions will be carried out in order to resolve issues for people and prevent or delay the need for support. The approach builds on the success of Gateway where we have evidenced that a more rounded skill mix allows a more holistic approach to assessment and problem solving for a customer.

Detailed work will be undertaken to determine the demand for service which will impact on staff numbers and skill mix. Currently there are no staff implications identified for 18/19.

3) Community Connection

Creation of 4 comprehensive local offers across the borough that seek to maximise resident's wellbeing.

The proposal would look to develop 4 locality offers, based round the current 4 Customer First Centres in Whitely Bay, Wallsend, North Shields and Killingworth. Universal library services will continue to function from these locations as part of the first line of defence against social isolation and in order to promote learning, literacy and better life chances.

Selected front facing teams will be based in the locality and there will be a presence for customers to "drop in" to access or find out about the wider universal offer.

There will be IT resources available for those that do not have access to them, to find out more about local support, activities and services that could help them. For those that need help with IT usage, there will be some time-limited support to use the online offer.

All interactions at tier 2 and tier 3, where the services of a staff member for more than support and signposting is needed, will be by appointment only. The appointments will be made at the Triage point of the front door.

People will be encouraged to attend a customer first centre for their appointment so meetings in customer's own homes will only happen when it is assessed as necessary to understand the living arrangements.

4) Greater Collaboration and Income Opportunities

During 2018/2019 HECS services intend to maximise external funding opportunities

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through collaborating with other councils.

This work will bring opportunities to look at new approaches to commissioning and delivering services as well as, maximising programme support levers – further detail is given in Section C.3.

C. 2018/ 2019 Efficiencies

It is anticipated that transferring some services to an online offer, co-locating staff and combining employee roles, will enable services to rationalise and streamline existing roles.

Lead in time for developing the longer term model and its respective staffing structure, will take approximately 12 months.

However there remains pressing financial pressures for 2018/2019 and the services have therefore had to look to identify where savings can be made from existing employee structures. These are identified below.

C.1 HECS – through deletion of vacancies, reduction in hours and restructure.

- Deletion 1 Grade 5 Administration post in Adult Community Teams, this is the deletion of a vacant post following the remodeling of the Service in 2017.
- Deletion of 1 Grade 14 and 0.4 FTE reduction of Grade 10 in Employment and Skills
- Deletion of 5 Grade 7 Enablement Officer posts in Mental Health and Learning Disability
- Deletion of 1 Grade 11, 1 Grade 10 and 1 Grade 7 in the rehabilitation teams in Integrated Services.
- Ending some third party contracts where practical and providing these services in-house

C.2 Environment Housing and Leisure - £146K

- Deletion of 0.4 FTE Grade 8 Housing Officer – current vacancy.
- £131k of management and staffing efficiencies from Cultural Services (3 posts).

C.3 Greater Collaboration and maximising income - £1.89m

During 2018 / 2019 HECS services intend to maximise external funding opportunities by collaborating with other councils, and other income generating opportunities.

- CYPL services are currently involved in an Innovation Programme with the Department for Education (DfE) with the 2 other North of Tyne councils. In addition, the Service is developing a further bid to DfE to share its expertise and experience with other English councils. Both Programmes will enable the Service to gain income for services in areas such as programme and change management.

Target Operating Model – alignment to key principles

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1. We understand and manage demand	X
2. We enable people to help themselves	X
3. We use intelligence to target resource to best effect	X
4. We Maximise income and reduce long term cost	X
5. We work in partnership to improve outcomes	X
6. We are innovative and utilise technology to improve outcomes	X

2018 Financial Implications

Net Savings / Income	Cost Centre & Subjective	Part year? (months)	18/19 (£000s)	19/20 (£000s)	20/21 (£000s)
Range across HECS, and EHL			(2,500)		
Total			(2,500)		

Financial Analysis 2018/19	
Income	(1,890,000)
Employees	(553,000)
Expenditure	(57,000)
Total	(2,500,000)

2018/19 Staffing Implications

Affected FTE [Reduction (-), Increase (+)]	2018/19	2019/20
Reduction in staffing		
0.4 FTE grade 8 Housing	(0.4)	
1 FTE Grade 5 Adult Community Teams	(1)	
5 Grade 7 Enablement Officers Learning Disability	(5)	
1 Grade 11, 1 Grade 10 and 1 Grade 7 Rehabilitation teams in Integrated Services	(3)	
1 Grade 14 and 0.4 FTE reduction of Grade 10 in Employment and Skills	(1.4)	
1 Grade 11, 1 Grade 9 and 1 Grade 7 in Cultural Services	(3.0)	
Total	(13.8)	

Delivery Plan, Risks and Outcomes

Key Milestones		
Milestone	Lead Officer	Completion Date

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Consultation with Trade Unions and Staff Effected from Employee Reductions in 2018 / 2019	Steve Bishop /Paul Worth/ Alison Tombs/ Angela James/ Eleanor Binks	February 2018
Re-commissioning of Third Party Contracts	Nik Flavell	March 2018
Development of New Wellbeing Services Model	Project Team	June 2018
Consultation of New Wellbeing Services Model	Project Team	November 2018
Implementation of New Wellbeing Services Model	Project Team	April 2019
Securing income from collaboration and associated opportunities	Jacqui Old	April 2019

Risk	Risk Score	Mitigating Actions
Residents, partners, Elected Members and employees fail to use new online services	A1	Savings from this work stream are planned for 2019/2020, this should provide sufficient time to develop the business model and IT solutions <u>alongside</u> key users / stakeholders to gain buy-in prior to go live. We are also aiming to develop a bid for external monies to recruit a Digital Inclusion Officer who can lead on engaging people in the design of new online services.
Developing and delivering a range of new IT solutions that meet business requirements	A2	Project team to articulate IT business requirements no later than June 2018
Income from collaboration not secured	A1	Monitoring of project milestones and income secured on a monthly basis.
Increased demand from the population for services continues to increase and cannot be met with reduced employee compliment	B2	Ongoing monitoring of activity and use of services across all people based teams to continue and to be shared across the project team for this business case. Development of the new model will include a phase for prototyping and evaluation, before all changes are made.

Performance Indicators		
Indicator	Baseline	Target
On-line access measured	To be developed	To be developed in 2018 /

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	in 2018 / 2019	2019 based on resources and IT offer available
Profile and number of people using community hubs	To be developed in 2018 / 2019	To be developed in 2018 / 2019 based on resources and IT offer available

Other Requirements / Dependencies

Technology Requirements

The long term model rests significantly on transferring some current face to face services to an online offer. New online services will need to be developed, that meet the needs of all residents.

Client / Customer Implications

In year employee reductions are based on maintaining the current model of service. 2019/20 savings will come from the impact of self-serve on People Wellbeing services. Details are being worked through and will be included in budget proposals for future years along with information on implications for customers.

Partner / Stakeholder Implications

In year employee reductions are based on maintaining the current model of service. 2019/20 savings will come from the impact of self-serve on People Wellbeing services. Details are being worked through and will be included in budget proposals for future years along with information on implications for partners/stakeholders.

Equality and Diversity Implications

All affected customers will have or be connected to someone with a protected characteristic predominantly around disability. This however does not affect care provided, it affects the funding stream.

Is this project also included/supported by Capital Investment?

Yes

Sign Off

Mayor / Cabinet Member(s)	Cllr G Bell, Cllr John Harrison, Cllr Eddie Darke and Cllr Ian Grayson
Head of Service(s)	Jacqui Old & Phil Scott
Finance Manager	Alison Campbell

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1. Summary

Title	Maximising Resources – Sourcing, Supply chain and commercials
Business Case Number	MR - Source
Member	All
Project Sponsor	Mark Longstaff
Project Lead	Mark Longstaff
Council Plan Theme	Our People, Our Places & Our Economy
Creating a Brighter Future Theme	Maximising Resources
Saving or Income	Saving
Total 18/19 Savings/Income	£(1,500,000)
Total 18-21 Savings/Income	£(1,500,000)

2. Business Case

Summary

Sourcing, supply chain and commercials -More than half of the Authority's expenditure is to third parties and with a supply chain of over 4,000 organisations and individuals it is critical that sourcing, supply chain and commercial arrangements are as sharp as possible. This project aims to look beyond the large-scale commissioning and major partnerships to ensure all of the supply chain is subject to a rigorous value for money test and best practice category management is applied.

Case for change

Building upon the recently agreed Procurement strategy there is an opportunity for the Authority in conjunction with its partners to re-engineer its procurement function to realise additional savings and enhance its commercial support to the service areas.

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Through some initial analysis carried out by Capita Procurement Solutions saving opportunities have been identified which are ambitious and only achievable alongside changes to the current operating model, which has been analysed to understand the state of readiness to undertake delivery of these savings and indeed to establish a foundation to support sustainable savings into the future.

The savings projects identified consider both how to unlock benefits from large areas of spend (be that in existing contracts or strategic sourcing exercises) and how to manage the lower values of spend to achieve best value.

Spend categorisation & headline numbers

The makeup of the Authority's spend is typical for a local authority of its size and how the services are operated

Viewing suppliers by category rather than service gives an alternative view of the Supplier base and helps identify areas of focus for supplier engagement activity and opportunities for tail spend management.

- **North Tyneside Annual Spend (2016/17) on third party payments £270m**
- **That Expenditure is with 4188 Suppliers**
- **46.37% of suppliers have less than £1,000 of spend**
- **80% of that expenditure is with 2% of suppliers (102)**
- **Top 24 suppliers represent 56% of Spend**
- **Total number of transactions 200,889**
- **34.53 % of those transactions with suppliers below threshold of £164k**

Establishing realistic baseline of addressable spend

North Tyneside has circa. £ 270 million of third party spend per year. However at this stage it would not be possible to deliver savings across all of this, as this total spend includes items such as pensions and levies to other government bodies where the Authority has limited control over the spend.

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£270m

This is the total value of expenditure with third parties during 2016/17 and includes General Fund, HRA & Capital expenditure to give a holistic view.

Less

As stated above some areas of spend are not currently in scope of this project and they amount to approximately £100m and are:

- Strategic Partnerships (KNT, ENGIE, CAPITA) circa **£70m**
- Govt & Public Bodies **£30m**

Year1 potential Savings

**Category
Total
Spend**

£170

Less

£98m

On a category by category basis the addressable spend has been adjusted by varying percentages based on experience and knowledge of category and current position of NTC.

Factors include the proportion of the In Scope spend that is likely to yield savings, the degree of probable difficulty in delivering savings and assumptions on categorisation that may require some refresh.

=

£72m

**Revised/Realistic Addressable
Spend in Scope**

Initial Summary of savings opportunities identified for 2018/19

From this initial cut a number of savings projects were identified and the team is now undertaking the work needed to realise the savings. Below is the summary of savings opportunities initially identified for 2018/19.

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	Base £	Best £	
Health & Social Care	625,500	764,500	0.78%
Construction & Highways	52,200	63,800	0.07%
Property	129,600	158,400	1.17%
Environment	8,775	10,725	0.09%
Professional Services	80,550	98,450	1.16%
Utilities & Energy	13,399	16,376	0.22%
Facilities Management	28,238	34,513	0.54%
Human Resources	158,364	193,556	3.63%
IT & Telecoms	30,195	36,905	0.87%
Transport Travel Accommodation.	16,800	50,533	1.01%
Leisure	233,460	285,340	23.55%
Marketing	52,965	64,735	5.34%

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Office Supplies and services	27,270	33,330	1.46%
Manufacturing & Engineering	19,890	24,310	4.49%
Tail Expenditure	45,000	55,000	n/a
Potential Savings Range	1,522,205	1,860,473	0.56%

In addition, the team are also broadening the savings categories and potential projects under consideration. Broadening the range of projects is designed to increase the opportunity for future years' savings.

Next Steps

1. To establish a targeted savings delivery programme, with a governance structure that embeds procurement activity strategy, benefits tracking and realisation into the fabric of the Authority and enables the effective delivery of procurement activity within the Authority.
2. To develop a new Target Operating Model for procurement that is based on a flexible resource structure that provides category experts on an as-needed basis to work with managers to unlock savings and manage contracts. The flexible resource will be focused on driving out savings, and will sit alongside the Business As Usual function that includes improvements in data analytics, spot buying and compliance reporting.
3. To Introduce 'tail spend' management tools / service to consolidate the low value supply base into corporate contracts that best leverage the Authority's spend in order to drive savings, whilst ensuring that buying behaviours and transactional volumes are reported and managed to ensure compliance. ('Tail spend' refers to a large number of low value procurement transactions in an organisation, typically made with numerous suppliers other than the 'main' contracted suppliers, many of which may be used infrequently).
4. To focus on technology enabled and consistent contract and performance management that is fit for purpose and provides commercial performance and contractual support to service managers who own operational delivery.
5. To develop and maintain systems and tools (templates, policies, procurement documentation, catalogues) that are easy for end users to access and support the digital agenda by enabling greater self-service.

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

Target Operating Model – alignment to key principles

1. We understand and manage demand	
2. We enable people to help themselves	x
3. We use intelligence to target resource to best effect	x
4. We Maximise income and reduce long term cost	x
5. We work in partnership to improve outcomes	x
6. We are innovative and utilise technology to improve outcomes	x

3. Financial Implications

Net Savings / Income	Cost Centre & Subjective	Part year? (months)	18/19 (£000s)	19/20 (£000s)
Sourcing savings	09966 2051		(1,500)	
Total			(1,500)	

Financial Analysis 2018/19

Expenditure/Income Line	Value (£000s)
Supplies & Services	(1,500)
Total	(1,500)

4. Staffing Implications

Affected FTE [Reduction (-), Increase (+)]	2018/19	2019/20	2020/21
None			
Total			

5. Delivery Plan, Risks and Outcomes

Key Milestones		
Milestone	Lead Officer	Completion Date
Establish Governance Arrangements	Mark Longstaff/ Allison Mitchell	Nov 2017
Develop a new Target Operating Model for procurement	Mark Longstaff/ Allison Mitchell	March 2018

Risk scores shown below are the current scores – it is anticipated that these will reduce if work progresses in line with the proposed business case

Risk	Risk Score	Mitigating Actions
(1) Benefit Realisation: There may not be sufficient	C1	This is an inherent risk within any procurement. Capita Procurement

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

<p>savings which can be generated: despite the work outlined below. There is therefore a risk that sourcing, supply chain and commercials business case may not deliver the level of savings required (i.e. £1.5m) in 2018/19.</p>		<p>Solutions (see 2 below) will field category management specialists to work alongside our Heads of Service to follow up the savings opportunities already identified, to give the best chance of achieving the savings required.</p>
<p>(2) Procurement Capacity and Skills Mix: Procurement services are outsourced and contracted to be delivered by a partner organisation (Engie). There is a risk that Engie will not have the required resourcing / skills mix within its Procurement team to undertake the work necessary and deliver the procurement savings required.</p>	<p>B1</p>	<p>Following an initial 'diagnostic' piece of work commissioned by Engie from a separate organisation (Capita Procurement Solutions) in the Summer of 2017, Capita Procurement Solutions developed a detailed list of procurement spend areas most likely to deliver savings and to be targeted. The Authority has further engaged Capita Procurement Solutions for an initial extended period (until March 2018) to implement this work, delivering as many procurement savings as possible in 2017/18 and setting up the arrangements to deliver savings into 2018/19 and beyond.</p> <p>This is our best chance of ensuring we have access to:</p> <ul style="list-style-type: none"> • The required procurement capacity • The required procurement skills and knowhow, from specialist category managers <p>to secure as many procurement savings as possible in the immediate term and into 2018/19.</p>
<p>(3) Contractual responsibility for procurement: as set out above, procurement is under contract to be delivered by the business partner (Engie). There is a risk that roles / responsibilities with regard to Engie and Capita Procurement Solutions for delivery of procurement savings may conflict.</p>	<p>C2</p>	<p>A detailed analysis of contract performance was undertaken by the client in 2014, which has been updated in 2017 and is the basis for a contract review of procurement which is now underway. The outcomes of this work will inform the direction of future procurement delivery arrangements.</p> <p>Meanwhile, a schedule of meetings involving Engie procurement staff, Capita Procurement Solutions staff and the Procurement client have been arranged to ensure that there is clarity about who is undertaking which role with regard to</p>

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

		savings delivery, and that actions of each entity support the savings delivery programme.
(4) Procurement Governance Board: Capture of Cashable Procurement Savings: there is a risk that procurement savings identified will not be cashable (i.e. captured and removed from budgets) and if so that the savings target will not be met.	D2	A Procurement Governance Board (comprising the Chief Executive, Head of Finance and Head of Commissioning & Investment) has been established. This is meeting monthly to review progress, agree which savings have been delivered and to remove these from budgets. This will continue as a governance process into 2018/19.

Performance Indicators

Indicator	Baseline	Target
The £1.5m procurement saving is achieved in 2018/19.	A saving of £0.5m was included as a procurement savings target in 2017/18.	£1.5m saving delivered 2018/19 (to be monitored via the Procurement Governance Board).

6. Other Requirements / Dependencies

Technology Requirements

None

Client / Customer Implications

The Procurement client leads are currently working alongside both Engie and Capita Procurement Solutions to deliver 2017/18 savings and to undertake preparatory work for those procurement areas highlighted to deliver targeted savings in 2018/19. This work is being undertaken in conjunction with relevant Heads of Service in those areas where procurement savings have been identified as likely.

Partner / Stakeholder Implications

See risk areas (2) and (3) above.

Equality and Diversity Implications

None

Is this project also included/supported by Capital Investment?

Yes

7. Sign Off

Mayor / Cabinet Member(s)	Cllr Ray Glendon
Head of Service(s)	Mark Longstaff
Finance Manager	Alison Campbell

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

1. Summary

Title	Maximising Resources – Deliver our Fees and Charges Policy
Business Case Number	MR - Fees
Member	Cllr Gary Bell & Cllr John Harrison
Project Sponsor	Jacqui Old & Phil Scott
Project Lead	Ellie Anderson & Samantha Dand
Council Plan Theme	Our People
Creating a Brighter Future Theme	Maximising Resources
Saving or Income	Income
Total 18/19 Savings/Income	£(190,000)
Total 18-21 Savings/Income	£(190,000)

2. Business Case

Summary

In 2012 a piece of work was carried out and reported to Cabinet which set some guiding principles for discretionary charges which are set out below. These principles have subsequently been reviewed on an annual basis as part of the annual financial planning and budget process to test that they remain relevant and appropriate in the current planning horizon.

- **Fee set by statute;** a range of services provided by the Council are statutory functions and fees and charges are set by Government or within Government Guidelines, for example Planning Applications.
- **Universal services are paid for universally – differentiated services**

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

are paid for by the user; in line with the increasing personalisation of public services it makes sense that the universal services the Council offer will be paid from the money the Council has as a consequence of general and local taxation. Where the service is differentiated and chosen by the consumer, then the services the Council offers will be paid for by the user.

- **Matching the market;** where the Council operates in a market, fees and charges will match that market and the quality of the product, for example, in commercial waste the Council's price point will reflect those of the other operators in the Borough. In sport and leisure, where the offer is among the best in the country, then prices will reflect that.
- **Staying in line with our neighbours;** where the Council operates a service that is statutory in nature or normal business for a local authority, North Tyneside will stay in line with its neighbours. This will avoid cross-border issues for individuals and communities and should prevent a localised market where that might be unhelpful. It should also help residents in tough financial times, for example in terms of Contributions for Adult Social Care services, school meals prices and burial charges North Tyneside is towards the cheapest in comparison to our neighbours. Usually, the Council will aim to be around the mid-point for Tyne and Wear and Northumberland – where it is not, we will know why and be able to explain it to Members and customers.
- **Considering ability to pay;** given the gap between the standard of living between the richest and poorest in the Borough and the Council's stated aim to raise aspirations and widen horizons the Council will consider and assess an individual's ability to pay for a service where that makes sense, for example, the national benefit rules and the Housing Benefit system when thinking about rent, or the Financial Assessment rules and Contributions Policy when thinking about Adult Social Care contributions.
- **Differentiated pricing;** in addition to an individual's ability to pay, the Council will consider the personal circumstances and differentiate some services to reflect the fact that residents already pay tax in the Borough and that some activities are good for the health and wellbeing of the people of North Tyneside and therefore we might wish to incentivise some types of residents to participate by paying less, for example, the suite of Ease Cards.

This business case presents an update following a review of our Fees and Charges Contributions and Payments from Customers

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

Court of Protection Team Charges

1. The Court of Protection team helps people who have lost capacity to manage their money safely – this includes cases of financial abuse where people entrusted with managing the money of vulnerable people have mismanaged the finances, sometimes to the point of jeopardizing a person's care.
2. The Court of Protection team currently provide Deputyship under the Court of Protection where people need someone to fully manage finance and sale of property. If the Local Authority applies for deputyship the current one off fee is £745. A management fee of £650 per year is charged thereafter.

Currently the Local Authority assists people with completing Court of Protection forms and probate forms. A review of the market indicates that solicitors charge up to £1,900 for this service compared to an average of £55 charged by the Authority. Consideration has therefore been given to appropriate level of fee to reflect that there is less work needed than for the Deputyship as set out above. A charge of £500 is being proposed. Currently there are 10 – 15 cases per year, therefore a potential to raise £5,000.

3. Complex Deputyship cases: Doncaster refer anyone with assets over £75,000 or with properties to solicitors rather than the Council taking responsibility and it is proposed that we adopt this approach for North Tyneside Council, in order to manage workloads appropriately.
4. Winding up order for Deputyship – the current charge £300 was due for review and this charge is not governed by the Court of Protection. Taking into consideration the activity required to process an order the proposal is to increase the price to £745.
5. The Council will act as appointee when a person has capital of up to £8,000, which is high in comparison to other local authorities. If the person's capital is above £8,000 we currently apply for a Deputyship. Other areas apply for Deputyship and make the relevant charge for anyone with capital over £4,000, which would accrue the £650 per annum management fee (or 3.5% of net assets if assets are below £16,000). The proposal is that we move the threshold for Deputyship to £4,000.
6. Appointeeship – there are about 180 clients where the Council does not hold full deputyship through Court of Protection but does act as appointee for benefits. The proposal is to fall in line with other local authorities and charge £5 per person per week for acting as deputy. For people in care homes this would need to be an accrued debt paid from their estate on their death.
7. Winding up Appointeeship – the proposal is to charge £500 which is the maximum we can charge after funeral costs (which must be paid first).

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

Changes to the Social Care Charging Policy for Non-Residential Services

1. Through the Care Act 2014, the Department of Health prescribed the minimum amount of income support a person must be left with after charging for care and support whilst living in the community. This is referred to as the Minimum Income Guarantee (MIG). The guidance underpinning this provides for how income is treated when implementing charges for care home provision and other settings. There is more flexibility in the charging arrangements for individuals living in the community in other settings.
2. North Tyneside Council currently uses the MIG +25%, which means that service users are left with a basic income plus a 25% buffer. This has been consistent with a number of other local authority areas and was developed as best practice.
3. The Department of Health circular LAC (DH) 2017 (1), advises that the MIG allowances for 2017/18 is to remain frozen at the rates first set in 2015/16. This means that North Tyneside is applying a higher buffer than it could otherwise do; the buffer within DH guidance is 18.6%.
4. Across the region there is a variable position:

Authority	Policy
Darlington	MIG +25%
Durham	MIG +25% but moving towards DH threshold
Gateshead	MIG +25%
Hartlepool	MIG +25%
Middlesbrough	MIG +25%
Newcastle	MIG using DH threshold
Northumberland	MIG using DH threshold
Redcar and Cleveland	MIG using DH threshold
South Tyneside	MIG +25%
Stockton	MIG +25%
Sunderland	MIG using DH threshold

5. The impact of the proposed changes is as follows
 - 2,659 service users are in receipt of non-residential care services and 797 (30%) make a financial contribution towards the cost of their care.
 - 1,862 (70%) of service users are currently on a zero charge as they are already on minimum income and therefore have no chargeable income. They will not be affected by this change in policy.
 - The amount of charge for each individual is dependent on the assessed charge and the volume of service received.
 - The maximum weekly impact would be as follows:
 - Person of pensionable age, £10.20 per week

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

- Person aged 25-64, £0.35 per week
- Person aged 18-24, £0.55 per week

It is proposed these changes are implemented for new clients only from 1 April 2018, subject to the outcome of the consultation process

6. It is estimated the full year effect of the introduction of the change to the charging policy will increase income by £100k per annum.
7. It is proposed that full consultation is undertaken to seek the views of key stakeholders and the wider public including the community and voluntary sector and that this runs from December 2017 through to February 2018.

Bereavement Services

It is proposed to increase cremation, burial and purchase of grave fees between 1 and 3%.

Target Operating Model – alignment to key principles

1. We understand and manage demand	X
2. We enable people to help themselves	x
3. We use intelligence to target resource to best effect	
4. We Maximise income and reduce long term cost	x
5. We work in partnership to improve outcomes	
6. We are innovative and utilise technology to improve outcomes	

3. Financial Implications

Net Savings / Income	Cost Centre & Subjective	Part year? (months)	18/19 (£000s)	19/20 (£000s)
Court of Protection Team Charges	03469	5516	(60)	
Changes to the Social Care Charging Policy for Non-Residential Services	03469	5516	(100)	(100)
Bereavement income	05541	5351	(30)	
Total			(190)	(100)

Financial Analysis 2018/19

Expenditure/Income Line	Value (£000s)
Income	(190)
Total	(190)

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

4. Staffing Implications

Affected FTE [Reduction (-), Increase (+)]	2018/19	2019/20
None		
Total		

5. Delivery Plan, Risks and Outcomes

Key Milestones		
Milestone	Lead Officer	Completion Date
Social Care		
Consultation with all affected clients	Ellie Anderson	January 2018
Information clearly stated in terms of the offer and charges on My Care and Council website	Ellie Anderson/ comms team	February 2018
Consultation on impact of proposed changes to the charging policy for non-residential services	Alison Tombs	February 2018
Bereavement Services		
Advise funeral directors of the increase in fees	Samantha Dand/Julie Evans	January/February 2018

Risk	Risk Score	Mitigating Actions
Court of Protection Team Charges		
Income could be affected if people decide to manage relatives finances themselves or appoint solicitors	D3	Review of the team structure
Changes to the Social Care Charging Policy for Non-Residential Services		
Support for individuals due to an increase in charge / contribution	D3	Individual financial assessment will be completed to determine actual level of contribution for each individual. This would include taking steps to maximise income and benefits individuals are in receipt of and links to other welfare services as appropriate.
Bereavement		
Assumptions are based upon previous data, as the death rate is unpredictable.	D3	Closely monitor income and consider a further review of fees and charges in year, where appropriate.

Performance Indicators		
Indicator	Baseline	Target

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

6. Other Requirements / Dependencies

Technology Requirements

None

Client / Customer Implications

Social Care changes

Current clients are unlikely to be happy about significant increase in service charges particularly where the service is currently being provided free of charge.

Partner / Stakeholder Implications

Social Care changes

Consultation will be required with service providers who may need to support their customers to make alternative arrangements. Advocates may be required to ensure that customers with disabilities relating to cognition understand the implications.

Equality and Diversity Implications

Court of Protection

All affected customers will have or be connected to someone with a protected characteristic predominantly around disability. There are other methods for people to use in terms of safe financial management. This proposal surrounds asking people to pay for a non-statutory service. The costs of the service however will experience significant increases and primarily target people with a disability.

Changes to the Social Care Charging Policy for Non-Residential Services

All clients involved in services provided will have a protected characteristic and will be left with a reduced amount of disposable income. In mitigation the Council is still applying an 18% buffer in terms of personal finance and would be applying national guidance but there is a likelihood of complaints.

Bereavement

There would be no disproportionate negative impact related to protected characteristics, as price rises are being applied consistently to all people. The only exception applies to children under the age of 18 years old where burial and cremation fees do not apply.

Is this project also included/supported by Capital Investment?

Yes

7. Sign Off

Mayor / Cabinet Member(s)

Cllr Gary Bell & Cllr John Harrison

Head of Service(s)

Jacqui Old & Phil Scott

Finance Manager

Alison Campbell

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

1. Summary

Title	Alternate Weekly Collections
Business Case Number	Great Place – 10 Year Waste Strategy
Service Area(s)	Local Environmental Services
Member	Councillor John Stirling
Project Sponsor	Phil Scott
Project Lead	Samantha Dand
Council Plan Theme	Our Place
Creating a Brighter Future Theme	Great Place to Live, Work and Visit
Saving or Income	Saving
Total 18/19 Savings/Income	(£218,000)

2. Business Case

Summary

Due to the end of the government's Weekly Collections Support Scheme, consideration needs to be given to look at new ways of managing waste and recycling without this funding. In addition to the loss of grant waste levels continue to increase and figures indicate that a rise of 2.6% per annum is expected, which would mean an additional 3,000 tonnes of rubbish every year to manage at an additional cost of around £350,000. Although there are a number of factors that affect waste growth, the state of the economy is the single biggest factor. North

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

Tyneside is also a growth point in terms of new households.

Other pressures associated with the collection and disposal of waste across the borough including:

- Waste disposal costs
- Recycling costs in an unstable market
- Household Waste Recycling Centre and non-household waste

This proposal is to introduce alternate weekly collections from 2018/19. This would generate the greatest level of savings through reduced waste disposal charges and some collection savings and requires a limited amount of investment.

Alternate Weekly Collections work positively by increasing householders' awareness of the waste they throw away and different ways to deal with it. This not only leads to a reduction in waste arisings but also greater capture of recyclable waste.

Alternate Weekly Collections have been successfully implemented in more than 70% of authorities across the country, which has led to an increase in recycling rates and a decrease in waste overall, with associated financial and environmental benefits. All of our neighbouring authorities now operate on alternate weekly collection.

With alternate weekly collection, waste is still collected every week. Recyclables are collected one week and refuse the next week. There are a small number of premises within the borough that are unsuitable for alternate weekly collections.

Overall, this would result in an increase in recycling levels with less waste being put in residual waste bins. In some cases, residents are already only putting residual waste bins out every fortnight.

RISKS AND CONSIDERATIONS

- **RISK** - Anticipated household growth of an average of 790 new properties each year- until 2032 (as per the Local Plan), which will increase the volumes of waste and associated cost increases for the Authority in relation to disposal and collection.
- The savings are based on reducing the amount of waste produced overall and increased recycling, which is dependent upon residents' behavior.
- Costs of processing refuse and recycling are dependent upon the relevant contract and can fluctuate.

There are some perceived health concerns with alternate weekly collections. However, a study by the Chartered Institute of Waste Management and Waste

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

Resource Action Programme concluded there is **no** direct evidence that fortnightly residual waste collections have led to any health impacts for either householders or operatives in the UK.

Target Operating Model – alignment to key principles

1. We understand and manage demand	✓
2. We enable people to help themselves	✓
3. We use intelligence to target resource at those to best effect	✓
4. We maximise income and reduce long term cost	✓
5. We work in partnership to improve outcomes	✓
6. We are innovative and utilise technology to improve outcomes	✓

3. Financial Implications

Net Savings / Income	Cost Centre & Subjective	Part year? months	18/19 (£000s)	19/20 (£000s)
Weekly alternative collections	01106/ 01113/ 01251	8	(218)	(100)
Total			(218)	(100)

Financial Analysis 2018/19

	Value (£000s)
Employees	(109)

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

Supplies and Services	20
Third party	(88)
Support services (transport recharges)	(41)
Total	(218)

4. Staffing Implications

Staffing Implications

- There will be a reduction in 6 full time employees associated with the introduction of the **alternate weekly** residual collections.

Affected FTE [Reduction (-), Increase (+)]	2017/18	2018/19	2019/20	20/21
6 FTE	8 mths	(6)	0	0
Total		(6)	0	0

5. Delivery Plan, Risks and Outcomes

Key Milestones

Milestone	Lead Officer	Completion Date
Full reorganisation of all 97,500 household collections along with commercial and school collections	Waste Team	January – April 2018
Develop a Communications Plan	Comms Team	January 2018
Develop an exception criteria	Waste Team	March 2018
Communicate changes to public	Comms Team/Waste Team	June to August 2018

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

Introduction of alternate weekly collections	Waste Team	August 2018
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Risks		
Risk	Risk Score	Mitigating Actions
Delay in introduction of implementation of AWC as a result of changes to collection rounds affecting potentially 97,500 households, 700 businesses and schools who have a collection agreement with the Authority.	D2	Early consultation and communications with the public re changes. Review of all collection rounds to be finalised by April 2018.
Delay in the delivery of a new recycling vehicle	C3	New recycling vehicle to be included in the fleet replacement programme 2018/19. We will be taking delivery of 8 new recycling vehicles during Jan-April 2018, as part of the existing fleet replacement programme. One of the old recycling vehicles will be retained until we take delivery of the new additional vehicle for the start of AWCs in August.

Performance Indicators		
Indicator	Baseline	Target
Total amount of municipal waste collected (tonnes)	108,826	108,000
Total waste produced per household (kg)	1,023	950
% Household waste sent for reuse, recycling & composting	36.25%	39%
% of Municipal waste sent to land fill	10.15%	8%
% of household waste land filled	11.9%	9%

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

6. Other Requirements / Dependencies

Technology Requirements

None

Client / Customer Implications

- All of the options will require timely and extensive resident engagement and ongoing communication.
- Change in residents' behavior.

Partner / Stakeholder Implications

There are contractual implications associated with the proposal. Discussions will be required with the main contractors, SUEZ and O'Brien Waste Recycling Solutions, prior to any significant change to the frequency of collections.

Equality and Diversity Implications

An EIA has been prepared

Is this project also included / supported by Capital Investment?

Yes

Fleet requirements already included in Vehicle Capital

7. Sign Off

Mayor / Cabinet Member(s)

Cllr J Stirling

Head of Service(s)

Phil Scott

Finance Manager

Alison Campbell

**2017-2020 Financial Planning and Budget Setting Process
Revenue Business Case, General Fund and Housing
Revenue Account**

Title	Protecting Environmental Standards
Business Case Number	GP – Env Standards
Member	Cllr Stirling
Project Sponsor	Phil Scott
Project Lead	Senior Manager, Local Environmental Services
Council Plan Theme	Our Places
Creating a Brighter Future Theme	Great Place to Live, Work and Visit
Saving or Income	Saving
Total 18/19 Savings/Income	£(100,000)
Total 18-21 Savings/Income	£(100,000)

2017-2020 Financial Planning and Budget Setting Process Revenue Business Case, General Fund and Housing Revenue Account

Business Case

Summary

North Tyneside has an excellent record of maintaining a clean and green environment. However, in times of reducing resources the challenge for the Council is to find new ways of working to deliver consistent standards that reflect residents' priorities.

Whilst a reduced resource will impact on environmental standards in some locations, for example a rationalisation of floral displays will be required; the service will continue to be delivered in line with relevant legislation.

We will continue to:

- Plant floral displays in high profile areas such as our parks, cemeteries, town centres and areas of tourism in line with a great place to live, work and visit policy commitments.
- We will continue to carry out weed spraying on three occasions a year across the borough (with the option for a fourth spray where required).
- We will continue to improve biodiversity areas (in line with the existing criteria) across the borough.

We will also continue to encourage communities to become more involved in taking care of their local environment through campaigns such as 'Love your Street' and Big Spring Clean.

Target Operating Model – alignment to key principles

1. We understand and manage demand	x
2. We enable people to help themselves	x
3. We use intelligence to target resource to best effect	x
4. We Maximise income and reduce long term cost	x
5. We work in partnership to improve outcomes	x
6. We are innovative and utilise technology to improve outcomes	x

3 Financial Implications

Net Savings / Income	Cost Centre & Subjective	Part year? (months)	18/19 (£000s)	19/20 (£000s)
A review of floral planting and the			(41)	

2017-2020 Financial Planning and Budget Setting Process Revenue Business Case, General Fund and Housing Revenue Account

receipt, distribution and growing of bedding and associated plants, will result in the closure of Howdon Plant Nursery. This includes the deletion of a Team Member post and a rationalisation of plants.				
A review of grass cutting and other environmental maintenance has been carried out as a result of the introduction of more efficient equipment and machinery. £59k including the reduction of 2 temporary workers.	various		(59)	
Total			(100)	

Financial Analysis 2018/19	
Expenditure/Income Line	Value (£000s)
Employee costs	(47)
Supplies and Services	(53)
Total	(100)

4 Staffing Implications			
Number of posts Reduction (-), Increase (+)	2018/19	2019/20	
Reduction of 1 full time and 2 x 30 week seasonal posts.	(2.2)		
TOTAL	(2.2)	0	

5 Delivery Plan, Risks and Outcomes

Key Milestones		
Milestone	Lead Officer	Completion Date
Nursery closure	Sam Dand/Jerry Dronsfield	June 2018
Revise order for summer bedding plants	Sam Dand/Jerry Dronsfield	December 2017

2017-2020 Financial Planning and Budget Setting Process Revenue Business Case, General Fund and Housing Revenue Account

Risk	Risk Score	Mitigating Actions
New developments are being built every year which will further stretch grounds maintenance and street cleansing resources, and impact detrimentally on existing standards.	C3	Ensure section 106 is considered wherever appropriate. Cost to serve model is being considered.
Communicating the standards effectively in order to ensure residents understand what choices have been made, particularly where those choices reflect a change in service.	D3	Update service standards and communicate these with residents through day to day contact with residents, through the Council's contact centre, and the Council's website and magazine.
Impact on litter management associated with reduced resource.	C3	Continue to work with communities to get them involved in taking care of their local area through environmental campaigns such as 'Love your Street' and the 'Big Spring Clean'.
A decline in customer satisfaction due to the reduction in maintenance regimes associated with revised maintenance across the borough.	C3	Ensure residents are aware of service standards, communicating this as part of day to day contact with residents, via the Council's contact centre, and the Council's website and magazine.
Reliance on an external organisation for receiving, maintaining and growing the bought in bedding plants.	D4	Ensure specification and procedures are agreed with external contractor, monitor contract closely, distribute directly to site wherever possible.

Performance Indicators		
Indicator	Baseline	Target
CP093 (NI 195a) % of areas surveyed graded C and below for litter	3%	3%
CP092 (NI 195b) % of areas surveyed graded C and below for detritus	3%	3%
Former NI 195d % of areas surveyed graded C and below for fly posting	0%	0%
Number of estate clean ups carried out	56	56

2017-2020 Financial Planning and Budget Setting Process Revenue Business Case, General Fund and Housing Revenue Account

4 Other Requirements / Dependencies

Technology Requirements

None

Client / Customer Implications

Potential increase in dissatisfaction from residents regarding the review of environmental standards across the borough.

Partner / Stakeholder Implications

None

Equality and Diversity Implications

An EIA has been prepared re impact on the workforce

Is this project also included/supported by Capital Investment? (fleet)

Yes

Is this project also included as a Capital Bid?

Yes

Sign Off

Financial Business Manager

Alison Campbell

Head of Service(s)

Phil Scott

Mayor / Cabinet Member(s)

Councillor John Stirling

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

1. Summary

Title	Protect the Cultural Offer
Business Case Number	GP - Cult
Member	Cllr Eddie Darke
Project Sponsor	Phil Scott
Project Lead	Steve Bishop
Council Plan Theme	Our Place
Creating a Brighter Future Theme	Great Place
Saving or Income	Saving
Total 18/19 Savings/Income	£(159,000)
Total 18-21 Savings/Income	£(159,000)

2. Business Case

Summary

Protect and Develop North Tyneside's Cultural Offer; in a period of significant financial pressure, North Tyneside Council has managed to sustain and develop a rich cultural offer. The Mayor and Cabinet have already publicly committed to protecting and developing this offer. This is demonstrated by the Investment Plan which includes Whitley Bay Regeneration Programme; The Dome, the North and South Promenade, St Mary's Island; The Wallsend Regeneration Programme; Segedunum Master Plan and the North Shields Master Plan.

This project aims to work with cultural partners to protect and develop the offer where we can, making the most of the Authority's assets, with an optimum sport, leisure and library offer that makes the maximum difference to residents, business and visitors delivering a developed and sharpened events programme while exploiting opportunities to maximise income and reduce costs.

As there is less cash there will be a reduction in opening hours of our Libraries and Customer First Centres but the approach being taken to this is based on current levels of activity to ensure we continue, as far as possible, to maintain appropriate access to facilities for our residents.

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

This business case will result in a reduction of library opening hours across the Borough by approximately 34%. The management of this reduction will still ensure that access to some library provision is possible across the Borough on six days of the week and that arrangements for book return at CFCs will be in place.

Once the proposals are introduced the opening hours will be as follows:-

Library	Revised Opening hours	Current book issues per annum '000s	Current people's network use by branch 000s
North Shields CFC	5 days plus Sat am (no late evenings)	123	56
Whitley Bay CFC	5 days plus Sat am (no late evenings)	122	35
Wallsend CFC	5 days plus Sat am (no late evenings)	70	45
White Swan CFC	5 days plus Sat am (no late evenings)	46	14
Oxford centre	2 days per week & Sat am	17	13
John Willie Sams	2 days per week & Sat am	12	5
Shiremoor	2 days per week & Sat am	20	4
Howdon	2 days per week & Sat am	13	8
Battlehill	2 days per week & Sat am	16	6
Tynemouth	2 days per week & Sat am	12	1
Monkseaton	2 days per week & Sat am	26	3
Cullercoats	2 days per week & Sat am	21	1
Forest Hall	2 days per week & Sat am	17	3
Wideopen	2 days per week & Sat am	24	2

With regard to Xmas Lighting the proposal is to secure sponsorship to reduce the cost to the Authority.

Target Operating Model – alignment to key principles

1. We understand and manage demand	X
2. We enable people to help themselves	X
3. We use intelligence to target resource to best effect	
4. We Maximise income and reduce long term cost	
5. We work in partnership to improve outcomes	
6. We are innovative and utilise technology to improve outcomes	

3. Financial Implications

Net Savings / Income	Cost Centre & Subjective	Part year? (months)	18/19 (£000s)	19/20 (£000s)
Customer First Centre and library opening hours	05448, 05446, 05447,	Full year effect	(139)	

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

	05005, 05908, 05449, 05450, 05458 05452, 05466, 05464, 05455, 05457, 05469			
Xmas Street Lighting	02209		(20)	
Total			(159)	

Financial Analysis 2018/19	
Expenditure/Income Line	Value (£000s)
Employees	(139)
Street Lighting sponsorship income	(20)
Total	(159)

4. Staffing Implications

Affected FTE [Reduction (-), Increase (+)]	2018/19	2019/20	2020/21
Staffing Reduction – some of this can be achieved through volunteers	-11.88		
Total	-11.88		

5. Delivery Plan, Risks and Outcomes

Key Milestones		
Milestone	Lead Officer	Completion Date
Staff consultation	Steve Bishop	8 th January 2018
Partner consultation	Steve Bishop	8 th January 2018

Risk	Risk Score	Mitigating Actions
Reputational damage and public objection arising from reduction in library opening	A3	Illustration of proximity of population to library provision across Borough. Options for book return at CFCs outside of library hours. Review mobile library route to compensate for lack of fixed provision. Review use of Libraries at Home delivery service for the most

2018-2020 Financial Planning and Budget Setting Process Business Case for Change

		vulnerable
Reputational damage due to reduction of Xmas light offer across the Borough if sponsorship money cannot be achieved.	B3	Publicity to promote range of Xmas lights, trees and celebratory activity still supported and proactive marketing to attract sponsorship

Performance Indicators

Indicator	Baseline	Target

6. Other Requirements / Dependencies

Technology Requirements

None

Client / Customer Implications

Customers will experience some reduction in hours of available access to libraries across North Tyneside. However, the population of the Borough remains within 2 miles of library provision and the reduction in hours will be managed to maximise access options.

Customers may experience a reduction in Xmas and celebratory activity at this time of the year if sponsorship support is not forthcoming.

Partner / Stakeholder Implications

Reduced hours at CFCs may require some renegotiation of working arrangements with existing Council staff and partners in these facilities.

Equality and Diversity Implications

Reduced access to library provision may impact upon older or disabled members of the community who may have to travel further to access services

Is this project also included/supported by Capital Investment?

Yes

7. Sign Off

Mayor / Cabinet Member(s)	Cllr Eddie Darke
Head of Service(s)	Phil Scott
Finance Manager	Alison Campbell

Project Name	Forest Hall district shopping area improvements	Project Manager	Mark Robson Jane Allison	Ref No.	
Programme Name (if applicable)		Programme Manager (if applicable)	Graham Sword	Report Date	October 2017
Service Area	Business and Economic Development	SRO		Author	Jane Allison
		Finance Officer	Nichola Ellis	Version No	1
Ward(s)	Benton	Project Location	Forest Hall		

Gateway 0 submission

Purpose of Document		Role of the Investment Programme Board in Gateway 0 review	
Information contained in this submission should be brief but sufficient to demonstrate that a mandate exists, the project or programme has been prioritised and an outline business case has been developed. There is also a requirement to convey how far the idea has been developed in terms of feasibility.		The submission will be scrutinised by the IPB in terms of strategic fit, corporate priorities, available capital resources and revenue implications	
Guidance		1. Anticipated Start and Completion Dates	
Try to estimate the month or quarter in order to inform resource planning and procurement.	Project Start Up	2017/18	QTR4
	Spending Start (Practical Start)	2018/19	QTR1
	Spending Completion (Practical Completion)	2018/19	QTR2
		2. Service Needs and Objectives	
Briefly explain why the capital project or programme is required and how it relates to service improvement plans or wider strategic objective.	Help support Forest Hall district shopping centre in Benton Ward. Private investment has come forward to convert, the long term vacant, former Council offices, Irving House, into residential units that also includes investment in the building facade. Although the council invested in recent years, the district shopping area public realm is tired and access to and from the centre is difficult for traffic.		
		3. Business Proposals and Costs	
Briefly describe the nature of the project or programme and the associated work including any known or estimated costs and funding sources. Give an estimate of timescale and cost profile by year	Improvements include for footpath widening and resurfacing, replacement street lighting, introduction of trees, reconfiguration of parking arrangements, improvements to Station Road and Forest Hall Road Junction and refreshing street furniture. This is proposed to be funded through the Council's Investment Plan for 2018/19. Total cost £500,000 spend profile as follows:- £250,000 2018/2019 QRT1 £250,000 2018/2019 QRT2		

4. Details of Land and Assets			
If the project involves land or property in Council ownership, please enter the outcome of discussions with the Corporate Property Team.	The area of land is owned by the local authority		
5. Benefits Realisation and Timescales			
Summarise anticipated outcomes and associated business benefits referring where appropriate to critical success factors. If fast-tracking is required, please state why.	Enhanced footways will enable existing cafe businesses to offer external seating areas for customers, supporting existing businesses. Vehicle flow through the centre and pedestrian movement will improve.		
6. Key Stakeholders and Delivery Partners			
Identify delivery partners, stakeholders and other key contacts (both within NTC service departments and external organisations) and your engagement with them. Indicate whether any partnership is expected to be formal and legally binding, as this will have VAT implications. Note any dependencies and links to other programmes and projects.	NTC Regeneration Capita – highways		
7. Progress to Date			
Describe the current status of the project or programme with reference to any option appraisal or feasibility studies, advice on procurement and stakeholder analysis consultation that has been undertaken.	Capita were commissioned to develop an improvement plan to address issues raised.		
8. Supporting Information			
If necessary refer to or attach any documentation that clarifies the mandate or supports the outline business case	See Capita plan and narrative.		
9. Submission Sign Off			
Insert the name of the senior manager and the date authorised. A signed off hard copy or electronic signature is not required	Senior Responsible Owner	Graham Sword	9 th October 2017
	Head of Service	Paul Buie	9 th October 2017

Outcomes	Gateway Review Group Scrutiny
Decision	Approved, deferred or rejected
Date of Decision	
Observations	
Decision communicated to:	
Further information and advice	➤

DRAFT

Project Name	EVO## – A189 Improvements – Haddricks Mill to West Moor	Project /Programme Manager	Andy Flynn	Ref No.	
Programme Name (if applicable)		Service Area Senior Manager (SASM)	Colin MacDonald	Investment Plan Ref No	
Service Area	Environment, Housing and Leisure	Finance Officer		Author	Andy Flynn
Ward (s)	Longbenton	Project Location	A189 corridor, Longbenton		
Date of Gateway O Approval	19 th July 2017				

Gateway 1 bid (Feasibility)

- **Purpose of Document:** This document constitutes a formal bid for capital investment including inclusion in the Investment Plan. It should provide sufficient information to enable effective financial and technical scrutiny ahead of further review at strategic and member level. Figures on cost and funding should be as accurate as possible. At Gateway 1 there is a focus on viability, affordability, procurement and delivery.
- **Role of the Gateway 1 Investment Programme:** The IPB will scrutinise the bid in terms of its financial and technical viability and management of risk. The IPB will be briefed on outcomes and recommended actions and may wish to prioritise, amend or modify the submission in the light of these comments. The IPB provide recommendations to Cabinet to form part of the budget setting and financial management processes, if required.

Guidance	1. Project Description
<p><i>Please provide a brief description of the project or programme to clarify the nature of the proposed expenditure. (i.e. what are we spending money on and why?). If grant funding source is known, please identify clearly in additional information (Section 9).</i></p>	<p>The project involves improving accessibility in the A189 corridor, a strategic link serving substantial employment sites, dovetailing with adjacent A189 Haddricks Mill improvements in Newcastle. It will involve upgrading and signalling A188-A189 West Moor roundabout; provision of a new southbound bus lane linking from Quorum, Balliol and Gosforth business parks; introduction of cycling infrastructure and a link into traffic management technology using the Tyne and Wear UTM (Urban Traffic Management and Control) system.</p> <p>On the 30th June 2017 the Council submitted a bid to the National Productivity Investment Fund (NPIF) allocation for local authority transport major schemes, which is administered by the Department for Transport (DfT).</p> <p>The bid includes a local contribution, which has been identified from developer funding relating to new developments in the A189 corridor.</p> <p>DfT funding sought:</p> <p>2018/19 – £2,440,000 2019/20 – £1,222,896</p>

	<p>Total DfT funding sought – £3,662,896</p> <p>Developer funding from planning obligations. Element of the Section 106 agreement Gosforth Business Park (Persimmon Homes) and Section 278 works at West Moor Roundabout (Bellway Homes).</p> <p>2018/19 – £1,033,472 2019/20 – £ 777,472 Total – £1,810,944</p> <p>Total value of bid including match funding – £5,473,840</p> <p>On the 19th October 2017 the Department for Transport (DfT) announced government funding for the scheme.</p> <p>In addition to the above, it is proposed to utilise an element (£200K) of the Section 106 funding associated with Gosforth Business Park Development (Persimmon) to allow early commencement of the detailed design works thus enabling the construction works to commence at the start of the finance year 2018/19 and to ensure the delivery of the works within the funding timescales.</p>
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2. Anticipated Start and Completion Dates

<i>Try to estimate the month or quarter (in financial year) when spending will begin in order to inform resource planning and procurement. For construction projects estimated completion should take account of any likely retention.</i>	Project Start (this should include the feasibility stage)	2017/18	Q4
	Spending Start (Practical Start)	2017/18	Q4
	Spending Completion (Practical Completion)	2019/20	Q4

3. Capital Costs

<i>Annual profiles of indicative costs should be based on the estimated value of work done. Be realistic about delivery timescales taking full account of feasibility, design and</i>	NOTE: Please enter appropriate financial years in the brackets	Current Year	Year One	Year Two	Year Three	Future Years	Total
		()	()	()	()	()	
		£000	£000	£000	£000	£000	£000
	Acquisitions						

<p>procurement aspects. The estimated timing of expenditure is crucial to secure the required level of funding in the correct year.</p> <p>A breakdown of indicative cost is required to ensure that an estimate of the revenue cost of any borrowing can be calculated and fee levels are reasonable. ICT costs must be shown separately.</p> <p>Please include all retention costs at date of project completion.</p> <p>Refer to the VAT Contact for advice on VAT.</p>	Works		3474	2000			
	Furniture and Equipment						
	Vehicles/ Plant						
	ICT						
	Fees	200	3474	2000			5674
	Total (Overall total capital costs of project (Excluding VAT, if VAT can be reclaimed. Including VAT, if VAT cannot be reclaimed)	200	3474	2000			5674

4. Asset lives

<p>Provide an estimate of the expected useful life of the individual components of the asset.</p> <p>Contact the Corporate Finance Team for assistance if required.</p> <p>Consider whole lifecycle costs associated with the maintenance and replacement of proposed assets and equipment.</p>	<p>Carriageway and footway assets to be improved will have approx. 20 – 40 years design life.</p> <p>North Tyneside’s Highway Asset Management Plan (HAMP) sets the framework for how the Authority, as highway authority, will maintain and improve the condition of the highway asset. The on-going maintenance of the highway asset and associated costs are managed through the HAMP.</p>
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5. Funding Profile of Capital Bid Request

<p>Grant funding is normally recovered as eligible spend is incurred but external financial contributions might be received at any time, typically, after completion. Pledge letters should be requested early.</p>	<p>NOTE: Please enter appropriate financial years in the brackets</p>	Current Year ()	Year One ()	Year Two ()	Year Three ()	Future Years ()	Total
		£000	£000	£000	£000	£000	£000
	Council capital resources						
	Government specific grant		2440	1223			3663
	European specific grant						
	Funding partner(s) contribution						
Other capital resources (section 106 / 278)	200	1034	777			2011	

	Revenue funding					
	Current capital expenditure request (total)	200	3474	2000		5674
6. Revenue Consequences						
<p><i>Identify all charges to revenue costs on income streams created by this bid. For replacement assets (building, landscaping, highway improvements etc), the calculation must include revenue savings arising from the closure as well as the cost of operating the new or replaced asset. The cost of borrowing for Council capital resources should be included. Contact NTC Client team for this calculation.</i></p> <p><i>If Full Year Effect (FYE) is not in year 2 explain in Section 9 in which year the FYE first occurs</i></p>	NOTE: Please enter appropriate financial years in the brackets	Current Year ()	Year One ()	Year Two ()	Full year Effect	
		£000	£000	£000	£000	
	Employees					
	Running costs					
	Cost of borrowing					
	Total gross expenditure					
	Gross income					
	Net expenditure					
	Existing revenue budget provision					
	Net revenue budget increase (+) decrease (-)					
	Comment					
7. Financial Appraisal						
<p><i>Additional information in relation to external funding.</i></p>	Has Government/European/other funding been sought and agreed in principle? If no give reason below					Yes
	Is availability of funding sources time limited? If yes please give details below					Yes
	DfT funding is for the two financial years 2018/19 and 2019/20 only.					
	The VAT link officer must identify the VAT consequences arising from this bid and summarise these below referring in particular to any impact on the de-minimis in order to provide early warning to the Chief Finance Officer.					

8. Technical Appraisal		
<p><i>This section is presented as a checklist to assist appraisal. Please provide further clarification in Section 9 as necessary.</i></p>	Technical checklist.	Y / N or N/A
	a) Has a feasibility study / option appraisal been undertaken?	Y
	b) Has procurement advice been sought?	N/A
	c) Has legal advice on contracts, liability and insurance been sought?	N/A
	d) Does the proposal affect an existing Council asset? If yes please provide UPRN.	N
	e) Has advice been sought on access design under the Disability Discrimination Act (DDA) and Designing for Access (DfA2)?	N
	f) Does the project lead to an asset disposal?	N
	g) Are there any known planning and building control restrictions or issues?	N
	h) Have the Highways Section been consulted regarding highways and transport implications?	Y
	i) Have ICT been consulted re ICT Strategy and data security aspects?	N/A
	j) Have key stakeholders / delivery partners confirmed their agreement in principle?	Y
	k) Have sustainable development team been consulted? (Y/N)	N
	l) Has a high-level risk assessment or risk workshop been undertaken?	N
	m) What is the expected carbon impact of the project?	Unknown at this stage
	n) Has an exit strategy been developed?	N
	o) Other resource requirements (staffing, technology etc.)?	Y client resource for oversight
	p) Has an Equality Impact Assessment been completed?	N
	q) Communications and engagement proposals.	N Engagement strategy to be developed
r) Where relevant details of stakeholder approvals sighted <i>Please provide information.</i>	N/A	
s) Has assessment of any VAT implications been undertaken?		
9. Known key risks and mitigating actions		
<p><i>This section should highlight any risks associated with this bid. A risk analysis or risk log should be kept</i></p>	<p>Risk: The majority of the local match contribution is associated with the delivery of the Section 278 Highway works at</p>	

<i>and updated regularly. Please detail any mitigating actions that will be put in place in order to manage the risk.</i>	West Moor Roundabout. Officers are working with Bellway Homes to ensure the delivery of the works within the funding timescales.
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10. Additional Information and Dependencies	
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<i>Attach or refer to any further documentation that clarifies or supports the bid. If this project is linked to or dependent on the delivery of another project within the Investment Plan, please state details, this may include any direct links to revenue budget savings.</i>	
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11. Submission Sign Off	
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<i>Insert the relevant name and the date of their sign off. A signed off hard copy or electronic signature is not required.</i>	Client Finance Manager	Alison Campbell	Insert Date
	Service Area Senior Manager	Colin MacDonald	Insert Date
	Head of Service	Phil Scott	Insert Date
	Head of Finance	Janice Gillespie	Insert Date

To be completed by Strategic Property and Investment Team only

Outcomes		Gateway Review Group Scrutiny
Decision	Approved, deferred or rejected	
Date of Decision		
Observations		
Decision communicated to:		
Further information and advice	➤	

***Please return completed form to the Strategic Investment & Property Team**