

Delivering Vision 2030 –

Consultation on

Gateshead Council's

Draft Spending Plans 2011-2012

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Section 1 – Summary and introduction

Summary

This document explains the Council's approach to spending plans over the next year and asks for your views on the choices that the Council will have to make to deliver priorities given the reduction in public funding.

Details of how you can get involved are in **Section 9: Consultation Arrangements**.

The initial consultation period will end on 24 December 2010.

This document contains proposals which have a direct impact on service delivery and our workforce. If you require more detail, it is available by contacting the Chief Executive's Office (contact details provided at the end of this document).

Vision 2030 – Identifying priorities

With our partners and local people we have set out an ambitious vision for Gateshead – Vision 2030.

Vision 2030 was launched in the summer of 2007 and has six Big Ideas:

- City of Gateshead
- Gateshead Goes Global
- Active & Healthy Gateshead
- Creative Gateshead
- Sustainable Gateshead
- Gateshead Volunteers

You can find out more about Vision 2030 on our website www.gateshead.gov.uk or by contacting the address at the end of this document.

Last year we asked local people how well we have done so far in delivering Vision 2030, and what we should focus on in the next three years.

Over 10,000 local people have been consulted and this has helped us identify some key priorities. These priorities will influence the Council's spending plans over the next three years. For details see **Section 2: Vision 2030 Priorities**.

Delivering Services

Gateshead Council has three promises to:

- Make Gateshead a better place
- Listen to local people
- Deliver excellent services

In 2010/11 the Council is spending over £500million on delivering day-to-day services from street cleaning and road maintenance to schools and community centres. We are very proud of the results of our most recent surveys of residents that show that 81% of local people think Gateshead is a good place to live. We know that there will be less funding available in the future, but we want to do everything we can to deliver our promises and protect frontline services. There will be difficult choices about what are the most important services, different ways of delivering services and, in some cases, stopping services that are no longer needed. This consultation process tries to set out some of those choices and we would like your views.

Developing Spending Proposals – Three Year Approach

We have decided to look at our spending plans over a three-year period. This helps us, and other organisations we work with, plan better.

We know that there will be challenges ahead. The Government's spending review has dramatically reduced funding for public services, at the same time more people need the services the Council provides.

There is more information in **Section 3: Financial Context**.

Being Prepared

To make sure we are prepared for the future we have developed Fit for Future – a transformation programme we will implement over the next three years.

We will do all we can to protect frontline services. We are working hard to make sure the Council is as efficient and effective as possible. There is more information about Fit for Future in **Section 4**.

Budget 2011/12

Although we are planning over three years, the Council will still formally agree a budget for 2011/12. There is more information about proposals for 2011/12 in **Section 5**.

Key consultation questions:

Through this consultation exercise we are seeking views on all our draft spending plans. (There are details about how you can get involved in **Section 9: Consultation Arrangements**)

We would also like your views about some key questions:

- Can we stop providing some services because they are not as important or relevant as they once were, or because there is less demand for them?
- Can we provide different levels of services than we currently do in some areas, focussing on areas of greatest need?
- Are there other ways for us to provide services e.g. could other organisations provide support?
- Can we raise more income from some of our services, to put back into others?
- Can we continue to support regeneration in Gateshead and the delivery of Vision 2030, our long term plan for our future?

Section 2 – Vision 2030 and Corporate Plan priorities

Vision 2030

City of Gateshead

- Establish vibrant new shopping areas, particularly in Central Gateshead
- Improve the housing offer consistent with our city aspirations
- More economic opportunities in our rural areas e.g. through tourism
- Bid for City Status in 2012
- Attract quality employers, providing employment opportunities, increase the population of Gateshead and improve the economy by working closely with Newcastle City Council through the Gateshead and Newcastle Partnership

Gateshead goes Global

- Retain University graduates in Gateshead and increase the number of graduate enterprises
- Re-develop Gateshead International Stadium and host international sporting events
- Provide opportunities for people in Gateshead to work with communities and projects worldwide
- Attract international investment to Gateshead
- Become an international exemplar for addressing climate change
- Influence and engage with Europe through our membership of the EUROCITIES network

Creative Gateshead

- Increase learning opportunities by increasing apprenticeships as a progression route to learning and employment
- Work in partnership to promote further and higher education in Gateshead
- Create long-term employment opportunities for people in neighbourhoods of greatest need
- Develop tourist attractions and associated businesses
- Increase digital infrastructure and accessibility to the use of it to improve social and economic inclusion across Gateshead
- Increase creativity and cultural opportunities

Sustainable Gateshead

- Improve access to more sustainable forms of transport and increase its use (including the use of green vehicles) and prioritise the needs of pedestrians, including those with disabilities
- Increase the amount we recycle
- Secure investment and job creation in priority areas - knowledge based and digital industries, green industries, engineering and advanced manufacturing, high growth businesses
- Increase the number of homes in Gateshead that meet people's needs and aspirations
- Reduce crime rate and address public perception issues such as fear of crime
- Implement climate change strategy and increase biodiversity across Gateshead

Active and Healthy Gateshead

- Ensure residents are involved in healthy initiatives and benefit from the best possible facilities
- Safeguard children, young people and vulnerable adults
- Promote active and healthy lifestyles, including in schools
- Ensure easy access to 'local' leisure facilities by foot or bus including more informal keep-fit activities e.g. gyms in public parks
- Increase opportunities for people to grow their own food in community allotments or gardens
- Improve the opportunities for an ageing population informed by research and innovation in products and services to support vitality and wellbeing

Gateshead Volunteers

- Empower local people to influence policy, service delivery and take part in civic and community life
- Create and market volunteering opportunities, celebrate volunteers and promote volunteering in all Gateshead communities
- Ensure an effective infrastructure is in place to support people who want to volunteer and organisations in need of volunteers
- Improve the quality and range of volunteering through good practice, training and quality standards and the development of more employer schemes
- Ensure an effective infrastructure is in place to support and build the capacity of the sector
- Enable the sector to deliver services where appropriate through streamlined commissioning, procurement and funding agreements

Council Corporate Plan 2010-13

Priority 1: delivering Vision 2030 by focusing on Economy, Environment, Health

- Adapt to climate change from Level 1 to Level 4
- Reduce number of people on out of work benefits through initiatives designed to respond to the current economic climate
- Increase higher level skills by 3.5% from the baseline 2006 through to 2011
- Improve educational attainment from 52% to 55% (GCSEs including Maths & English)
- Reduce child poverty from 23.5% to maintain the gap with the regional average
- Reduce congestion by maintaining the current performance of below 3 minutes 34 seconds
- Increase recycling from 28% to 36%
- Street cleanliness maintained to current high performance
- Reduce mortality rates for both men and women
- Increase participation in sport from 18% to 23%
- Reduce the rate of increase in alcohol related admissions to hospital by 2.5% by March 2011
- Reduce smoking by improving the 'quitting' rate of smokers from 829 to 1,344 by March 2011
- Reduce obesity in young people from 23% to 20% by March 2011
- Reduce the under 18 conception rates by 50% compared to the 1998 baseline rate

Priority 2: Engaging our communities

- Increase satisfaction with Gateshead from 82% to 88%
- Increase the number of people who feel they belong to their neighbourhood from 64% to 70%
- Increase community cohesion from 72% to 80%
- Increase turn out at elections from 36% to 39%
- Increase the percentage of people able to influence decisions from 33% to 48%
- Increase volunteering from 18% to 26%
- Increase the number of third sector organisations who feel the Council supports them from 20% to 28%

Priority 3: Corporate sustainability

- Achieve £31m of cashable efficiencies between 2008 and 2011 by improving the way services are delivered.
- Improve customer contact by reducing avoidable contact from 35% to 20%
- Increase speed of processing benefit claims from 11 days to 9 days
- Increase council tax collection from 97.1% to 97.5%
- Reduce sickness absence from 11.2 days to 10 days

Section 3: Financial Context

National Context

How much the Council can spend on local services is heavily dependent on how much money the Government provides through grants. In the Spending Review, announced by the Chancellor of the Exchequer on 20 October, local government has been told that it will be getting nearly 30% less money over the next four years. The Chancellor also said that the cuts in funding will be much greater in the first two years to the end of 2012.

We will not know until early December how much money Gateshead will get for the next four years. Traditionally, we would expect areas such as Gateshead to be hit by more than its fair share because it is more dependent on grant funding than many other places in the country. Already we have seen some grants, which were earmarked for those neighbourhoods which need them most, being cut or, in some cases, removed altogether.

The Government is also cutting the amount Councils can invest in building schemes by almost a half over the next four years.

The Council started to plan for having less money to run services last year. This means that we are looking at our spending plans over the next four years to ensure that our ambitious plans for the future set out in Vision 2030 can still be delivered with a lot less money.

Local Context

The Council spends about £508 million a year to deliver local services. We also spend about £68 million a year on managing the Council's housing stock funded by rents from tenants and Government grant.

The money to fund the Council's spending comes from the following places in the current year:-

	£ million
• Council Tax	87
• Grants for Schools (DSG)	109
• Formula Grant	106
• Area Based Grant	25
• Other Grants & Fees and Charges	165
• Reserves	<u>16</u>
	<u>508</u>

The amount of council tax households pay in Gateshead only meets 17% of day to day spending. Council tax bills are limited by the Government's policy of restricting rises over a certain amount and in areas like Gateshead, by property prices.

Grants for schools can only be used for that purpose. Formula grant, on the other hand, can be used to support all Council services and includes a share of business rates collected across the country. These grants are handed to Councils mostly based on numbers of people who live in the area.

Fees and charges are received from users of some services, such as swimming pools and libraries. We also charge for some services, such as social care, based on the ability to pay.

Finally, reserves are used to support short term projects where, for example, investment early on produces long term savings. Reserves are limited because they can only be used once.

Budget Pressures

The Council plans how it uses its resources over a three year period. This plan is called the Medium Term Financial Strategy (MTFS). The current MTFS will need to be updated to reflect the Government's Spending Review.

The MTFS currently sets out a number of areas where the Council is likely to have to spend more money. These include:-

- Growth in the demand for care for older people and people with disabilities.
- Children needing to be looked after.
- Managing waste better and improving recycling of waste.
- Supporting investment in buildings and reducing energy use.
- Managing an expected fall in the number of people employed by the Council.

We expect to have updated the MTFS by December using details of what grants we will get from the Government. Based on what we know so far from the Spending Review we would expect to have to reduce spending and raise income across all services to meet a minimum funding gap of about £70 million over the next three years.

Section 4: Fit for Future Programme

Delivering Vision 2030

'Fit For Future' is the Council's transformation programme which will ensure that the Council re-directs resources to deliver Vision 2030 with less funding.

In order to do this, we will need to:

- Ensure we are doing the **right** things
Does activity deliver priorities? How does it improve outcomes for local people?
- Ensure we are **driving out inefficiencies** in everything we do.
De-layer, de-duplicate and consolidate e.g. business support services
- Benchmark
Ensure we understand cost of services and benchmark against alternative providers to ensure value for money
- Maximise income generation through **trading**
Review which service areas could earn more income
- Partnerships
Review partnership activity, focussing on delivering priorities
- Treating people fairly
Engage employees, Trade Unions and local communities

Fit For Future programme

A programme has been developed to accelerate progress and ensure that Fit For Future is the Council's transformation programme. The programme is based around four strategic projects and initial estimates are that the programme will help us close a funding gap of £70m over the next three to four years.

By 2015 the Council will be making significant progress in the priority areas of health, environmental sustainability, economy and regeneration. We will be commissioning and delivering services around resident's individual needs, working more efficiently within a mixed economy and with partners. We will focus on front line services providing people with more choice about how they can access services.

The Four Strategic Projects

Front Office

The Council should interface with customers in the most efficient and cost effective way through a new 'integrated **'front office'** business model. This will seek to accelerate the customer services strategy with the efficiencies that can be generated in the short and medium term. Duplication needs to be removed and opportunities for income generation through providing services for partners should be pursued.

Back Office

A 'back office' business model will be developed to drive forward efficiencies (consolidation, devolution or both) to remove duplication and bureaucracy. This includes a range of corporate services that support front line service delivery including, financial management and administration, information technology, HR, ICT, legal services, procurement, property services, communications, performance management and a wide range of facilities management services.

Trading Services

This project is looking at where we could generate income from trading our services with others, as well as exploring the potential to increase fees and charges for discretionary services afforded to the Council under its trading and charging powers, in order to support the delivery of the Council's priorities.

Business Improvement Process

The Council has developed a new approach to business improvement and is implementing a programme of PACE reviews which will be used across the Council.

Section 5: 2011/12 Proposals

Community Based Services

Context

Current or anticipated changes:

- Increasing demand and more complex adult social care cases showing older demographic profile and new areas of service such as dementia, adult autism;
- Activity underway to control care package costs such as Activities of Daily Living;
- Need to maintain improvement in commissioning and safeguarding following Care Quality Commission inspection. Key area of scrutiny by Department of Health in future;
- Changes in NHS may lead to reduction in income for care packages but also financial support for prevention projects. New areas of service in helping Primary Care Trust manage transition, public health;
- Housing Revenue Account likely to be stable but proposed Housing Benefit reforms will have a negative impact on rental income;
- The future of the Gateshead Housing Company (TGHC);
- Changing role for Library Service to reflect customer need, but representing value for money. Following scrutiny review Gateshead Library Standards will determine number and nature of libraries;
- Sport and Leisure income likely to be affected by overall economic downturn however opportunities to re-shape service through impact of new facilities, integration of provider services, re-ablement and changing relationships with sports clubs, voluntary sector partners;
- Changing funding and relationships with key cultural partners such as The Sage Gateshead, BALTIC;
- Opportunities to re-shape communities and neighbourhoods in response to legislative and policy changes and experience of current area based initiatives and Localism Bill.

Resources

Overall Resources:-

- Expenditure £176 million;
- Income £98 million;
- Net £78 million.

Resources by Service:-

Service	Net Expenditure £m
Adult Care Assessment and Provider	56
Housing	4
Communities and Neighbourhoods	4
Sport and Leisure	7
Libraries, Arts & Culture	7

68% (£119m) of spend is on third party payments, such as Adult Care contracted internal and external care packages.

Group priorities

Priorities set out in Vision 2030 and the Corporate Plan:

- Active and Healthy Gateshead – reducing health inequalities in the widest sense through care, sport, housing; community health
- Creative Gateshead – increasing the social and economic value of culture, libraries, arts and heritage;
- Gateshead Volunteers – encourages volunteering through CBS activities;
- Gateshead Goes Global – using sport, arts and culture to maximise the opportunities of globalisation;
- Sustainable Gateshead – reducing crime and anti-social behaviour through partnership working
- Engaging Communities – through the area and neighbourhood arrangements.

Savings

The following services will be prioritised for re-shaping:-

- Adult Care Assessment following a lean review and Care Quality Commission recommendations;
- Adult Social Care Provider as part of the introduction of re-ablement, moving to high care need cases e.g. end of life care;
- Commissioning to continue to improve value for money;
- Libraries, Arts and Culture including AIRS Overview & Scrutiny Committee recommendations and the implementation of Gateshead Library Standards;
- Sport and Leisure review of operational arrangements;
- Housing Services consolidation of management arrangements and review of contracts;
- Communities and Neighbourhoods reviews of support to Councillors, area and neighbourhood arrangements and community safety activity.
- Consideration is also being given to our work with key cultural partners.

Savings by service are as follows:

	£m
Adult Social Care	3.176
Sport and Leisure	0.540
Libraries, Arts and Culture	0.577
Housing Services	0.805
Communities & Neighbourhoods	0.299
Total	5.397

HR implications

The proposed savings have implications for 89 FTEs

Key issues for consultation

Some key issues to consider are:-

- Increasing pressure on and demand for adult care;
- Using our commissioning capacity to maximise value for money. This will apply to voluntary and independent sector partners;
- A reduced number of staff delivering increased productivity especially in adult care assessment and provider services;
- Likely changes in Libraries and significant changes in Communities and Neighbourhoods possibly support to Councillors, area and neighbourhoods arrangements;
- The future of The Gateshead Housing Company;
- Prioritising sport and leisure services to be supported as new facilities are opened.
- Consideration of new delivery models

Ref	Proposal	Total Budget £000	Savings £000	Key Service Implications	Equalities impact	Implementation
CBS 1	Rationalise management arrangements	220	52	Potential to combine 2 Service Managers posts into 1 Need to reshape delivery of Community Development and Support to Community Centres	None	2011/12
CBS 2	Reduce the Financial Support to Community Centres	232	34	Reduce reliance of local community organisations on Council Funding which will have an impact on organisations and communities that benefit from this service Reduce access to training and development for centre based staff Community Centres will be required to raise the additional funding through other sources to enable training and development.	Impacts on Community Centre Management Teams and residents using centres	2011/12
CBS 3	Community Centres Review – implement a review of centres at neighbourhood level and further work around the viability of individual centres	747	53	Initiate an area review, using the PACE methodology, to consider consolidating activity within a smaller number of buildings where they are within a 1 mile radius. Relocation of activities into other facility(s) is a potential alternative	Users of affected centres	2011/12
CBS 4	Reduce community engagement budget	40	40	Budget supports community engagement activity undertaken by Neighbourhood Management Team and to deliver the Community Cohesion Strategy and Gateshead Together Week. Venues, events, printing, activities. Ability to undertake and promote community engagement activities will be restricted.	None	2011/12

Ref	Proposal	Total Budget £000	Savings £000	Key Service Implications	Equalities impact	Implementation
CBS 5	Reduce funding to Gateshead Community Network (GCN)	208	30	Capacity of GCN will be reduced.	GCN	2011/12
CBS 6	Remove funding to Problem Solving	30	30	Work of this group should be provided through mainstream provision. The impact of Tasking and Co-ordinating has reduced the volume of projects requested through Problem Solving	None	2011/12
CBS 7	Reduction of Partnership Support Grant	75	25	Provides support to the work of Safer Gateshead and the Safer Communities Team. Reduced ability to respond to emerging crime and disorder issues	None	2011/12
CBS 8	Reduction of Safer Gateshead Grant Aid. To be reduced year on year	306	45	Includes grants to Northumbria Police, Probation, Victim Support and Gateshead Housing Company. It is 3 years since the partnership undertook a review of this grant aid. Resources need to be allocated to partnerships priorities rather than historical need.	Main impact on funding support to Police	2011/12
CBS 9	Review of Safer Communities Admin support	69	30	The Safer Communities and Safer Families Teams are now co-located. Due to changes in working practices a review of admin support is being undertaken to reduce support. Currently 3 admin staff are employed within the team. Duplication and inefficiencies have been identified.	None	2011/12

Ref	Proposal	Total Budget £000	Savings £000	Key Service Implications	Equalities impact	Implementation
CBS 10	Increase the income target at Gateshead Leisure Centre to reflect the growth in GO membership sales	(853)	150	New facility has the ability to generate greater levels of income.	None	2011/12
CBS 11	Reduction in Operational expenses budget	49	12	Small budget reduction has little impact upon service delivery.	None	2011/12
CBS 12	Transfer of responsibility of Gateshead International Stadium Athletics Hall to Gateshead College	71	53	Request from Gateshead College to operate the building whilst maintaining club, community and event access.	None	2011/12
CBS 13	Reduce staffing – events	350	25	Reduction in hours due to retirement of employees. Reduction in support to the management of events	None	2011/12
CBS 14	Complete a management review of the Sport, Physical Activity and Health Development Team	585	110	No direct impact on service delivery as this would affect posts within the team.	None	2011/12

Ref	Proposal	Total Budget £000	Savings £000	Key Service Implications	Equalities impact	Implementation
CBS 15	Don't pay for Active People Survey Boost	8	8	No implications, we will continue to receive Active People Survey results (as long as Sport England continue to commission the survey) however our results will be averaged out over 2 years, rather than every year	None	2011/12
CBS 16	Reduction in development budget	27	18	Review of the delivery of activities in the community. Delivery of sport, physical activity and health activities would be reduced.	None	2012/12
CBS 17	Cancel vehicle lease at Bill Quay Farm	9	9	Large cost for little benefit. Will need to undertake some short term hires.	None	2011/12
CBS 18	Management restructure	458	75	Review the management structure to avoid filling vacant Facility Manager post and Conservation Officer posts. Reduction in capacity for development work.	None	2011/12
CBS 19	Review of maintenance and leisure operations facilities	88	80	Reduce the support to Facility Managers.	None	2011/12
CBS 20	Tyne Wear Museums & Archives	545	54	2 week closure over Christmas Holiday period	None	2011/12
CBS 21	Cessation of AIRS service	158	158	The service is currently operating at a deficit of c. £60,000 and costs c.£330,00 p.a. to deliver Cessation of in house transcription service Cessation of Accessible Library and Information Service Cessation of talking newspaper affecting c. 225 visually impaired Gateshead residents.	Impact on c.225 visually impaired residents.	2011/12

Ref	Proposal	Total Budget £000	Savings £000	Key Service Implications	Equalities impact	Implementation
CBS 22	Review of programming of cultural venues	314	12	Service looking at alternative ways of programming through external partnership arrangements.	None	2011/12
CBS 23	Rationalisation of tourism staffing	234	10	Ongoing rationalisation of Tourism structure to ensure fit for purpose. No service implications. Rationalisation ensures structure is fit for purpose.	None	2011/12
CBS 24	Stop Providing Schools Library Service	115	56	Curriculum service to schools would cease. Two professional posts would remain to support work through community libraries.	Reduced service to schools	2011/12
CBS 25	ExploreMusic	138	138	ExploreMusic is based at The Sage Gateshead (TSG), providing a specialist music library service. Impact would be felt by students and TSG from a conference support perspectives	The Sage Gateshead music specialist individuals and groups	2011/12
CBS 26	Implement lone working arrangements	1,020	104	Lone working would be implemented at a number of libraries, the mobile library and on Readers at Home vans.	None	2011/12
CBS 27	Janitorial team management reduction	25	25	Re-designate management responsibility for Janitorial Team.	None	2011/12
CBS 28	Bookfund	479	20	Reduced purchase of book stock	None	2011/12
CBS 29	Reduce Occupational Therapy assessment	656	65.6	More effective ways of working. Reshape Occupational Therapy / adaptations by bringing staff together.	None	2011/12
CBS 30	Homeless prevention	80	10	More effective ways of working. Target resources more effectively.	None	2011/12
CBS 31	Review Supporting People funded housing schemes	5,600	729	Reduction in administrative support and reduced support to some schemes – to be determined (review underway)	To be determined	2011/12

Ref	Proposal	Total Budget £000	Savings £000	Key Service Implications	Equalities impact	Implementation
CBS 32	Care Call	1,167	71	Stop protection of tenants who currently receive service as a nil charge following implementation of supporting people in 2005. Figures provided by The Gateshead Housing Company (TGHC) show 419 tenants currently don't pay for this service and who if not protected could be eligible to pay for the service. Increase the charge for the provision of the care call service to those tenants who currently pay for the service within council housing to reflect the adult social care fees and charges for care call. Figures provided by TGHC show that 264 tenants currently pay for this service at a reduced charge	Care Call clients	2011/12
CBS 33	Care Call	1,167	19	Operational changes to service	None	2011/12
CBS 34	Meals Service/Shopping Service	439	150	More effectively target the service to those unable to access a hot meal by any other means and seek more efficient delivery methods. Cease direct delivery of shopping and use internet delivery options and amalgamate with meals service. Reduction in service size and staffing and management costs	Service Users will see a change in operational delivery but no change to outcomes.	2011/12
CBS 35	Domiciliary Care Service	6,800	500	Ongoing reduction of in-house service as part of the move away from generalist provision and towards re-ablement and more targeted service	Service provided by other providers	2011/12
CBS 36	Re-structure Domiciliary Care management	6,800	173	As service size has reduced through natural turnover management has remained the same.	None	2011/12
CBS 37	Warwick Court – reduce budget	298	1	Electricity budget not needed for 2011/12.	None	2011/12

Ref	Proposal	Total Budget £000	Savings £000	Key Service Implications	Equalities impact	Implementation
CBS 38	Flexible hours service – reduce budget	11	5	Savings possible as service is under utilised.	None	2011/12
CBS 39	Directions supported employment service	245	230	Reduce service to core delivery to support work is an option strategy and modernisation of day services	Gateshead College, some Learning Disability Residents supported by scheme.	2011/12
CBS 40	Community Base	289	27	To reduce the staffing compliment of Wrekenton Community Base by one full-time Day Centre Officer	None	2011/12
CBS 41	Birtley Centre	333	35	Delete part post. Reduce staffing budget	None	2011/12
CBS 42	Operational changes at Fosdyke	295	134	Undertake a short break review of current services. Fosdyke only, an operational change from 2 waking staff each night to one sleep over and one waking night – difference subject to impact of short breaks review.	None	2011/12
CBS 43	Lanchester Avenue	358	40	Operational changes to sleep ins staff instead of waking night staff, leading to the reduction in the staffing compliment of 3 support workers	None	2011/12
CBS 44	Renegotiate all voluntary sector contracts to realise 10% efficiencies	3,300	330	Budget efficiencies to be aligned across commissioned services. All contracts require value for money assessment to be undertaken. Align process to Voluntary Sector Compact Agreement Consultation with voluntary sector representatives will be required. Provide initial opportunity for all providers to offer up 10% savings to increase pace of process.	A range of organisations. Aim to realise efficiencies without detriment to service users.	2011/12

Ref	Proposal	Total Budget £000	Savings £000	Key Service Implications	Equalities impact	Implementation
CBS 45	Negotiate better arrangements from externally commissioned Adult Social Care service providers	4,900	300	Should not result in detrimental service outcomes as savings are realised through better value for money contracts	None	2011/12
CBS 46	Review Council contribution to Palatine beds	100	100	No direct service implications, this is a reduction of support to an organisation.	Potentially 3Gateshead residents employed by Palatine.	2011/12
CBS 47	Rationalise management structures in Assessment and Personalisation and implement workforce transformation plan	5,700	300	Implementation of Workforce review and should not impact on service delivery	None	Year 1 2011/12 to realise £300 savings Continue to implement 2012/13 and 2013/14 to release additional savings.
CBS 48	Review level of care packages offered	51,340	600	Proposal is to strictly adhere to Fair Access to Care criteria when re-assessing need	Reduced packages to some Service Users in line with their assessed needs.	2011/12
CBS 49	Relocate staff from Shibdon House	46	46	Staff to be relocated to Civic Centre Mental Health Service currently provided from Shibdon House will need to be relocated.	Service Users will be redirected to new location in West.	2011/12
CBS 50	Operational Budgets	86	50	Reduction of operational budget heads	None	2011/12
CBS 51	Central Operational Support	230	25	Reduction in miscellaneous operational support budgets	None	2011/12
Total Savings Proposed 2011/12			5,356.6			

Development & Enterprise

Context

- Changing Government Policy
- Regional Governance
- Impact of Local Enterprise Partnerships uncertain
- 1NG and its role in regeneration
- Bridging NewcastleGateshead and its role in housing regeneration
- Loss of grant funding e.g. Housing and Planning Delivery Grant, Area Based Grant, potentially Bridging NewcastleGateshead
- Major policy to be produced Local Development Framework, Area Action Plans etc
- Ongoing economic issues affecting businesses and residents resulting from the economic downturn
- Major regeneration schemes are about to start which will need significant officer input. These include the Town Centre, Northern Design Centre and the Joint Venture Company, Gateshead International Stadium, Blaydon, Birtley, Football Stadium
- Reductions in the capital programme will have an impact on our ability to deliver on key areas of Vision 2030 such as climate change, energy management, major transport and housing improvement. Some of the reduced staffing proposed reflects this anticipated decline e.g. private sector housing block improvement etc
- Some of the services in Development & Enterprise have had transitional growth for the past three years to balance difference between fees earned.
- Around 70 Development & Enterprise staff have been transferred out of the Group from 1 April 2010. Further moves may result from the ongoing consolidation work as part of the “Back Office” and “Front Office” projects in the Fit for Future programme.
- Development & Enterprise is now operating with 5 fewer senior managers within this financial year (Head of Service and above)

Resources

Gross budget	£26.289m
Income	£16.789m
Net budget	£9.499m

Service	Gross Budget	Income	Net Budget
Transport Strategy	£8,251,484	£3,881,937	£4,369,547
Development & Public Protection	£4,827,145	£2,711,400	£2,115,745
Environment & Regeneration	£2,481,466	£526,367	£1,955,099
Property & Design	£6,931,512	£8,505,634	-£1,574,122
Economic Development	£3,797,857	£1,164,464	£2,633,392

Group Priorities

Moving forward D&E will work towards the following 5 priorities-

- **Environment and Regeneration** – Reducing carbon emissions and energy, delivery of key housing sites and Joint Venture Company, regeneration schemes, selective licensing
- **Transport Strategy** - Green Travel, Modal Shift, StreetScene
- **Economic Development** - Low Carbon, Digital and Knowledge Industries, Creative businesses, addressing worklessness
- **Development & Public Protection** - Development Management, public health, planning strategies and action plans, Environmental Health, Trading Standards and Local Development Framework
- **Property & Design** – Management of Operational and Non Operational Properties, Partnership working and Design

Savings

Total savings of £1.863m

Transport Strategy	£448,400
Development & Public Protection	£145,100
Environment & Regeneration	£220,000
Property & Design	£838,800
Economic Development	£210,700

Some savings will be achieved by changes in management structures and other efficiencies but some activities may be stopped or reduced in 2011/12 as follows;

- Reduce Trading Standards capacity for the testing of complaint samples resulting in potential safety issues.
- Reduce significantly the number of food hygiene/food standards inspections.
- Reduce capacity for highways enforcement and planning and highways advice.
- Reduce delivery of area action plans which covers masterplans, delivery of key projects such as site assembly and clearance, and local centre action plans
- Reduce capacity to deal with anti-social behaviour in the private rented sector.
- Reduce support within communities resulting in reduction in self employment and people into jobs.
- Reduce grants available to disadvantaged unemployed people.
- Reduce support to pre-start businesses, young disadvantaged people and the Jewish Community.
- Reduce road safety education, training and publicity
- Reduce school crossing patrols.
- Stop child pedestrian training activity.
- Reduce level of structural maintenance to Gateshead bridges.
- Reduce level of highway maintenance.
- Reduce car park maintenance.
- Stop Transport apprenticeship programme.
- Reduce number of air quality monitoring stations – only monitor in hotspots.
- Reduced capacity (staff) to deal with any upturn in development market
- Reduce personal advice services and more reliance on paying for advice or access to websites.

HR Implications

The proposals would result in 41 posts being deleted and 3 FTE by reduced hours.

Key Issues for consultation

- Decline in Capital programme would have severe impact on the Group's ability to deliver on site assembly and clearance areas, energy management and climate change
- Some partnerships may not survive e.g. Warmzone, Northumbria Safer Roads Initiative (Camera Partnership).
- How best deliver significant regeneration – Gateshead Town Centre, Birtley, Housing Joint Venture, Baltic Business Quarter
- Plus some of the basic functions – protection of public health through Trading Standards and Environmental Health and helping local people into work through training and grants
- Priorities for private rented housing, licensing accreditation and block improvement will need to be reshaped as a result of losing Bridging NewcastleGateshead funding.

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities Impact	Implementation
DE1	Salary savings from 4 staff willing to cut their permanent hours		30	Some have worked reduced hours for period of time and work has been absorbed as part of overall efficiency – savings have been used as part of slippage which will be now lost others are new proposals which can be absorbed or a cut back in some activities.	All staff have been offered option and it has been taken up by men and women. Positive impact for carers and work life balance. In terms of customers there will be no equalities impact as general impact on all users of the service	2011-12
DE2	Reduce Senior Economic Development Officer Post to 3 days per week	682	16	Reduced support to the Housing Market Renewal Programme	No equalities impact identified	2011-12
DE3	Reduction in working hours for a number of development management staff		30	Reduced capacity can be absorbed. However may reduce ability to deal with up turn in development market in future	This affects women who have returned part time or with reduced hours following maternity leave.	2011-12
DE4	Reduction in hours (two days) for senior engineer (highways management).		18	Will impact on highway asset management and technical support to computerized management system. Function will need to be undertaken by other staff which in turn will lead to reduction in general service delivery.	No equalities impact identified	2011-12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities Impact	Implementation
DE5	Delete post of Environmental Sustainability Manager and reshape management of the service reducing the number of managers from 4 to 3		35	Reduced managerial capacity with n the service – loss of specialist manager – places extra pressure on remaining managers but fits with reductions in numbers at Head of Service tier.	Reduction in capacity will be reduced service but the reduction will not impact adversely on any particular groups	2011-12
DE6	Delete Post of Senior Support Assistant in Private Sector Housing		21	May be reduction in work with private rented sector	No equalities impact identified	2011-12
DE7	Delete Project coordinator post	42	42	This post assisted with the delivery of block improvement scheme – less work is anticipated next year and therefore capacity can be reduced.	No equalities impact identified	2011-12
DE8	Delete Environmental Health Officer (EHO) post	42	42	This post was used to fund a senior Support Assistant and consultancy work from Building control to deliver block improvement schemes – less work is expected in the future and therefore capacity is reduced.	No equalities impact identified	2011-12
DE9	Delete Environmental Health Officer (EHO) post in Selective Licensing	130	22 32 less 10 for upgrading existing post	Deliver of Selective landlord licensing is seen as priority but this vacant post could be deleted and by the reshaping of other aspects of private sector housing free up a Technical officer post which could be upgraded to an EHO to continue to deliver the programme	No equalities impact identified	2011-12
DE10	Delete Grade B/C Support Assistant	630	16	Reduced support across the service at an administrative level	No equalities impact identified	2011-12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities Impact	Implementation
DE11	Delete Grade F Support Officer	204	26	Reduced support across the Service at an administrative level	No equalities impact identified	2011-12
DE12	Deletion of Building Control Managers post and replacement with Development and Building Control Manager		40	Loss of significant experience and may make the Tyne and Wear option more difficult to achieve	No equalities impact identified	2011-12
DE13	Savings previously identified. Deletion of Manager Post	608	58	None	No equalities impact identified	2011-12
DE14	Deletion of 1 Team Leader post following amalgamation of Property Development and VAD Teams.	242	48	Potential loss of skills, reduced capacity	No equalities impact identified	2011-12
DE15	Delete Senior Asset Management Officer (Bridging Newcastle Gateshead Funded Post)	242	45	The loss of this post will reduce the capacity of the Council to deliver site assembly functions for e.g. HMR JV.	No equalities impact identified	2011-12
DE16	Delete post in Property Inspectorate		34 2011/12 11 2012/13	Potential loss of specialist knowledge unless this is replaced elsewhere in the structure	No equalities impact identified	2011-12 2012-13

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities Impact	Implementation
DE17	Delete 2 posts on retirement of post holders (May and Dec 2011) – Further review of Architectural Design		45 2011/12 38 2012/13	Potential loss of capacity	No equalities impact identified	2011-12 2012-13
DE18	Delete 50% of 2 Economic Development Officer Post	204	35	Reduced support to help people into work	No equalities impact identified	2011-12
DE19	Deletion of vacant School Crossing Patrols posts falling outside revised policy	252	10	Review approved by Cabinet should see year on year reductions in cost as the new policy is implemented. Saving can be made from vacant sites resulting from recent policy review.	No equalities impact identified	2011-12
DE20	Deletion of vacant School Crossing Patrols posts falling outside revised policy	252	20	Review approved by Cabinet should see year on year reductions in cost as the new policy is implemented. Deletion of non-justified sites (current estimate 9 sites).	No equalities impact identified	2011-12
DE21	Deletion of vacant civil engineering apprenticeship post		15	Reduction in low cost technical support	No equalities impact identified	2011-12
DE22	Deletion of two civil engineering apprenticeship posts at 31 st August following completion of current programme.		15 2011/12 15 2012/13	Reduction in low cost technical support Terminate apprenticeship programme	No equalities impact identified	2011-12 2012/13

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities Impact	Implementation
DE23	Deletion of Road Safety Officer post		42	Road safety team will be subsumed within other teams. Service will be less responsive and proactive in road safety education, training and publicity.	No equalities impact identified	2011-12
DE24	Delete highway maintenance team leader post		48	Will be achieved through merging of two teams. Will impact on response to new developments for adoption and flood risk management.	Reduction in road safety training for children and vulnerable adults	2011-12
DE25	Delete child pedestrian training officer post		10	Post to be deleted due to loss of external funding – remaining funding insufficient to continue function.		2011-12
DE26	Closure of Team Valley Business Centre	77	48	The lease at Team Valley comes to an end in 2011.	No equalities impact identified	2011/12
DE27	Closure of Stonehills Workshops Savings previously identified.	334	90	Businesses who use the workshops will need to make other arrangements or move to other accommodation	No equalities impact identified	2011-12
DE28	Stonehills – ancillary savings accruing from closure		8	Businesses who use the workshops will need to make other arrangements or move to other accommodation	No equalities impact identified	2011-12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities Impact	Implementation
DE29	New income stream from Gateshead Private Landlord's Association to reflect level of work undertaken by the Council to support its activities. Membership has grown from 250-600+ in last year.		15	Needs to maintain assistance at its current level to justify seeking additional contributions from Gateshead Private landlords Association	No equalities impact identified	2011-12
DE30	New income stream from Selective Landlord Licensing		10	The team has been developing and delivering 2 Selective licensing Schemes. It is understood members wish this to continue in phases across other areas of the borough. Each scheme attracts a one off statutory fee per applicant. Projecting work streams Forward it is estimated a 'smoothed' income stream of £10,000 per annum is achievable for at least the next 4-5years.	No equalities impact identified	2011-12
DE31	Reduce vehicles used from 2 to 1 – savings on maintenance servicing etc	6	2.5	Very small Reduction in workload for LES. Will use electric vehicle and pool cars when needed. Still have need of off road vehicle for more difficult sites	No equalities impact identified	2011-12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities Impact	Implementation
DE32	Explore possibility of sharing a depot with another service – current depot is remote	3.5	1.5	Need to find suitable depot we can share that is accessible for work we do with volunteers	No equalities impact identified – a purely operational saving.	2011-12 Dependant on finding suitable depot to share – discussions underway with Asset Management
DE33	Increased income by charging for pre application enquiries		10	This will mean that everyone who requires advice on planning application matters will have to pay and in return they will be guaranteed a response within a particular time period. Many other Councils in the country already do this and it has been proven not to dissuade developments from going ahead.	May adversely impact on poorer members of the borough who may be persuaded to start work without obtaining the appropriate advice	2011-12
DE34	Reduce number of air quality monitoring stations from 5 to 2	14	8	Only monitor Air Quality in Air Quality hotspots – Town Centre and Prince Consort Road monitoring stations would continue.	No equalities impact identified	2011-12
DE35	Reduce Benzene monitoring at Dewhurst Terrace, Sunnyside	5	2	Does not need to continue as frequently as it currently does	No equalities impact identified	2011-12
DE36	Reshaping of trading standards service		5	May reduce the capacity for the testing of complaint samples including potential safety issues.	No equalities impact identified	2011-12
DE37	Stop use of 1 fleet vehicle	6	3	Reduce to 1 fleet vehicle – officers will need to make more use of electric car and other fleet vehicles	No equalities impact identified	2011-12
DE38	Reduction in publications, general stationary and stationary budget	17	7	Budget currently under spent so considered that this will have limited impact.	No equalities impact identified	2011-12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities Impact	Implementation
DE39	Reduction in technical equipment budget	12	12	None	No equalities impact identified	2011-12
DE40	Delete mobile radios budget	2	2	None. Mobile radios no longer used.	No equalities impact identified	2011-12
DE41	No longer use food contractor	14	14	Reduction (20%) in the number of food hygiene/ food standards interventions – looking at different ways of prioritising and undertaking inspections to lessen impact.	No equalities impact identified	2011-12
DE42	Reduce Sampling budget	24	5	Impact on partner agencies including the Testing Laboratories and the Regional Food Liaison Group; possible impact on National Food Surveillance. Limited impact on food safety – consider number of samples could be reduced with only small impact	No equalities impact identified	2011-12
DE43	Replace enforcement officer post with an enforcement technician		6	Loss of experience. Less capacity to undertake highways enforcement; less capacity to provide professional planning and highways advice to other services and Members.	No equalities impact identified	2011-12
DE44	Minerals monitoring income		1	Increase income by charging for monitoring of minerals sites – easily achievable – currently monitor infrequently. This would improve service and increase income.	No equalities impact identified	2011-12
DE45	Reduction in structural maintenance to Cross Tyne Bridges	64	5	Joint budget with Newcastle.	No equalities impact identified	2011-12
DE46	Reduction of revenue based regulation orders	12	2	Should be achievable once consolidation orders are complete	No equalities impact identified	2011-12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities Impact	Implementation
DE47	Reduction in Road Safety education, training and publicity	14.5	4.5	Reduction in education and publicity materials.	No equalities impact identified	2011-12
DE48	Reduction in general revenue expenditure		7	For example – cuts to PT/taxi costs, computer supplies, etc.	No equalities impact identified	2011-12
DE49	Implement Garage Review	6	10	Increased income from garage rents.	No equalities impact identified	2011-12
DE50	Additional Income from advertising	54	5 2011/12 50 2012/13	£5,000- 2011/12. £50,000 – 2012/13	No equalities impact identified	2011-12 2012-13
DE51	Film Licensing	New 0	5	Many Local Authorities charge TV and Film Units for 'Location' work	No equalities impact identified	2011-12
DE52	Increased income from Clerk of Works	(1,864)	100	Productivity increases will enable increased income as indicated to be achieved whilst maintaining existing fee levels.	No equalities impact identified	2011-12
DE53	Maintain current Architectural Design Tech Cost Surplus	(3,250)	150	Achievable based on previous estimates of workload and fee levels.	No equalities impact identified	2011-12
DE54	Workspace Change	269	81	Impact on Trading Account profitability as reduction in overheads Only	No equalities impact identified	2011-12
DE55	Reduce contribution to Renew NE	60	6	Implications for young disadvantaged people	Young people from disadvantaged backgrounds	2011/12
DE56	Reduce contribution to the Jewish Community	42	4	Implications for support to the Jewish Community	Jewish Community	2011/12
DE57	Reduce the pot for grants to unemployed	630	60	Implications for back to work support provided to unemployed people aged 18-60 who have barriers to employment	Unemployed people with barriers to employment	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities Impact	Implementation
DE58	Reduction in structural maintenance of Gateshead Bridges	121	16	Reduction in level of structural maintenance of bridges and retaining structures.	No equalities impact identified	2011-12
DE59	Reduction in highway maintenance of residential streets	688	68	A reduction in the number of highway maintenance schemes in residential streets from twelve each year to nine/ten each year. A reduction in LES Highways workload (approx. £25k). A reduction in the road surfacing contractor workload (Tarmac, approx. £43k).	No equalities impact identified	2011-12
DE60	Reduction in maintenance of public car parks	147	17	This budget pays for rates and maintenance to car parks.	If resulting lack of maintenance leads to closure of car parks then may impact on access for disabled persons	2011-12
DE61	Reduction in verge maintenance	152	152	This budget has already been identified as part of the savings proposal and retained by D&E for that purpose	No equalities impact identified	2011-12
DE62	Renegotiate Management Arrangements for Tyne & Wear Economic Development Company Properties	25	10	Fee received as a % of the rental income achieved for the properties. It is proposed to negotiate an increase.	No equalities impact identified	2011-12
DE63	Increased income from Ground Leases	(1,803)	150	A number of long term leases are due for renewal in coming months. Initial analysis indicates that additional income as identified is achievable.	No equalities impact identified	2011-12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities Impact	Implementation
DE64	Strategic Review of Non-operational Property Portfolio		138	The non-operational property portfolio provides a net income of £1.5m per annum. The Council provides little investment and the properties are deteriorating. The disposal could realise a capital receipt and annual returns via profit sharing. However, there would be a loss of direct control and a reduction in job creation opportunities.	No equalities impact identified	2012-13 Opportunity for greater income in future years to be identified
DE65	Car parking charges		TBC	Review of car park charging across the Borough		
Total Savings Proposed 2011/12			1,865.5			
Total Savings Proposed 2012/13			252			

Learning & Children

Context

Learning and Children Services have traditionally been a mix of both commissioned and provided services within specialisms. As a result there has been a continued specialist focus in Learning and Children's Services since the Group was formed.

Over the past year there has been a greater attention given to the commissioning and enabling role that the Local Authority needs to be excellent at which brings about:

- Understanding the needs of Gateshead in relation to children, young people and their families.
- Plan what services need to be available within Gateshead to meet their needs within the money available.
- Put the arrangements in place for direct delivery or commissioned services.
- Review that outcomes are achieved and that services remain value for money.

Government policy is emerging within Education to reduce the Council's influence in schools through the academy programme, reductions in Area Based Grant in year and the expectation of more funding direct to schools, although still signalling a responsibility in raising achievement.

Resources

Partnership working is potentially more challenging with the removal of the statutory position of the Children's Trust and the significant reorganisation of health services.

The total budget held by Learning and Children to deliver services is £35m which excludes the Direct Schools Grant (DSG). The breakdown per service area of mainline budgets is as follows:-

	£m
Children and Families	18.94
Every Child Matters	0.74
Youth Offending Team	1.15
Access and Inclusion	3.74
Young People Service	6.40
Raising Achievement	2.82
Support Services	<u>1.06</u>
	34.85

Group Priorities

- Centrality of keeping children happy, safe, healthy, and in positive activity.
- Engaging with children and families.
- Evidence base to make choices in good interventions for children.
- Appropriate commissioner and enabler to others.
- Service deliverer where best placed.
- Building capacity in workforce, schools and families.

Savings

	£m
Children and Families	0.68
Every Child Matters	0.18
Youth Offending Team	0.20
Access and Inclusion	0.50
Young People Service	1.50
Raising Achievement	0.62
Support Services	<u>0.21</u>
	3.89

The proposed savings are targeted at areas that:

- Government have withdrawn the funding therefore the budget does not exist.
- Areas that are permissive but not statutory.
- Areas where our statutory responsibility needs to be targeted.
- Areas where savings have been made to meet current targets.

This demonstrates the greater savings being taken from Raising Achievement and Youth Services.

These savings will be supplemented by the following cross service operational reviews:

Youth Service Review
Raising Achievement Service Review
Behaviour Support Service Review
All Family Support
Children with Disabilities/ Special Educational Needs/Complex Needs
Young People Engagement
Child and Adolescent Mental Health Service
Review of Building Usage
Raising Education Achievement for Looked After Children
Operational Support
Play Service/Adventure Playground
Education Welfare Service
Review of Meetings
Structure Review
Early Years Quality Review
Behaviour Improvement Programme

HR implications

The proposed savings have implications for 156.9 FTE, of which 70 FTE are in Neighbourhood Nurseries.

Key Issues for consultation

- Disproportionately targeting Youth Services and Raising Achievement in savings options.
- Operational reviews seeking to achieve more community options away from building based services.
- Developing the commissioning and enabling role within Children's Services.

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 1	Reduction of management and administration support across Learning & Children.	649	162	Reduction in support services and management availability across the group.	No	2011/12
L&C 2	Minority Support Service. Reduction in staffing of one teacher and one specialist bilingual assistant. This service provides language support for children who are beginning to learn English as an additional language as well as guidance to schools in relation to teaching children from minority ethnic backgrounds, including Traveller and Roma backgrounds.	349	70	Saving will accelerate the development of the service towards providing challenge and advice to schools and promoting and supporting projects and away from providing individual support to pupils.	Potential reduction in service to ethnic minority groups.	2011/12
L&C 3	Psychological Service. Reduce the staff by 0.6 FTE educational psychologist (EP) and 1.0 FTE senior EP. In addition a grade E admin officer post will be replaced by a 0.4 FTE scale B/C clerk/WPO post.	522	104	There would need to be a severe narrowing of the range of work undertaken by the service including reductions in the mainline Educational Psychologist Service (EPS) funded delivery to REALAC, Treatment Foster Care, and the adoption panel for which the EPS currently provides the only educational input.	Potentially to young people with special needs.	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 4	Therapies. To reduce the budget for therapies for children with special educational needs. Legal precedent has established that where statutory assessment has determined that a child requires speech and language therapy or occupational therapy and the PCT does not provide it then the LA must provide it.	166	33	Reshaping would be achievable on current demand – further discussions with the PCT should be undertaken as other Councils do not provide this service.	No	2011/12
L&C 5	Pupil and Parent Services Reduce staffing by 1.0 FTE H grade post, 0.6 FTE grade B/C post and a reduction in the training budget.	263	53	Impact upon co-ordination arrangements for school admissions and the response to complaints and requests for information across Access & Inclusion.	Potential impact on young people with special needs	2011/12
L&C 6	Education Welfare Service Reduce staffing by 4 FTE Education Welfare Officers	644	129	Impact upon ability to maintain an efficient and effective level of provision and will be difficult to sustain core business. Staff will be spread very thinly across schools and will not be able to provide the prompt intervention which is fundamental to their success. It will be difficult to maintain an effective system for identifying children missing from education and taking appropriate action to protect those at risk. The role of the service in relation to child protection will be put at risk and it is likely that the support given to schools in this area will have to be significantly reduced.	Potential impact for vulnerable young people	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 7	<p>Behaviour Support Service. Make savings in the service's Direct Schools Grant based budget by deleting a senior support worker post attached to KS4/Vocational Education and reducing the equipment budget. It is then proposed to utilise the grant released to fund a 1.0 FTE teaching assistant and a 0.08 FTE teacher, which is currently mainline funded.</p>	133	26	There will be a direct impact on the level of provision that can be made for young people who are disaffected from school and the extent to which the service can support alternative/vocational education for the most vulnerable pupils at key stage 4.	Potential impact on vulnerable young people.	2011/12
L&C 8	<p>Access and Inclusion (A&I) Senior Management Team. Proposal is to reduce senior management by 2 FTE through operational PACE reviews. A&I is made up of 7 service areas each with a manager. The SMT therefore has 7 members (4 mainline/ 3 Direct Schools Grant funded), which is large compared with other services in Learning and Children.</p>		78	Implications will depend on the shape of the restructure but there are risks in a service being managed by a professional without relevant expertise.	Potential impact on young people with disability	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 9	<p>Teenage Pregnancy Strategy Fund the Young Mothers and Young Fathers Workers from the Early Years grant pending the new grant conditions being issued. Reduce Contribution to PCT for Co-ordination budget. Transferring the Teenage Pregnancy Co-ordinator to the commissioning team will bring better alignment with the management of other risk factors.</p>	247	141	Reshaping of the team will reduce coverage of the service and focus on efficiency and UFM through better commissioning.	Vulnerable young women and children.	2011/12
L&C 10	<p>Teams After School Care Withdraw Council subsidy. This after school childcare project is the only project that receives a subsidy. They were informed that 2010/11 would be the final year of the subsidy.</p>	19	19	Closure of the project, with children attending alternative provision.	No	2011/12
L&C 11	<p>Bangladeshi Outreach Worker Delete post. The Bangladeshi Outreach post was established after the Single Regeneration Budget funding finished.</p>	36	29	The proposal will require consultation with the Bangladeshi Community Association. The work will be picked up by the Central area youth work delivery team; this method will support cohesion and inclusion. It is not envisaged that there will be deterioration in the service to young people from the community.	No	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 12	Connexions Positive Activities for Young People (PAYP) Funding Reduction in the grant aid offered to voluntary organisations, and deletion of 2 FTE Key Workers and 1.8 Senior Workers.	381	205	Work with referred young people who are involved in anti social behaviour will end. Core services will aim to deliver some limited interventions however, due to capacity issues, interventions will be reduced.	No	2011/12
L&C 13	Volunteer Mentoring Contract Support to Vulnerable Children – withdraw project funding from April 2011 when current funding agreement with “Action for Children” ends.	118	61	Support to vulnerable children will be reduced however it is envisaged that the children will be linked with core service delivery for support.	No	2011/12
L&C 14	Youth Service Review Delete 5 Senior/ Area posts across the Youth Service as part of the Youth Service Review.		185	The youth service review will report in November 2010, proposing a new core offer and a resource allocation model based on numbers of young people 13 to 19 and need. The service will become more targeted and cease to provide a universal offer.	This will affect services to young people and communities. However the model is transparent and is weighted according to need, so with a reducing budget, the neediest are protected.	2011/12
L&C 15	Discontinue young peoples' engagement via sessional staff and move to full time youth work staff.	13	13	Reshaping of the service to target priority of youth engagement with full time workers.	No.	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 16	Substance Misuse Reduce substance misuse expenditure by £80,000. This will directly affect the Social Work post and contracted work that North East Council on Addictions (NECA) deliver through the Area SMART Workers.	114	80	Impact on partners. The new model of delivery through area based SMART workers will address some of the issues arising from this proposal. However there will be a reduction in service delivery.	No	2011/12
L&C 17	Jewish Community Withdrawal of grant aid to various organisations within the Jewish Community. The grant currently supports 3 projects: Safe Play, Beth Jacobs Club (Girls) and L'chu Vonim (boys). Grants have been given for many years and support the delivery of youth activity programmes delivered by volunteers in the community.	74	74	There will be significant impact if the total grants are removed. These projects will cease.	Potential impact on people from the Jewish Community	2011/12
L&C 18	Reduce the Youth Crime Prevention Team by 1 Worker in each of the 4 areas.	670	142	Reduction in resources to target those who are most vulnerable.	Potential risk to young people	2011/12
L&C 19	Crèche Mobile Project Currently receives a contribution of £90k per annum towards costs from the Council. Proposed to move towards full cost recovery. Contribution to be reduced by £40k in 11/12.	90	40	Increase contribution through external sources for this project, which appears to have capacity to achieve this.	Working mothers and young children.	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 20	Way out in Gateshead (WinG) 1 FTE funded through alternative source, income generation or alternative business model.	170	35	The ratio requirements for many of the activities require the staffing levels as per establishment. However the proposal includes exploring alternative business models, including Trust status possibly with other Council services, also during next year increasing charges and delivering services to organisations outside Gateshead.	No	2011/12
L&C 21	Community Health Development Workers Reduction of 5 x 0.5 FTE Workers who work with young people and their families on the Council's health priorities.	70	50	Reduction is necessary due to funding being withdrawn from both PCT and Area Based Grant. This will impact on child health inequalities work linked to area based delivery. Some health work is part of core curriculum delivery for the youth and play service however capacity to deliver will be limited.	Health inequalities link.	2011/12
L&C 22	Extended Services The Extended Services team is currently funded through external funding that is uncertain. It is predicted that a small amount for Strategic monitoring may be retained. There are currently 3 posts in this team, with the proposal to reduce this by 2.3 FTE.	246	100	Extended services delivery will now be the sole responsibility of schools. The role of the Council is likely to be linked to compliance of "out of school care" and training. It is unlikely there will be any Government targets linked to this work.	No	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 23	Thomas Hepburn Withdrawal of funding to Thomas Hepburn School towards its Senior Management Team, Caretaking and admin, which had historically been allocated due to its Community School status.	35	35	This will directly impact on school budgets and also on community delivery through the school.	Community in the East will be affected by this proposal.	2011/12
L&C 24	Youth Service From review of the Youth Service (the report date is 2 nd November 2010), the aim is to find 20% savings in addition to many fixed term grants ending. In addition to reducing the number of Senior Area Workers we will deliver Youth & Community services from fewer buildings.		42	Delivery will be affected at a minimum of 5 community centres.	No	2011/12
L&C 25	Reduce the number of posts in the Connexions Service	1,788	216	This proposal will reduce the level of information and guidance into schools, reduce the opening hours of the Connexions Interchange centre and reduce the team reviewing and supporting the young people who fall into the NEET and Not known categories.	Young people aged 13 to 19.	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 26	Senior Management Team Senior Management arrangements to be reviewed in light of the Early Years Grant being linked to formula funding. It is envisaged that there will be a need to move to more direct operations Managers based in Children's Centres.	161	90	The span of management responsibility will widen, the development function will be removed as a separate role. This should not affect service delivery. Roles and responsibilities will be reviewed to respond to inform the new structure.	No	2011/12
L&C 27	Active Kidz Easter Holiday Activity Scheme Reduce activity schemes.	161	30	Will impact on the number of referred children able to access the scheme and reduce the number of neighbourhood areas the schemes will be delivered in.	Impact on children and neighbourhood areas.	2011/12
L&C 28	Active Kidz Holiday Activity Summer Programme Delete the post of Assistant Play manager and reduce the Summer Holiday Active Kidz Programme. The Summer Holiday Active Kidz Programme is very successful. Growth of £120,000 was agreed in 2007 and over the last 3 years the scheme has gone from strength to strength.	121	50	The reduction of the assistant manager post will not impact on fact to face delivery; the role will be picked up through the broadening remit of the manager and area play workers. The Active Kidz summer programme is always fully booked, reducing the scheme will impact on vulnerable children and working parents who use the scheme for childcare during the summer. The evaluations from the scheme are very positive.	Impact on children and neighbourhood areas.	2011/12
L&C 29	Every child matters - current change for children staffing team.	160	35	The proposed new model for delivering commissioning support will provide capacity to designate some data analysis as an administrative support function and as a result limit the potential impact of the reduction in staff. Reconfiguring the remaining staff cohort will ensure this function can be fulfilled.	No	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 30	Workforce development Reduction in management costs.	100	12.5	Reshaping of management structure.	No	2011/12
L&C 31	Group Secretariat and Group Support Review of operational support offer to provide efficient and effective support to frontline practitioners and strategic managers with fewer resources.	90	40	Risk of operational staff/ management undertaking administrative functions.	No	2011/12
L&C 32	Supporting Families Workers Family support review underway to reshape service.	1,566	100	Service to be reshaped however it is demand led based on number of referrals in the system.	Potential impact on vulnerable children and young people.	2011/12
L&C 33	Children's Rights Service Service comprises 2 FTE workers who support looked after children and facilitate their involvement in decision making, specifically the Care Council ,'One Voice' and young people's contribution to the Looked After Children Overview & Scrutiny Committee. The proposal is to delete 1 FTE worker.	22	22	There are currently 319 children and young people in care which the children's rights workers support. Other involvement workers in the Council may be able to offer support to these young people.	Potential impact on vulnerable young people.	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 34	<p>Looked After Young People - Personal Education Allowances</p> <p>Funding to support looked after young people in their educational achievements. The fund provides education allowances and higher education bursaries. Proposal is to reduce budget in line with current demand – there was an under spend in the budget last financial year.</p>	129	30	There are growing numbers of looked after children and young people and a reduction in this resource could impact on their educational achievement.	Potential impact on vulnerable young people.	2011/12
L&C 35	<p>Disabled Children's Service</p> <p>Reduction in service provision to disabled children and their families.</p>	592	40	This is a statutory service to support disabled children and their families. A reduction of funding could have the unintended consequence of more disabled children being admitted to care with resulting higher costs for the Council.	Potential impact on young people with disabilities	2011/12
L&C 36	<p>Raising Educational Achievement of Looked After Children (REALAC) Team</p> <p>Remove from mainline funding and transfer to Direct Schools Grant</p>	26	26	None. Agreement required from the Schools forum.	No	2011/12
L&C 37	<p>Sponsored Day Care</p> <p>Savings made by reducing the support packages for vulnerable children.</p>	167	24	A reduction in service provision and support to vulnerable children.	Potential to affect vulnerable children and young people.	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 38	Family Support Services Service review to identify potential reduction of 6 FTE posts and the potential closure of some family centres with staff accommodated in children's centres	1,067	213	Any reduction of service may well impact on statutory services at a time of a significant increase in demand for children's social care services.	Potential to affect young vulnerable people.	2011/12
L&C 39	Child and Adolescent Mental Health Service Grant Funding Service review to be undertaken to achieve savings which will involve either a reduction in service or alternative funding being identified from Primary Care Trust (PCT).	203	41	Possible reduction of service or alternative funding identified through PCT will be required to maintain service provision.	Potential to affect young vulnerable people with mental health issues.	2011/12
L&C 40	Youth Offending Service Co-location of the team in the civic centre as part of the co-location of safeguarding services in August 2011.	50	25	Co-location will strengthen partnership working with key safeguarding professionals.	No	2011/12
L&C 41	Intensive Support for young offenders - The Sungate project commissioned though Barnardos provides a statutory service at a cost of £63,484. Saving would be achieved through a reduction in commissioned service.	428	30	The service fulfils statutory duties and underpins key performance targets - First Time Entrants and prevention of reoffending. Reduction in service will impact on YOT's ability to improve performance.	Potential to affect young vulnerable people.	2011/12
L&C 42	Adult learning management. Reduction of 1 FTE post	110	22	Impact will be felt elsewhere in terms of course delivery, potentially that which benefits Council employees and the skills pledge.	No	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 43	Governing bodies team. Renegotiate investment from schools to achieve income or reduce service to schools to achieve saving in line with priorities.	115	23	Could prevent some schools buying the service and consequently detract from governors knowledge and understanding which is crucial to effective leadership in schools	No	2011/12
L&C 44	Music service management. Council contribution towards cost of service which is largely funded by ring fenced grant and from income generation	74	22	Reshape service with increased income base.	No	2011/12
L&C 45	SF1 Special Educational Needs Funds 1 advisor salary, teacher support and equipment budgets in relation to children with Special Educational Needs.	114	80	There will be no money for mandatory and other training for SEN in schools and Early Years settings. There will be significantly reduced funding for SEN support to schools leadership to ensure statutory compliance on SEN and Disability Equality. There will be no funding for the SEN Review for Targeted Training and Consultancy. There will be no funding to ensure effective practice in relation to Restraint, Moving and Handling.	No	2011/12
L&C 46	Primary strategy Reduction in classroom improvement support for schools.	246	86	Huge potential reduction in capacity to challenge, intervene and support schools with a view to improving quality of literacy and numeracy of children.	No	2011/12
L&C 47	Secondary strategy Reduction in classroom improvement support for schools.	278	97	Huge reduction in capacity to support and improve quality of Teaching and Learning in Secondary Schools.	No	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 48	Education Health Partnerships Cease support to schools with the Healthy Schools Award.	12	8	There will be no effective capacity left to support health partnerships.	No	2011/12
L&C 49	Behaviour and attendance Reduction in classroom improvement support for schools.	68	48	There will be no effective capacity left unless trading opportunities taken – even so, capacity will be reduced for Gateshead as will need to work elsewhere to increase income.	No	2011/12
L&C 50	Excellence in Cities Reduction of 4 FTE posts (2 in 14-19 team, 1 Inspector, 1 Data Support).	267	187	Massive reduction in capacity to support partnerships and School Improvement Clusters.	No	2011/12
L&C 51	School support staff Reduction in classroom improvement support for schools.	73	51	Huge loss of capacity to train, support and accredit teaching assistants in schools.	No	2011/12
L&C 52	Children North East - commissioned service worth £85,000	85	17	The service is targeted to children identified as vulnerable reducing support may have an impact on higher end services	No	2011/12
L&C 53	Barnardos Access Service - commissioned service worth £40,000.	40	40	The project was funded to develop the approach to Access, the provider is aware this project will cease in March 2011. The activity will be mainstreamed.	No	2011/12
L&C 54	Barnardos Resource Centre Withdraw contribution to the running costs of the centre.	44	44	The service is targeted at disabled children and their families, withdrawal of the funding may result in the closure of the centre and reduce service provision to an already vulnerable group.	Potential impact on young people with a disability	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
L&C 55	Area Based Grant to the BME and Jewish Communities Withdraw funding. The 3 year funding for these contracts ends in March 2011.	20	20	Cuts to the funding for Congolese solidarity, Gateshead Bangladeshi Association, Gateshead Muslim Society, GVEMSG, NA Trust and the Jewish Community Council need to be regarded within the context of cuts to their other funding streams. Providers are aware this funding was due to come to an end March 2011.	Potential impact to young people from Jewish Community	2011/12
L&C 56	Home school liaison pilot Withdraw funding to pilot project working with 6 schools identified as serving communities with high levels of deprivation.	30	30	Where schools have seen the advantage of the approach it is anticipated they will be able to absorb this work within their setting.	No	2011/12
L&C 57	Anti Bullying Post Time limited project designed to end in March 2011.	31	31	Anti bullying has been identified as a priority area by not providing front loaded support there is a risk that the strategy will not be taken forward in schools in a timely fashion.	No	2011/12
L&C 58	Senior Management Salaries Review of the Senior Management team within Learning & Children.	792	158	Reshaping of the service.	No	2011/12
Total Savings Proposals 2011/12			3,894.5			
	Move Neighbourhood Nurseries to alternative providers	Contingency £950k	No mainline savings. Min £500k contingency saving.	Budget not available beyond March 2011.	Potential impact on Highfield and Leam Lane	2011/12

Local Environmental Services

Context

- Local Environmental Services provide a wide range of services which are seen daily in all neighbourhoods. Partnership working is embedded in most services in the Group and many activities relate to the Localism agenda.
- The Group operates in a commercial environment, competing against and trading with the private sector. Over the years, LES has adopted an approach to streamline services through a variety of means to comply with the requirements of Compulsory Competitive Tendering and Best Value, using a variety of Business Improvement Techniques and Lean principles.
- Integrating the functions of street cleansing and grounds maintenance to form Neighbourhood Services is an illustration of how we have changed working practices to streamline service delivery and meet customer expectations. Transformation of the workforce has contributed to the current level of savings.
- In house teams support other Council, School and Police Services.
- The Council will have a choice over whether to move towards outsourcing some services, aim to retain in house services or continue to develop a mixed economy approach. Outsourcing services will not automatically reduce costs as services have been subject to market pressures over several years.

Resources

The revised budget for Local Environmental Services following consolidation (as at 31 July 2010) is shown below:

Service Area	Revised net budgets £'000	Turnover or gross budgets £'000
Waste Services & Grounds Maintenance	22,359	29,000
Community protection	935	3,300
Facilities Management	3,441	3,900
Construction (General Fund)	6785	7,000
Transport	-131	5,300
Building Cleaning	157	5,700
School Meals	148	5,000
Catering	62	1,100
Construction	-91	
Sub Total	33,665	60,300
Construction Services (Traded)		40,000
Total		100,300

Group priorities

- Lead the South Tyne and Wear Waste Management Partnership and improve waste and recycling services through working in collaboration
- Ensure a Safer Cleaner Greener Gateshead by maintaining and improving standards within parks, streets, allotments and open spaces
- Deliver effective neighbourhood enforcement through an integrated approach, which contributes to community protection
- Manage and Review the Environmental Performance of the Fleet
- Delivery of Primary Capital, Civic Centre Refurbishment, Disability Discrimination Act Works for Schools and Public Buildings and The Gateshead Housing Company
- Secure work with the Council's partners for major regeneration programmes & in private & public sector markets in neighbouring areas
- Establish a Facilities Management function to coordinate all Facilities Management related activity across the Council's real estate

Savings

Operational PACE Reviews will be undertaken for the following areas:

1. Waste Management
2. Neighbourhood Services
3. Horticultural and Technical Services
4. Highways and Street Lighting, including drainage and gully cleaning
5. Building Maintenance – the maintenance of Council and school buildings to comply with statutory requirements.
6. Other Construction, including DLO traded services
7. Facilities Management (including the integrated Neighbourhood Warden Service)
8. Building Cleaning
9. Transport Services
10. Catering Services

These will result in the following financial savings in year 2011/12:

Service	Savings (£'000)
Waste Services & Grounds Maintenance	1,988
Construction Services	1,071
Facilities Management	1,248
Transport, Cleaning and Catering	342
LES Total	4,849

LES will be involved in two cross cutting reviews:

- Physical Environment (through elements of Construction, Facilities Management and Waste Services & Grounds Maintenance)
- Neighbourhood Services

HR Implications

Proposals represent a significant change for the workforce in relation to Terms and Conditions and current working practices.

Subject to consultation with employees and the trade unions, the following employee reductions may be proposed for year 2011/12:

Service	FTE's (Revenue)	Capital
Waste Services & Grounds Maintenance	58	
Construction Services	27	100 tbc
Facilities Management	25	
Transport, Cleaning and Catering	Not yet identified	
LES Total	110	100 tbc

Key issues for consultation

- The likely downturn in the Capital Programme, both within the Council and external markets will have a significant impact upon Construction Services.
- The scope to reduce expenditure in Waste Services and Grounds Maintenance is affected by the commitment to the long term Waste Disposal Agreement and associated collection arrangements, however proposals will be developed to reshape the bulky Waste Collection Service and develop proposals for implementing alternate weekly collections of domestic refuse.
- Proposals to reduce Highways Maintenance and Winter Maintenance will impact on road users and pedestrians.
- Proposals to reduce or stop services such as grass cutting, floral bedding, Parks maintenance, street sweeping and public toilets will have a noticeable effect in neighbourhoods.
- A reduction in Neighbourhood Warden, Security and CCTV Services will need to be considered alongside the deployment of Police resources.
- Changing operational arrangements for the Burial and Crematoria Service includes the closure of Birtley Crematorium in 2012 / 2013.

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
WSGM 1	Reconfiguration of bulky waste collection, clinical waste collections, reducing budgets for marketing and communication campaigns.	2,300 Waste collection	177	Reshaping bulky waste collection arrangements to align resources to meet reduced service demand. A realignment of clinical waste collection arrangements to concur with current guidance, this will have limited impact to customer service delivery. Communications – reduced level of communications, promotions and marketing material for recycling and collection arrangements may lead to more direct requests for information due to reduced clarity of service delivery.	Need to target hard to reach groups to ensure not adversely affected	2011/2012
WSGM 2	Implement alternate weekly collection arrangements for domestic waste and reshape all other waste and recycling collection services (4 day/zoned working arrangements).	2,300 Waste collection	288	Reduce the frequency of residual waste collection from weekly to fortnightly. Alternate weekly collections may lead to some wheeled bin capacity issues and concerns about weekly food collection for some residents. Changes in collection days/weeks for majority of residents. (This proposal also includes implementing 4 day working week and zoned collection arrangements).	Plan to ensure BME communities not adversely affected e.g. collection days and religious festivals	2012/2013
WSGM 3	Reduce street cleansing and litter picking operations during weekends.	3,700 Street cleansing	100	A significant reduction in resources for weekend street cleansing resulting in increased levels of litter in high street and shopping areas over the weekend. Customer satisfaction levels will reduce.	Target resources to areas of most need	2011/2012
WSGM 4	Reduce the use of mechanical brushes between Monday to Sunday and renegotiate the vehicle supply contract.	3,700 Street cleansing	318	There will be fewer mechanical sweepers on the street. Sweeping frequencies would be reduced resulting in an increased build up of litter and detritus.	Target resources to areas of most need	2011/2012

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
WSGM 5	Improve productivity by optimising horticultural grass cutting equipment.	1,300 Horticultural budget	80	Reducing numbers of plant and equipment. Maximising correct machinery to increase productivity. Reduced flexibility to respond to prolonged periods of inclement weather.	Target resources to areas of most need	2012/2013
WSGM 6	Reduce dog patrol and extend the range of charges associated with pest control and dog kennelling services.	165	25 2011/2012 40 2012/2013	Pest Control & Dog Wardens - Reduction in number of dog wardens from 3 to 2 will reduce the level of proactive patrols and may lead to more stray dogs. Charging for pest control (i.e., insect infestations) could result in an increase in public concern and may lead to some public health issues.	Target resources to areas of most need	2011/2012 2012/2013
WSGM 7	Remove all 'Superloo' public toilet facilities.	123	123	Public toilets - removal of all 5 Superloos in Whickham, Birtley, Low Fell, Blaydon and Felling. The volume of customers who use these facilities is very low, the direct impact would be finding alternative accessible facilities.	Impact on groups having access to non-restricted conveniences e.g. younger people	2011/2012
WSGM 8	Reducing weed control on open spaces, public highways, shrub and rose beds.	1,300 Horticultural budget	45 2011/2012 15 2012/2013	Reduce the frequency of weed control on open spaces and public highways from three times a year to twice per annum. Will lead to an increase in the deterioration of public footpaths and road surfaces.		2011/2012 2012/2013
WSGM 9	Change operational arrangements for crematoria and cemeteries.	460	34 2011/2012 70 2013/2014	Reshape the service, including revised opening times - no visible impact. Closure of Birtley Crematorium. Loss of local facility and a reduction overall in cremation capacity (capacity for Saltwell Crematorium would be in excess of annual current need).	None	2011/2012 2013/2014
WSGM 10	Reshaping arboricultural services.	1,300 Horticultural budget	50	No direct impact.	None	2011/2012

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
WSGM 11	A reduction in planned maintenance and scheme work in parks	1,000	105	Reduction in planned repairs to park buildings and infrastructure (footpaths etc.). Reduction in the level of maintenance to sports and recreational facilities (fertiliser etc., on bowling greens). Reduction in the direct support to associations.	Impact on disabled community, users of sports and recreational facilities.	2011/2012
WSGM 12	A reduction in grass cutting, pruning of shrubs and hedges, street cleansing, and planned environmental maintenance within residential and open space areas.	1,300 Horticultural budget And 8,300 N'hood services budget	936	£792,000 of which equates to 18% of FTEs resource of Neighbourhood Services excluding collection work. 1. Reduction to open space maintenance (grass, weeding, pruning) 2. Reduction to streets and place (litter, detritus, litter bins) 3. Reduced support to outdoor sports and recreational activities (fixed sports). 4. Response times to requests from residents would be increased resulting in reduced satisfaction. Reduction in Hort & Tech FTE will lead to reduction in maintenance of parks which in turn will lead to a decline in appearance and standards. This will lead to some closures of some facilities within parks.	Target resources to areas of most need	2011/2012
WSGM 13	A reshaping of technical, support and management functions.	809	75 2011/2012 35 2012/2013	Reduction in development work, skills and capacity.	None	2011/2012
WSGM	Total Savings 2011/2012		1,988 (8.91% saving)			2011/2012

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
WSGM	Total Savings 2012/2013		458 (2.05% saving) (Real % based on reduced budget will equate to 2.25%)			2012/2013
WSGM	Total Savings 2013/2014		70 (0.3% saving)			2013/2014
CON 1	Remodel and reconfigure working practices for Highways and Building Maintenance to achieve budget savings.	1,885 Building Maintenance And 6,480 Highways Maintenance	508 (2011/12) 283 (2012/13) 300 (2013/14)	Reduction in the ability to provide a service Additional costs for equipment hire and its maintenance		2011/2012/2013
CON 2	Reduce service level of Highway Maintenance.	5,824	120 (2011/12) 120 (2012/13) 120 (2013/14)	Possible deterioration in assets with increasing public dissatisfaction Possible increase in insurance claims Possible increase in flooding as no pre-emptive checks Review years 2 and 3 after considering the impact of year 1 savings		2011/2012/2013

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
CON 3	Reduce service level of Street Lighting Maintenance.	656	80 (2011/12) 80 (2012/13) 80 (2013/14)	Possible deterioration in assets with increasing public dissatisfaction Possible increase in insurance claims Budgets that cannot be cut are Street Lighting Energy and Millennium Bridge energy and insurance Review years 2 and 3 after considering the impact of year 1 savings		2011/2012/2013
CON 4	Reduce service level of Building Maintenance.	1,885	363 (2011/12) 170 (2012/13) 153 (2013/14)	Buildings will be under much reduced maintenance regime. Condition of the building their usage and serviceability will need to be monitored.		2011/2012/2013
CON	Total Savings 2011/2012		1,071 (12.8%)			2011/2012
CON	Total Savings 2012/2013		653 (7.8%)			2012/2013
CON	Total Savings 2013/2014		653 (7.8%)			2013/2014
FM 1	Introduce more efficient working practices and review operational provision of this new (Facilities Management) service.	1,100	80 (2011/12)	Fewer FTE involved in service delivery will reduce capacity in civic buildings; visibility and ability to respond to demand will reduce. Reduction in hard and soft FM services will see will result in a general deterioration in appearance.	None	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
FM 2	Transfer the residual in-house security workload to a private contractor.	1,800 Security budget	15 (2012/13)	<p>Provision of the service is entirely demand led. Based on current levels, less work equates to less savings. £15k savings will be made from 10% of Key holding, emergency response and property access charges.</p> <p>Current use of private sector security is being assessed, particularly around mobile patrols, to deliver current workload with less resource. A more efficient requirement should reduce expenditure. The current contract runs until 31 March 2012. The coming financial year will be used to determine the most appropriate procurement solution for the Council.</p>	None	2012/13
FM 3	Reduce the number of CCTV cameras that are available for public space surveillance and / or the level of monitoring – or stop the service completely.	1,800 Security budget	168 (2011/12)	<p>Effective 'active' surveillance is determined by a viable number of operators. Reduced capability and impact on the ability to prevent and detect crime, generate community reassurance and provide support to the police and emergency services.</p> <p>Stopping the service will also prevent 'passive' or 'retrospective' monitoring from taking place where CCTV images are used as post incident evidence.</p> <p>The Council's ability to carry out monitoring on behalf of strategic partners (police, Nexus, Home Housing) will also be impaired.</p>	The Council's CCTV cameras are deployed mainly in the central and east areas of the borough. CCTV cameras provide evidence of gender and age crime. They also provide evidence of crime against people with a disability, race and religion.	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
FM 4	Limit (or stop) coverage by neighbourhood wardens by reducing numbers and changing operational working patterns.	1,000	200 or 1,000 (2011/12)	The area teams would be merged into one and work at different times and on a more targeted basis. The current patrol areas would only receive attention in relation to intelligence-lead priorities. The areas in which wardens have not operated will still not receive a service. Fewer wardens working more within core hours (Monday to Friday 0800 to 20000) will mean reduced visibility and ability to patrol the same level of area. Responsiveness to incidents will be similarly reduced.	Neighbourhood Wardens have been deployed in more deprived (former NRF priority) neighbourhoods to reflect the original funding streams. These areas would see a reduced level of service unless alternative arrangements made.	2011/12
FM	Total Savings 2011/2012		448 or 1,248			2011/2012
FM	Total Savings 2012/2013		15 (1%)			2012/2013
FM	Total Savings 2013/2014		0			2013/2014
TCC 1	Work with fleet vehicle users to enable them in reducing the size of the fleet. This will have a subsequent impact on the Transport Services Budget.	3,237	342 (2011/12) 342 (2012/13) 342 (2013/14)	Previous experience has demonstrated that this is difficult to achieve as securing the savings is reliant on other services reducing their requirements for fleet vehicles. A proportion of the income to Transport Services is used to off-set overheads, therefore the reduction in income will not be completely matched by a reduction in expenditure in Transport accounts. As yet uncalculated further savings will need to be identified within the Transport expenditure accounts.		2011/2012/2013

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
TCC 2	Change working practices and reduce cleaning employee hours.	1,025	204 (2012/13)	<ul style="list-style-type: none"> • The majority of buildings are cleaned 5 days per week Mon – Fri to a standard specification. In order to make a saving of 10% it is the equivalent of removing a ½ days work and only dedicated areas cleaned. NB that each building would have to be reviewed individually. • Reducing the specification for the half shift to an output specification, therefore only clean the washrooms and front offices. Back offices will not be cleaned. • 20% saving – 2 days reduced clean and 3 full days cleaning. • Each establishment will be looked at individually and % reductions may vary between 0% and 30%. • These reductions will have a considerable effect on standards within buildings as productivity levels were already high due to the initial review of buildings after CCT. • There will be a reluctance from some managers of these buildings to have reductions imposed on them as they are aware of issues regarding Hygiene standards. • Further cuts will have noticeable effects on standards within buildings, these may not be immediate but it will happen. • Health & Safety implication in times of constant threats of pandemics. 	Reduction in employees hours, for a predominantly part time female work force.	2012/13

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
TCC 3	Remove 'Retainer Pay' to School meals employees to eliminate / reduce subsidy.	2,900	68 (2012/13) 82 (2013/14)	During years 2 and 3 the service will need to make additional provision for the training of employees. This will involve either removing employees from the work place to attend training or alternatively paying staff overtime to attend training after their working day.	Reduction in retainer pay, for a part time female work force.	2012/2013/2014
TCC	Total Savings 2011/2012		342			2011/2012
TCC	Total Savings 2012/2013		614			2012/2013
TCC	Total Savings 2013/2014		424			2013/2014
	LES Total Savings 2011/2012		4,649			2011/2012
	LES Total Savings 2012/2013 Identified to date		1,740			2012/2013
	LES Total Savings 2013/2014 Identified to date		1,147			2013/2014

Central Services

Context

- Changing Government policy and monitoring requirements (e.g. abolition of CAA; abolition of Government Office; abolition of Standards for England)
- The development of corporate systems to reduce process and activity
- Consolidation of back office and front office services on 1 April 2010 has had a significant impact on Central Services.
- Most of the service is within the scope of the back office and front office cross cutting reviews, including those parts supporting the Council's 'Corporate and Democratic Core'

Resources

£22 million

- Chief Executives - £4 million
- Legal and Corporate - £6.6 million
- Finance and ICT - £11.4 million

Group Priorities

Central Services supports the delivery of all Corporate Plan priorities, either directly or indirectly. The role of the Group is to:

- provide advice and support for the Council's core governance and democratic functions;
- provide intelligence for the development of strategy and policy interventions;
- facilitate change and service improvement interventions to drive performance; communicate outcomes to local people, employees and councillors.

The Group also has a key role in Corporate Sustainability through:

- ensuring financial sustainability and effective risk management;
- effective management and development of the Council's workforce through a comprehensive human resources framework;
- supporting Groups to deliver efficiencies through the use of new technology, improved procurement processes and optimum use of the Council's property assets;
- ensuring the Council complies with its statutory duties and takes full advantage of its powers within the local government legislative framework.

Savings

Operational PACE Reviews will be undertaken for the following areas:

1. Chief Executive's Department (Policy, Service Improvement and Communications)
2. Financial Management
3. Financial Services
4. ICT Services
5. Organisation Development
6. Central Administration Service / Member Development
7. Human Resources
8. Corporate Procurement
9. Development Law / Secretariat
10. Litigation

These will result in financial savings of:

- a. Chief Executive's Department: £1,000,000 (25%)
- b. Legal and Corporate Services: £634,000 (10%)
- c. Finance and ICT: £1,184,000 (10%)

Savings will also be made from the following areas:

- Mobile Phones
- Mail Services
- Travel
- Printing

The cross cutting reviews of **back office and front office** are concentrating on achieving savings through eliminating waste using the LEAN framework and joining up front office services in the Council by accelerating migration into Customer Services. The cross-cutting reviews will look to deliver efficiencies across Central Services and thereby add value to the operational review activity.

The back office review will look at support activity and functions across the Council and also compare in-house provision with other providers of comprehensive back office service models. The operational reviews will have enabled the Central Service areas to reach optimum efficiency prior to this external test.

HR Implications

Subject to consultation with employees and the trade unions, there may be implications for up to 100 posts.

Key issues for consultation

- The reduction of back office and administrative functions in order to protect frontline services
- Customer Service – how do residents prefer to contact the Council for services – face to face; telephone; internet; letter?
- Customer Services – are residents willing to contact the council by telephone with automated responses so that more resources can be put into services?
- A reduction in financial services could result in reduced speed of processing benefit applications.

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
CS-1	Following an operational PACE Review of Policy, Service Improvement and Communications, activity has been identified (around 25%) where we could stop, reduce or improve	4,200	1,000	Limited disruption to service as a result of stopping activity that Government no longer requires Local Government to do (e.g. CAA; LAA; abolishment of Government Office; Reduction in National Indicator set; Abolition of Contact Point); leanness and efficiency in ways of working (identified through PACE review); removing duplication as a result of consolidation and investment in systems to improve processes and improve efficiency (APEX; GIS)	No direct impact on services to Gateshead residents. Human resource implications of deletion of posts and implementing the Council's workforce planning strategies.	2011/12
CS-2	Reductions in staffing and non-staffing budgets following the Operational Reviews within Legal & Corporate Services and the outcome of the Fit For Future Back Office Project.	6,600	384	Potential reduction in capacity to deliver internal services when those staff will be critically engaged in supporting delivery of the changes.	None	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
CS-3	Reductions in Financial Management staffing and non-staffing budgets following the Operational Review of Financial Management and the outcome of the Fit For Future Back Office Project.	2,100	250	Whilst no service areas are anticipated to stop at this stage, a number of specific activities will do so as processes are streamlined. In respect of Internal Audit, a reduction of resources in this area will be achieved by prioritising on a risk basis, specific activities within the Audit Plan.	None	2011/12
CS-4	Reductions in Financial Services staffing and non-staffing budgets following the operational review of Financial Services and the outcome of the Fit for Future Front Office and Back Office projects	5,700	570	There will be a potential impact on service performance in the key areas of benefits processing, council tax collection and customer services.	No direct impact	2011/12

Ref	Proposal	Total Budget £000's	Savings £000's	Key Service Implications	Equalities impact	Implementation
CS-5	1. ICT spend analysis data will be used to conduct a review of corporate core infrastructure spend and commitments. 2. Following completion of the ICT Service operational PACE review areas of existing service delivery and organisational structure will be reduced, reshaped or stopped.		364	A managed reduction in supplies and services expenditure in addition to a reduction in the ICT establishment will necessitate a corresponding reduction in support and development service levels as well as reduced capacity and responsiveness in delivering the corporate ICT work programme.	No direct impact	2011/12
CS-6	Reduction in senior management across the Council		250			

Section 7: Capital Investment

Background

Capital investment is spending on upgrading existing buildings, such as leisure centres and schools or providing new buildings.

The capital programme for 2010/11 was set at £158 million.

The programme is funded by:-

- Supported borrowing
- Prudential borrowing
- Capital receipts
- Capital grants

Supported Borrowing

This is borrowing sanctioned by the Government and comes with revenue support to contribute to the costs of paying off the debt. The decent homes work on the Council's housing stock was carried out in this way.

Prudential Borrowing

The Council can also borrow without government approval, as long as it can afford to do so. Affordability is based on the ability to support borrowing with an ongoing income stream. Money has been redirected from services and from housing rents to support a substantial programme of prudential borrowing in recent years.

Capital Receipts

When the Council sells a piece of land or a building, the money it receives is classed as a capital receipt. This means that it can only be used to reinvest back into the remaining buildings. The same principle applies to sales of houses, except that, currently, only a quarter of the money can be reinvested. The last two years have seen capital receipts almost dry up due to market conditions.

Capital Grants

Instead of borrowing approvals, the Government can give money in the form of grants to meet capital expenditure. The Council can also apply to other grant bodies such as the European Commission if there are projects which meet strictly defined rules.

Spending Review

In the Spending Review on 20 October, the Chancellor of the Exchequer announced that approvals for capital investment by the Government would fall by 45% over the next four years.

The Chancellor reassured councils that they would still be able to carry out prudential borrowing, but raised the costs of doing so at the same time. The expectation that councils will have substantially less revenue funding to pay off borrowing will also put downward pressure on prudential borrowing.

Other announcements in the Spending Review were confirmation of a proposed scheme to raise money for capital investment against future business rates, called Tax Increment Financing (TIF) and a Regional Growth Fund, worth £1.4 billion over 3 years, which councils, along with partners, will be able to bid for.

Capital Programme

In addition to a programme of ongoing investment in Council buildings, a number of potential schemes intended to support delivery of Vision 2030 and in some cases replace lost Government funding, are under review. The use of prudential borrowing to fund investment will be limited and some difficult choices will need to be made on priorities.

Various options are available for schemes:

- Committed - Where major schemes are already committed and legally binding contracts are in place.
- Slow down / reprofile - Where schemes can be carried out in discrete projects e.g. Disability Discrimination Act works, revise schemes so they carried out over a longer a period, but with clear plan to still carry out the level of works originally envisaged.
- Reduce – Carry out schemes on a smaller scale, incurring less expenditure, perhaps delivering the project in a new way which is more cost effective.
- Delay – Remain committed to a scheme, but defer the start (or next stage) of the scheme to future years.
- Stop – Where a project can be stopped (and/or where no or minimal spend has been incurred) redirect resources to other high priority schemes.

The following schemes with the current capital programme are **committed** i.e. grant funding in place or legally binding contracts

Safeguarding Co-location
Riverside Park Enhancement
Town Centre Acquisitions
Decent Homes in the Private Sector
Disabled Facilities Grants
Warmzone Assistance
Central Library
Gateshead Heritage and Visitor Centre
Teams Adventure Play Area
Tyne View Children and Young Peoples Centre
Whickham School Fire Damage
Baltic Business Quarter - ICT Infrastructure
Gateshead Quays Development
Building an Active Future (Leisure Centres)
Derwenthaugh Car Park
Gateshead International Stadium Arena Development
Strategic Maintenance
Northern Design Centre

The following table shows discrete schemes which can be delivered in phases or instalments, and therefore flexibility exists to either reprofile into future years, reduce the amount of spend, or delay the start. Some can also be viewed as individual projects which could be stopped and reviewed in terms of whether the scheme should be pursued in the short/medium term as Council priority.

Use of New Technology to Support Efficiencies
Town Centre Acquisitions
Carbon Management and Sustainability
Angel of the North Amenities
Riverside Park Enhancement
Local Centres
Butterfly Bridge
Corporate Server and Storage
DDA Council Buildings
Delivering 21st Century Civic, Members, Employee and Public Spaces in the Civic Centre
Fees for Future Capital Schemes
Replacement of Leased ICT
ICT Corporate Network
Capital Development to Support the Community Centre Review
Carbon Management and Sustainability
Town Centre Regeneration - Fit for a City
Back Lane Improvements
DDA works (Schools)
Delivery of Older Persons Strategy – Conversions (HRA)
Replacement of Fleet Vehicles

Replacement of Horticultural Equipment
Customer Service Efficiency
Childrens Home Review
Northside Birtley
Gateshead Quays Development
Strategic Maintenance of Council buildings

Further refinement of these proposals, including indicative costs, will take place over the next few months to inform the setting of the capital programme and the revenue cost of supporting the prudential borrowing.

Future schemes

In prioritising next year's capital projects, we must also consider the impact of any decisions on future capital schemes which are currently being discussed, but have not yet been formalised and included within the capital programme. By continuing with all existing schemes, this will affect the ability to deliver possible future projects such as potential schemes to support Vision 2030:

- Fit for a City – the Council's plan to regenerate the wider Gateshead Town Centre including the removal of the elevated highway
- International Conference and Exhibition Centre at Gateshead Quays
- Housing Joint Venture – acquisitions, site investigations to deliver 2,250 new houses
- Secondary schools
- Major transport schemes, such as Park and Ride

Revenue Costs of Investment

Broadly the ongoing revenue costs of prudential borrowing are about 10% a year of the investment costs or each £1 million prudential borrowing has to have revenue support of £100,000 a year.

The Council's current plans identify the need to find revenue support to fund the capital programme. This has been reassessed as an extra £5 million in 2011/12, £3.4 million in 2012/13 and £2.6 million in 2013/14, or an additional annual revenue commitment of £11 million by 2014/15. This level of revenue support will only meet the ongoing investment requirements set out above.

Given the level of spending cuts set out in the Spending Review, maintaining a capital programme will be a challenge and only a limited number of projects will be able to be supported.

Section 8: Fees and Charges

Background

The Council raises about £38 million a year from sales, fees and charges. This is around 6% of the total revenue budget.

Types of Charges

There are five types of services which can be charged for. These are:-

- Statutory services delivered locally, but where charges are set nationally such as planning applications and some licence fees.
- Statutory services delivered locally and charges set locally, such as car parking and some social care charges.
- Discretionary services where charges are set to recover costs such as leisure centres.
- Discretionary services provided where there is no current charge, such as pre planning application advice.
- Opportunities to deliver new discretionary services with a charge.

All discretionary charges are limited to cost recovery

Review of Fees and Charges

The Council's Medium Term Financial Strategy recognises the strategic importance of fees and charges generating income to deliver priorities. It also recognises the need to review existing and potential fees and charges and establish a policy framework.

The current review will achieve:-

- Subject to cost recovery, demand for services and having the discretionary power, raise the levels of fees and charges by up to 10%, in order to contribute to the closure of the budget gap for 2011/2012.
- An earlier implementation date of 4 January 2011 to coincide with the increase in VAT from 17.5% to 20%, which will reduce changeover costs and increase revenue in 2010/11.
- A framework to underpin decisions on fees and charges.
- More transparency on the relationship between the costs of services and recovery of income.
- A fees and charges policy which will be reviewed annually.

A set of draft principles for a fees and charges framework have been developed and are as follows:-

- Charging policies should support delivery of Vision 2030 and the three priorities of the Corporate Plan.
- Gateshead Council's rationale for charging is to improve community well-being, to ensure services are accessible and to maximise income to ensure that the Council maintains corporate sustainability.
- Subsidies and concessions will be used to ensure that the Council improves community well being. Where subsidy and concessions are applied there should be an evaluation process in place to measure levels of success in meeting these objectives.
- Revenue from fees and charges can be used by the Council to:
 - Provide or improve services.
 - Offset increases in council tax.
 - Fund specific projects.
- The Council will charge for all services where it is appropriate and cost-effective to do so, unless there are contrary policies, legal or contractual reasons. The aim is to make optimal use of charges and establish the best price for each service.
- When discretionary charges are set, the general aim shall be to cover the cost of the service and charge on a commercial basis where appropriate. Charges will reflect the full cost of provision, unless covered by subsidies / concessions designed to meet Council priorities.
- Arrangements for charging and collecting fees should be efficient, practical and simple to understand by users. The reasons behind any significant changes to charges should be communicated to residents and service users.
- Annual reviews will not be a simplistic addition of a flat rate inflation increase. Decisions about charging will be well informed, with a thorough understanding of delivering Vision 2030 and policy priorities.

Proposals for Fees and Charges

Many fees and charges in Gateshead are low compared to other areas in the North East. To support the delivery of frontline services some proposals are being developed to introduce new charges and increase the level of existing charges above the prevailing rate of inflation (4.6%) up to 10%.

If you require details on proposals for specific fees and charges, please contact Dave Johnson, Group Finance Manager, on 0191 433 3685 or davidjohnson@gateshead.gov.uk.

Section 9: Consultation Arrangements

We will be consulting with all interested parties, including councillors, local residents, the voluntary and community sector, the business sector, trade unions, schools, and members of the Gateshead Strategic Partnership.

We have not made any decisions yet. We want to hear your views. There are a number of ways in which you can get involved.

- **Public consultation events**

We are holding two public consultation events, on 23 November 2010 and 25 November 2010. You can find out more details about these events and register to attend on 0191 433 2824 or viewpoint@gateshead.gov.uk

- **Web**

Members of the public are able to complete YouChoose, an online budget simulator tool, which is on the Council's web site at www.gateshead.gov.uk.

- **Questionnaire**

Members of the public are also able to complete a short survey covering the eight main service areas of the Council's work. This survey is in **Section 10**.

- **In Writing**

We welcome written responses to our budget proposals, which should be submitted to the address below.

Key dates

Initial consultation period 12 November – 24 December 2010

Cabinet agrees draft budget – 18 January 2011

Further consultation up to 11 February 2011

Council agrees final budget – 3 March 2011

Full details of all consultation arrangements are available from the address below.

Comments on the spending proposals should be submitted to:

Chief Executive's Office
Gateshead Council
Civic Centre
Regent Street
Gateshead Council NE8 1HH
Tel: 0191 433 3000
Fax: 0191 433 3536

Email: budgetconsultation@gateshead.gov.uk

This document is available in large print on request.

Section 9: Public Consultation Survey

Gateshead Council Budget 2011/12 consultation: priorities and choices

We need to save at least £25 million next year.

The Government funds a large part of the Council's budget through a range of grants. This funding has been substantially reduced as part of the October public spending review. We need to save at least £25 million next year (out of a total of over £70 million over the next three years).

We now need to start planning how we can continue to meet local needs and provide quality services on a reduced budget. That's where you come in. To make sure we make the right decisions we need to get the views of local people on what services they need and value most and what choices we should make to cut future spending.

You can give your views in any one of three ways:

- By completing our online YouChoose budget calculator, which allows you to make suggestions on how much we should spend on each service area, OR
- By completing the survey attached to this document and sending this back to us; OR
- By attending one of our consultation events on 23rd or 25th November.

This consultation runs from 15th November to 24th December.

We will use the results to feed into the Cabinet meeting on 1st March 2011 and the meeting which will set the Council's budget on 3rd March 2011.

We will publish a report on responses and will include the main points and outcome of the consultation, in the April edition of Council News.

Your Council – your choices

Getting your views on how we spend the budget is more important than ever this year. There is more demand on some of our services due to things like the economic recession and an ageing population. We have already made significant savings by improving the way we do things and reducing bureaucracy in recent years, and we will continue to prioritise this over the coming years, but this alone will not be enough.

We need to make some difficult decisions to make sure we can respond to this increasing demand with a reduced budget.

- Can we stop providing some services because they are not as important or relevant as they once were, or because there is less demand for them?
- Can we provide different levels of services than we currently do in some areas, focussing on areas of greatest need?
- Are there other ways for us to provide services e.g. could other organisations provide support?
- Can we raise more income from some of our services, to put back into others?
- Can we continue to support regeneration in Gateshead and the delivery of Vision 2030, our long term plan for our future?

We have identified a number of possible options for change in the eight main service areas of the Councils work.

1. Schools, education and young people
2. Older people and vulnerable adults
3. Housing, homelessness and adaptations
4. Libraries, leisure centres, parks, sport and culture
5. Roads, rubbish and recycling
6. Communities, safety and protection
7. Regeneration and local economy
8. Support services and public involvement

We want you to tell us the MAXIMUM % cuts you'd be prepared to see in each of the main service areas. We've highlighted some example consequences of the cuts to help you make your decision.

You can tick ONLY 1 BOX for each key service area. *If you tick more than one box in any service area, we will not be able to use your response in our analysis.*

For example if you would consider allowing cuts of UP to 25% in the 'Schools, education & young people' area, please tick the box marked 25%, as shown below.

Service area	CUTS	Potential consequences
<p>SERVICE AREA 1. Schools, education and young people Schools are mainly funded through dedicated grants from the government which go direct to schools – but the Council provides some services as well, supporting pupils and their families.</p> <p>We also provide a range of services such as caring for vulnerable children – including children who are at risk of harm, and children who are in the Council's care.</p>	0% <input type="checkbox"/>	NO CUTS – Services protected at current level
	Up to 10% <input type="checkbox"/>	<ul style="list-style-type: none"> • Withdrawing some of the support services to schools could impact on standards, especially for the most vulnerable children • Reducing the amount of holiday activity for children
	Up to 25% <input checked="" type="checkbox"/>	as 10% cuts PLUS <ul style="list-style-type: none"> • Removing funding from projects working with young people • Reducing the support we provide to children with particular needs such as languages
	Up to 50% <input type="checkbox"/>	as 25% cuts PLUS <ul style="list-style-type: none"> • Closing some of our buildings and centres • Reducing the support we provide to vulnerable families

Choices

The table below shows the 8 main service areas, which could be affected by cuts. You can tick ONLY 1 BOX for each service area;

- You can protect **NO MORE THAN 3** service areas completely. To do so, tick 0%
- In the remaining 5 service areas, you must choose a cut in funding of either up to 10%, up to 25% or up to 50%.

Please note: if you tick more than 8 boxes in total, or tick 0% in more than 3 service areas, we will not be able to include your response.

Service Area	CUTS	Potential consequences
<p><u>SERVICE AREA 1.</u> Schools, education and young people Schools are mainly funded through dedicated grants from the government which go direct to schools – but the Council provides some services as well, supporting pupils and their families. We also provide a range of services such as caring for vulnerable children – including children who are at risk of harm, and children who are in the Council’s care.</p>	0% <input type="checkbox"/>	NO CUTS – Services protected at current level
	Up to 10% <input type="checkbox"/>	<ul style="list-style-type: none"> • Withdrawing some of the support services to schools could impact on standards, especially for the most vulnerable children • Reducing the amount of holiday activity for children
	Up to 25% <input type="checkbox"/>	<i>as 10% cuts PLUS</i> <ul style="list-style-type: none"> • Removing funding from projects working with young people • Reducing the support we provide to children with particular needs such as languages
	Up to 50% <input type="checkbox"/>	<i>as 25% cuts PLUS</i> <ul style="list-style-type: none"> • Closing some of our buildings and centres. • Reducing the support we provide to vulnerable families
<p><u>SERVICE AREA 2.</u> Older people and vulnerable adults We provide a range of services to help care for older people, those who are vulnerable or have a disability, and the people who care for them.</p>	0% <input type="checkbox"/>	NO CUTS – Services protected at current level
	Up to 10% <input type="checkbox"/>	<ul style="list-style-type: none"> • Reduction in hot meals services. Reductions in care support services to older people with disabilities. • Reduced funding to the voluntary sector • People with critical/substantial need will get most help, others given advice and information.
	Up to 25% <input type="checkbox"/>	<i>as 10% cuts PLUS</i> <ul style="list-style-type: none"> • Stop providing some levels of care and assessments for older people and people with disabilities. Reduce emergency out-of-hours contact service for vulnerable people • People with critical need only will receive help. Others will be given advice and information.
	Up to 50% <input type="checkbox"/>	<i>as 25% cuts PLUS</i> <ul style="list-style-type: none"> • Stop providing some services. Stop providing levels of care for vulnerable people with disabilities. Stop the provision of out-of-hours emergency contact service to some vulnerable people.

<p>SERVICE AREA 3.</p> <p>Housing, homelessness and adaptations</p> <p>We ensure those most in need of accommodation have somewhere to live. Furthermore, we work to ensure privately-rented homes are up to standard for tenants and that tenants' rights are protected We also provide advice and financial support, in the form of grants and loans, to help disabled people live at home through adaptations.</p>	<p>0% <input type="checkbox"/></p>	NO CUTS – Services protected at current level
	<p>Up to 10% <input type="checkbox"/></p>	<ul style="list-style-type: none"> • People waiting longer for assessments • We would be less able to prevent households becoming homeless • Reduction in preventative services through 'Supporting People'
	<p>Up to 25% <input type="checkbox"/></p>	<p><i>as 10% cuts PLUS</i></p> <ul style="list-style-type: none"> • Operate a statutory homeless scheme only; no prevention work • Very long delays for assessments, very few adaptations for elderly and disabled
	<p>Up to 50% <input type="checkbox"/></p>	<p><i>as 25% cuts PLUS</i></p> <ul style="list-style-type: none"> • Long delays for adaptations • Unable to provide statutory homeless scheme
<p>SERVICE AREA 4.</p> <p>Libraries, leisure centres, parks, sport and culture</p> <p>We are responsible for parks and open spaces across the borough. We also run the borough's leisure centres, swimming pools and libraries, as well as managing an arts and culture programme.</p> <p>ICT and internet access are available at libraries.</p>	<p>0% <input type="checkbox"/></p>	NO CUTS – Services protected at current level
	<p>Up to 10% <input type="checkbox"/></p>	<ul style="list-style-type: none"> • Cease provision of some specialist targeted library services • Closure of some libraries/reduction in opening hours • Reduce frequency of grass cutting and weed control. Less floral displays and reduced services in our parks and open spaces
	<p>Up to 25% <input type="checkbox"/></p>	<p><i>as 10% cuts PLUS</i></p> <ul style="list-style-type: none"> • Reduce the number of events we deliver, and sports & physical activity outreach work • Reduce opening hours of leisure centres • Significant reduction in number of libraries, tourism service and arts development
	<p>Up to 50% <input type="checkbox"/></p>	<p><i>as 25% cuts PLUS</i></p> <ul style="list-style-type: none"> • Close some leisure facilities • Extremely limited library provision beyond the Central Library and no tourist information provision • Stop most arts development activity with exception of community arts

<p><u>SERVICE AREA 5.</u></p> <p>Roads, rubbish and recycling</p> <p>We maintain and repair the borough's roads, pavements, street lights and signs. In addition, we keep the borough's streets clean, clearing fly-tipping and removing abandoned vehicles, and collect and dispose of rubbish from every household, every week. We also provide recycling collections.</p>	<p>0% <input type="checkbox"/></p>	NO CUTS – Services protected at current level
	<p>Up to 10% <input type="checkbox"/></p>	<ul style="list-style-type: none"> • Reductions in maintenance programmes for bridges, car parks and highways • Shallow potholes, cracked pavements, damaged signs and barriers not repaired • Stop repairing damaged street lights • Move from weekly to fortnightly collections of non recyclable waste
	<p>Up to 25% <input type="checkbox"/></p>	<p><i>as 10% cuts PLUS</i></p> <ul style="list-style-type: none"> • Reducing levels of graffiti removal and dealing with fly tipping • Stop regular street cleansing for all streets, with only a limited service provided
	<p>Up to 50% <input type="checkbox"/></p>	<p><i>as 25% cuts PLUS</i></p> <ul style="list-style-type: none"> • Severely reduced cleansing and refuse services • Streets only cleaned occasionally
<p><u>SERVICE AREA 6.</u></p> <p>Communities, safety and protection</p> <p>We help keep the streets safe as well as working in partnership with the police on crime-reduction projects.</p> <p>These services also include Trading Standards, environmental health, CCTV, the anti-social behaviour team and witness support services.</p> <p>Provision and support of a network of community centres across the borough.</p>	<p>0% <input type="checkbox"/></p>	NO CUTS – Services protected at current level
	<p>Up to 10% <input type="checkbox"/></p>	<ul style="list-style-type: none"> • Less able to support the Police in tackling youth disorder and crime • Reduce levels of CCTV provision • Reducing the neighbourhood warden service • Less support to community centres
	<p>Up to 25% <input type="checkbox"/></p>	<p><i>as 10% cuts PLUS</i></p> <ul style="list-style-type: none"> • Reducing our ability to deal with anti social behaviour, drug and alcohol misuse • No neighbourhood warden patrols. Offer only limited response service.
	<p>Up to 50% <input type="checkbox"/></p>	<ul style="list-style-type: none"> • <i>as 25% cuts PLUS</i> • Stop providing a neighbourhood warden and CCTV service • Reduced support for vulnerable victims of hate crime and domestic abuse • Stop all enforcement activity
<p><u>SERVICE AREA 7.</u></p> <p>Regeneration and local economy</p> <p>Our work supporting the local economy includes bringing investment and businesses into the borough, supporting local business, helping people into jobs and working to ensure local neighbourhoods thrive. We bring forward sites for development and advise and assist developers and house builders to bring about regeneration.</p>	<p>0% <input type="checkbox"/></p>	NO CUTS – Services protected at current level
	<p>Up to 10% <input type="checkbox"/></p>	<ul style="list-style-type: none"> • Reduced support to our communities to help people get into jobs and set up small businesses • Reduction in capacity to deal with all planning and regeneration work
	<p>Up to 25% <input type="checkbox"/></p>	<p><i>as 10% cuts PLUS</i></p> <ul style="list-style-type: none"> • Reducing employment advice to disadvantaged young unemployed people • Unable to deliver effective planning and regeneration service • Environmental projects would stop
	<p>Up to 50% <input type="checkbox"/></p>	<p><i>as 25% cuts PLUS</i></p> <ul style="list-style-type: none"> • Closing business centres • A number of regeneration projects would stop

<p>SERVICE AREA 8.</p> <p>Support services and public involvement</p> <p>Like any business, we need administrative and office support This service includes managing committees, elections, public involvement, consultations and public information. It also includes legal, financial, human resources, and information communication technology (ICT) support. We also manage Council land and buildings, and the Council Tax billing and collection service.</p>	<p>0% <input type="checkbox"/></p>	NO CUTS – Services protected at current level
	<p>Up to 10% <input type="checkbox"/></p>	<ul style="list-style-type: none"> • Some delays in contacting us • Delays in processing benefits claims and Council Tax payments
	<p>Up to 25% <input type="checkbox"/></p>	<p><i>as 10% cuts PLUS</i></p> <ul style="list-style-type: none"> • Reduced ability to contact us first time; more automated services • Severe delays, late payment of benefits and processing of Council Tax payments
	<p>Up to 50% <input type="checkbox"/></p>	<p><i>as 25% cuts PLUS</i></p> <ul style="list-style-type: none"> • We may not be able to collect as much Council Tax and ensure benefits get to people as soon as possible • Unpaid benefits and late payment of bills

Bringing more money in

There are a number of ways we can bring more money in through various fees and charges. We would like your views on where you think we ought to be looking to bring more money in. From the list below, please indicate which charges you think we should consider introducing or increasing. **PLEASE TICK ONE BOX ONLY ON EACH ROW.**

Service	Amount this could raise	Yes, raise this charge	No, do not raise this charge
Parking charges	£60,000	<input type="checkbox"/>	<input type="checkbox"/>
Charges for ICT membership in libraries	£20,000	<input type="checkbox"/>	<input type="checkbox"/>
Reservation and overdue charges in libraries	£6,500	<input type="checkbox"/>	<input type="checkbox"/>
Garage rentals on housing estates	£250,000	<input type="checkbox"/>	<input type="checkbox"/>
Sport and leisure charges and concessions	£315,000	<input type="checkbox"/>	<input type="checkbox"/>
Business centres	£20,000	<input type="checkbox"/>	<input type="checkbox"/>
Burials and cremations	£97,000	<input type="checkbox"/>	<input type="checkbox"/>
Bulky household waste collection	£16,000	<input type="checkbox"/>	<input type="checkbox"/>

Regenerating and investing in Gateshead: our capital programme

The following projects are some of the main areas where we have currently identified the need for capital funding. We would like your help in prioritising these.

Please help us by ranking each proposal in order of priority (where 1 = your highest priority, and 7 = your lowest). You can rank as many or as few as you wish.

Scheme	Cost	Your priorities
Town Centre - regenerating Gateshead Town Centre	£1,521,000	
Carbon Management and Sustainability – reducing energy use, including more wall and cavity insulation and other energy efficiency actions	£2,060,00	
Local Centres – physical improvement to our local shopping areas to encourage more local shopping	£930,000	
Council Buildings – making all Council buildings accessible	£2,500,000	
Capital Development to Support Community Centres – investing in our community centres to help promote community involvement	£105,000	
Back Lane Improvements – tidying up and surfacing back lanes	£175,000	
Gateshead Quays – continuing to attract new jobs and businesses to Gateshead Quays, including an international conference and exhibition centre	£5,000,000	

If you have any other comments about the budget for next year, please enter them in the box below.

Frequently asked questions...

Why are these decisions needed now?

The Council is constantly looking at what it does and how it can do things better, save money and be more efficient. We are consistently rated as an excellent Council. However, like all public services, we are facing a reduction in our budget because of the Government's desire to reduce the national debt. This means we have to find even more savings than we have found in recent years. We aim to spread this over the next 3 years, but it means we have to take some big decisions for next year.

What are you doing to cut out waste, raise more money and be more efficient?

We have made major savings in recent years, and we have an ongoing programme, called Fit for Future, which is looking at a number of ways we can make further savings and be even more efficient. This will mean that the Council will employ fewer people in future years, though many of our employees are also Gateshead residents, and many of the contracts we let go to local businesses, so we need to think about the impact on the local economy. There are some areas where we could raise more money by charging more for some services where people can afford to pay. We are looking at these as part of this consultation. However, many of our services are targeted at those who are not able to pay, for example children in care, or adults who need support to live in their homes.

Does the Council have any funding set aside as a contingency?

Yes, the Council does have some funding, known as reserves, it can use to help. It is likely that we will need to look at this to balance the budget for next year. However, as in any organisation or for any individual, tapping into reserves is not something we can continue to do, and we would not want to get into a position where we rely on our reserves or until we don't have anything left.

What is the difference between capital and revenue budget?

The Council's spending is made up of two elements: revenue and capital. Revenue expenditure is essentially the running costs. This is the money we spend to run the services we provide. It includes the costs of employees, supplies, services, premises, utility costs and the costs of borrowing money. Capital expenditure is money spent on improving and investing in infrastructure, for example our roads, schools and buildings.

Can you borrow more money?

We can borrow money to help pay for our capital programme, but not for revenue. We have used this to help us deliver some of our priorities and we will also be looking at this for next year. However, any such borrowing means we have to pay interest, and we need to be sure we can afford to pay the interest payments again like any organisation or individual.

Will you be putting up Council Tax?

The new Government wants to freeze Council Tax for 2011/12. Given that inflation is currently 4.6%, this again means that we will have less money in real terms for 2011/12. The Council will need to consider any increase in Council Tax depending on what it receives from central government.