

Appendix 1 – Business Cases



# Repairs and Maintenance

<b>Service Area:</b>	Social Services	<b>Area:</b>	Repairs & Maintenance
<b>Head of Service:</b>	Lisa Curtis Jones	<b>Service Manager / Accountant:</b>	Mark Anderton/Stacey Evans
<b>Net Expenditure (£)</b>	<b>Income (fees and charges) (£)</b>	<b>Grant Income (£)</b>	<b>Third Party Spend (£)</b>
20,000	0	0	20,000

<b>Purpose of the business case</b>	As part of the Strategy on a Page initiative all budgets were reviewed and categorised with Senior Managers to determine any possible efficiencies that could contribute to the funding gap for the Authority. All repairs and maintenance budgets have been vired to the relevant establishments within Social Services and at levels believed to meet the required financial need. These virements enable a more accurate reflection of the unit costs for each establishment. The residual balance remaining (£20k) to be removed from the Medium Term Financial Plan as a budget line adjustment.		
	<b>Background</b>		<b>Preferred Option</b>
<b>Options</b>	1	MTFP budget line adjustment	✓
	2	Maintain budgets at current levels	x
	3		

<b>Benefits (£, income /cost saving)</b>	<b>£20,000</b>
<b>Other Benefits</b>	

# Repairs and Maintenance

Project Next Steps	Key Activity	By Who	By When
	Adjust 16/17 budget allocations and MTFP	Chief Finance Officer	1 <sup>st</sup> April 2016

Costs		FY 16/17	FY17/18	FY18/19	FY19/20
	Potential MTFP Figures	£20,000	£20,000	£20,000	£20,000
	Volume of customers				
	Benchmark (Welsh Aver.)				
	Staff Hours				

# Repairs and Maintenance

Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
<ul style="list-style-type: none"> <li>Remove residual repairs &amp; Maintenance budgets from accounts</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>MTFP Budget Adjustment</li> </ul>

Assumptions and Analysis
Content for Assumptions and Analysis

# Repairs and Maintenance

## Current Staffing Arrangements

- Not Applicable

## HR Implications

- Not Applicable

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Initial Response Services



<b>Service Area:</b>	Social Services	<b>Area:</b>	Initial Response Services
<b>Head of Service:</b>	Lisa Curtis Jones	<b>Service Manager / Accountant:</b>	Mark Anderton/Stacey Evans
<b>Net Expenditure (£)</b>	<b>Income (fees and charges) (£)</b>	<b>Grant Income (£)</b>	<b>Third Party Spend (£)</b>
0	0	72,000	0

<b>Purpose of the business case</b>	As part of the financial reviews the long term likelihood of grant income is assessed and monitored. There appears to be a medium to long term plan for the Intermediate Care Fund from Welsh Government and it is recommended that an MTFP budget adjustment to reflect the allocation of ICF grant into the @ Home Service be reflected within the accounts from 16/17 onwards.		
<b>Background</b>	This is a one-off adjustments to the budget as discussed with the accountant and service manager.		
<b>Options</b>	<b>1</b>	MTFP budget line adjustment	<b>Preferred Option</b> ✓
	<b>2</b>	Maintain budgets at current levels	x
	<b>3</b>		

<b>Benefits (£, income /cost saving)</b>	<b>£72,000</b>
<b>Other Benefits</b>	

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# Initial Response Services



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**MERTHYR TUDFUL**

Project Next Steps	Key Activity	By Who	By When
	Adjust 16/17 budget allocations and MTFP	Chief Finance Officer	1 <sup>st</sup> April 2016

Costs		FY 16/17	FY17/18	FY18/19	FY19/20
	Potential MTFP Figures	£72,000	£71,000	£71,000	£70,000
	Volume of customers				
	Benchmark (Welsh Aver.)				
	Staff Hours				

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# Initial Response Services

Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
<ul style="list-style-type: none"> <li>Reflect ICF grant funding within accounts – Grant is issued on an annual basis and is subject to change or removal in the future</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>MTFP Budget Adjustment</li> </ul>

Assumptions and Analysis

# Initial Response Services

## Current Staffing Arrangements

- Not Applicable

## HR Implications

- Not Applicable

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Day Services - Meals



<b>Service Area:</b>	Social Services	<b>Area:</b>	Day Services - Meals
<b>Head of Service:</b>	Lisa Curtis Jones	<b>Service Manager / Accountant:</b>	Mark Anderton/Stacey Evans
<b>Net Expenditure (£)</b>	<b>Income (fees and charges) (£)</b>	<b>Grant Income (£)</b>	<b>Third Party Spend (£)</b>
-25,000	0	0	0

<b>Purpose of the business case</b>	As part of the Strategy on a Page initiative all budgets were reviewed and categorised with Senior Managers to determine any possible efficiencies that could contribute to the funding gap for the Authority. This is an MTFP budget adjustment to remove 100% of the meal expenditure budgets within the accounts. The charge to clients has increased to £3.87 which is the full cost of the meal charge made to the Authority and has been accounted for within the Income Workstream. This reduction in expenditure will result in there being no net budget available to the service for any Meals going forward.		
<b>Background</b>			
<b>Options</b>	1	MTFP budget adjustment	Preferred Option ✓
	2	Maintain budgets at current levels	x
	3		

<b>Benefits (£, income /cost saving)</b>	£25,000
<b>Other Benefits</b>	

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# Day Services - Meals

Project Next Steps	Key Activity	By Who	By When
	Adjust 16/17 budget allocations and MTFP	Chief Finance Officer	1 <sup>st</sup> April 2016

Costs		FY 16/17	FY17/18	FY18/19	FY19/20
	Potential MTFP Figures	£25,000	£22,000	£22,000	£22,000
	Volume of customers				
	Benchmark (Welsh Aver.)				
	Staff Hours				

# Day Services - Meals

Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
<ul style="list-style-type: none"> <li>100% reduction of the residual budget expenditure for meals within Day Services</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>MTFP Budget Adjustment</li> </ul>

Assumptions and Analysis
Content area for assumptions and analysis

# Day Services - Meals

## Current Staffing Arrangements

- Not Applicable

## HR Implications

- Not Applicable

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Independent Service Provision



<b>Service Area:</b>	Social Services	<b>Area:</b>	Independent Service Provision
<b>Head of Service:</b>	Lisa Curtis Jones	<b>Service Manager / Accountant:</b>	Mark Anderton/Stacey Evans
<b>Net Expenditure (£)</b>	<b>Income (fees and charges) (£)</b>	<b>Grant Income (£)</b>	<b>Third Party Spend (£)</b>
179,000	0	0	0

<b>Purpose of the business case</b>	As part of the Strategy on a Page initiative all budgets were reviewed and categorised with Senior Managers to determine any possible efficiencies that could contribute to the funding gap for the Authority. This is an MTFP budget adjustment within Independent Service Provision		
<b>Background</b>	Supported Placements (39k); Direct Payments (52k) and Independent Residential Establishments (IRE's) (90k) These adjustments are one-off budget adjustments based on accountant and service managers discussions on the future potential service demands that are in the MTFP forecasts and reductions that could be made to the budgets going forward.		
<b>Options</b>	1	MTFP budget adjustment	<b>Preferred Option</b> ✓
	2	Maintain budgets at current levels	x
	3		

<b>Benefits (£, income /cost saving)</b>	<b>£181,000</b>
<b>Other Benefits</b>	

# Independent Service Provision



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Project Next Steps	Key Activity	By Who	By When
	Adjust 16/17 budget allocations and MTFP	Chief Finance Officer	1 <sup>st</sup> April 2016

Costs		FY 16/17	FY17/18	FY18/19	FY19/20
	Potential MTFP Figures	£181,000	£240,000	£189,000	£240,000
	Volume of customers				
	Benchmark (Welsh Aver.)				
	Staff Hours				

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# Independent Service Provision

Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
<ul style="list-style-type: none"> <li>MTFP adjustment – Independent Service Provision. Restricted ability to respond to increases in service demand, crisis, or emergency situations and Transition.</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>MTFP Budget Adjustment</li> </ul>
<ul style="list-style-type: none"> <li>Ability to maintain expenditure within financial constraints will be difficult to achieve going forward.</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>MTFP Budget Adjustment</li> </ul>

## Assumptions and Analysis

# Independent Service Provision

## Current Staffing Arrangements

- Not Applicable

## HR Implications

- Not Applicable

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Children with Disabilities



<b>Service Area:</b>	Social Services	<b>Area:</b>	Children with Disabilities
<b>Head of Service:</b>	Lisa Curtis Jones	<b>Service Manager / Accountant:</b>	Annabel Lloyd/Stacey Evans
<b>Net Expenditure (£)</b>	<b>Income (fees and charges) (£)</b>	<b>Grant Income (£)</b>	<b>Third Party Spend (£)</b>
90,000	0	0	0

<b>Purpose of the business case</b>	As part of the Strategy on a Page initiative all budgets were reviewed and categorised with Senior Managers to determine any possible efficiencies that could contribute to the funding gap for the Authority. This is an MTFP budget adjustment within Children with Disability services.		
<b>Background</b>	Leisure Link (21k); Children with Disabilities Service Provision (46k) and Children Direct Payments (22k) These adjustments are one-off budget line adjustments based on accountant and service managers discussions on the future potential service demands that are in the MTFP forecasts and reductions that could be made to the budgets going forward		
<b>Options</b>	1	MTFP budget adjustment	<b>Preferred Option</b> ✓
	2	Maintain budgets at current levels	x
	3		

<b>Benefits (£, income /cost saving)</b>	<b>£90,000</b>
<b>Other Benefits</b>	

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# Children with Disabilities

Project Next Steps	Key Activity	By Who	By When
	Adjust 16/17 budget allocations and MTFP	Chief Finance Officer	1 <sup>st</sup> April 2016

Costs		FY 16/17	FY17/18	FY18/19	FY19/20
	Potential MTFP Figures	£90,000	£66,000	£107,000	£28,000
	Volume of customers				
	Benchmark (Welsh Aver.)				
	Staff Hours				

# Children with Disabilities

Preferred Option – Risk Description(s)	Assessment of Risk				Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5)		Likelihood (1 to 5)			
	Low	High	Low	High		
<ul style="list-style-type: none"> <li>• MTFP adjustment – Children with Disabilities . Will be unable to respond to increases in service demand crisis, or emergency situations.</li> </ul>		3		3	<b>9</b>	<ul style="list-style-type: none"> <li>• MTFP Budget Adjustment</li> </ul>
<ul style="list-style-type: none"> <li>• Restricts ability to prevent LAC admission.</li> </ul>		3		3	<b>9</b>	<ul style="list-style-type: none"> <li>• MTFP Budget Adjustment</li> </ul>
<ul style="list-style-type: none"> <li>• CwD has complaints linked to restriction of service and this position may be compounded through reductions.</li> </ul>		2		2	<b>4</b>	<ul style="list-style-type: none"> <li>• MTFP Budget Adjustment</li> </ul>
<ul style="list-style-type: none"> <li>• Future service demand may outgrow realigned budgets levels creating an overspend position.</li> </ul>		2		2	<b>4</b>	<ul style="list-style-type: none"> <li>• MTFP Budget Adjustment</li> </ul>

## Assumptions and Analysis

# Children with Disabilities

## Current Staffing Arrangements

- Not Applicable

## HR Implications

- Not Applicable

### Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

# Fostering and Adoption Services



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<b>Service Area:</b>	Social Services	<b>Area:</b>	Fostering & Adoption Services
<b>Head of Service:</b>	Lisa Curtis Jones	<b>Service Manager / Accountant:</b>	Annabel Lloyd/Stacey Evans
<b>Net Expenditure (£s)</b>	<b>Income (fees and charges) (£)</b>	<b>Grant Income (£)</b>	<b>Third Party Spend (£)</b>
102,000	0	0	0
<b>Purpose of the business case</b>	As part of the Strategy on a Page initiative all budgets were reviewed and categorised with Senior Managers to determine any possible efficiencies that could contribute to the funding gap for the Authority. This is an MTFP budget adjustment within Fostering and Adoption services.		
<b>Background</b>	Social Worker post currently vacant (48k) – this is a bumped redundancy option and Independent adoption placements (54k) These adjustments are one-off budget line adjustments based on accountant and service managers discussions on the future potential service demands that are in the MTFP forecasts and reductions that could be made to the budgets going forward		
<b>Options</b>	1	MTFP budget adjustment & deletion of post	Preferred Option ✓
	2	Maintain budgets at current levels	x
	3		
<b>Benefits (£, income /cost saving)</b>	<b>£102,000</b>		
<b>Other Benefits</b>			

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# Fostering and Adoption Services



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Project Next Steps	Key Activity	By Who	By When
	Adjust 16/17 budget allocations and MTFP	Chief Finance Officer	1 <sup>st</sup> April 2016

Costs		FY 16/17	FY17/18	FY18/19	FY19/20
	Potential MTFP Figures	£102,000	£106,000	£108,000	£110,000
	Volume of customers				
	Benchmark (Welsh Aver.)				
	Staff Hours				

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# Fostering and Adoption Services

Preferred Option – Risk Description(s)	Assessment of Risk				Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High		Likelihood (1 to 5) Low High			
<ul style="list-style-type: none"> <li>Bumped redundancy – deletion of a Social Worker post within Children’s Services to support the potential release within a different section of Social Services</li> </ul>	2		2		4	<ul style="list-style-type: none"> <li>Deletion of Social Worker post</li> </ul>
<ul style="list-style-type: none"> <li>MTFP budget adjustment - Reduction to budget allocations for Independently commissioned Adoption placements. There will be no capacity to fund adoption placements made outside of the VVC Regional Adoption Group, In the event that these placement are legally required financial impact will be £27k per child per placement</li> </ul>	3		3		9	<ul style="list-style-type: none"> <li>MTFP Budget Adjustment</li> </ul>
<p><b>Assumptions and Analysis</b></p>						

# Fostering and Adoption Services

## Current Staffing Arrangements

- Not Applicable

## HR Implications

- Not Applicable

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Youth Offending and Duty Services



<b>Service Area:</b>	Social Services	<b>Area:</b>	Youth Offending & Duty Services
<b>Head of Service:</b>	Lisa Curtis Jones	<b>Service Manager / Accountant:</b>	Annabel Lloyd/Stacey Evans
<b>Net Expenditure (£)</b>	<b>Income (fees and charges) (£)</b>	<b>Grant Income (£)</b>	<b>Third Party Spend (£)</b>
21,000	0	0	21,000

<b>Purpose of the business case</b>	As part of the Strategy on a Page initiative all budgets were reviewed and categorised with Senior Managers to determine any possible efficiencies that could contribute to the funding gap for the Authority. This is an MTFP budget adjustment within Children's Social Services Youth Offending Services (2k); Social Work Team (1k); Duty Services (9k) and Children's Act (9k)		
<b>Background</b>	These adjustments are one-off budget line adjustments based on accountant and service managers discussions on the future potential service demands that are in the MTFP forecasts and reductions that could be made to the budgets going forward		
<b>Options</b>	1	MTFP budget adjustment	<b>Preferred Option</b> ✓
	2	Maintain budgets at current levels	x
	3		
<b>Benefits (£, income /cost saving)</b>	<b>£21,000</b>		
<b>Other Benefits</b>			

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# Youth Offending and Duty Services

Project Next Steps	Key Activity	By Who	By When
	Adjust 16/17 budget allocations and MTFP	Chief Finance Officer	1 <sup>st</sup> April 2016

Costs		FY 16/17	FY17/18	FY18/19	FY19/20
	Potential MTFP Figures	£21,000	£55,000	£55,000	£54,000
	Volume of customers				
	Benchmark (Welsh Aver.)				
	Staff Hours				

# Youth Offending and Duty Services



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Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
<ul style="list-style-type: none"> <li>Youth Offending Services - MTFP Inflationary and cost uplifts removed and budgets maintained at standstill levels. Ability to maintain expenditure within financial constraints may be difficult to achieve going forward.</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>MTFP Budget Adjustment</li> </ul>
<ul style="list-style-type: none"> <li>Duty Services - Annual charged received at end of year and based on actual use of service throughout the year, 15/16 data not available until Mar 16. Service unable to respond to any increase in demand.</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>MTFP Budget Adjustment</li> </ul>
<ul style="list-style-type: none"> <li>Remove budget line as limited historical spend</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>MTFP Budget Adjustment</li> </ul>
<b>Assumptions and Analysis</b>				

# Youth Offending and Duty Services

## Current Staffing Arrangements

- Not Applicable

## HR Implications

- Not Applicable

### Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	