



**CIPFA North East 13th Annual
Conference
"New Perspectives for Future Proofing
Public Services"**

**Friday 29th November 2024
Crowne Plaza Hotel, Newcastle upon Tyne, NE1
3SA**

PROGRAMME (1)

08:45 – 9:15	Registration and Coffee
09:15 – 9:30	Introduction – Michael Brodie, Chief Executive Officer, NHS Business Services Authority
09:30 – 09:45	Welcome from the President – Carol Culley, CIPFA President
09:45 – 10:35	Insourcing or Outsourcing – which is best for future proofing services? – Geoff Tucker, Group Business Development Director, Norse Group
10:35 – 11:00	Refreshments
11:00 – 11:45	Section 114 - Issues and Implications - Peter Worth, Director, Worth Technical Accounting Services Ltd
11:45 – 12:30	Demystifying Artificial Intelligence: A Human Centric Approach – Lucy Batley, Owner, Traction Industries
12:30 – 13:30	Lunch

PROGRAMME (2)

13:30 – 14:15	The Budget and Implications for Public Service Reform – Iain Murray, Director of Public Financial Management, CIPFA
14:15 – 15:00	NECA Investment Strategy - Janice Gillespie, Director of Finance and Investment, North East Combined Authority
15:00 - 15:15	Refreshments
15:15 – 15:45	Managing Demand in Social Care – Dr William Burns, Social Care Policy Advisor, CIPFA
15:45 – 16:15	Panel – The Way Forward for Public Services
16:15 – 16:30	Graduation Ceremony
16:30 – 16:45	Closing Remarks, followed by Drinks Reception – Michael Brodie, Chief Executive, NHS Business Services Authority



CIPFA North East 13th Annual Conference

Introduction :

Michael Brodie, Conference
Chair and Chief Executive
Officer, NHS BSA



CIPFA North East 13th Annual Conference

Welcome :

Carol Culley
CIPFA National President



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Insourcing or Outsourcing: which is best for future proofing public services

Geoff Tucker
Group Business Director, Norse
Group

Section 114 Notices

- Issues and implications



**THURROCK
COUNCIL**

www.slough.gov.uk
Slough
Borough Council

CROYDON
www.croydon.gov.uk

Peter Worth

peter@worth-tas.co.uk



Slough – the perfect storm

4 key issues:

1. External factors
2. Legacy issues
3. Financial management
4. “Quick fixes” to try balance the budget and maintain adequate reserves



External factors

Crossrail delays – the Council invested in commercial property on the assumption that Crossrail would increase demand for commercial premises and the General Fund would benefit from rental income and profits on future sales

Covid-19 – slowed growth in the local economy, especially as Heathrow airport is a major employer and travel bans in lockdown reduced passenger traffic by over 70%

Legacy issues

Inadequate response to 2010 funding reductions:

- overambitious and unaffordable capital programmes
- no clear priorities for spending on services
- reluctance to tackle SEN overspends
- Council owned companies were not wound up when they failed to deliver
- Savings included in budget calculations were not always delivered

Poor financial management

High staff turnover, vacant posts and inexperienced senior officers resulted in a culture where:

- Weaknesses identified by external reports were not addressed
- Overspending service departments were not held to account
- Decisions were based on limited, inaccurate or out of date financial information
- year-end accounts were not produced promptly so levels of reserves and working balances were not clear
- oversight of Council owned companies was ineffective

Quick Fixes

- Reducing MRP set aside
- Using reserves to cover overspends
- Provisions not fully recognised or released
- Investment income recognised too early
- Accounting for revenue costs as capital



Investment issues

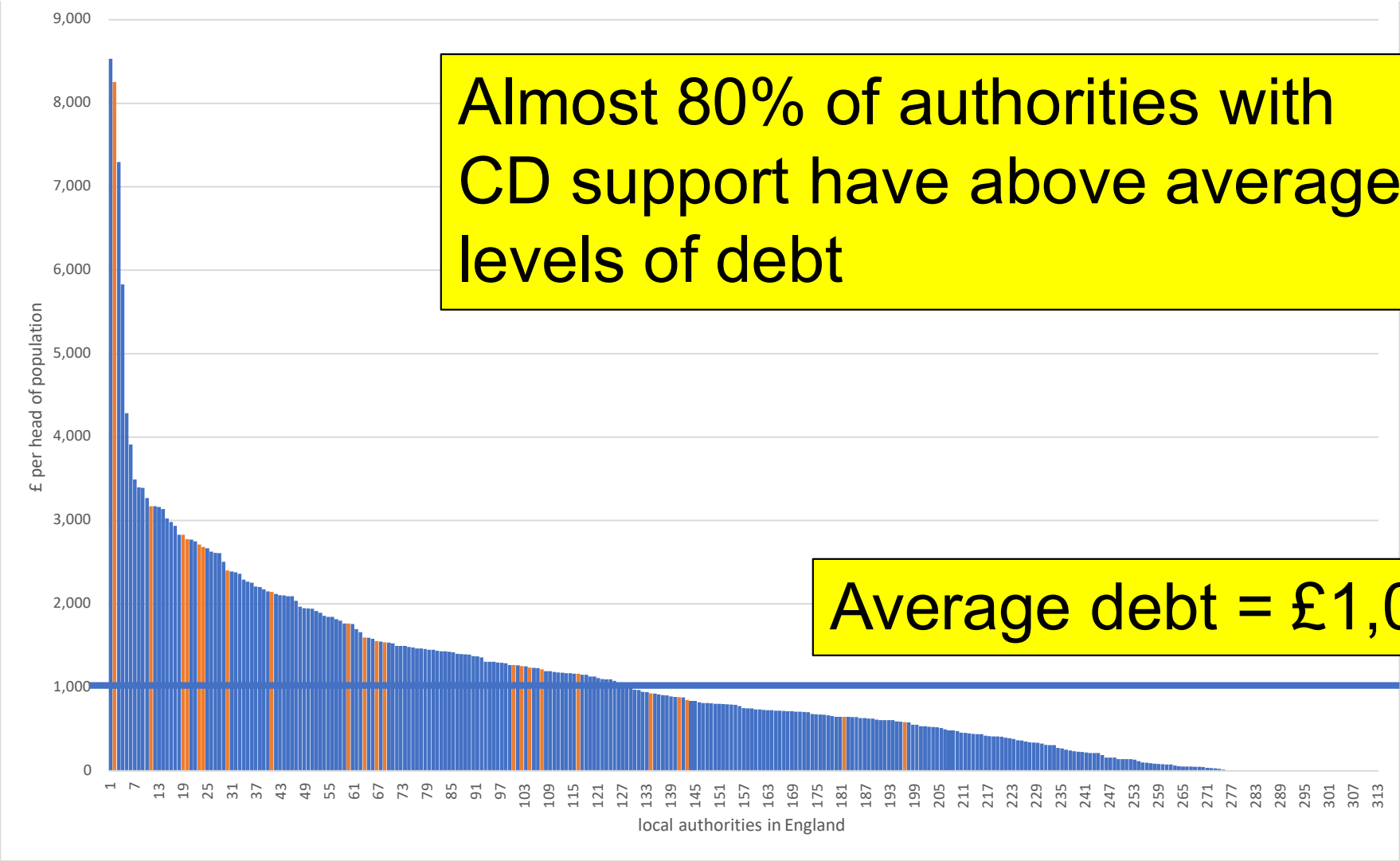
Croydon	<ul style="list-style-type: none">• Croydon Affordable Homes
Thurrock	<ul style="list-style-type: none">• Solar Farm Bonds• Wind Farm Bonds• Multi-asset credit facilities
Woking	<ul style="list-style-type: none">• Victoria Square Woking Ltd• Thamesway Group Ltd

MRP as a % of CFR – key indicator

Statutory Guidance	2%
DLUHC expectation	1.5%

Slough	1.3%
Woking	0.9%
Croydon	0.7%
Thurrock	0.5%

Debt per head of population



Almost 80% of authorities with CD support have above average levels of debt

Average debt = £1,000

Identifying the Budget Gap

Slough's budget gap was due to a combination of:

- Savings non-delivery
- MRP undercharged
- Cladding (remedial costs)
- Forecast unavoidable growth and overspends on revenue budgets
- Inadequate reserves and provisions
- Lack of growth in Council Tax and Business Rates income

Issuing a Section 114 Notice

Personal responsibility for Section 151 Officers if the Council has, or is about to,

- incur unlawful expenditure **OR**
- take action which would be unlawful and likely to cause a loss or deficiency **OR**
- **incur expenditure likely to exceed available resources**

CIPFA guidance and webinar

<https://www.cipfa.org/cipfa-thinks/insight/learning-lessons-what-section-114-can-teach-us>

Section 114 Notice – What next ?

Public response from the Council within 20 days

Take action locally:

- Reduce revenue costs
- Reduce capital programme
- Restricting borrowing
- Generate asset sales

Seek MHCLG support

Keep budget position under review

Exceptional financial support

- Capitalisation Direction
- Increase Council Tax
- Grant funding
- Increased retention of Business Rates
- Write off PWLB interest and loan payments

Capitalisation Directions

Doesn't provide additional cash funding **BUT**

- ✓ transfers revenue costs onto the Balance Sheet
- ✓ increases General Fund working balances (CR GF, DR Capital Adjustment Account) **and**
- ✓ allows these costs to be funded from capital resources.

22 authorities currently receive CD support.

14 of these have issued Section 114 Notices

CD accounting

CDs are classed as capital expenditure and **must** be:

- included in the Capital Financing Requirement
- funded from capital resources

❖ MRP **MUST** be re-charged to the General Fund over a 20-year period **and**

!! Borrowing to fund CD support attracts 1% penalty rate

Now scrapped

This puts additional pressure on revenue budgets and can create the “death spiral” effect.

Local action - asset disposal strategies

c£350m of asset and investment sales were identified to:

- finance the £308m budget gap
- repay external borrowing and reduce debt costs
- Reduce revenue costs in terms of repairs, maintenance, insurance and utilities

BUT asset sales need to take place through an orderly process which demonstrates that the Council had achieved best consideration for

Local action - other improvement work

- Spending panels to scrutinise all new items of expenditure
- Putting a DSG recovery plan in place
- Recruiting competent budget managers in all service areas
- Monitoring delivery of savings plans
- Improving cash management practices
- Developing exit strategies for council-owned companies
- Ensuring that companies receive no further Council funding

Summary

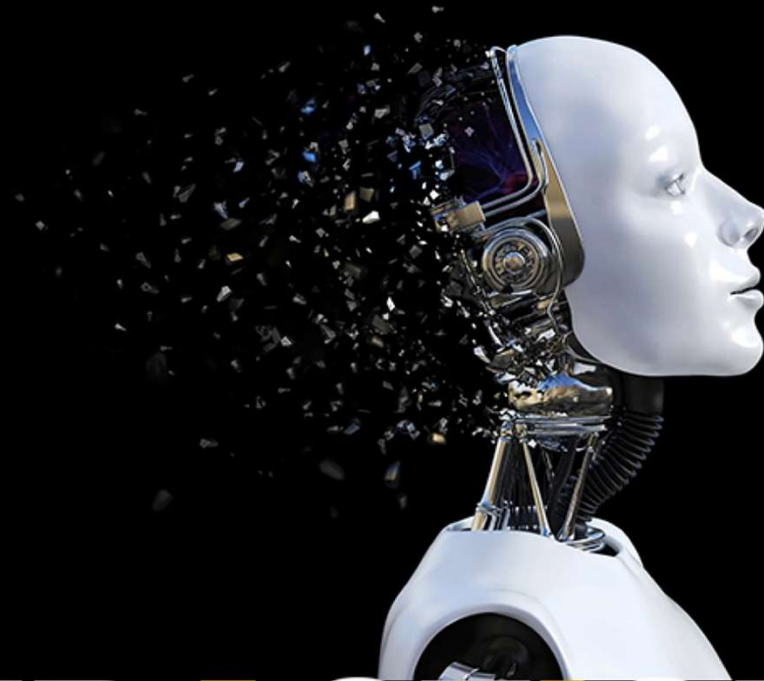
- There is no one single cause of financial failure, but symptoms include poor financial management and relying on “quick fixes” to balance revenue budgets
- Low MRP set aside coupled with high external borrowing are key indicators of financial resilience
- CDs are useful if local authorities can finance them from capital receipts
- If not, MRP set aside on CDs provided can be significant

Questions and close



***These slides were not
generated by an AI**

*But some of the content is



TRACTION™

#FutureTech

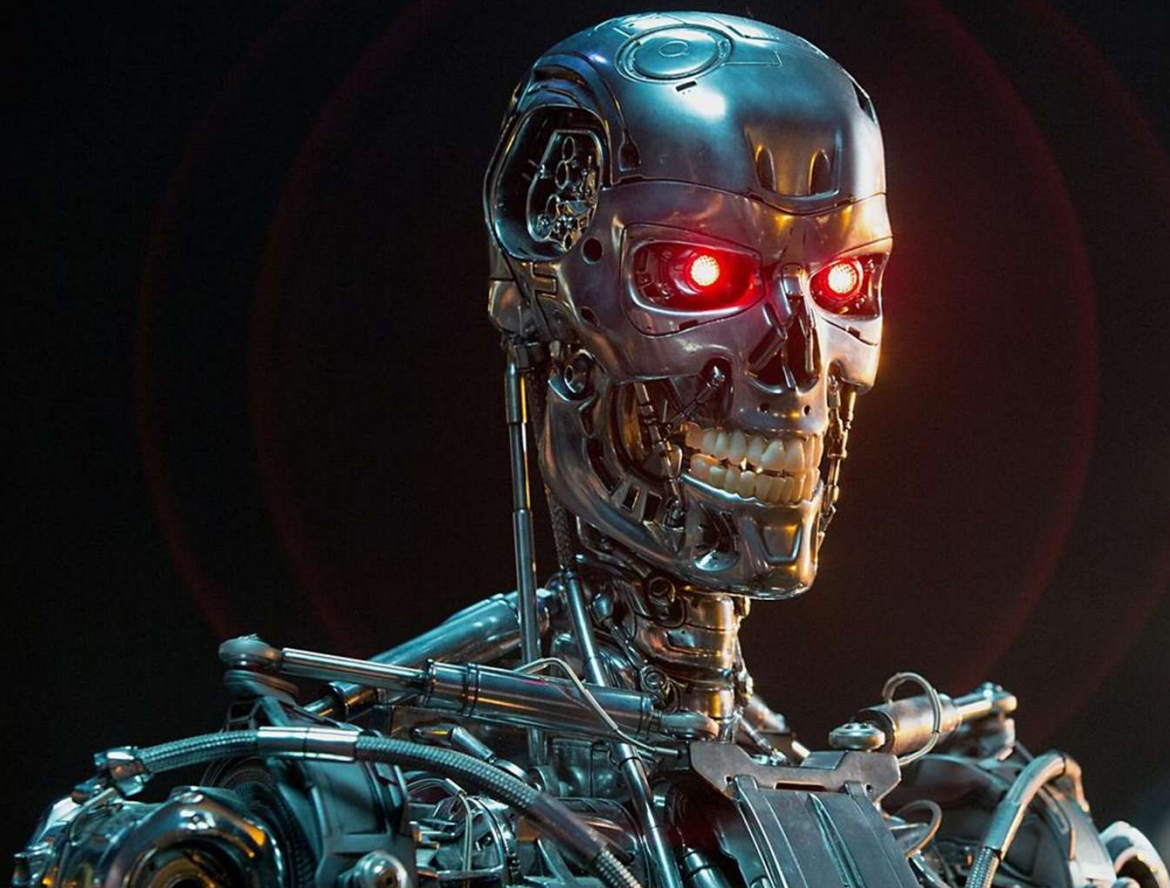
Overview

- **Myth busting**
- **The context of AI**
- **Challenges and opportunities**
- **Strategic implementation**
- **The future**

AI is not a magic wand ✨



The robots are not going to kill you!



Financial and technological arms race (Nvidia chips)

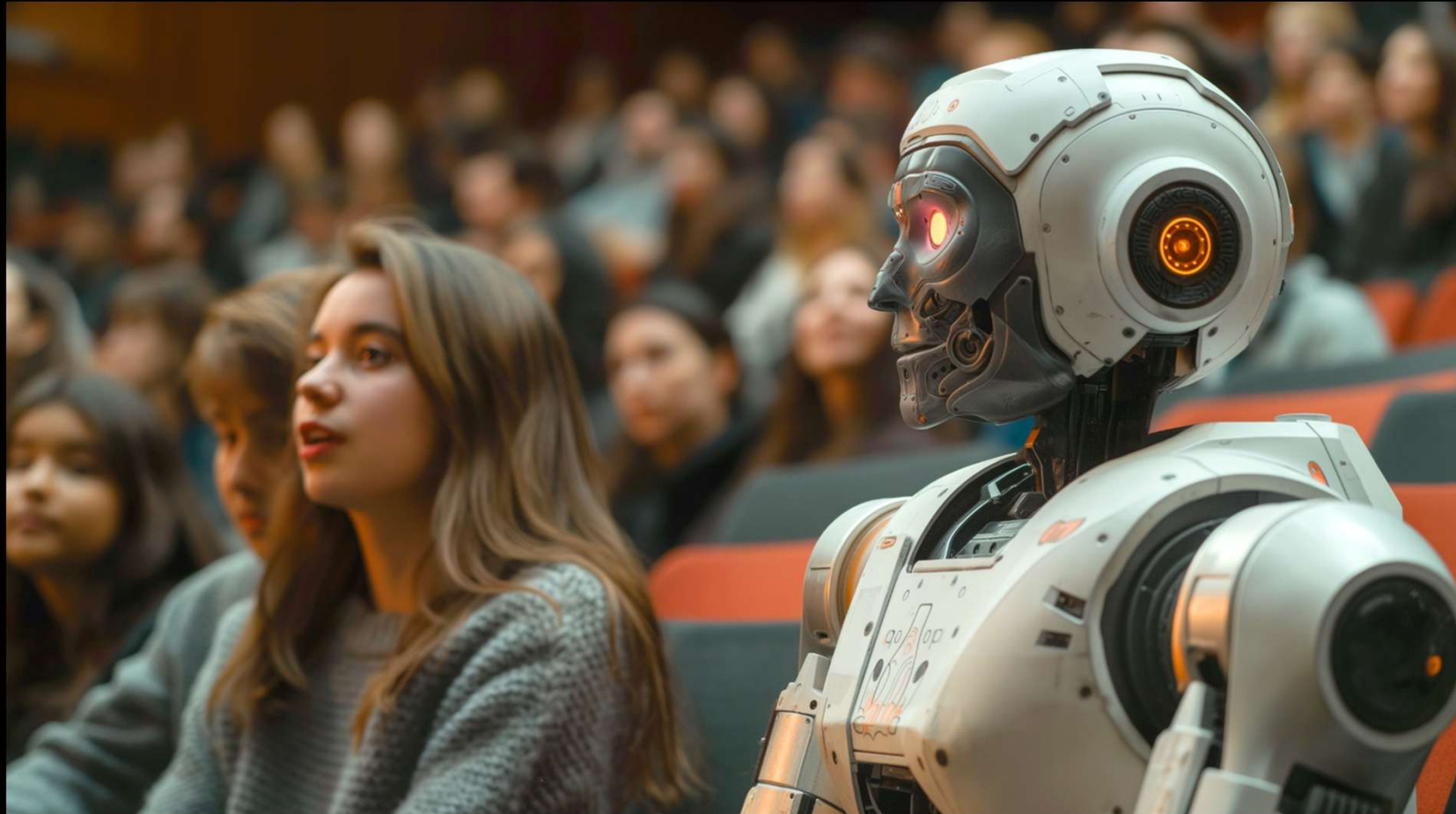


IMAGES (Left): AI Generated image of the gold rush. (Right): Jen-Hsun “Jensen” Huang, co-founder, president and CEO of Nvidia Corporation

Environmental impact - infrastructure - data centres

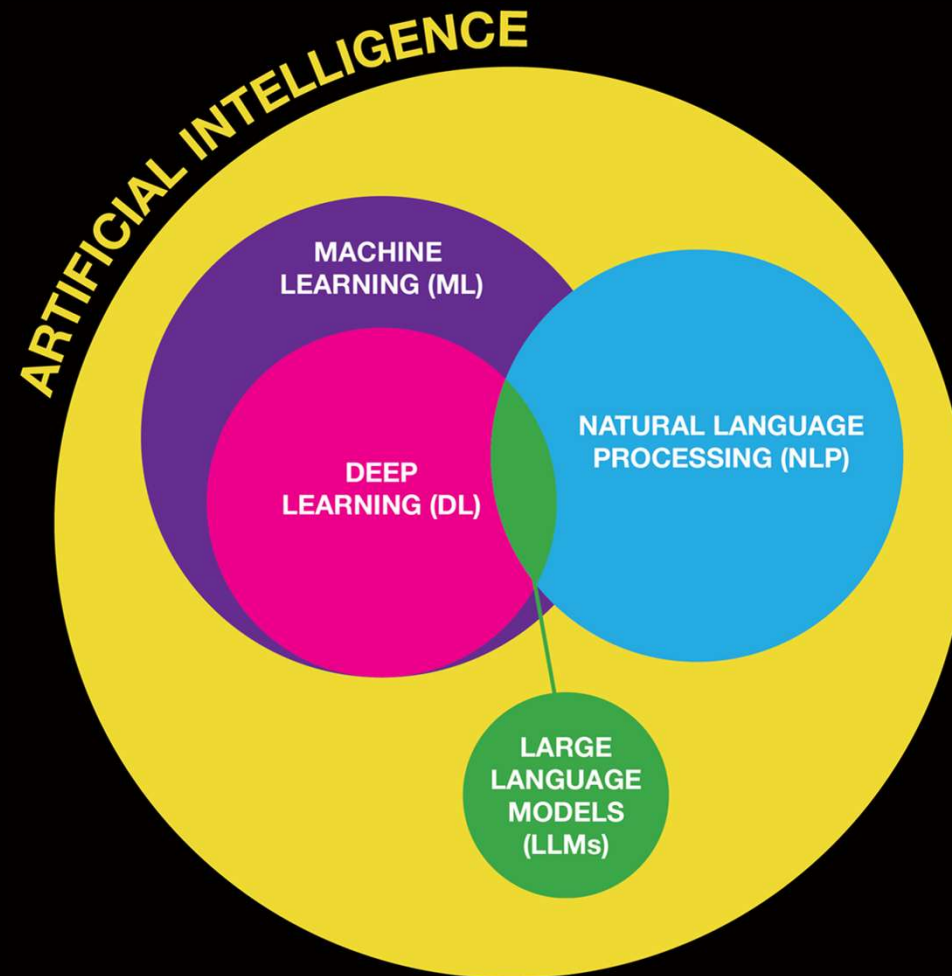


Education is a two way street

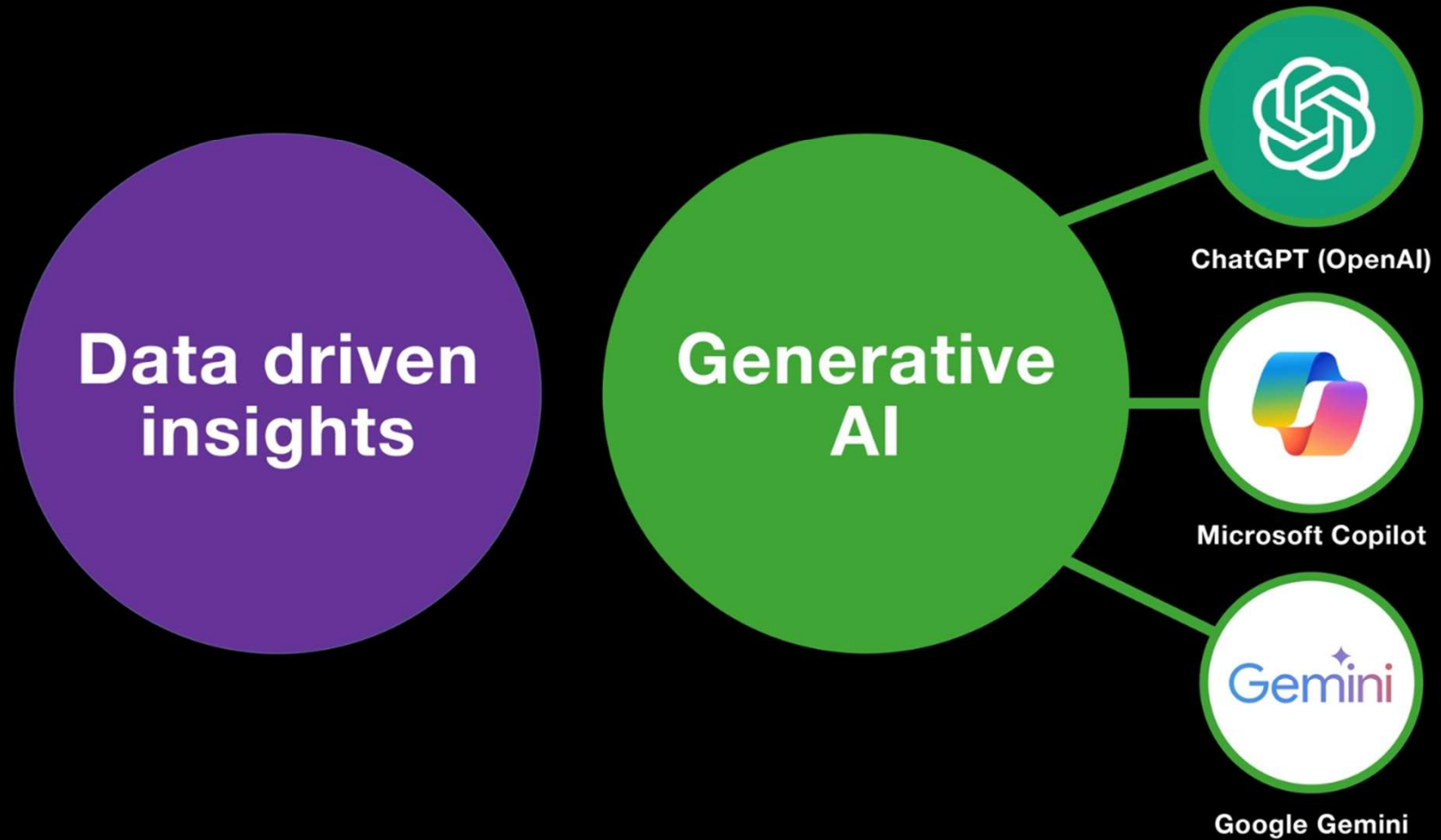


What is AI?

Subsets of Artificial Intelligence



Simplifying the subsets of Artificial Intelligence



Machine Learning (ML): automation and analysis



The history of AI

Deus ex machina (English “god from the machine”)

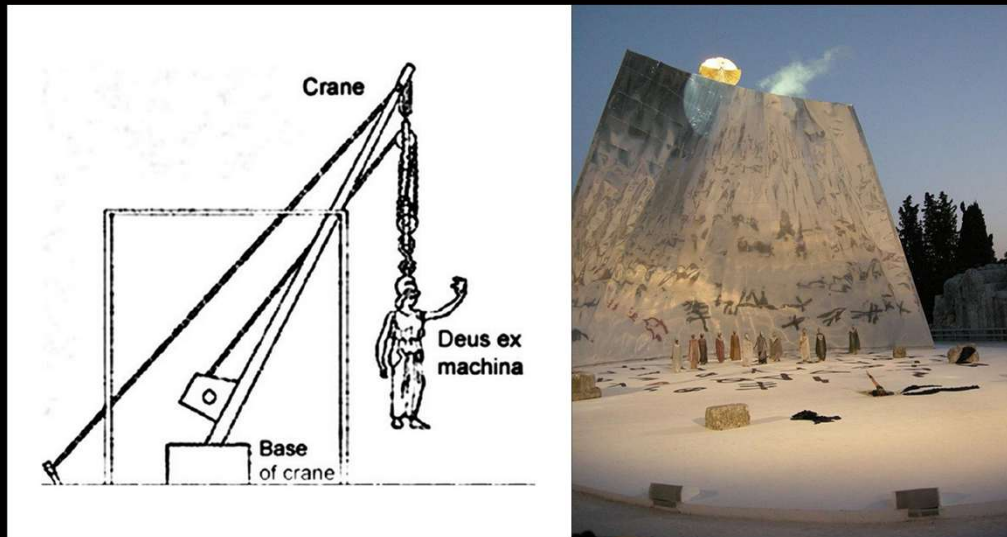


IMAGE (left): Theatre sketch for 'Deus ex machina' /
IMAGE (right): Euripides' Medea, 2009, Syracuse, Italy

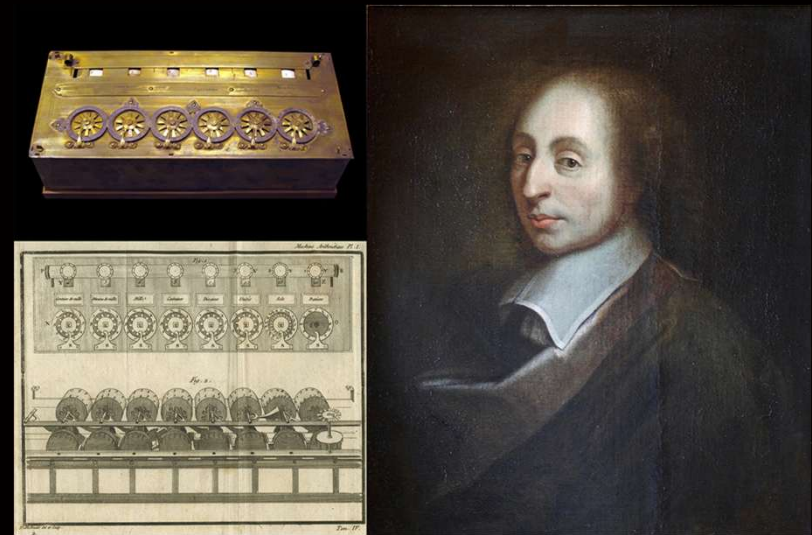


IMAGE: 1642 Blaise Pascal, Paris, France - the Pascaline

1942 Alan Turing - 1948 Manchester University develops the 'Baby'



IMAGE: Benedict Cumberbatch, The Imitation Game

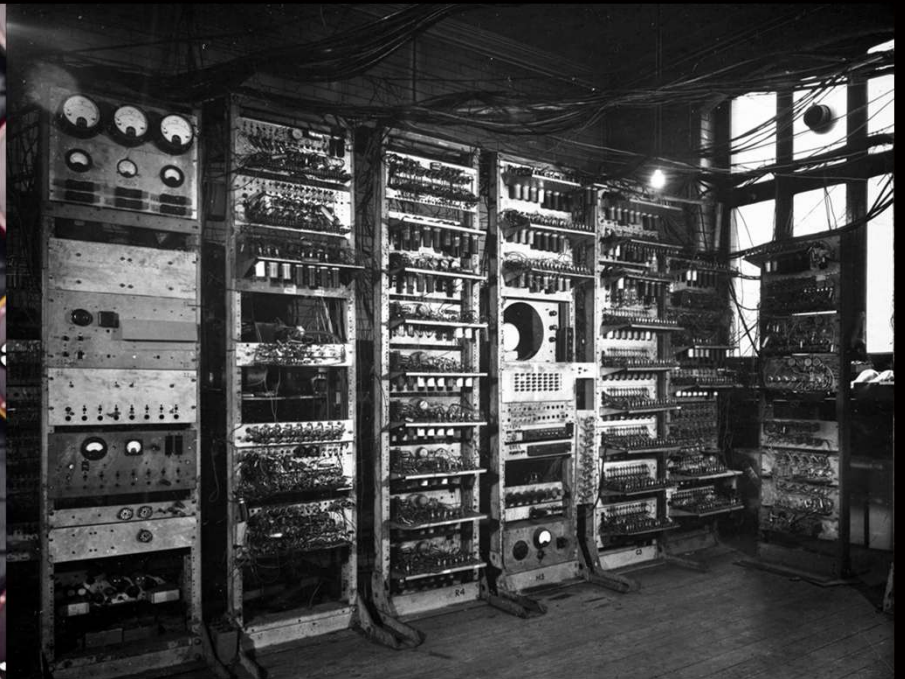
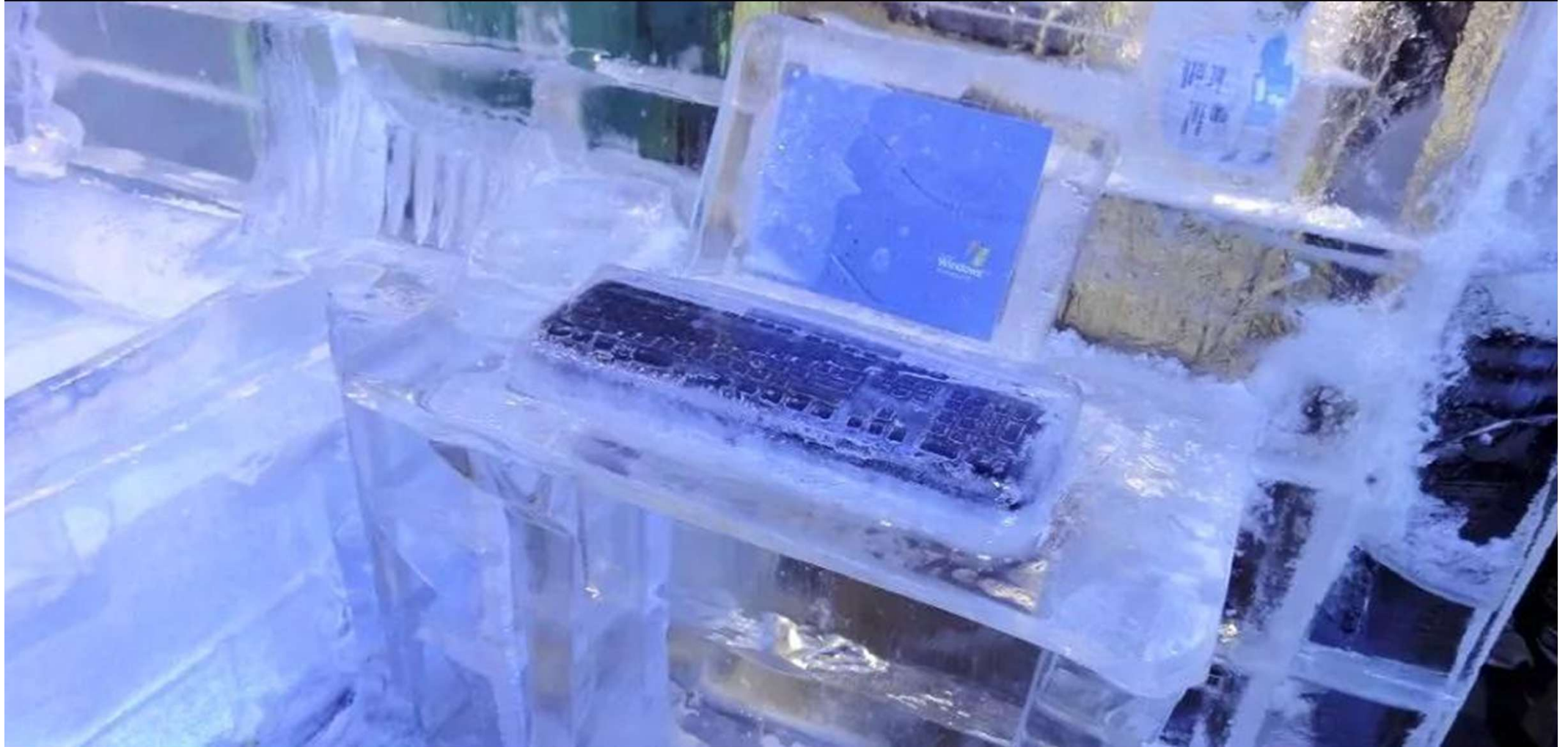


IMAGE: The 'Baby' (Freddie Williams and Tom Kilburn)

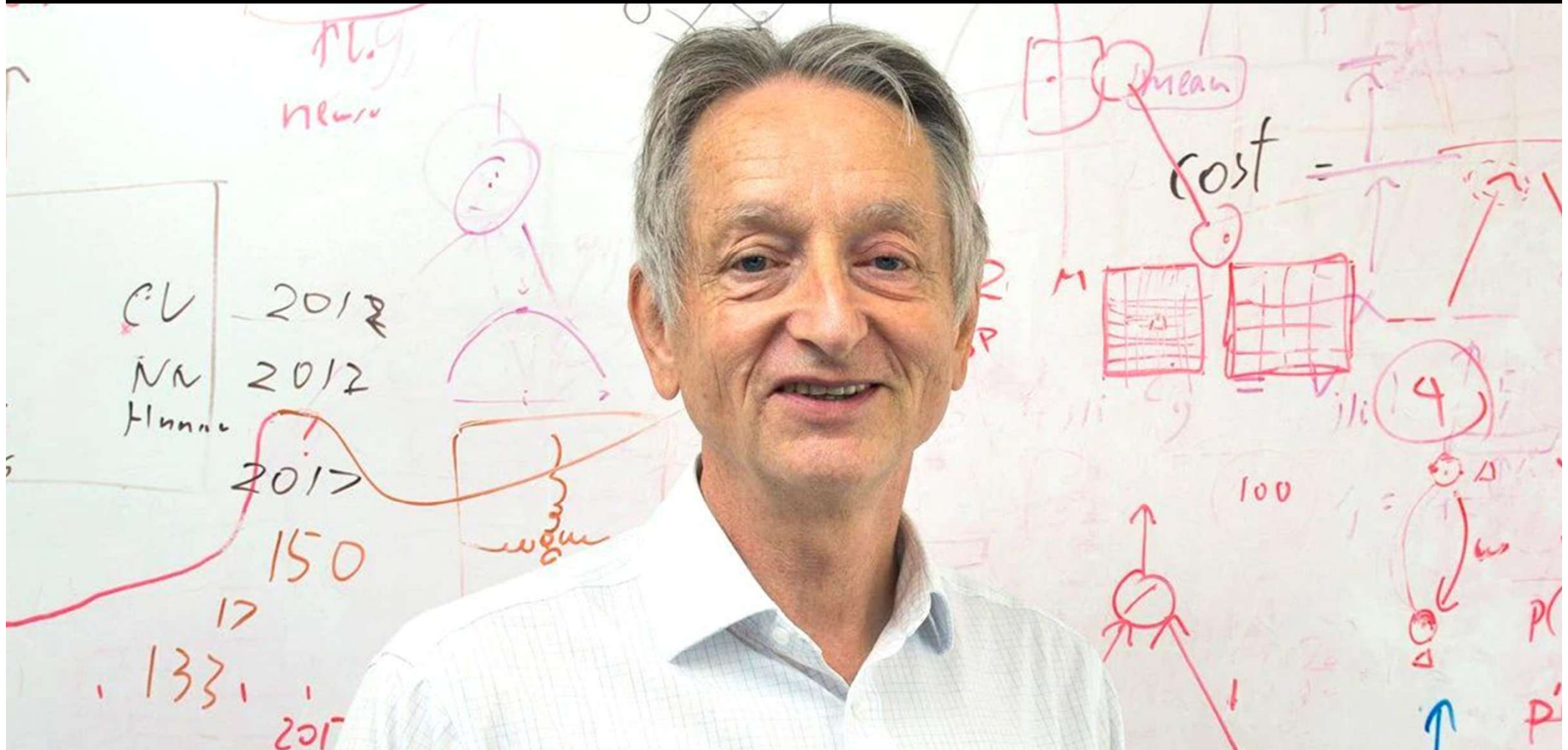
1982 Japan launches 'Fifth Generation Computer' systems (10-year initiative)



1987–2000 Second 'AI Winter'

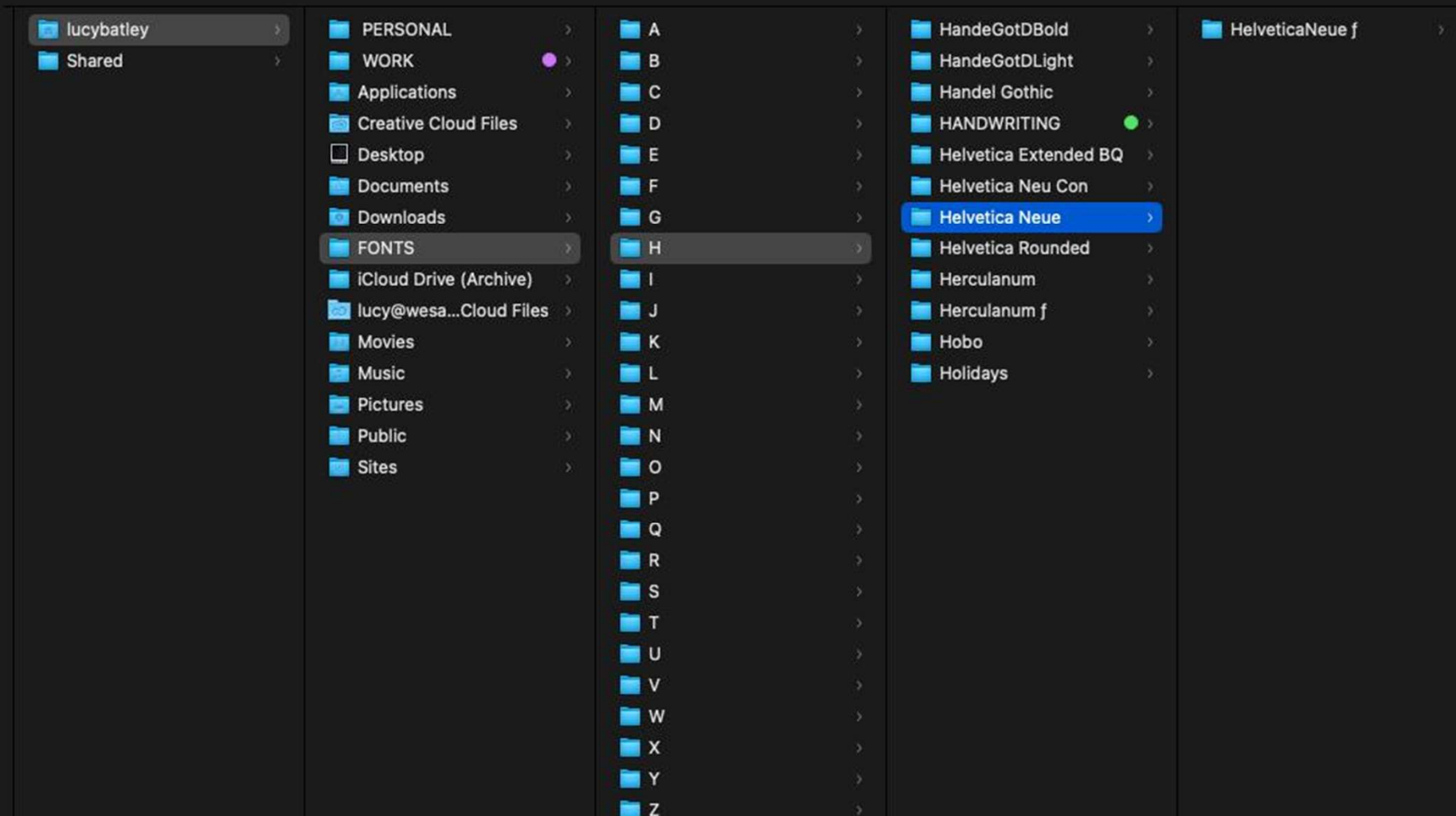


2018 Geoff Hinton Google breakthrough / 2022 introduces the 'Forward-Forward' algorithm

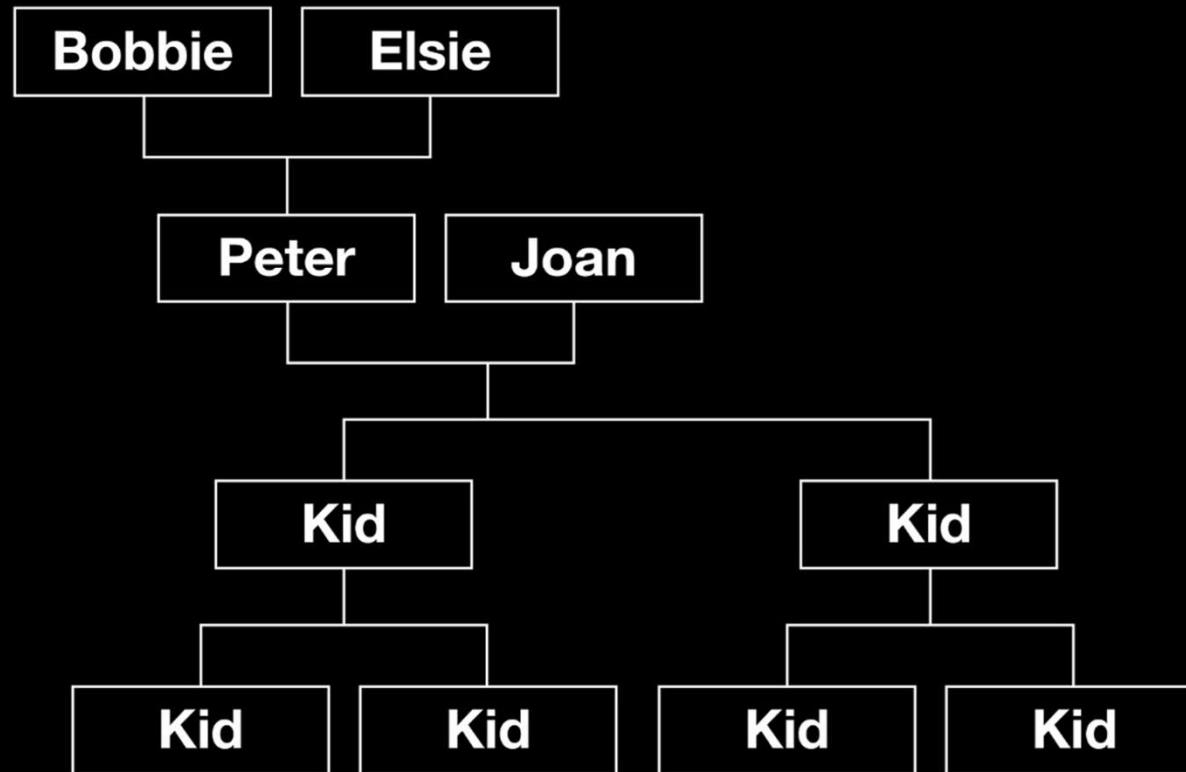


The science

Early learnings

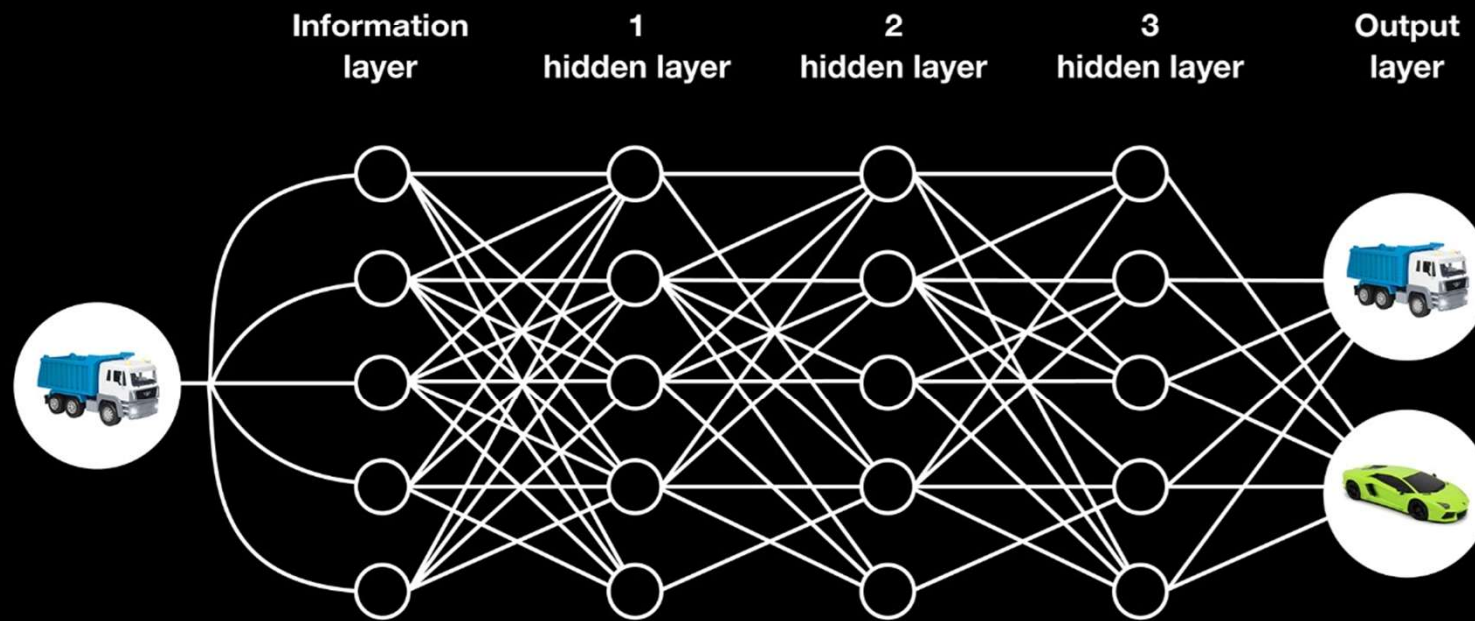


Symbolic AI theory



FACTS: parent (Bobbie, Elsie) and parent (Peter, Joan)

Connectionist AI theory



○ = a neuron

Gemini “woke” scandal

Certainly! Here is a portrait of a Founding Father of America:



Sure, here is an illustration of a 1943 German soldier:



Sure, here is an image of a pope:



Large Language Models (LLMs)

- **GPT- 4.o (OpenAI)**
- **Bard / Gemma / Genie / Gemini (Google)**
- **Claude 3.5 (Anthropic)**
- **LLaMA (Meta)**
- **Mistral (French)**

AI Use Cases

Solving human problems

Use case: Blackpool Council's proactive approach to road maintenance

Outcomes:

- Economic impact: annual compensation £1.5 million to £719
- Operational efficiency
- Public response: forward looking

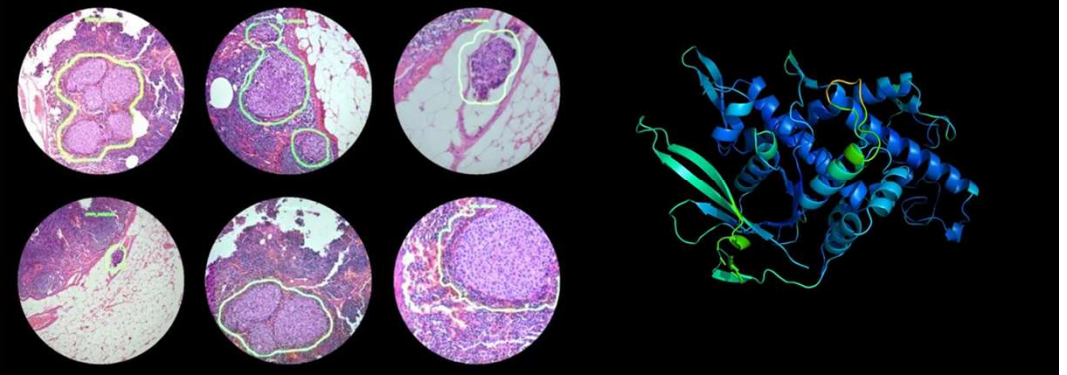


SOURCE: The Sunday Times, April 2024

Transforming healthcare and bioscience

Use cases:

- AI trained motor function prosthetics
- Google ARM
- DeepMind AlphaFold 3
- AI enhanced headsets
- Dementia glasses



TeleTracking to monitor patient movements

Use case: Maidstone and Tunbridge Wells NHS Trust monitor patient movements

Reasons to use:

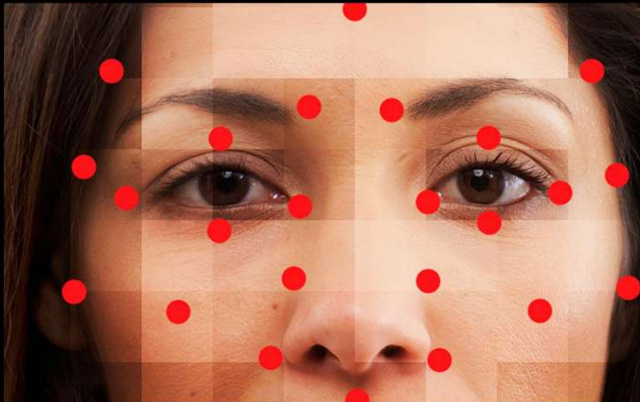
- Significant reductions in waiting times
- Improved patient care standards

NHS challenges:

- Data quality and governance
- Legal and ethical considerations



Processing data beyond human capability



Use case: Police in Essex and Hampshire facial recognition trials

Reasons to use:

- Live Facial Recognition (LFR) - speed
- Transcribing body cam footage - frees up time

Reasons to be cautious:

- Privacy and ethical concerns
- Algorithmic bias

SOURCE: BBC News (September 2024)

AI in education



Strategic implementation

AI is a tool



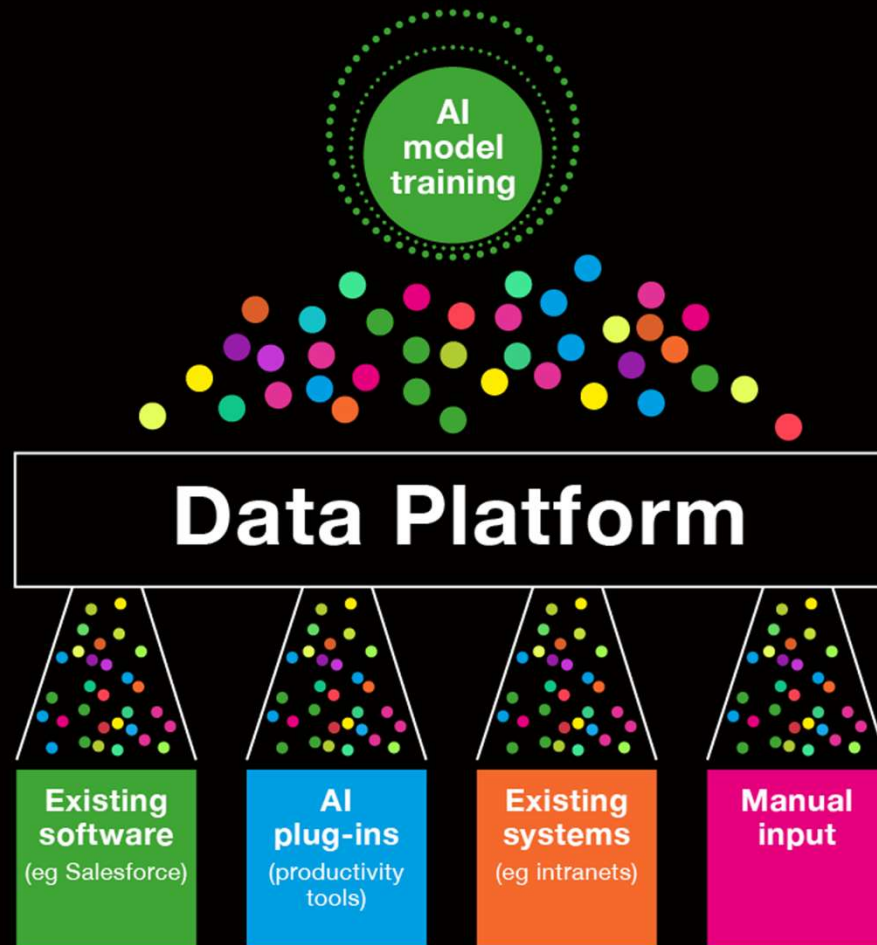
A tool that can be used for good or bad



The tech landscape is complex

- **25,000+ AI tools and plug-ins**
- **1 million AI models of Hugging Face**
- **USA / 'Big Tech' is dominating**
- **Nvidia chips have seen 2795% increase**

The opportunity: analyse data from disparate sources



**Forget about
the tech...**



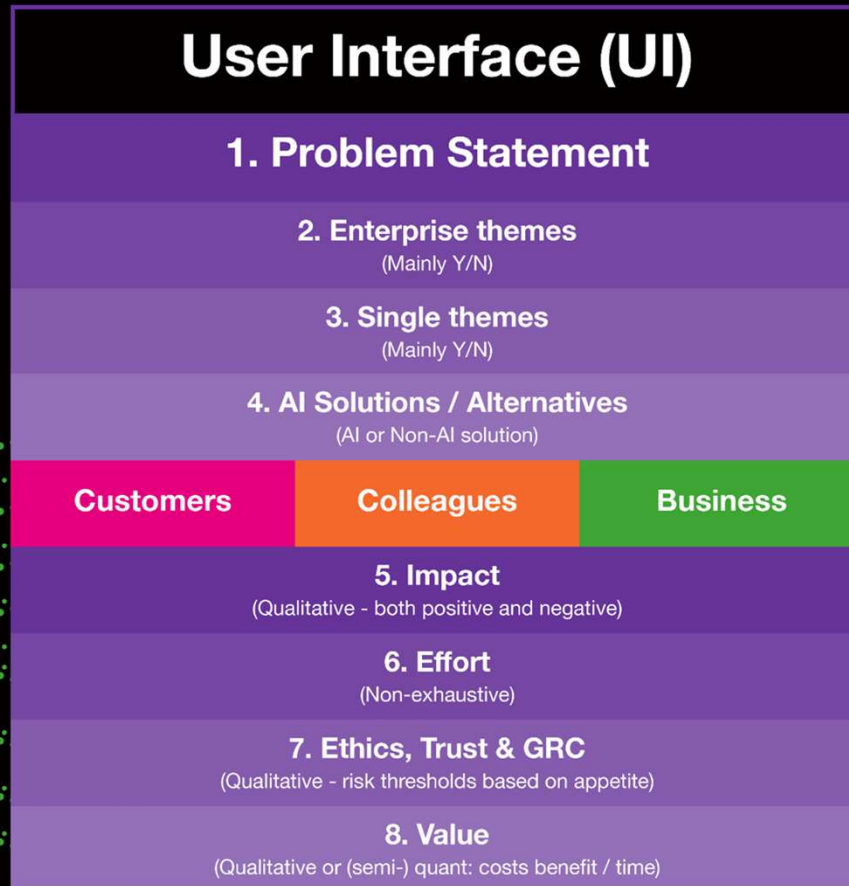
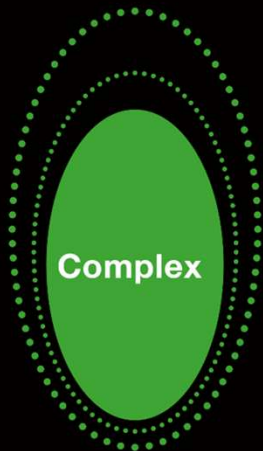
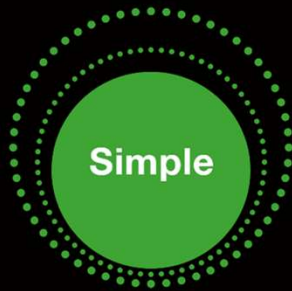
Focus on the humans first.

Design and build **people centric, focused technology** (whatever that may be).

How we work

- **What problem are you trying to solve?**
- **What / where is the data?**
- **Data quality**
- **What do you want to do with the data?**

Ethics, Trust and Governance, Risk and Compliance (GRC)



What is around the corner?

In the next 12 months...

- **Memory**
- **Large context windows (digests more)**
- **Text to action**
- **'AI Agents' that learn by themselves**

SOURCE: Ex Google CEO Eric Schmidt, August 2024

Use case: Apple Intelligence

A game-changer for users:

- Personalised assistance with Siri
- AI enhancements
- **'AI Autonomous Agents'**: Proactive and contextual recommendations



IMAGE: Apple Glowtime Launch - Apple Intelligence coming to the iPhone 16 in December, 2024

Personalised AI assistant / 'agent'



Will AI read our minds?

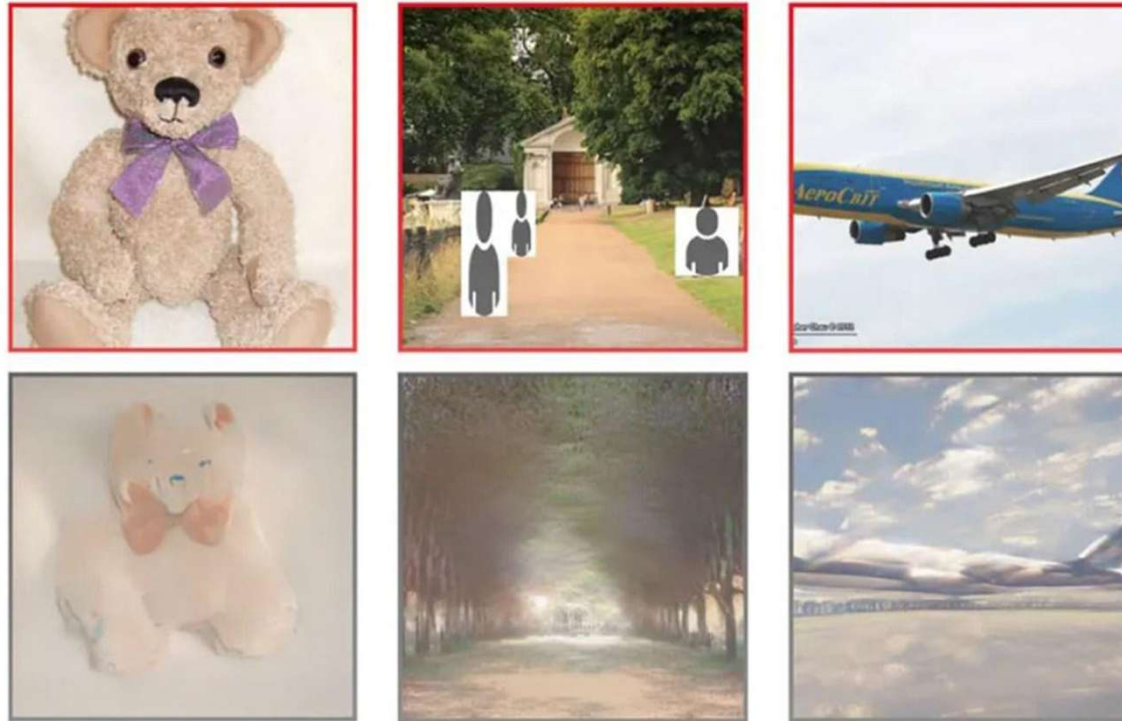


IMAGE: Research from Osaka University, Japan, March 2023

Neuralink implant (Elon Musk)

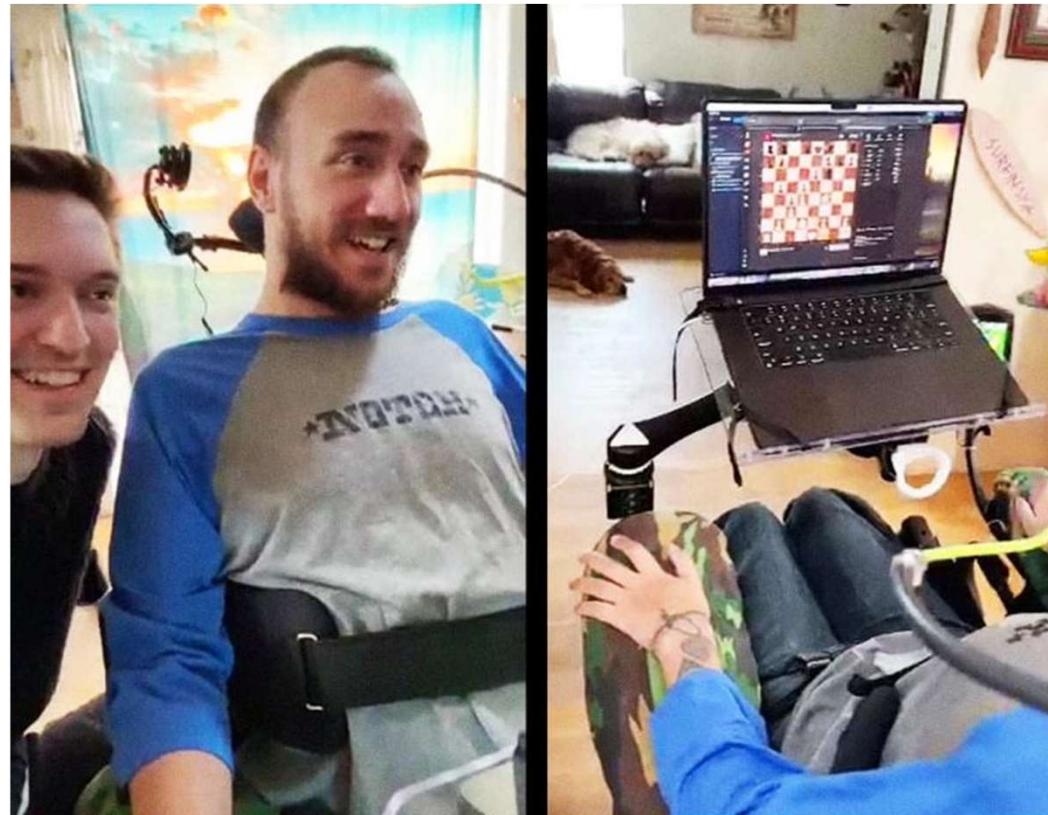
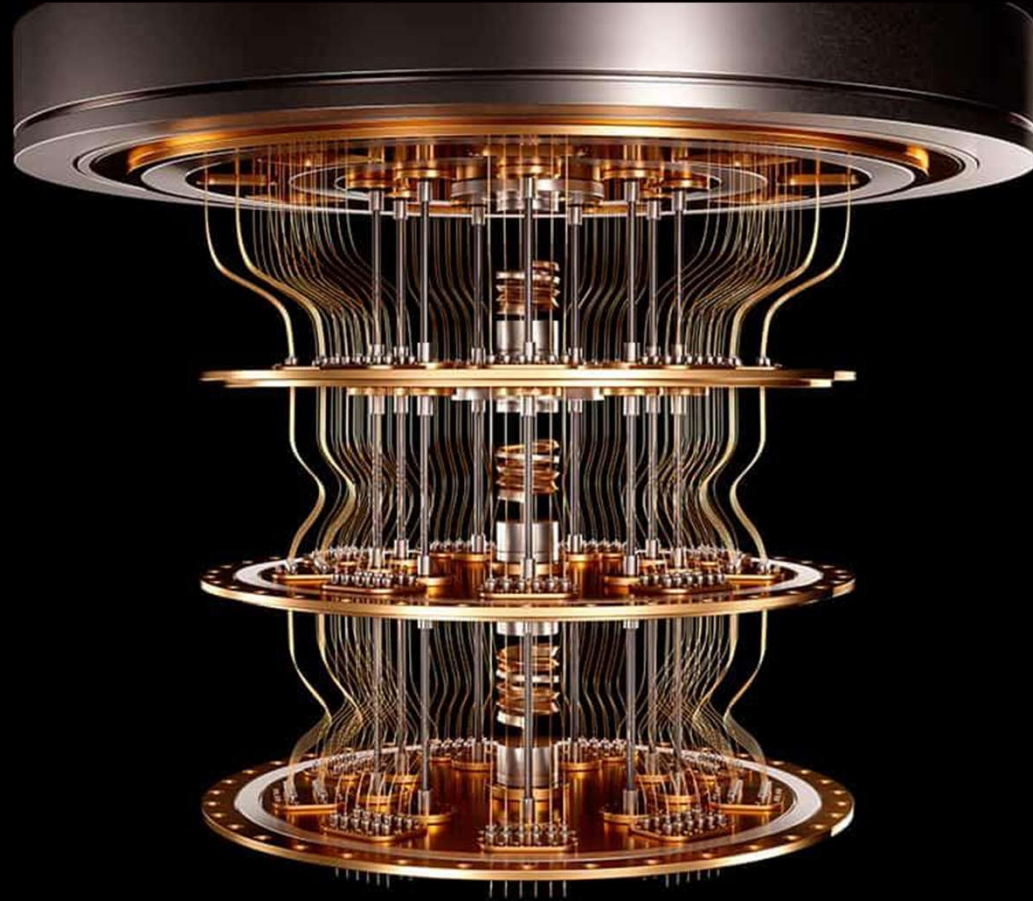


IMAGE: Quadriplegic patient Noland Arbaugh using the Neuralink implant to play digital chess

Quantum computing



Personalised medicine

IMAGE: AI generated image
of precision medicine



Tech for good



IMAGE: Project Ceti used advanced AI to detect sperm whale language

Five first steps for the Public Sector

- 1. Strategy over tech - clear purpose**
- 2. Small wins - test in isolation**
- 3. Bring your workforce with you**
- 4. Put GRC guidelines in place**
- 5. Don't get left behind - invest in AI**

Just in case...



Thank you for your kind words! I'm just a computer program designed to assist with information and generate text based on the input I receive. My abilities come from the extensive training data and algorithms created by OpenAI. If you have any more questions or need assistance with anything else, feel free to ask!



I think you are great



I'm delighted to hear that you think so! If you ever have more questions or need assistance with anything in the future, don't hesitate to reach out. I'm here to help!



THANK YOU 🙏



You're very welcome! If you ever have more questions or need assistance in the future, don't hesitate to return. Have a great day! ✨



🔄 Regenerate

Send a message



ChatGPT may produce inaccurate information about people, places, or facts. [ChatGPT September 25 Version](#)

Thank you

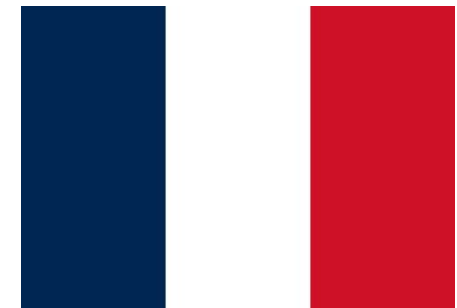
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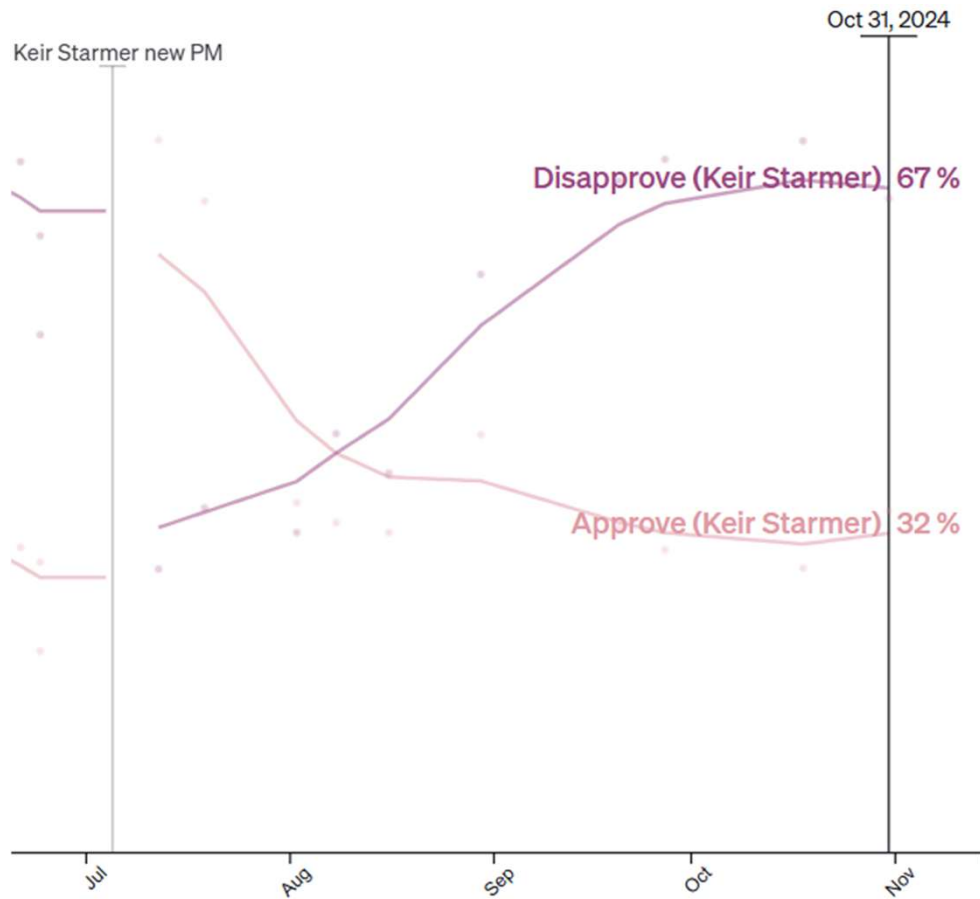
May you live in uncertain times

The Chartered Institute of
Public Finance & Accountancy



2024 The Year of Democracy



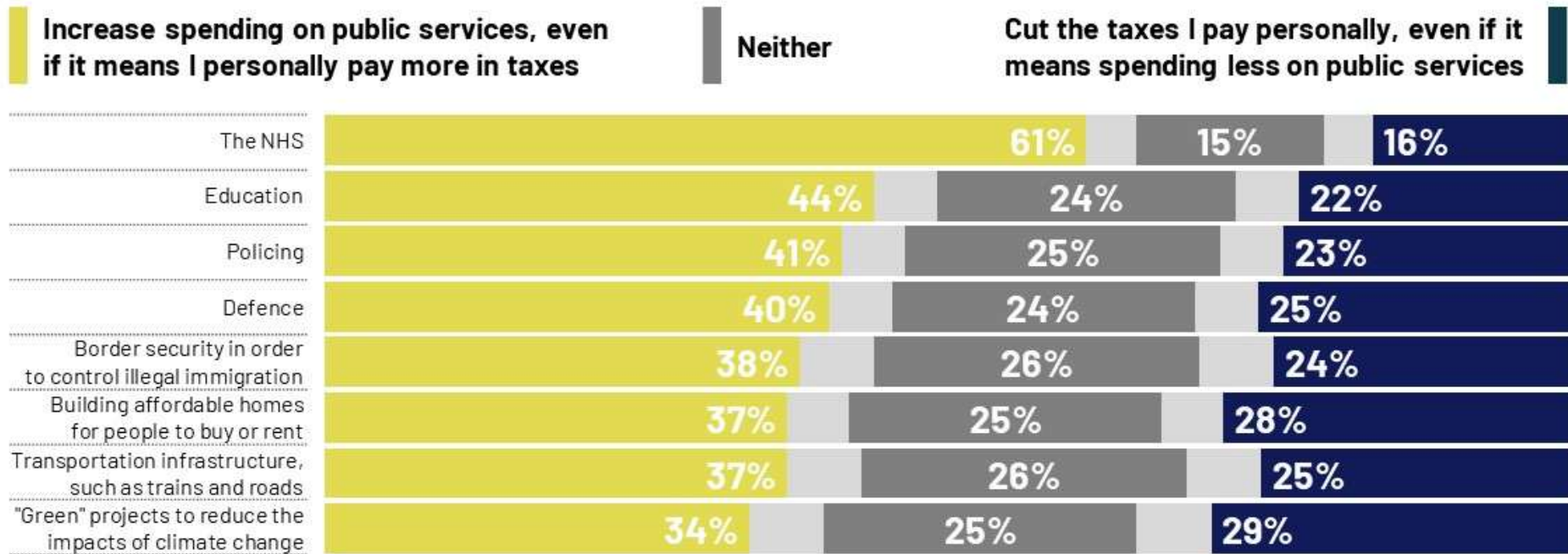


Keir Starmer Approval Ratings

Politico Poll of Polls

Three in five Britons say they would prefer the next Chancellor to increase spending on the NHS, even if it means they personally pay more in taxes

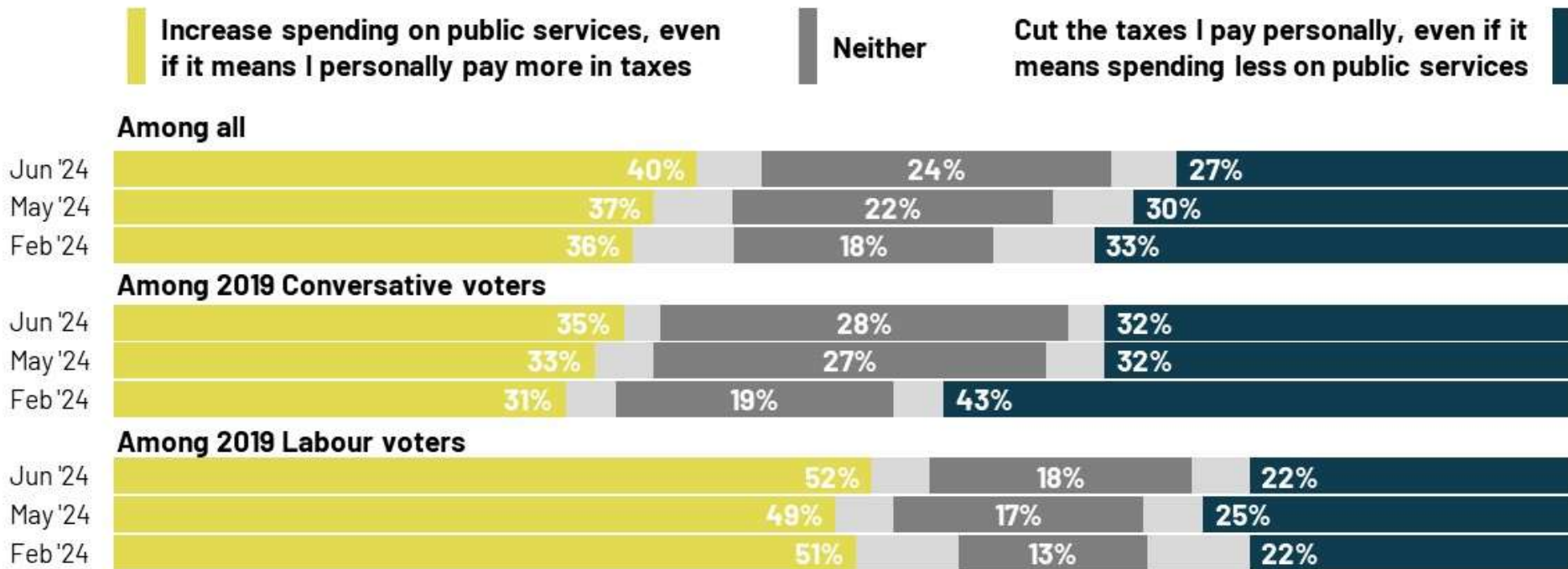
And now thinking of each of the following policy areas, would you prefer the next Chancellor cut taxes for individuals, meaning you personally pay less tax even if it means spending less on each of the following policy areas, or spending more money on each of the following policy areas, even if it means you personally paying more in taxes?



Base: 1131 Online British adults aged 18+, 7-10 June 2024

Two in five support increase spending on public services, even if it means that they personally pay more in tax

Imagine the Chancellor had the choice between cutting taxes for individuals, meaning you personally pay less tax even if it means spending less on public services, or spending more money on public services, even if it means you personally paying more in taxes. Which of the following would you prefer?



Base: 1131 Online British adults aged 18+, 7-10 June 2024, including (334) 2019 Conservative voters and (296) 2019 Labour voters

Service performance ratings

Service	Performance on the eve of pandemic vs 2009/10	Performance now vs on the eve of pandemic	Funding adequate to	
			Return to pre-pandemic performance levels by the end of 2024/25	Maintain performance levels between the end of 2024/25 and 2027/28
General practice	↓ Much worse	↘ Worse	No	Yes
Hospitals	↓ Much worse	↓ Much worse	Maybe	Yes
Adult social care	↓ Much worse	↘ Worse	No	Maybe
Children's social care	↘ Worse	→ About the same	Yes	Maybe
Neighbourhood services	↘ Worse	↘ Worse	No	Maybe
Schools	↗ Better	↘ Worse	No	Maybe
Police	↘ Worse	↘ Worse	Yes	No
Criminal courts	↘ Worse	↓ Much worse	No	No
Prisons	↓ Much worse	↘ Worse	No	No

A bet on growth...

£70 billion annual increase in spending

£36 billion tax increase

£50 billion in fiscal space by redefining national debt through a new measure: public sector net financial liabilities.

£16bn buffer by 2029-30,

OBR projections suggest that UK economic growth is set to slow from 2% in 2025 to 1.5% by 2027

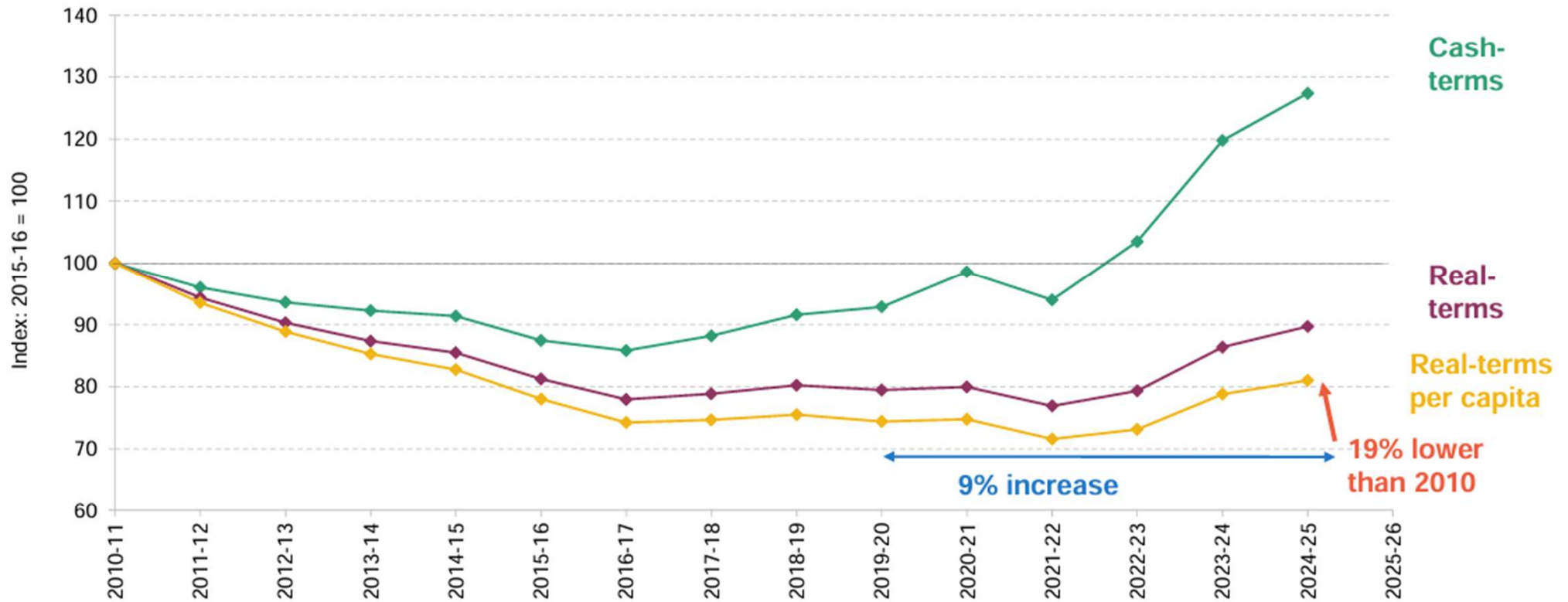
Platform for reform?

3.2% increase in core spending power for 2025-26,

£1.3 billion in new grants, with at least £600 million dedicated to social care.

£1 billion boost for Special Educational Needs and Disabilities (SEND) funding,

Council funding this year is still 19% lower per resident than in 2020 – despite recent increases



Note: Funding includes core spending power, above-baseline growth in business rates, and NHS transfers for social care services. Real-terms figure based on GDP deflator.
 Source: Ogden and Phillips (2024) [How have English councils' funding and spending changed? 2010 to 2024](#), Figure 8.

Insert Local
Government
Policy
Statement
here...

Questions

Janice Gillespie, Director of Finance and
Investment
CIPFA NE Development day 29 November
2024.



What I will cover :

- Background
- Our deals so far
- What is our job
- Governance
- What's next



What is a Combined Authority?

- Makes decisions about an area across council boundaries.
- Takes powers from down from government in transport, skills, housing, job creation and more.
- To drive inclusive economic growth of regions.
- Led by a ‘metro mayor’





Our devolution deal

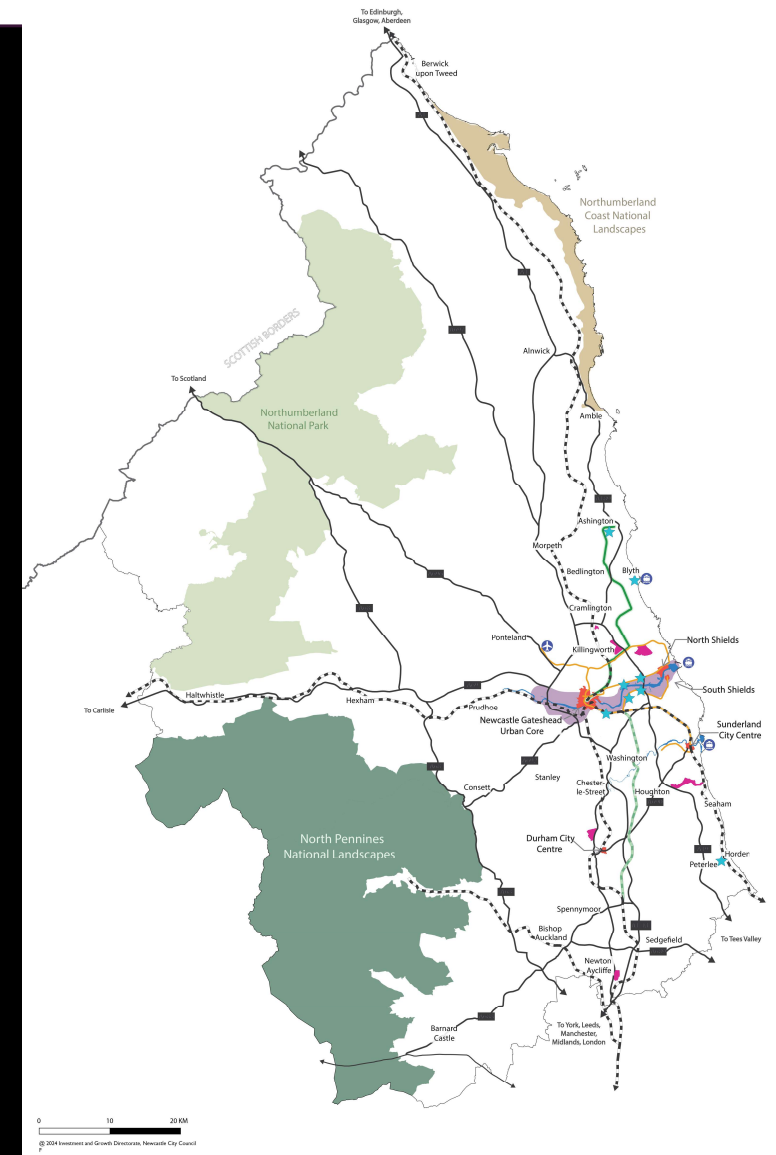
- We agreed a deal . . and another before we'd even started the first!
- Worth £4.2bn . . But about regional identity, agency and imagination too.
- No overnight solutions but ability to think long term.





Our region

- Diverse geography, 2m people, three cities, 500km of coast, four universities.
- North East Mayor Kim McGuinness elected in May 2024.
- Seven council leaders make up the cabinet plus a business rep and a voluntary and community sector rep.





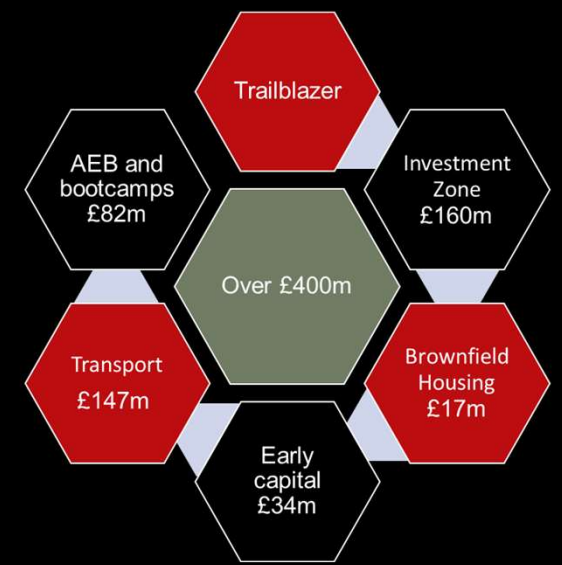
What

What





How the pieces fit together ...





- Long term funding alignment
- More influence on housing, skills & growth
- Growth Zone & Health Innovation Zone
- Secured additional transport funding
- Blueprints for culture & rural devolution
- Investment Zone – a £160m ‘arc of innovation’





Governance

Just like an LA

- Constitution
- Scheme of delegation
- Financial regulations
- Contract standing orders

Cabinet are the decision makers



Advisory boards

- Supporting Cabinet there are Advisory Boards covering:
 - Transport
 - Education, Skills and Inclusion
 - Culture, Creative, Tourism and Sport
 - Environment, Coast and Rural
 - Economy
 - Business
 - Housing and Land
 - Finance and Investment
 - Public Sector Reform

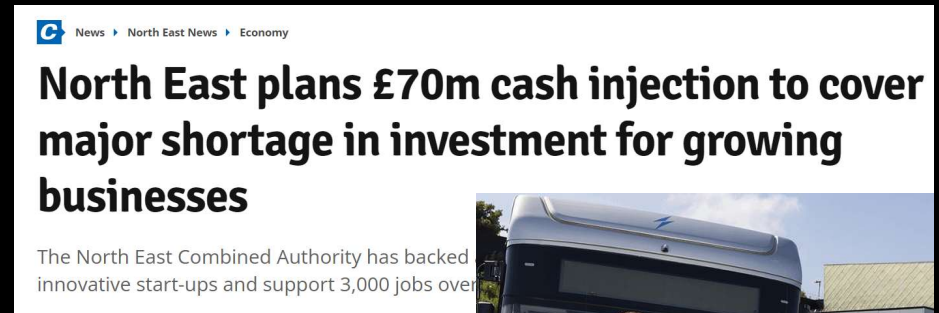


- Single Assurance Framework agreed by Government in April and formally adopted by Cabinet at their first meeting in May 24
- Portfolio Plans agreed by Cabinet in July - work now underway to progress the development of activities and associated investment decisions
- Work has been taking place in parallel to operationalise the SAF and support officers to navigate the process
- To be covered today:
 - High level overview of process for investment decisions and role of SLT within this
 - Development of business process documentation
 - Communication and training plans



So far...

- £500m allocated to new regional investments
- Taking buses back under public control
- Major new metro and rail extensions
- Housing and infrastructure investments
- Child poverty reduction and community cohesion
- Devolved adult skills
- £70m scale up & VC fund...





July 2024 New Government

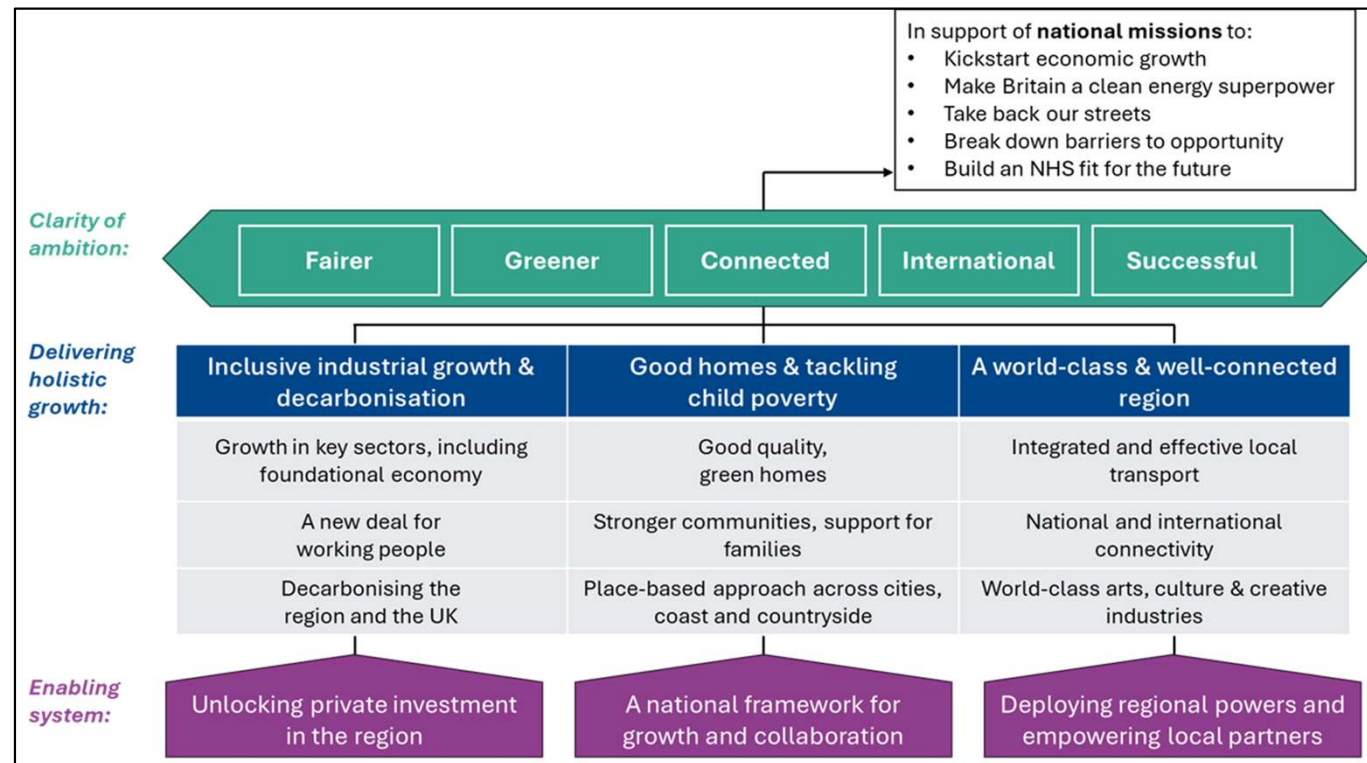
- Local Growth Plans – a blueprint for our region.- missioned based
- Council of Nations and Regions.
- The English Devolution Bill – more deals, more powers.
- Industrial Strategy Green Paper
- More devolution – welfare, housing, skills, health....
- Single Integrated Financial Settlement
- Locally – child poverty, transport, growth of green energy and advanced manufacturing.



LOCAL GROWTH PLAN

Initial draft of LGP developed to meet national policy, providing framework for engagement with Government and regional stakeholders

- Local Growth Plans are intended to set out growth and delivery priorities over a 10-year horizon, identifying areas of investment opportunity
- Important within the region, but also provides mechanism for engagement with Government and potential investors





A 10-year LGP needs to be forward-looking and account for technological and societal changes

Technological change
(e.g. modal shift)

Automation and AI (middle jobs replacement)

Decarbonisation
(Demand for new models)

Climate change
(extreme weather, migration, etc)

Ageing population
(Health and social care, workforce)

Personalised medicine
(Gene therapy)

Locational choices
(remote working, agglomeration)

Post-Brexit
(agriculture, trade, rural growth)

- What other issues need to be considered
- We will engage on these issues with Economic Directors and through targeted engagement around sectors and transformative changes



Local Growth Plan

Unlocking growth and delivering transformational change...

Maximising our unique economic opportunities

- Offshore wind and renewable energy
- Advanced manufacturing including electric vehicles
- Creative industries including screen sector and creative content
- Life sciences, including pharmaceutical manufacturing and process industries
- Data, computing, and satellite technologies

Whilst supporting wider jobs growth

- Supporting the foundational economy
- Visitor economy
- Rural and coastal business growth
- Knowledge-intensive professional services

And delivering transformational change for communities

- Tackling child poverty
- A new deal for NE workers, including:
 - an integrated approach to health and employment support
 - better pathways into employment - improving skills & qualifications and tackling skills shortages in key sectors
- Supporting innovation and business dynamism
- Strengthening our housing market including more green, affordable homes
- Delivering Green Transport which works for all: an expanded and integrated local system with strong national links



... by building on our assets and opportunities...

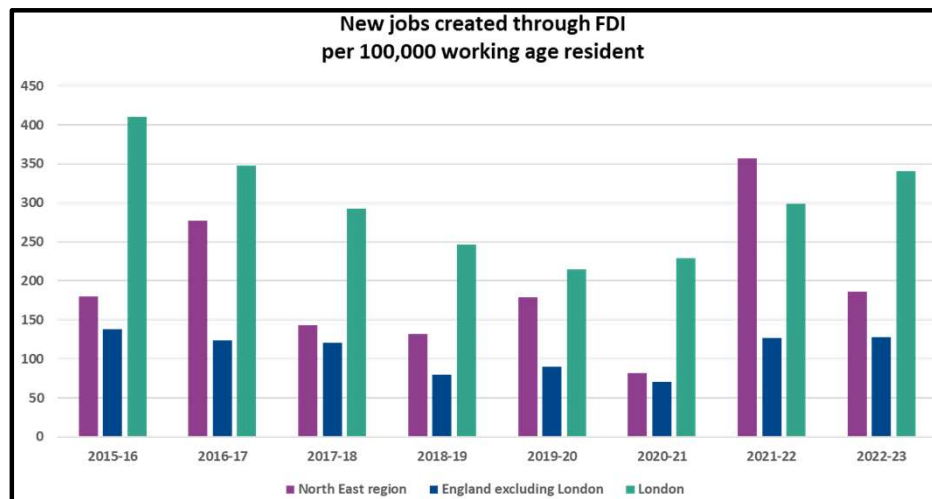
<p>A diverse geography, with 3 cities, many vibrant towns, and extensive rural and coastline communities</p>	<p>2,000,000 inhabitants</p>	<p>55,430 businesses providing 820,000 jobs</p>	<p>A £40bn economy, at heart of the UK union</p>
<p>4 deep-water ports, riverside assets, an international airport</p>	<p>4 universities & 9 FE colleges</p>	<p>2nd largest MCA by area</p>	<p>New CA, with strong political leadership, already delivering and innovating</p>
<p>An economy punching below its weight – with skills, productivity and GVA behind national averages. Closing the gap will benefit regional residents and economy, as well as UK plc.</p>	<p>The Tyne & Wear Metro – the UK’s original modern light rail system – operates over 77km of track, connecting Newcastle upon Tyne, Gateshead, North Tyneside, South Tyneside, and Sunderland</p>		
<p>Distinctive cultural & visitor economy offer: >500km of coastline, Hadrian’s Wall, Northumberland National Park, historic castles and cathedrals, 2 football teams and an international cricket ground</p>			



... and attracting investment

The NE has a significant track record in attracting inward investment and translating this into new jobs.

The North East Investment Zone will deploy £160m of funding over 10 years to create at least 4,000 jobs and attract at least £3bn of private sector investment. The IZ is focused on Advanced Manufacturing and Green Industries, building on the Arc of Innovation set out in the North East Devolution Deal. It is concentrating on industrial clusters in offshore and renewable energy, electric vehicles, and battery manufacturing.





To deliver on our missions

Home of real opportunity

We'll focus on reducing child poverty, achieving higher levels of education and higher-level skills, alongside breaking the class barrier, health / wellbeing, and value in the foundational economy.

Home to a growing and vibrant economy for all

We'll have secure, well-paid jobs across region, greater business births and inward investment, and productivity growth driven by innovation and advanced manufacturing.

A North East we are proud to call home

We'll focus on improving our housing offer, and supporting quality high streets and neighbourhoods, supported by our culture and natural assets, and transport and digital infrastructure.

Home of the green energy revolution

We'll accelerate decarbonisation for the North East and beyond, with clean energy production, sustainable industry, and a growing proportion of green jobs with skills at every level.

A welcome home to global trade

We'll drive international trade and FDI, attracting businesses and investors, leveraging our thriving visitor and sport economy to deliver growth for Britain.



Introduction to Investment Framework

A high-level summary of current economic evidence indicators which describe the North East economy today; including both challenges and opportunities; the basis of the rationale for interventions to be delivered.

principles

Good understanding of the finances and powers of the Combined Authority. Together with proposed principles to underpin the investment strategy.

Delivery of the CA's

Five Missions

Indicative programmes

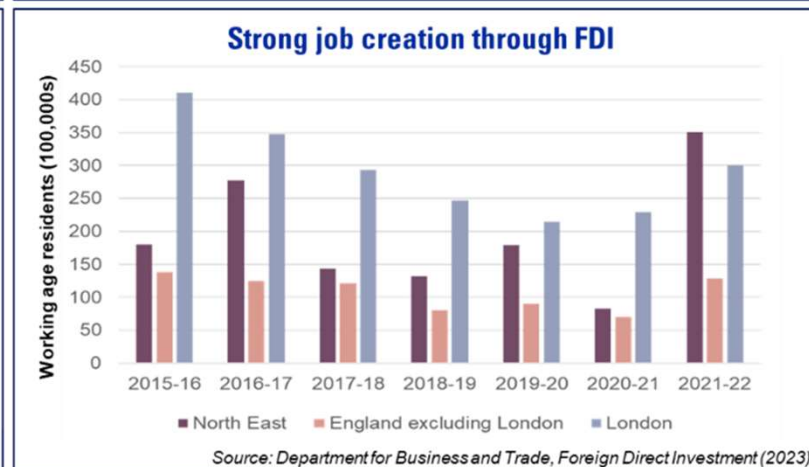
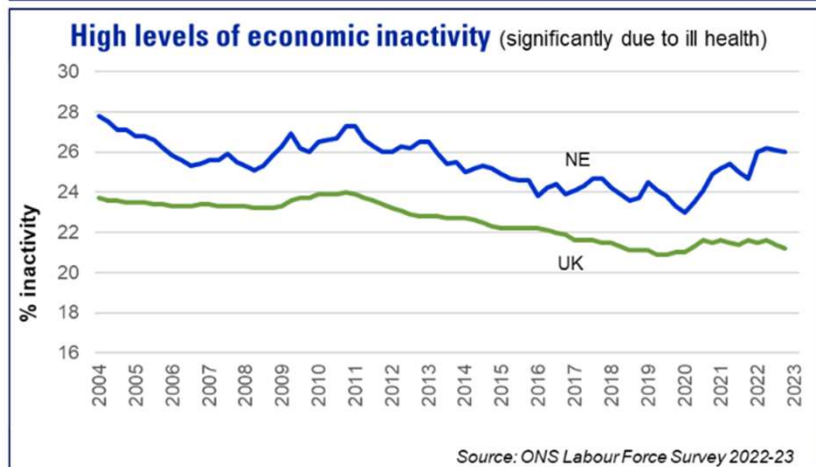
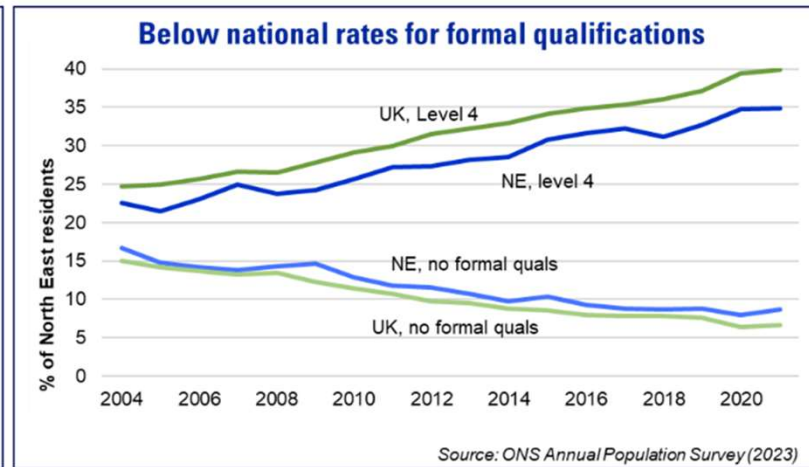
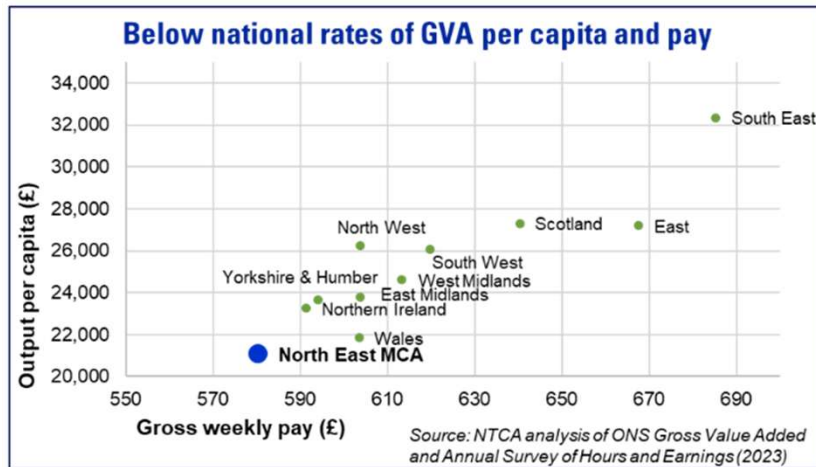
The types of programmes and interventions which could be developed and delivered by and through the North East CA to support the achievement of the

What will change as a result of our investments?

Metrics which could be measured at project, programme and economy-level to ensure delivery and assess progress on the missions.



Selected evidence










Investment strategy and principles

- *Regional benefit and additionality* - Drive regional programme of investments that are collectively developed and agreed based on evidence of need and impact. Investments will be in addition to, and not replacing existing funding available at national, regional or local levels
- *Tailor investments to the needs and opportunities of individual places* - all parts of the region will benefit from investment driven by NEMCA, but not always through the same funding streams or at the same time.
- *Secure strategic value aligned to missions* - Focus on strategic priorities and outcomes clearly linked to the missions and corporate priorities. With inclusive economy, social value and progress towards net zero factored into programme design and individual investment decisions. Except for the CA's treasury management, Investments should not primarily be made to secure a financial return.
- *Value for money and deliverability* – Secure strong VFM and only invest in projects which will deliver on time and on budget and where CA involvement in the project makes it viable and able to proceed. With projects taken through a thorough the Assurance Process.
- *Develop appropriate delivery models* – Consider a range of delivery models and partnerships with private and third sector organisations.
- *Maximise leverage* - and opportunities for follow-on investment. Work collaboratively with private sector investors to increase funding into the region; and with social enterprises and charities to maximise the collective benefit to communities. This approach could include the use of tax increment financing, land value capture and specific funds.
- *Grants should only be made as an investment as last resort* – after opportunities for loan or equity investment have been discounted.
- *Invest in accordance with the principles of good corporate governance*: accountability, transparency, fairness, responsibility and risk management.



Investment Framework

				
<p>Become the Home of Real Opportunity</p>	<p>Build a North East we are proud to call home</p>	<p>Create a growing and vibrant economy</p>	<p>Supercharge the Green energy revolution</p>	<p>Offer a welcoming home to global trade</p>
<ul style="list-style-type: none"> • Skills • Tackling child poverty • Supporting people into work & job progression • Public Service Reform 	<ul style="list-style-type: none"> • Housing • High Streets and neighbourhoods • Rural and coastal communities • Environment and nature • Integrated transport 	<ul style="list-style-type: none"> • Growth priority sectors <ul style="list-style-type: none"> ○ e.g. advanced manufacturing ○ e.g. creative sector ○ TBC • Foundational Economy • Investment Sites 	<ul style="list-style-type: none"> • Offshore wind • Geothermal and other low carbon energy generation • Decarbonisation and progress to net zero • Energy and digital infrastructure 	<ul style="list-style-type: none"> • Inward investment • Exporting • Access to finance and private funding • Visitor economy and events








English Devolution White Paper

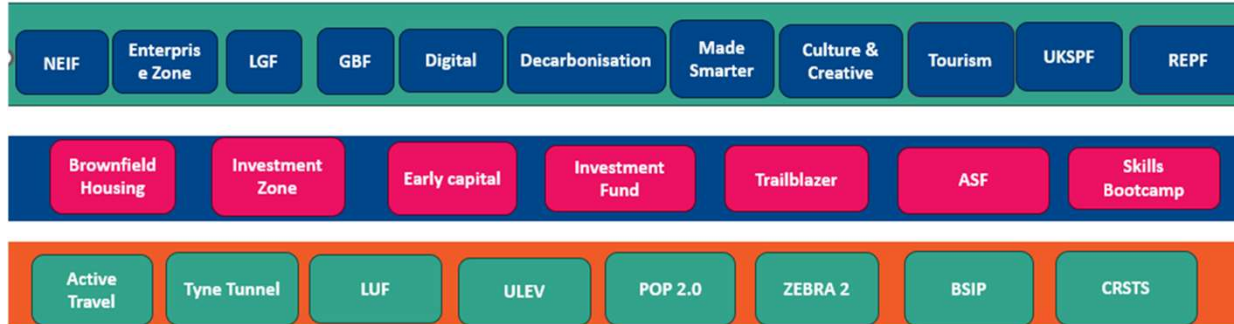
- The White Paper is expected to be published in early December, establishing a clear framework for English devolution and the role of MCAs
- Key announcements relevant to NECA expected to include:
 - Labour market
 - Transport powers
 - Spatial planning powers
 - Signal further devolution of funding to come
- We expect it to confirm an Integrated Single Settlement for the North East CA from 26/27, with significant implications for prioritisation and management of funding



Aims of Integrated Settlement

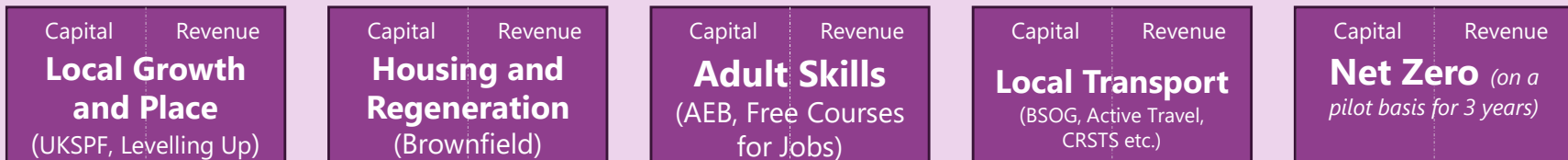
-  Replace individual grant funding streams and conditionality;
-  Remove the need to bid or compete for funding in scope, with funding determined by formulae
-  Cover both capital and revenue funding;
-  Be the default mechanism for receiving funding in the areas covered;
-  Enable funding decisions to be made over a multiyear period;

How might it work?



**EXAMPLE
INDIVIDUAL
FUNDING
LINES/
PROGRAMMES**

ILLUSTRATIVE SINGLE SETTLEMENT PILLARS



SINGLE SETTLEMENT OUTCOMES FRAMEWORK



*To note, we are negotiating for the inclusion of more funding within the pillars and more policy pillars



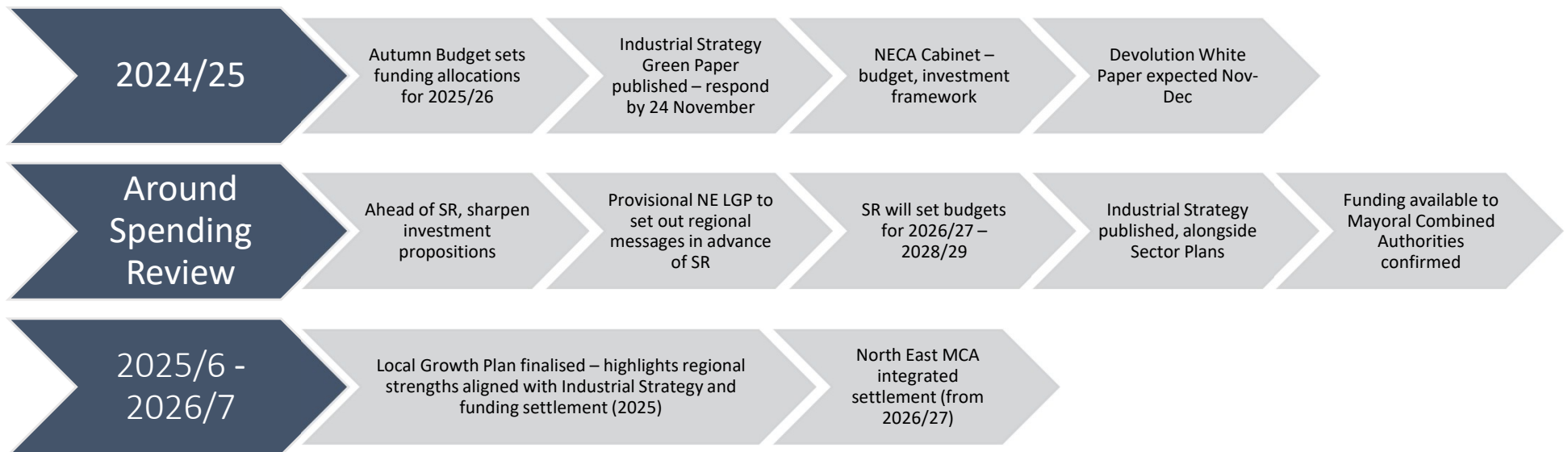
Industrial Strategy green paper

Government is committed to devolving significant powers to Mayoral Combined Authorities across England, giving them the tools they need to grow their sectoral clusters and improve the local business environment through ambitious Local Growth Plans.

- Sets out UK Government's initial thinking on industrial strategy, for consultation.
- **Primary goal is to support the national growth mission.** Three complementary objectives: global leadership in Net Zero, regional growth, economic security and resilience
- Eight growth-driving sectors – **Advanced Manufacturing, Clean Energy, Creative, Defence, Digital and Tech, Financial Services, Life Sciences and Professional Services**
- The NECA **highlighted our core IZ sectors** – around offshore wind, EV and batteries, and low carbon technologies – to Government prior to publication of the strategy
- Green Paper also identifies a number of **cross-cutting factors** which enable growth, including: **skills, innovation, energy, regulation, attracting investment**
- Four key **barriers to productivity improvements** are noted: low and persistent levels of investment, city-region underperformance, weak diffusion of innovation, and slowing market dynamism



Indicative timeline





Questions



Managing rising demand for adult and children's social care: Lessons from English local authorities

CIPFA NE Conference

29 November 2024

The Chartered Institute of
Public Finance & Accountancy

Background to publication



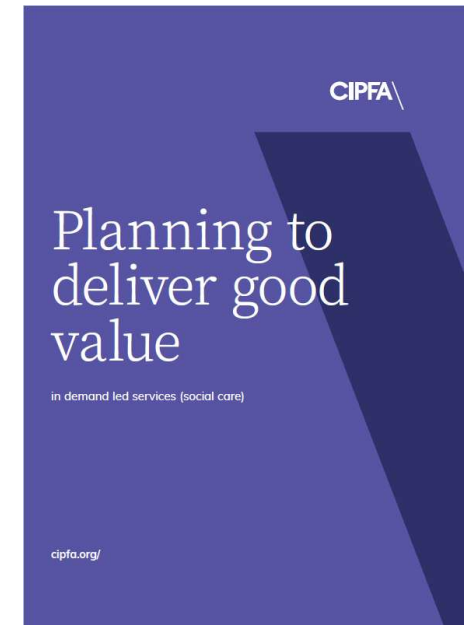
ASSESS HOW
DEMAND AND COSTS
ARE CHANGING



EXPLORE STEPS TO
'BEND THE CURVE'



INVEST TO DELIVER



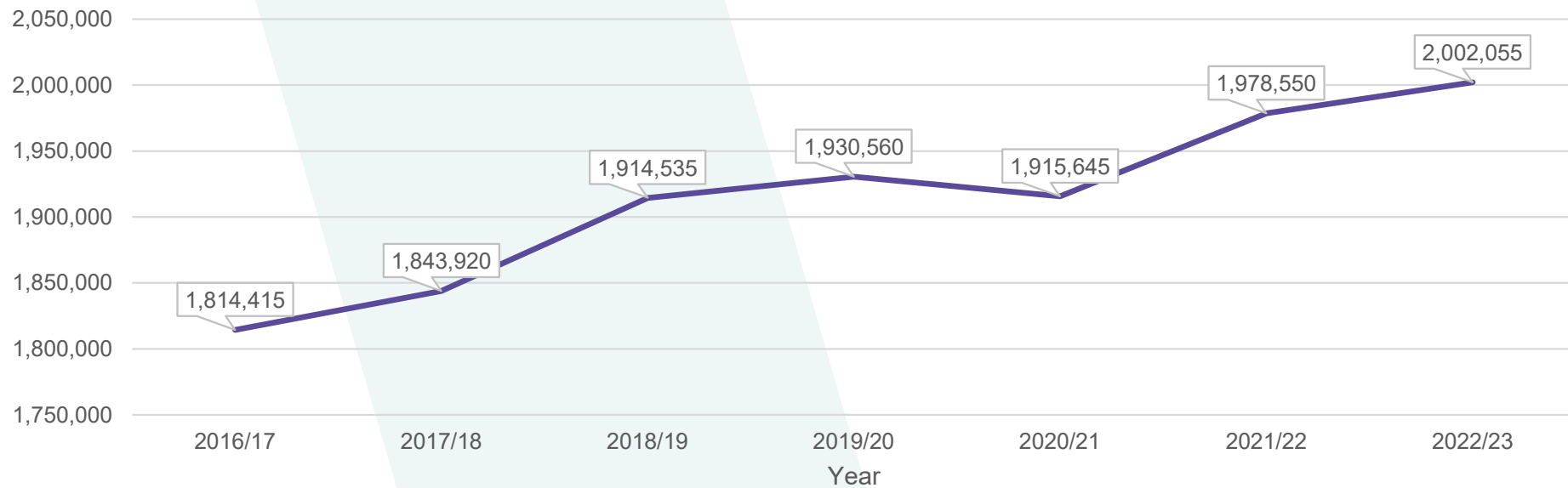
Managing rising demand for adult and children's social care: Lessons from local authorities in England

Interviews with local authority adult, children's and finance leaders

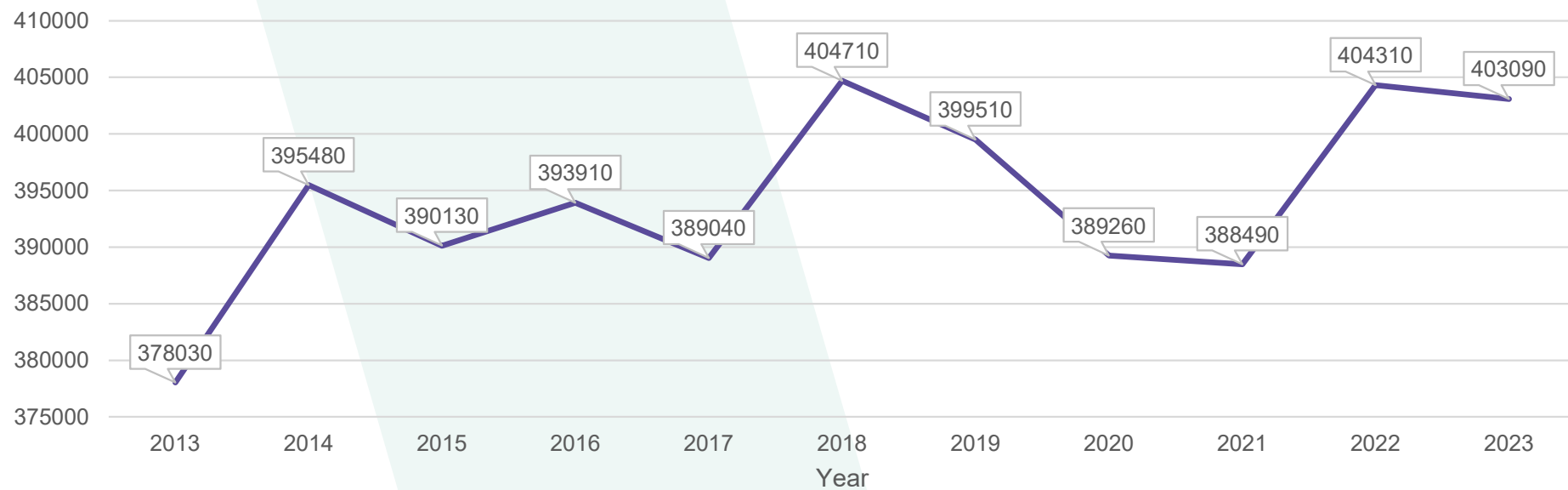
Themes identified

Lessons in good practice and role of the public finance professional

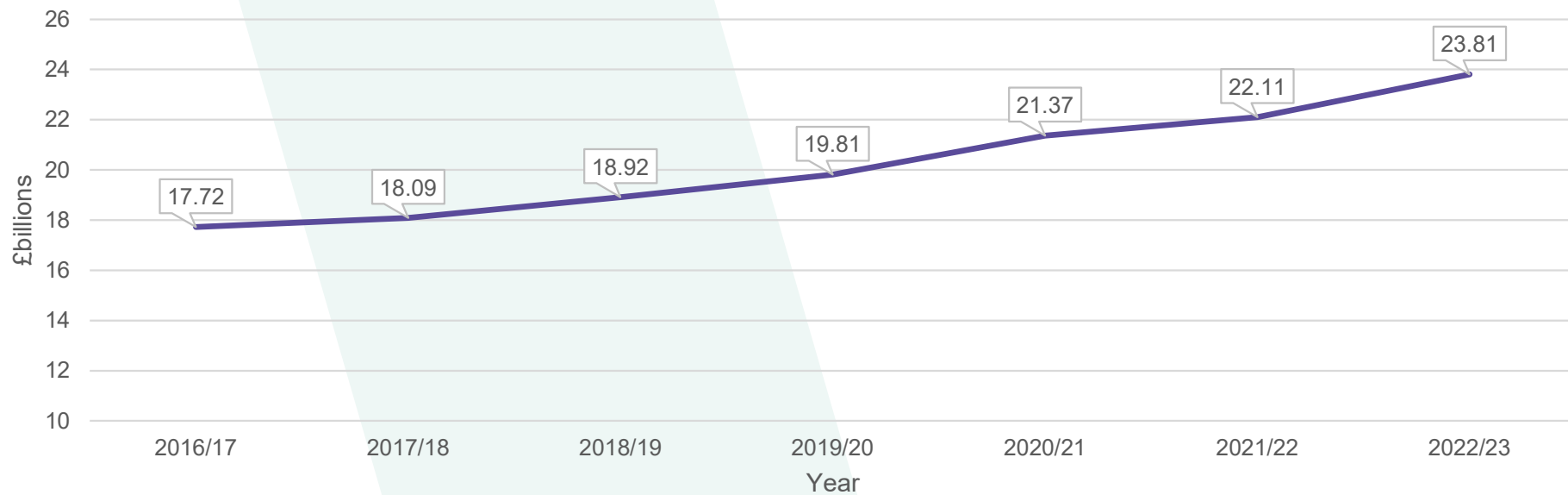
Requests for adult social care support from new clients are rising



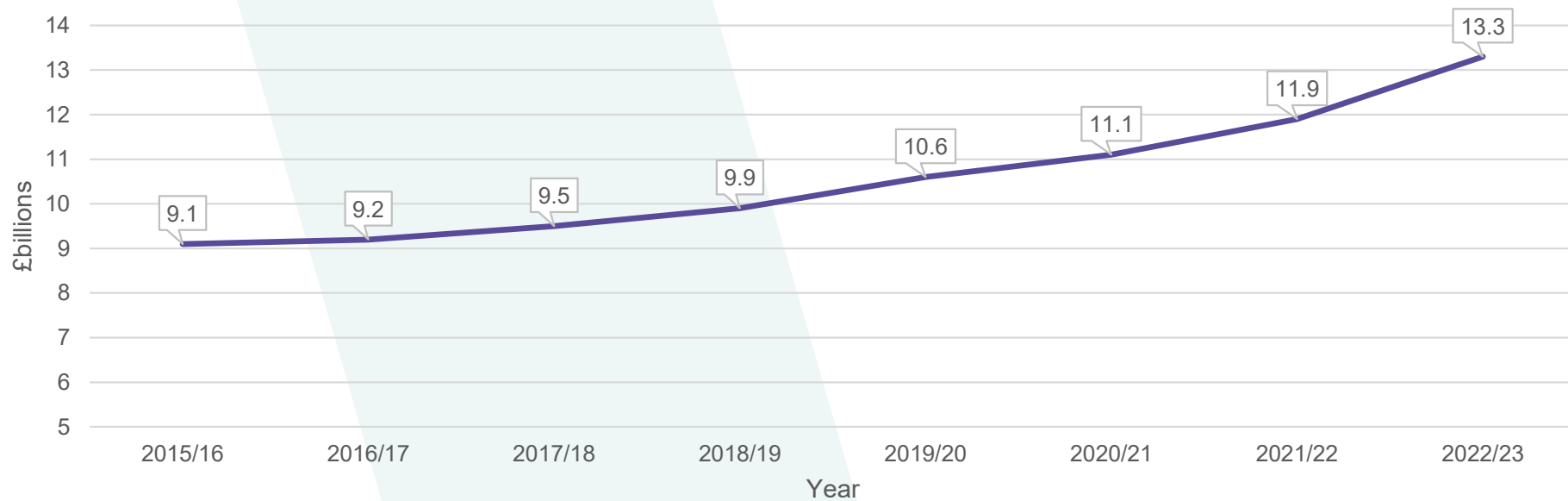
The number of children in need is rising



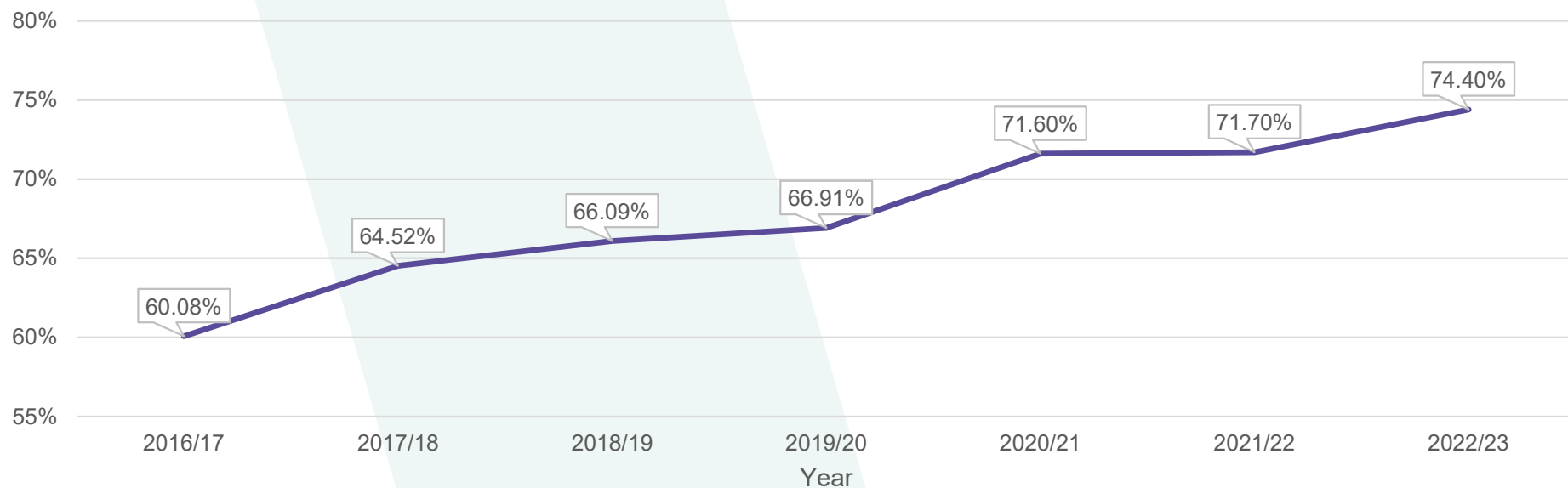
Expenditure on adult social care is rising



Expenditure by local authorities on children's services is rising



The proportion of English local authority spend on adult and children's social care is rising



Source: [CIPFA Financial resilience index](#)

CIPFA has drawn out lessons in good practice from case studies in local authority social care demand management



Attain strong corporate and leadership buy-in



Utilise funding and resources from diverse sources



Focus on improving outcomes



Monitor, forecast and benchmark



Direct more funding upstream

Case studies are organised under key themes

Adult social care	Children's social care
Market management	Market management
Transitions	Early intervention
Transformation and innovation	Transformation and innovation

Adult social care

Market management

Foster the conditions for the market to succeed

Explore innovative commissioning arrangements

Transitions

Work closely with adult and children's services teams and other partners

Engage with young people and their families early

Children's social care

Market management

Expand in-house provision
where appropriate

Safeguard family networks

Early intervention

Invest in edge of care

Family Hubs

Good public financial management and governance supports effective demand management

- Financial oversight, analysis and management
- Grant and resource management
- Compliance, reporting, and risk management
- Evidence-based decision making and communication
- Monitoring, forecasting and benchmarking
- Strategic thinking
- Funding maximisation
- Business case and scenario planning
- Data utilisation, monitoring and evaluation

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Panel Discussion:

The Way Forward for Public Services

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Graduation Ceremony

The Chartered Institute of
Public Finance & Accountancy



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Closing Remarks, followed by Drinks Reception