

TRAFFORD BOROUGH COUNCIL

Report to: Executive
Date: 20 October 2014
Report for: Decision
Report of: Executive Member for Finance and the Director of Finance

Report Title

Executive's Draft Revenue Budget Proposals 2015/16

Summary

The report sets out the Executive's draft revenue budget proposals for 2015/16.

Whilst indicative funding figures for 2015/16 have been provided by the Government, they are subject to change and will not be confirmed until the Local Government Finance Settlement expected in mid-December 2014, and some grants may not be finalised until later in 2015.

The Council's revenue budget is considerably dependent upon Government support, and significant funding reductions are estimated in this sixth austerity budget. It is recognised that whilst austerity reduces funding, public expectations and the number of residents seeking support are anticipated to increase.

The key summary points for the revenue budget, based on current estimates and draft proposals, are:

- Budget will decrease by £(10.2)m or 6.6%, from £154.552m to £144.333m.
- Government based support will reduced by £9.2m or 12.6%, however after taking into account movements in specific grants overall funding will reduce by £10.2m, or 10.4%, and
- planned base budget investment in services and other cost pressures will amount to £12.5m.
- a further £2.0m reduction in support from the one off contribution from the General Reserve in 2014/15, offset by additional income of £(0.4)m from an estimated increase in growth from our Council Tax base will add further pressure of £1.6m.
- The sum of reduced funding and expenditure pressures presents a total budget deficit for 2015/16 of £24.3m.
- Efficiency and additional income streams will amount to £(12.0)m being 49% of the gross deficit,
- £(11.7)m of policy choice savings have been identified to date, leaving a balance of £0.6m yet to be identified.

In addition to public consultation exercises and equality impact assessments, the draft budget proposals are also subject to review by the Scrutiny Committee. Final decisions will be taken by the Executive after taking into account all relevant matters, and a proposed budget requirement will be put to full Council for approval on 18 February 2015.

Recommendation(s)

It is recommended that :

The proposals in the draft revenue budget for 2015/16 be agreed for the purposes of consultation and referred to the Scrutiny Committee for their consideration.

It is noted that the draft proposals are subject to various consultation exercises and impact assessments, movements in core funding, specific grants, costing and robustness assessments.

Contact person for access to background papers and further information:

Name:	Cllr Patrick Myers	Ian Duncan
Extension:	4884	4884

Relationship to Policy Framework/Corporate Priorities	Value for Money. The proposed budget for 2015/16 supports all key priorities and policies.
Financial	The report sets out the proposed budget for 2015/16, distributing available resource across service objective heads as detailed in the report.
Legal Implications:	It is a statutory requirement for the Council to set and approve a balanced, robust budget and council tax level. Budget proposals take account of various legislative changes as they affect Council services. The Council has begun the statutory processes associated with the effect of the proposed budget on staffing levels.
Equality/Diversity Implications	Equality impact assessments to be carried out supporting the budget proposals as appropriate.
Sustainability Implications	None arising out of this report.
Staffing/E-Government/Asset Management Implications	Human Resources – statutory processes have begun and the impact on staffing is still subject to consultation.

Risk Management Implications	An impact assessment of each budget proposal is in the process of being finalised.
Health and Safety Implications	An impact assessment of each budget proposal is in the process of being finalised.

Consultation

The report recommends that the draft and indicative proposals go forward for consultation.

Reasons for Recommendation

To enable consultation with the public, businesses (s65 of the Local Government Finance Act 1992), stakeholders, staff and Scrutiny Committee to take place.

Key Decision

This is a key decision currently on the Forward Plan: Yes

Finance Officer ClearanceID..

Legal Officer ClearanceHK ...

CORPORATE DIRECTOR'S SIGNATURE



(electronic).....

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.



TRAFFORD
COUNCIL

**Executive's
Draft Revenue Budget
Proposals 2015/16**

20 October 2014

FOREWORD by the EXECUTIVE MEMBER for FINANCE COUNCILLOR PATRICK MYERS

Background

Since 2005 it has been the clear policy of the Council to deliver value for money and a low Council Tax. This can only be achieved by a strong culture of financial management across all services. The Council also has a strong ethos of collaboration and working in partnership to strengthen our local and organisational resilience. Before getting to the detail of the budget proposals it is worth reminding ourselves of the strengths of the borough and the many achievements of the Council.

As a borough, we have a powerful cultural and industrial base with over 11,000 businesses in the borough which contribute £5.8 billion GVA to the country's economy. Of our population, 73% are employed in Trafford and it is predicted that there will be growth in employment in Trafford of 3.4% between 2014 and 2017, which is well above the forecast for Greater Manchester (-2.8%) and North West (-6.7%). We also have the lowest unemployment figures (2.3% of the working age population), compared to other authorities in Greater Manchester.

With our Partners we have won several awards for our innovative and collaborative work. In 2013 the Council won a LGC award for our work across Public Sector Partnerships and our Trafford Partnership Executive, which represents all sectors including the faith community, functions as a powerful force to get statutory partners to work differently and galvanises communities which want to work differently to do this amongst themselves.

As a Council, we have been recognised at a national level for its employment and equality initiatives, employee relations and quality of apprentices. The refurbishment of the Town Hall has also been recognised nationally for how we have retained the building's architectural heritage and also the environmentally sustainable design. Our Children's Services are rated as performing 'Excellent' by Ofsted. 93% of Trafford pupils attend schools which are rated as "good" or "outstanding", which puts us in the top 10 local authorities nationally, at both primary and secondary level. We were ranked 9th in the country for GCSE and 2nd for A Level results in 2013. Provisional Key Stage 2 data for 2014 shows Trafford joint 1st nationally, with 87% of pupils achieving Level 4 or above in Reading, Writing and Maths.

Altrincham Forward, a public/private strategic partnership set up in Altrincham in 2011, continues to progress the work in town centres and has established a clear action plan to improve and revitalise the town centre. Its innovative approach and initiatives have been nationally recognised and shared as best practice with other towns and local authorities. Work is continuing to develop the strategic frameworks for all the town centres including Stretford Masterplan, Urmston and Sale Road Maps and Altrincham Strategy.

Through direct service delivery and effective partnership working the Council has maintained performance and quality standards even at a time of significant change, increasing demand and reducing resources:

- Crime has fallen by 54% in the last 7 years.
- The time to process new benefit claims is 13.5 working days which is an improvement on previous performance.
- Action to reduce fraud has resulted in £890,000 of fraudulent benefit overpayments in 2013/14 being identified and 62 prosecutions. A further £560k of overpayments had been identified since April 2014.
- The Council has more than doubled the amount of retail rate relief awarded to eligible businesses. We have already achieved awards totalling £732,000 which is an additional £500,000 since the uptake started.
- The Council's website has been improved so that people can get information easier. Webcasting of Council meetings was introduced in June to open up democracy for local people.
- Have supported 38 Partington residents into employment through the innovative Partington Pledge, matching young unemployed people with local employers.
- Supported 51 new businesses to start trading through our Business Start Up programme, delivered in partnership with Blue Orchid.
- Supported 182 new affordable homes to be delivered by our housing association partners in 2013/14.
- Successfully combined local and European elections in May 2014.
- Funded 36 projects across all Locality Partnership areas through the 2014/15 Voluntary Sector Grant scheme allocating £103k in grant funding.

When the budget proposals are discussed and debated the focus tends to be on what financial savings are to be made. Whilst this is important, we should also consider what services will be carried out next year. Some of these include:

- 9,380 social care clients looked after at a cost of £67.0m.
- Over 110,000 visitors to Waterside Arts Centre, selling 40,000 tickets.
- Collect over 97% of Council Tax in year to support the Council's financial resources.
- Receive over 330,000 telephone enquiries per year through our customer contact service alone.
- Pay 96.5% of invoices within 30 days to support businesses.
- Clean 2000 linear miles of highway channels and footways at least once every 8 weeks.
- Remove approximately 6,000 tonnes of street sweepings per month and 500 tonnes of litter from approximately 1,200 waste and litter bins (streets and parks).

- Remove approximately 1,750 tonnes of fly-tipping per year.
- Respond to more than 450 incidences of graffiti per year.
- Maintain 40 public parks covering 243 hectares, with 6 Green Flag parks and 30 Friends of Parks groups.
- Serve 2.7 million school meals this year, an increase of 400,000 from the previous year following the introduction of Universal Infant Free School Meals in September 2014.
- Collect domestic waste from 30,000 wheeled bins every day.

Furthermore, the Council continues to respond to the financial and service demand challenges by focussing on developing a broad spectrum of initiatives designed to provide multiple opportunities for cost reduction and service improvement. This year we have:

- Launched our 'Schools SLA Online' services, making it easier for schools to purchase our services and for the Council to retain and manage this business on a more commercial basis.
- Invested in capacity in partnership with others through the establishment of a shared service for procurement with Stockport and Rochdale Council's, known as the STaR, reducing overheads, building our local resilience and boosting purchasing power.
- Co-located some voluntary and community sector advice and guidance services at our Contact Centre in Sale Waterside, facilitating an effective one stop shop for benefits and housing enquiries.
- Started to scope out a public service delivery partnership options with Greater Manchester Police for HR payroll services, which we will be developing further next year.
- Piloted new delivery models for troubled families, early years' services, offender management and worklessness support under the banner of Public Service Reform across Greater Manchester.

Draft 2015/16 proposed Budget

Turning to the Council's finances, it is important context that since 2004/05 the Council has approved £(70)m of efficiencies, and a further £(7)m is proposed for 2015/16. This is equivalent to 96.9% of the current Council Tax, helping to maintain service levels at times of significantly reducing resources.

The current economic climate poses many issues for the Council as it does for households and businesses across the Borough, in the form of suppressed income and low investment rates. 2015/16 will be the sixth national austerity budget under the Coalition Government's approach to managing the national deficit. The precise details of future Government funding will not become clear until December 2014,

however, based on the best information available it is believed that the Council will need to make total savings of £24.3m, as a result of:

- £11.8m reduction in funding, consisting of £10.2m reduced sustainable Government funding, £2.0m reduction one off contribution from the General Reserve in 2014/15, and additional income of £(0.4)m from an estimated increase in growth from our Council Tax base.
- inflation, increasing public expectation and demographic pressures in key services, increasing charges from levying bodies for waste disposal and some reduction in income totalling another £11.9m.
- some under achievement in savings targets in 2014/15 being rolled over to 2015/16 of £0.585m.

Identifying new efficiencies and income streams that can be achieved cost effectively is becoming more and more challenging and the national austerity measures are unlikely to be removed for some time. For this reason the Council is now taking a different approach, which will manage this challenge over the longer term.

Earlier this year, the Council established its Reshaping Trafford Council Programme which will deliver a new organisational model for the Council from 2017/18. We are planning to have a mix of different delivery models and most will be delivered by others rather than the Council directly. Those we continue to fund will be monitored for quality by the much smaller Council which remains. Our plan is set out in the 'blueprint' document which is available below.

<http://www.trafford.gov.uk/budget>

The aims of the new organisational model are to:

- Improve local outcomes.
- Increase local resilience.
- Generate profit to be reinvested in front line services.
- Manage demand on services through focussing on prevention and asking citizens to 'be responsible'.
- Deliver good quality services within the funding available to us.

In order to get to this position we must have a more stringent approach to managing the budget pressures. All services will be subject to comprehensive service reviews to identify further opportunities for optimising resources and prioritising services for delivery at compliant and acceptable service levels. This will help us manage how we stop running services or reduce them to a level where they are operating at their core minimum standards, so they are affordable.

Trafford Council is in a strong position to deliver such a fundamental change. As set out earlier, our high performance, quality standards and valuable experience of doing

things differently and being innovative gives us this confidence. As we 'reshape' into our new organisational model, we will remain committed to providing value for money, protecting as many jobs as possible and maintaining service standards in so far as is practicable. We will continually improve and use original ways of ensuring we support local people.

However, providing services in the way they are currently is no longer an option; we must change the way we do things if we are to continue to meet our obligations and support local people within the current financial climate. Demand for high cost services, particularly in the provision of care for our most vulnerable residents is growing as our funding declines. This means we not only need to reshape our services but we must help our customers and service users to think differently about managing their needs through their own resources before and in addition to any support available from the Council.

Our Reshaping Trafford Council Programme has identified £23.7m of savings and additional income for 2015/16, which is the biggest target of any of the six austerity budgets and will be delivered through a variety of approaches, all of which are contributing to the formation of the Council's new organisational model. This report provides details on all of the proposals currently being put forward by the Executive by each services area and can be reviewed at Annexes G through J and a summary is provided below:

- £(2.250)m through the establishment of our Joint Venture Contract for a range of environment, highways and property services; in addition a further £(0.086)m is proposed through a management restructure which merges 2 directorates into one.
- Our Reshaping Trafford Council Programme will save £(1.876)m by refining the new structure for central support services with resilience to support the business, commercial opportunities and new partners.
- £(0.026)m increased income by Waterside Arts Centre and £(0.135)m from the Music, Governor and Education Psychology Services.
- A target of £(0.700)m from a review of our library provision.
- £(0.451)m from reviewing our contract arrangements with Trafford Leisure Trust.

Over the next 2 years, Trafford Council will continue to develop an integrated, all age health, education and social care service, exploring new delivery models. The following savings in 2015/16 will support this activity:

- £(2.239)m by establishing alternative delivery options for the Reablement Service, learning disability services, day support services and Telecare.
- £(1.330)m by establishing a new delivery model for integrated education, health and care commissioning and service delivery on an all age basis.
- £(2.716)m from the review and renegotiation of care contract costs.

- £(2.450)m from the review of care package offers and a policy change in the way we meet eligible needs.
- £(3.850)m from the review of Early Years, Youth Service, Connexions, Education Welfare, Youth Offending Services and Children's Centre provision.
- £(0.100)m by increasing personal budgets across children and young people with special educational needs.
- £(0.300)m by remodelling Home to School Transport services.
- £(4.288)m assumed contribution from the Clinical Commissioning Group to Trafford Council for the delivery of the Better Care Fund programme, plus negotiated use of the Better Care Fund to support current spend under the Health & Social Care Act requirements.

There are additional savings proposals, outlined below which will help the Council to deliver services within the funding available to us:

- £(0.231)m through a review of parking charges.
- £(0.145)m from rationalising Schools Crossing Patrols.
- £(0.093)m charges for allotments and other fees and charges.
- £(0.442)m of other savings achieved by management of inflationary pressures, discretionary business rate provision now accounted for within the Collection Fund and a reduction in the cost of Members' Allowances.

In addition to the above savings, our proposals allow for investment in priority service areas, namely:

- in particular, an investment of £7.9m in Adult Social Care and £0.6m in Children's Social Care to meet the expectations of increasing service demands.
- Investment of £0.073m revenue and £0.150m capital expenditure in plans to reduce litter, fly tipping and improve recycling by targeting areas of the borough.
- The provision of a free school meal for every infant pupil (key stage1), funded by an additional specific grant approximately £2.84m in 2015/16.
- The Council Tax will remain frozen at the 2010/11 rate, keeping it the lowest in the North West.

Of the estimated 168.5 fte equivalent positions that are at risk to be removed from the establishment 59% are in management and back-office roles. The Council will employ a number of processes to minimise the impact on the staff concerned.

The draft proposals contained within this report are subject to consultation, equality impact assessments, the views of the Scrutiny Committee, and the detail of the Local Government Finance Settlement in late autumn.

Summary

To remain within the available resource envelope the draft budget for 2015/16 will reduce by £10.2m, from £154.552m to £144.333m. A number of proposals within the plan will require public consultation with residents and service users. This is planned from late October to early December. Consultation with staff commenced on 10th October 2014.

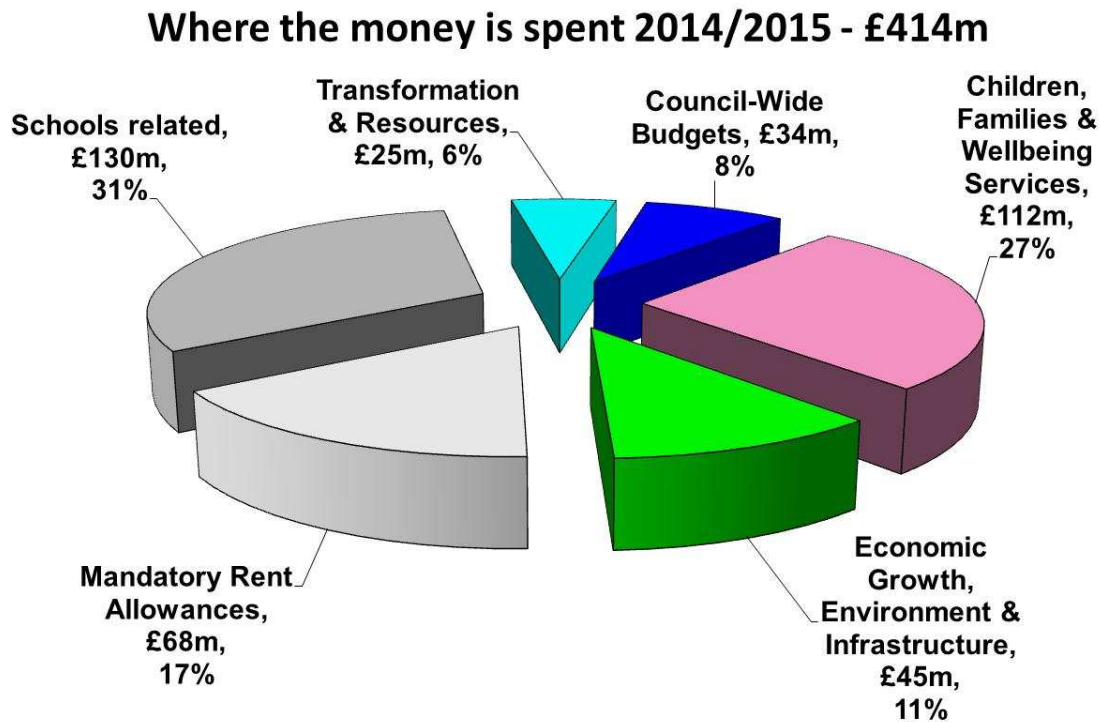
Final decisions will be made in early 2015 when feedback from the various consultations has been evaluated.

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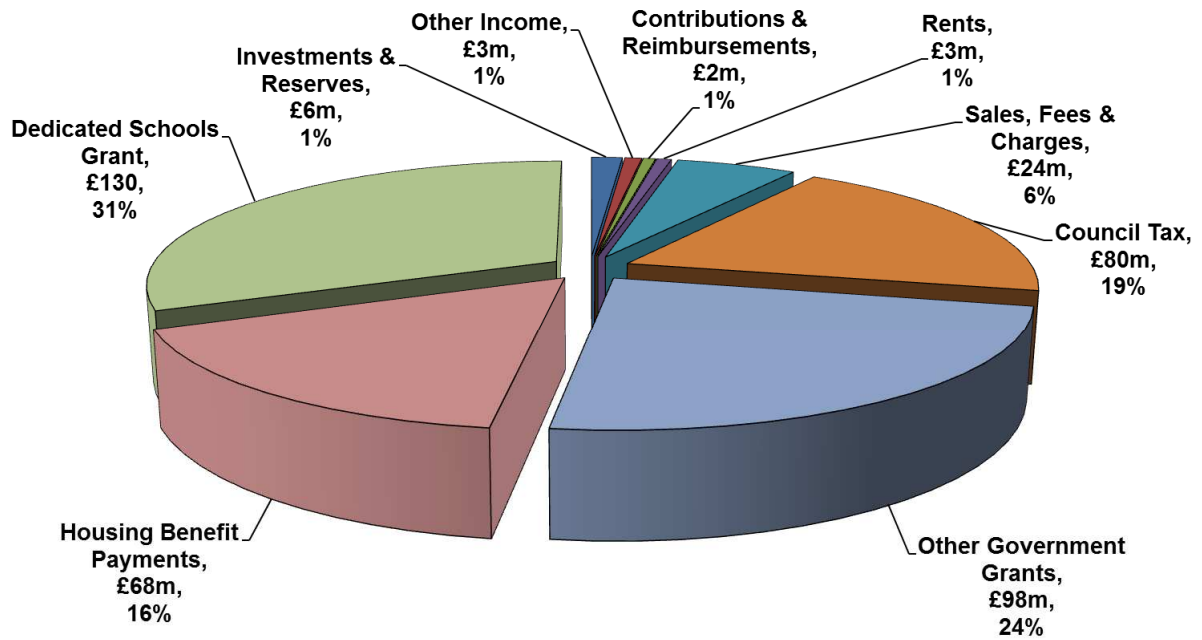
1. FINANCIAL BACKGROUND

The Council's Gross Revenue Budget



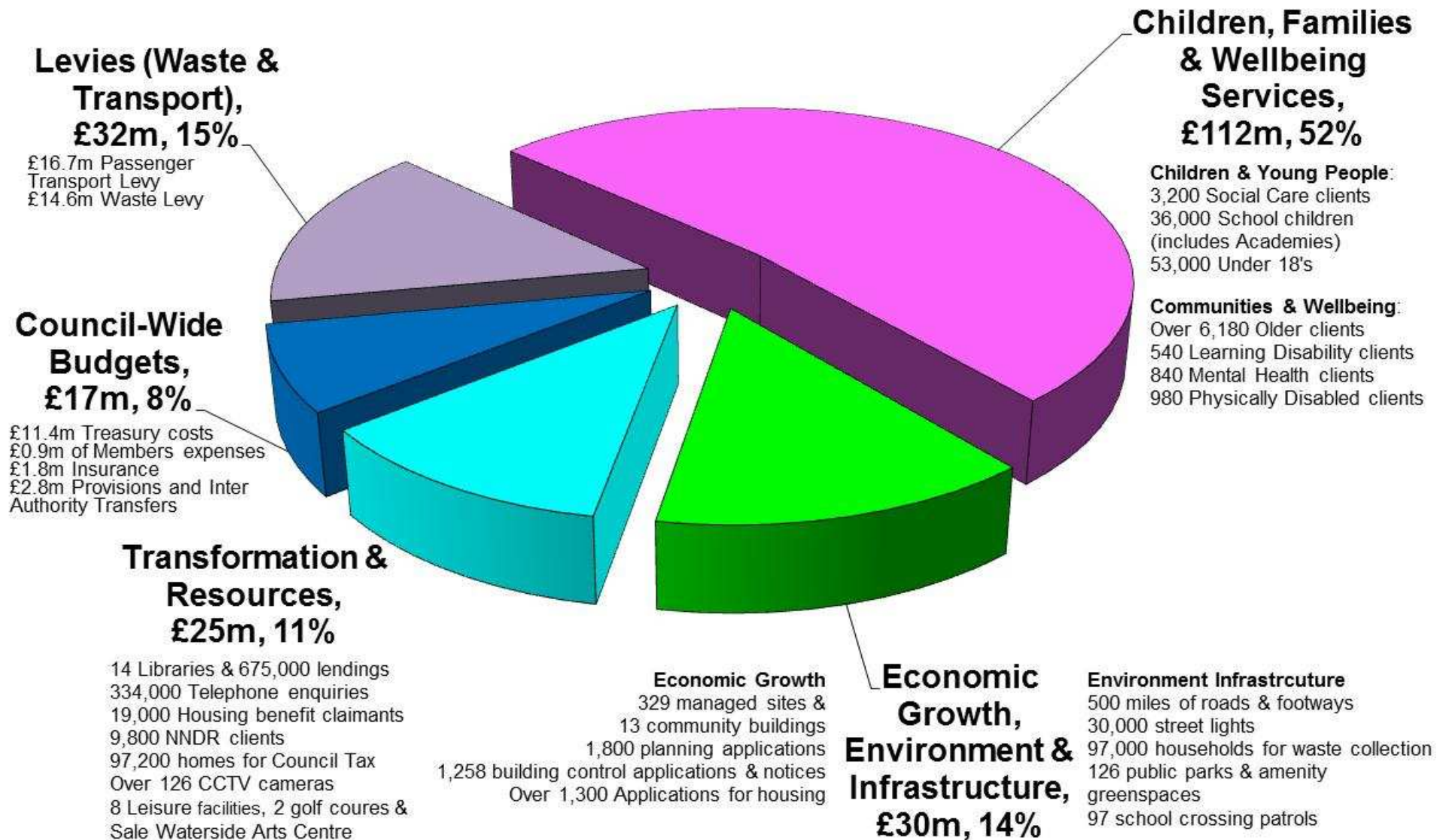
- 1.1 The Council's gross budget, or total revenue planned expenditure, for 2014/15 is £414m. The extent of total Council expenditure is dictated by the amount of income or funding it receives, either by way of redistributed central taxation from the Government in the form of general or specific grants, local taxation in terms of Council Tax and retained Business Rates, or smaller sources such as fees, charges, rents and investments.

Council Income Sources 2014/15 - £414m



1.2 Not all services are funded in the same proportions from the various funding sources. In particular, school related expenditure is funded entirely from Government specific grants which cannot be used for any other purpose. The Government therefore dictates entirely the overall expenditure in this area. Similarly, the Council is reimbursed by the Government for housing benefit expenditure through a subsidy mechanism. Out of the total planned spend, these two areas totalling £198m, are outside of the Council's deliberations for allocating resources.

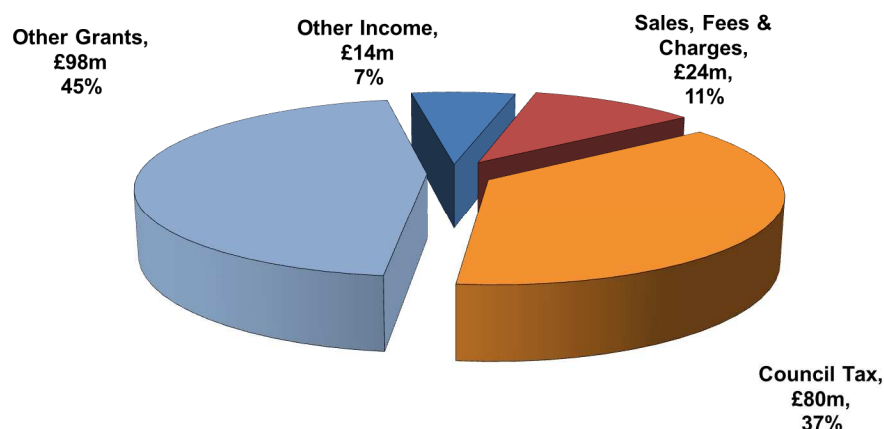
Gross Expenditure by Service 2014/15 - £216m



1.3 Excluding Schools and Housing Benefits, the gross expenditure for which the Council determines the distribution of resources is £216m. However, the extent by which the Council can determine resource distribution is not uniform across services and functions:

- Many services must be delivered to at least a mandatory minimum level and/or to those who meet the criteria. The Council is required to ensure that there are sufficient resources allocated to meet these forecasted demands. Services which the Council can choose to provide or not are known as discretionary services.
- Some expenditure is legally or contractually required based on prior decisions, such as the revenue consequences of borrowing to fund capital expenditure. There are also services, such as Waste Disposal and Passenger Transport, which are operated at a Greater Manchester level, and whilst the Council has a shared influence on these services it does not have overall control.

Council Income Sources 2014/15 - £216m



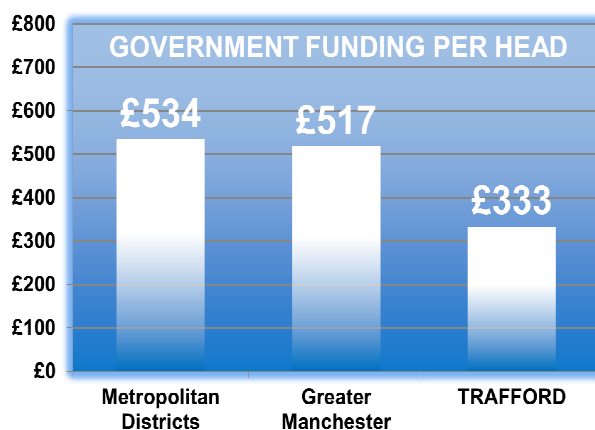
1.4 The proportion of this £216m of service expenditure funded by the Government is significant at £98m or 45%, and as a consequence budget decisions are sensitive to changes in Government funding. This is equally true whether you measure the budget on a gross or net basis. The net budget of £155m is 47% supported by £(73)m of Government base funding, and the remainder from local resources, primarily Council Tax.

Revenue Budget 2014/15 Gross to Net

Gross Expenditure	£414m	Schools DSG	£(130)m	
Government Grants	£(223)m	Housing Benefit	£(68)m	
Fees/Charges	£(24)m	Other	£(25)m	
Rents & Investments	£(5)m			
Contributions & Reserves	£(7)m			
Net Budget	£155m	Children, Families & Wellbeing	£82m	} Controllable Services £132m
Government based funding	£(73)m	Economic Growth, Environment & Infrastructure	£32m	
Council Tax	£(80)m	Transformation & Resources	£18m	
Reserves	£(2)m	Council Wide	£23m	
Funding	£(155)m			

- 1.5 For 2015/16 it is estimated that the Government will be withdrawing some £10.2m of funding either in terms of base funding or specific grants used to support the base budget. Ordinarily this may be viewed as £10.2m from a gross spend of £414m, however as demonstrated in the table above the controllable budget is £132m, of which £67m (51%) is related to care services.
- 1.6 Historically the Council has always been relatively low-funded by the Government, primarily due to two factors:
- A considerable amount of Government base funding and a number of specific grants have been distributed on relative deprivation, in particular on levels of benefit payments. Even though the Borough has two of the most deprived wards in the Country, as a whole it is not seen as deprived, and has received a much smaller share of deprivation led funding than many other authorities.
 - In determining the level of resources for a Council, the Government's previous funding mechanisms have assumed that Councils raise local funding based on a notional Council Tax charge. If the taxbase, or number of properties at Band D equivalency, is comparatively high, such as it is in Trafford, the Government would give less grant because the mechanism assumed the difference was raised locally. In 2002 and 2006 the Government notionally increased total resources for all Councils by simply increasing this notional rate of Council Tax, which caused even more funding to be distributed away from Trafford to other Councils.
 - The effect of these two factors is effectively locked in place in the current grant regime, to the on-going disadvantage of the Council.

1.7 Compared to the national average for similar types of authority, or to the average for Greater Manchester, Trafford is supported significantly less by the Government. This difference in support being in the region of £40.2m in 2014/15.

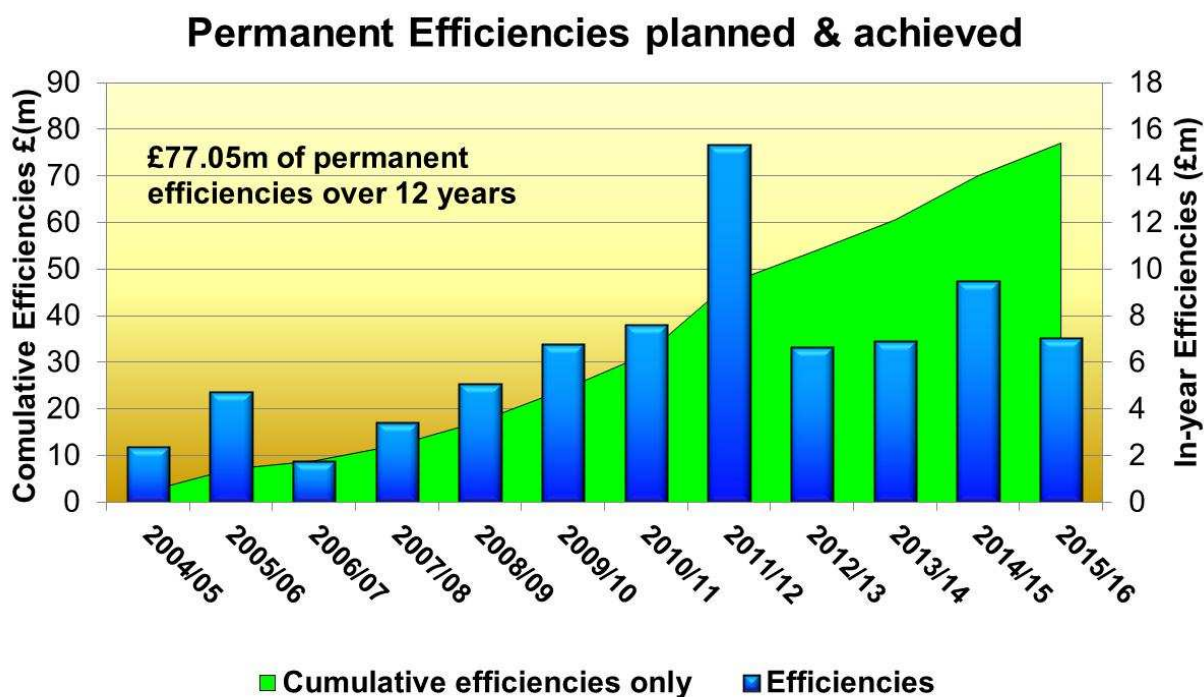


1.8 In addition, as Government funding is reduced as a consequence of austerity, the proportion of reduction has not been uniform across authorities with Trafford historically losing funding at a much faster rate than others in 2013/14.

Reduction in Start-up funding	2013/14	2014/15
Manchester	3.07%	10.33%
Salford	3.08%	10.06%
Average London Borough	3.24%	8.51%
Oldham	3.36%	10.19%
Average Metropolitan Districts	3.57%	10.08%
Bolton	3.65%	10.01%
Tameside	3.75%	10.10%
Average England	4.27%	9.41%
Average Unitary	4.31%	9.90%
Wigan	4.36%	10.11%
Rochdale	4.49%	9.89%
Stockport	5.44%	9.82%
Bury	5.53%	9.88%
Average County Councils	5.63%	9.52%
Trafford	6.34%	9.68%

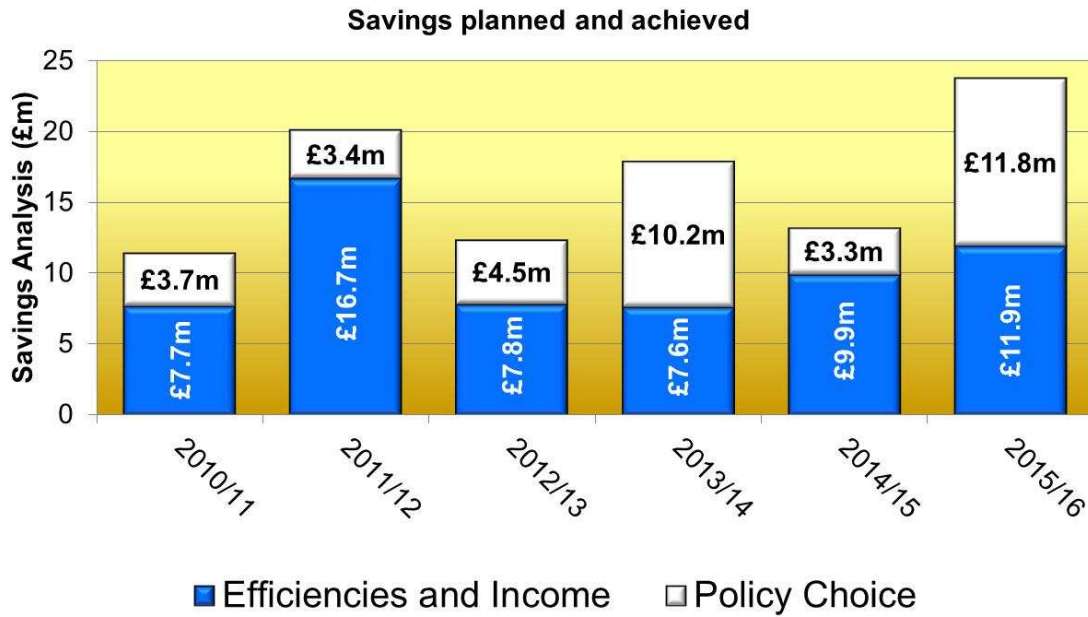
As calculated by DCLG.

- 1.9 In 2013/14, Trafford's funding reduced at a greater rate than any of the other nine Metropolitan Districts in Greater Manchester, and also greater than the average in the Country. This compounded an already relatively low funding base even further. The rate of loss in 2014/15 compared with other Metropolitan councils had been only partially remedied, however Trafford still compares proportionately worse than the average English Authority.
- 1.10 To live within the resources available to the Council, the need for savings has always been a feature of the Council's budget over the last ten years. Since 2004/05, the Council has approved £(70.03)m of efficiencies, and a further £(7.02)m is proposed for 2015/16. Together, this £(77.05)m is equivalent to 96.9% of the current Council Tax.
- 1.11 The level of efficiencies and the introduction of such tools as 3 year financial planning and the policies outlined in the medium term financial strategy has assisted the Council in meeting successive budget challenges.



- 1.12 In 2010/11 the newly elected Coalition Government introduced the first austerity budget with an emergency budget in July of that year. The traditional budget challenges of low funding and higher demands from inflation and growth in social services, have been made more difficult since then as Government funding has been withdrawn.
- 1.13 To meet this new challenge the Council has invested in dedicated internal capacity in terms of procurement, change and project management, and introduced a number of austerity measures.

1.14 Over the six years of austerity the Government will have withdrawn some £38.7m of funding, equivalent to around 49% of current Council Tax. This pressure is in addition to inflation, increases in client numbers and need, and the increasing cost of waste and transport levies. However, longer term planning and investment in dedicated capacity has enabled the Council to identify efficiencies and new income to avoid 63% of this total pressure from affecting front line services.



2. BUDGET DEFICIT

Resource Availability

2.1 Government Funding

The Government's Spending Round for 2015/16 indicated a reduction in departmental spending budgets of 2.7%. This ranged from an increase of 0.1% for the health sector with the brunt of the reductions felt by local government at 10%.

For 2015/16 it is estimated that the Government will withdraw £10.2m, or 10.4%, of support to the Council (details can be found at Annex A). This places an immediate pressure on the Council to reduce expenditure.

2.2 Council Tax

The Government has in recent years established a 2% limit on raising Council Tax before a referendum must be called. However, if a Council does not raise Council Tax the Government has offered additional funding worth an equivalent of a 1% increase in Council Tax (calculated on a historical and slightly higher basis than the 2%). The Council is therefore left with a difficult choice of either placing a burden on residents of £1.6m, or accepting additional Government support of £(0.9)m.

2.3 Increasing the Council Tax above the Government set threshold would require a referendum to be held. Should the result not be in favour of a higher Council Tax, there would be a delay in implementing a consequent savings programme requiring the additional use of reserves. Council Tax is outlined in more detail at Annex D, and for planning purposes these draft budget proposals are based on a freeze for the fifth year in succession.

2.4 A small increase in our Council Tax Base of 0.5% to represent a forecast in the growth in the number of houses has been built into the on-going budget funding, this represents an increase of £(0.4)m. Further, the successful implementation of the Council Tax Support Scheme, which replaced Council Tax Benefit on 1 April 2013, together with a decrease in single person discounts, has provided for a surplus on the Collection Fund. A contribution from the surplus of £(0.3)m was built into the 2014/15 budget and it is assumed this will continue into 2015/16.

2.5 Business Rates

The Government's Business Rates Retention scheme, introduced in 2013/14 is intended to encourage Councils to increase business activity in their area such that they can share to a limited extent in the economic growth. There are many uncertainties with regard to this scheme for Trafford, and how it works and the associated risks are outlined at Annex C. For planning purposes the Executive is not making any reliance on the scheme providing additional resources at this stage.

2.6 Trading

Broadly speaking, the Council cannot trade and neither can it place over-reliance on fees or charges for services it has a mandatory duty to provide.

This can limit a service to the extent it can be paid for, and limit other services as surpluses cannot be used and/or generated to resource them. The economic climate has also had a considerable effect on available income. The level of fees and charges has been considered carefully, and the limited increase reflects a wide range of issues such as the economy, competition, access to services and residents' ability to pay.

The Council can establish companies that can trade, and that can return profits to the Council to assist with funding other services. Such trading opportunities are being actively considered, but as yet do not form part of the budget proposals.

2.7 Use of Reserves

It has been one of the Council's policies of the Medium Term Financial Strategy to reduce and/or keep low the use of reserves supporting long term budgetary expenditure, using reserves instead to finance one-off or short term service investments. Due to the good budgetary performance of the Council, this had allowed a sizeable margin to accumulate above the minimum £6m in the General Reserve. A total of £2.0m of General Reserve was utilised in 2014/15 to fund the budget, however as this contribution is one-off, it cannot be relied upon and its removal has resulted in a further funding pressure of £2.0m. No contribution from General Reserve has been assumed in the 2015/16 draft budget.

2.8 Other Income

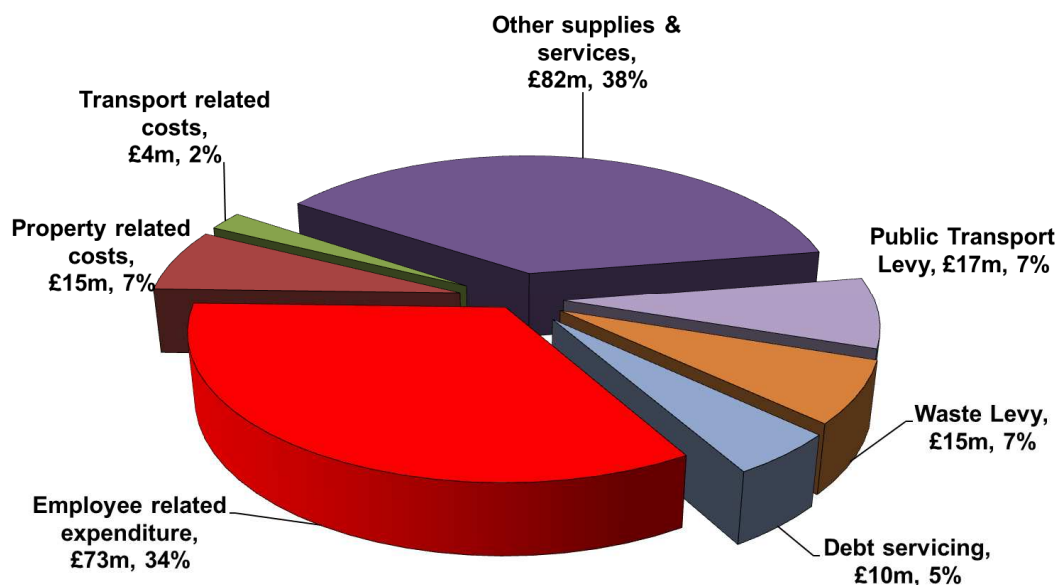
Other sources of income, such as rents from leased property, or income from the investment of cash surpluses have also been suppressed by the economic climate. The Bank of England base rate being held at 0.5% has significantly reduced investment income and as a temporary measure the Council has adopted the policy of using internal cash balances to avoid taking up new debt at 4.5-5.0%. This will be kept under review as a modest rise in short term interest rates is now widely predicted.

2.9 Resources Summary

In summary, the Government is significantly reducing its support to the Council for a sixth year, and regulatory restrictions and the current economic climate restrict other income opportunities. Council Tax is primarily the main route to increasing sustainable resources, however, increases above a set threshold (2% in 2014/15 but figure not known for 2015/16) are subject to a referendum whilst the Government will provide an equivalent 1% to those Councils who do not raise their Council Tax.

Budget Pressures

Gross Expenditure by Category 2014/15 - £216m



The Council's costs of operation increase year on year, primarily due to inflation, but also due to demand changes in mandatory services such as social care services. The following lists a summary of the estimated increase in costs, and more detail is provided at Annex B:

2.10 Inflation

Inflation has started to fall in recent months and our budget assumptions have been adjusted downwards to reflect this; however it remains a considerable pressure and a total provision of £2.0m has been made in the draft budget.

2.11 Increase in Demand

Increased demand across all client groups for social care is expected to require additional service investment of £8.5m in order for the Council to meet its legal obligations. This figure includes £6.5m identified earlier in 2014 as a result of a significant under reporting of the Council's financial position in adult services.

2.12 Levies and Third Party Payments

The cost of Levies, particularly Waste Disposal delivered by the Greater Manchester Waste Disposal Authority on the Council's behalf, is expected to increase by 2.5% or £0.3m. The other major levy is for Public Transport services, such as subsidised bus services and concessionary fares, and it is expected that the Greater Manchester Combined Authority will set a £nil increase for 2015/16.

2.13 Pay and Pensions

A provision of £1.2m has been made for pay and pension increases. The main relevant unions have recently requested a minimum increase of £1.00 an hour for low paid staff to achieve the living wage and the same flat rate increase on all other scale points which equates to an increase of 7% on the total salary budget. The Chancellor has announced that public pay awards should be no more than an average of 1% until 2017/18. For planning purposes the Council has assumed a national pay award of 1% for 2015/16. For information the 2014 pay award has not yet been settled; the 2014/15 budget assumes an award of 1% will be implemented.

2.14 Prior Year Savings

As part of on-going monitoring the CFW and EGEI Directorates have identified £0.585m of 2014/15 savings targets which are unlikely to be realised. These savings have been carried forward into the 2015/16 budget as an expenditure pressure.

2.15 Other Pressures

A reduction in debt costs in 2015/16 reflecting repayment of maturing debt and additional investment income has generated savings of £(0.8)m, along with other minor movements accounting for the remaining £0.2m of the total expenditure pressure of £12.5m.

Budget Deficit Summary

- 2.16 The current forecast of the gross budget deficit, or gap, of £24.3m is summarised in the table below. It is planned to balance the budget by a number of savings measures.

2015/16 Budget	2015/16 Draft Budget (£m)	
Expenditure Pressures	11.9	
2014/15 Savings Targets not achieved	0.6	
Total Budget Pressures	12.5	
Government Funding Reduction	10.2	
One off Contribution - General Reserve 14/15	2.0	
Increase in Council Tax Base	(0.4)	
Total Resource Pressures	11.8	
Total Budget Deficit	24.3	

- 2.17 In the expectation of the difficulty of the task, detailed planning for the 2015/16 budget has enabled the Executive to identify efficiencies and additional income in the sum of £(12.0)m which will meet nearly half of the budget

deficit, a further £(11.7)m will be met through policy choice decisions, leaving a balance of £0.6m still to be identified.

- 2.18 A summary of pressures and draft savings can be found in Section 3 and in the subjective and objective analyses at Annexes E & F.
- 2.19 The specific savings proposals are listed and discussed in more detail within the service narratives which can be found at Annexes G to J. Detailed Schedules of Savings for each service area can be found on the following pages
- Children, Families and Wellbeing – Pages 50 to 73
 - Economic Growth, Environment and Infrastructure – Pages 74 to 79
 - Transformation and Resources – Pages 80 to 89
 - Council Wide – Page 90 to 94

3. PROPOSED DRAFT REVENUE BUDGET 2015/16

3.1 The following table summarises at Directorate level, and then by Executive Portfolio, the year-on-year movement between the 2014/15 budget and the 2015/16 draft budget, greater detail can be found at Annexes E and F:

2015/16 draft summary budget, compared to 2014/15	2014/15 Budget (£000's)	Move-ment (£000's)	2015/16 Draft Budget (£000's)	Change (%)
Children, Families & Wellbeing:				
Schools - DSG	0	0	0	0.0%
Children & Families	30,979	(2,966)	28,013	(9.6)%
Adult Social Services	50,367	(3,742)	46,625	(7.4)%
Public Health	(868)	0	(868)	0.0%
Total	80,478	(6,708)	73,770	(8.3)%
Economic Growth, Environment & Infrastructure:				
Technical & Environment Services	31,254	(1,385)	29,869	(4.4)%
Operational Services for Education (Catering, cleaning & transport)	(72)	124	52	171.5%
Growth & Regulatory Services	2,087	(70)	2,017	(3.4)%
Total	33,269	(1,331)	31,938	(4.0)%
Transformation & Resources	10,846	(1,442)	9,404	(13.3)%
Communities & Partnerships	3,186	(489)	2,697	(15.3)%
Finance Services	3,614	(266)	3,348	(7.4)%
Council-wide budgets	23,159	17	23,176	0.1%
Total Net Budget	154,552	(10,219)	144,333	(6.6)%

3.2 Proposals include for some £(23.7)m of efficiencies, new income, and policy choices:

- £(2.250)m through the establishment of our Joint Venture Contract for a range of environment, highways and property services; in addition a further £(0.086)m is proposed through a management restructure which merges 2 directorates into one.

- Our Reshaping Trafford Council Programme will save £(1.876)m by refining the new structure for central support services with resilience to support the business, commercial opportunities and new partners.
- £(0.026)m increased income by Waterside Arts Centre and £(0.135)m from the Music, Governor and Education Psychology Services.
- A target of £(0.700)m from a review of our library provision.
- £(0.451)m from reviewing our contract arrangements with Trafford Leisure Trust.

Over the next 2 years, Trafford Council will continue to develop an integrated, all age health, education and social care service, exploring new delivery models. The following savings in 2015/16 will support this activity:

- £(2.239)m by establishing alternative delivery options for the Reablement Service, learning disability services, day support services and Telecare.
- £(1.330)m by establishing a new delivery model for integrated education, health and care commissioning and service delivery on an all age basis.
- £(2.716)m from the review and renegotiation of care contract costs.
- £(2.450)m from the review of care package offers and a policy change in the way we meet eligible needs.
- £(3.850)m from the review of Early Years, Youth Service, Connexions, Education Welfare, Youth Offending Services and Children's Centre provision.
- £(0.100)m by increasing personal budgets across children and young people with special educational needs.
- £(0.300)m by remodelling Home to School Transport services.
- £(4.288)m contribution from the Clinical Commissioning Group to Trafford Council for the delivery of the Better Care Fund programme, plus negotiated use of the Better Care Fund to support current spend under the Health & Social Care Act requirements.

There are additional savings proposals, outlined below which will help the Council to deliver services within the funding available to us:

- £(0.231)m through a review of parking charges.
- £(0.145)m from rationalising Schools Crossing Patrol.
- £(0.093)m charges for allotments and other fees and charges.

- £(0.442)m of other savings achieved by management of inflationary pressures, discretionary business rate provision now accounted for within the Collection Fund and a reduction in the cost of Members' Allowances.

In addition to the above savings, our proposals allow for investment in priority service areas, namely :

- in particular, an investment of £7.9m in Adult Social Care and £0.6m in Children's Social Care to meet the expectations of increasing service demands,
- Investment of £0.073m revenue and £0.150m capital expenditure on plans to reduce litter, fly tipping and improve recycling by targeting areas of the borough.
- The provision of a free school meal for every infant pupil (key stage1), funded by an additional specific grant approximately £2.84m in 2015/16.
- The Council Tax will remain frozen at the 2010/11 rate, keeping it the lowest in the North West.

Impact on Staff

- 3.3 Employee costs form a large proportion of the Council's expenditure; it is therefore inevitable that savings will have an impact on staff. In 2015/16, the Reshaping Trafford programme will 're-shape' our services to enable us to adapt to the increasing financial pressures and demands through a mixed economy of service delivery models. This will mean working collaboratively with partners and residents with the aim of protecting employment across the borough. There will, however, still be an impact on the number of budgeted jobs within the Council.
- 3.4 Almost 60% of the estimated staffing reductions are in management and back-office posts. It should be noted that a number of savings proposals have yet to be fully developed in some services, therefore, as a result of consultation, this figure may change.
- 3.5 The draft budget proposals which relate to staffing changes currently equate to an estimated reduction of 168.5 fte (full time equivalent) posts across all service areas. In terms of headcount, after taking in to account currently known vacancies, some 199 staff, representing 6.58% of the workforce are at risk of redundancy.

Staffing type	Post reduction in fte	Proportion or percentage	Headcount reduction	Percentage of total workforce
Management	29	17.21%	24	0.79%
Back office/Other	69.6	41.31%	68	2.25%
Front line	69.9	41.48%	107	3.54%
Total	168.5	100%	199	6.58%

- 3.6 During the consultation period, the Council will strive to minimise the number of redundancies and support employees by:
- continuing to operate robust vacancy management systems;
 - operating a centrally managed redeployment process;
 - considering options for voluntary redundancy or early retirement where these are cost effective and operationally viable;
 - considering secondment and temporary project assignment opportunities where appropriate;
 - considering options for other employees to take voluntary redundancy or early retirement to enable a redeployment opportunity for displaced staff, where this is cost-effective and operationally viable;
 - providing an employee assistance and outplacement support programme for staff at all levels.
- 3.7 In line with statutory requirements, the Council has issued a Section 188 notice to the recognised trade unions which will mark the commencement of a minimum 45 day consultation period.
- 3.8 It is anticipated that consultation will end in December 2014, with any notices of redundancy being issued thereafter, to enable full year savings to be achieved in 2015/16, where appropriate.

4. SCHOOLS FUNDING & BUDGETS 2015/16

Background

- 4.1 Schools are funded from ring fenced grants, the most notable of which is the Dedicated Schools Grant or DSG. This funding cannot be used for any other Council function, and essentially schools operate within their own fund with any under or over expenditures being taken forward into future years. DSG can be divided into three main areas:
- Mainstream block; approximately £139m for the Borough of Trafford which essentially funds schools' budgets. This includes approximately £56m for academies which is determined by the Local Schools Funding Forum and Council but paid to the Education Funding Agency (EFA).
 - High Needs block; approximately £23m which primarily supports Special Educational Needs expenditure. This includes £10m to fund Trafford Special Schools.
 - Early Years block; approximately £12m, which funds educational provision for 2 to 5 year olds in both LEA Schools and Private, Voluntary and Independent (PVI) settings.

- 4.2 The DSG is apportioned between authorities largely based on pupil numbers and historical out of date formulae. The final grant level for 2015/16 will not be finalised until December when the schools census data has been collated.
- 4.3 Locally, the schools funding forum, which comprises of representatives from Primary, Secondary and Special Schools, will make recommendations to the Council on how much funding should be allocated to the three blocks (see para. 4.1) and also the formula that should be used to distribute monies to individual schools.

Government Funding

DSG

- 4.4 Whilst distribution to Trafford is dependent upon the census count of pupil numbers, the national control total for schools funding is expected to be a £nil increase in 2015/16. Trafford is one of the lowest funded local authorities in the country and pressure is being put on the Government to introduce a more transparent method of distributing funding. Trafford is an active member of the f40 group which is campaigning vigorously for this change. The existing distribution is merely based upon historical spend plus data which no longer has any rationale, as recognised by the Department for Education. (DfE)
- 4.5 The Government did promise a wide radical consultation on school funding to be launched in January 2014. This did not occur but additional funding designed to partly address the problem was announced in July 2014. The national pot for this purpose was £380m of which Trafford will receive only £100k in comparison to Salford (which is higher funded than Trafford) which will receive an additional £3.1m.

Pupil Premium Grant (PPG)

- 4.6 In 2015/16 maintained schools (i.e. excluding academies) are expected to receive £5.4m in PPG. This is £1,300 per eligible Primary pupil and £900 for eligible Secondary pupil. This money is designed to bridge the attainment gap for pupils who are in receipt of free school meals.
- 4.7 There is an additional PPG grant for children in care of £456k which is initially held centrally and allocated to schools on the basis of their needs via personal education plans. There is also a PPG which is allocated to schools on the basis of pupils who are or have been in care. This amounts to £1,900 per pupil and totals £240k.

Universal Infant Free School Meals (UIFSM)

- 4.8 From September 2014 every infant (key stage1) pupil is entitled to a free school meal. This is funded by an additional specific grant amounting to £2.30 per pupil and will total approximately £2.84m in 2015/16 (including academies).

6th Form Funding

- 4.9 There are two schools with 6th forms that are not academies and their sixth form funding comes via the Education Funding Agency and amounts to £1.286m. Sixth form funding for schools is reducing in line with that given to 6th form colleges and is therefore a pressure on all schools which have 6th forms.

Local Funding Distribution

- 4.10 Distributing funding across schools, recognising deprivation and special educational needs (SEN) factors, has become increasingly difficult at a time of no growth in resource availability. There are schools who do not receive any additional deprivation or SEN monies who find it difficult to set sustainable balanced budgets to cover basic needs.
- 4.11 Schools are protected by a nationally set Minimum Funding Guarantee (MFG). This is set at -1.5% per pupil for 2015/16. This means that a school's budget cannot fall by more than 1.5% per pupil from the previous year, regardless of any formula changes that are made.
- 4.12 The Forum has recognised that secondary schools are relatively well funded as compared to primary schools. There are no specific proposals to address this because of lack of additional funding and the impact the MFG has on formula changes.
- 4.13 Early Years funding is distributed by the Early Years Single Funding Formula (EYSFF), which is currently under review.

Pressures on schools

- 4.14 Schools are required to meet all inflationary increases out of their delegated budgets, namely:
- pay awards of 1% or higher.
 - increased pension contributions.
 - inflation at a prevailing average, forecasted to be 1.9%, but with heating and lighting costs expected to be in excess of this.
 - Reduction in 6th form funding.
- 4.15 The f40 Group have calculated that a typical secondary school would require an additional £350k to meet additional cost pressures from 2016/17. This is equivalent to ten teachers, however is far more significant to schools such as those in Trafford, which are relatively low funded.
- 4.16 As a consequence of funding pressures on the non-schools areas of the budget, some Educational Support Services are either being reduced or moving into a buy-back or trading service, with the intent that schools will pay for those services in future. With limited funding, schools will be forced to

make choices between continuing these services, other buy-back services and their own core budgets.

- 4.17 Some schools have reserves they can call on, and the Council will work closely with any maintained school that is experiencing financial difficulty to draw up a recovery plan. Short term loans are available based upon a balanced recovery plan, and there is a centrally held organisational change provision to assist with reorganisation.

5. Risks and Reserves

Robust Budgeting

- 5.1 The law requires that the Council sets a robust budget, which is sufficient to meet its legal obligations, and then its aspirations. This requires for all plans to be costed, forecasts and estimates to be checked for reasonableness, and risks to be assessed across the many varied services the Council provides. This also includes an assessment for emergencies, severe weather and other service and strategic risks.
- 5.2 Robustness does not guarantee that all possible eventualities are identified, or that all budget estimates are exact. Actual income and expenditure is likely to vary from the established budgets, but in the round these will compensate, and the approved budget need only be sufficient to meet overall expenditure requirements.
- 5.3 The Council's Chief Finance Officer will take all matters and issues into consideration and determine within the round, a reasonable assessment based on experience of whether the budget is sufficient and that the Council establishes a minimum reserve level to ensure that the Council can meet its obligations.
- 5.4 At the time of writing the draft revenue budget the following particular issues or risks are identified, however, this does not preclude currently unknown issues coming to light during the consultation period:
- Local Government Finance Settlement; the draft proposals rely heavily on an estimated funding provision from the Government which is based on information issued at the time of the settlement, and updated as a consequence of the consultation exercise in July. It is possible that the Government could make changes to control totals, distribution methods, and whether money is distributed through basic funding or specific grant. Relatively small changes at a national level can cause significant changes in funding locally. Actual Government support will not be confirmed until the Local Government Finance Settlement, expected in early December 2014.
 - Demography; the forecasting of client numbers and costs in adults and children's services is under constant review. A significant under reporting of expenditure took place during last year's budget monitoring which meant insufficient resources were allocated for Adult Social Care in 2014/15. This is being considered in 2015/16 with the inclusion of an

additional £7.9m. Nevertheless there is a constant risk that demand can outstrip resources. Steps have been taken to control demand, however it should be noted that this is an on-going risk and work is being undertaken to identify to what extent costs can continue to be mitigated.

- The Government's Business Rates Retention scheme, introduced in 2013/14 is intended to encourage Councils to increase business activity in their area such that they can share to a limited extent in the economic growth. There are many uncertainties with regard to this scheme for Trafford, and how it works and the associated risks are outlined at Annex C.

It is possible that growth may be achieved in 2015/16, however, business rates can be volatile and estimating them is inherently difficult, due to external factors beyond the Council's control, for example the timing of new growth, impact of empty property reliefs and cost of business rate appeals. Due to this volatility and coupled with the fact that all rateable values are to be reviewed shortly by the Valuation Office Agency, with a new Revaluation List applying from 1 April 2017, any additional income which does arise will be treated as temporary, one off, support to the budget rather than being baselined.

- The draft savings proposals for 2015/16 represent the largest programme of cost reductions in the Council's history. This is on the back of recent past savings programmes amounting to £75m. We are now experiencing that savings are taking longer to identify and be implemented from a reduced managerial workforce. These factors represent risks in terms of the certainty that the measures will deliver the numbers forecasted and the capacity of managers to implement all changes.
- The Government's Care Act, will place significant changes in Adult Social Care setting out a framework of joint working between Health and Social Services. The impact of the changes are still in the process of being developed and a degree of risk remains in the associated cost implications.
- Following a recent Supreme Court ruling that all people who lack the capacity to make decisions about their care and residence and, are under the responsibility of the state, and lack the option to leave their care setting are effectively deprived of their liberty. The ruling has resulted in a considerable increase in the number of Deprivation of Liberty (DoL) applications across the country, resulting in increased workload and additional costs. The caseload in Trafford is currently being absorbed within existing resources. It is too early to estimate the financial impact or whether additional resources will be made available to cope with the increase.
- During 2013/14 the Council assumed responsibility for Public Health, which was previously provided by the NHS. A further transfer of responsibility for the public health of 0 to 5 year olds has recently been announced, however full details and associated cost implications are not

yet available. A neutral position has been assumed in the current budget proposals.

- School buy-back; Academy status can have an impact on whether a given school buys back a range of services the Council provides on a trading basis, most notably would be insurance which cannot be provided by the Council to an academy. In addition, the contract renewal for schools trading services has moved to an academic year, and the level of budget assumed buy back could change in September. Due to the stepped nature of costs it may not be possible to reduce costs commensurate with any reduction in income.
- Partner expenditure plans; The Council is reviewing carefully the impact of budget proposals on residents and businesses. The changing expenditure plans of partners may however have unexpected consequences and impact which would cause the Council to review its own plans.

Reserves

- 5.5 Reserves are set aside so that future plans can be afforded or to avoid infrequent or emergency expenditure impacting on the 'normal operational budget'. It is a legal requirement to set aside provisions, and a minimum level of generally available reserve, and it is best practice to ensure that there are other sufficient reserves available to meet further needs to ensure an achievable and sustainable budget.
- 5.6 The final Executive budget proposals submitted to Council in February 2015 will be accompanied by an assessment of reserves and a statement of the robustness of the budget by the Council's Chief Finance Officer. As part of the exercise the appropriateness of all reserves levels will be assessed at that time.

6. Consultation and Next Steps

- 6.1 The draft 2015/16 Budget proposals of 20 October 2014 is supplemented by the Reshaping Trafford Council Blueprint document, which sets out how the Council will be changing to manage the fiscal challenges in the coming years.
- 6.2 Formal staff consultation on the proposals begins on 10 October 2014, and public and stakeholder consultation will start on 21 October 2014. Both will conclude on 12 December 2014. However, there will be an extended consultation for the proposals on our libraries, with phase 1 running from October to December 2014 and phase 2 running from January to March 2015.
- 6.3 The proposals contained for £(23.7)m are thematically grouped as follows:
- Increase local resilience.
 - Generate profit to be re invested in front line services.
 - Manage demand on services through focussing on prevention.
 - Deliver good quality services within the funding available to us.

Details of the public and stakeholder consultation are available on the Council's web site on the 2015/16 Budget pages. There will also be a review of this report and its proposals by the Council's Scrutiny Committee.

Detailed planning work on some proposals is also taking place, as well as negotiations with contractors and partners. The draft Local Government Finance Settlement is expected in December 2014, which will clarify the resource base of the Council for 2015/16.

- 6.4 All of the above will be brought together by the end of January 2015 where the Executive will make final changes to their draft proposals. These will then be approved at the Public Executive, and the final determination of the budget made at Budget Council, on 18 February 2015.

Decisions about the library proposals will be made by the Executive at the end of the extended consultation period.

Annexes to the Budget Report

GOVERNMENT FUNDING CHANGES

Annex A

Changes in government funding during 2015/16 has resulted in a £10.2m, or 10.4%, reduction to Trafford, equivalent to £43.76 per head of population of the borough. The changes in funding are detailed in the table below:

PRE-SETTLEMENT	Specific Grants (£000's)	Main Funding (£000's)	Total Change (£000's)
Funding ceasing			
KEEP Grant	60		60
Intensive Fostering	70		70
Assets of Community Value	8		8
Community Right to Challenge	9		9
Local Welfare Provision - Social Fund	554		554
New Burdens Council Tax Reform	114		114
Local Flood Grant	8		8
Council Tax Freeze Grant 2014/15 (moved to base)	899	(899)	0
Funding reducing			
Government base funding		9,356	9,356
Youth offending team	48		48
Staying in Care Grant	56		56
Social Care / NHS Integration Grant	3		3
Housing Benefit Administration	86		86
Council Tax Benefit Administration	13		13
Education Services Grant	900		900
Learning Disability and Health Reform		2	2
Council Tax Compensation Grant		1	1
Early Intervention Grant		533	533
Carbon Reduction Commitment Grant		75	75
Capitalisation Grant		95	95
Funding increasing			
Looked After Children	(41)		(41)
Returned New Homes Bonus	(104)		(104)
Public Health Reform	(373)		(373)
Sub-Total Existing Funding	2,310	9,163	11,473
New funding			
New Homes Bonus 2015/16 allocation	(425)		(425)
Council Tax freeze 2015/16	(899)		(899)
Total Funding Change	986	9,163	10,149

MEDIUM TERM FINANCIAL OUTLOOK - BASE BUDGET ASSUMPTIONS:

Base Budget Assumptions	2015/16
Service Expenditure	
Pay	1.0%
	£0.7m
Pension	0.8%
	£0.5m
Prices – General inflation (certain services have specific inflation, e.g. energy)	1.9%
	£2.3m
Demography : Young People	£0.6m
	Adults
Waste (GMWDA): Total Levy Increase	£0.34m
Transport (GMCA) Levy increase	0.0%
	£0.0m
Treasury Management & Funding	
Investment Rates	0.89%
Debt Rates	4.50%
Council Tax rate increase	0%
Council Tax base increase	0.50%
Freeze Grant 2015/16 @ 1.0%	£(0.9)m
Reduction in Start-up Funding (Public Health transfer 16/17)	12.6%
	£9.2m
Reduction in overall Government support	9.5%
	£9.3m

GOVERNMENT FUNDING BUSINESS RATES RETENTION SCHEME

Background

The business rates yield collected by a local authority is divided into a local share, a central share and the fire and rescue authority share. The central share is 50% of the business rates collected which will be paid over to government, the amount paid to the fire and rescue authority is 1%. The remaining 49% is the local share and represents the amount retained by the local authority.

On top of the 50% central share, authorities may also be required to make further payments to government out of their local share, including:

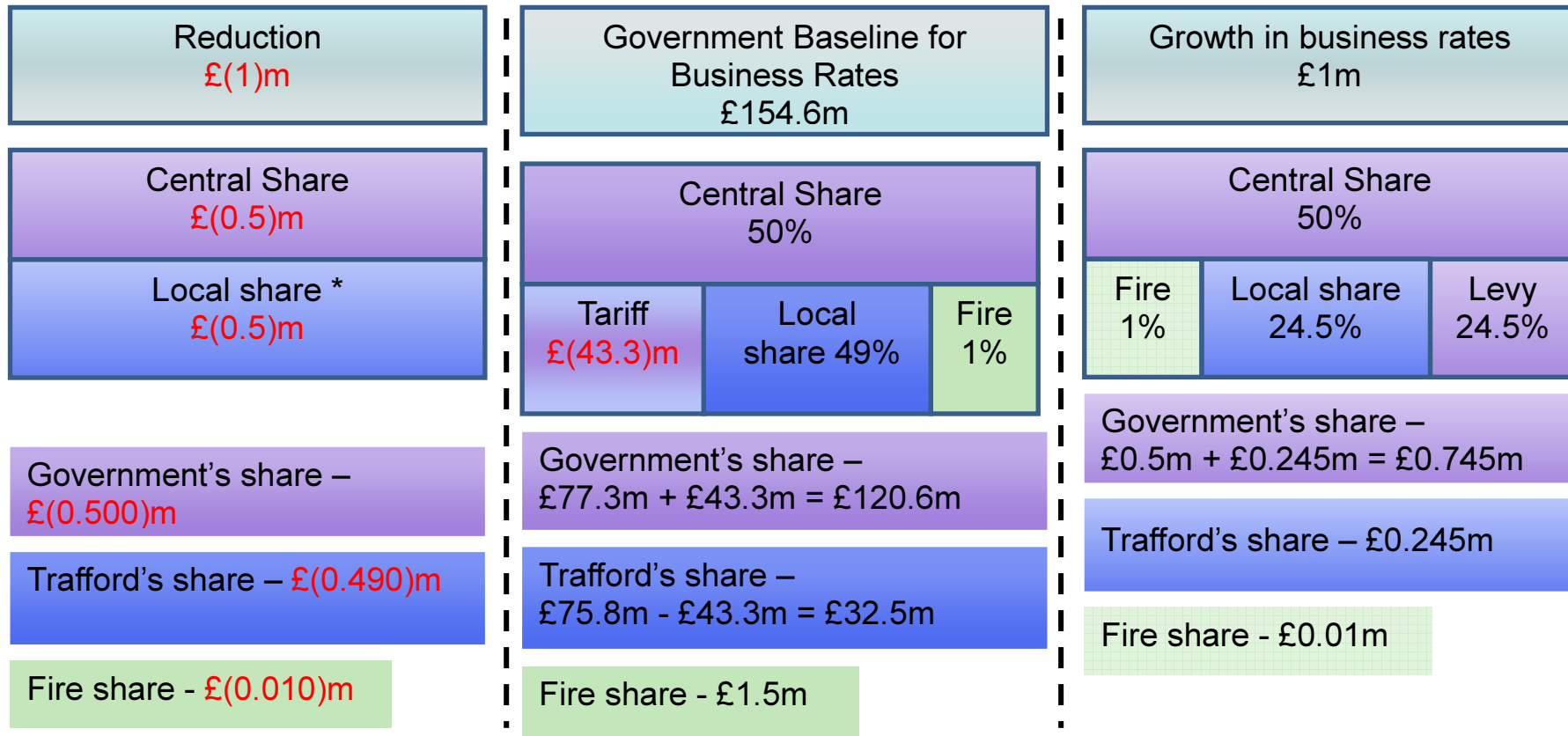
- **Tariff** – a local authority must pay a tariff if its individual authority business rate baseline is greater than its baseline funding level. Conversely, a local authority will receive a top-up if its baseline funding level is greater than its individual authority business rate baseline. Tariffs and top-ups will be fixed until the business rates retention system is reset but will be updated by RPI each year. Trafford is a tariff authority with a tariff of £43.3m and is the 6th highest contributor in the country and the highest outside of London.
- **Levy** – only tariff authorities pay a levy. A levy applies to all growth in retained business rates and the maximum rate will be 50% meaning that after the central share and levy payments the amount of growth retained will be 24.5%. The levy will be used to fund the safety net.

Authority	Tariff £m
Westminster	453.0
GLA	349.0
City of London	204.2
Camden	67.9
Hillingdon	59.1
Trafford	43.3

A level of protection has been built into the system to limit risk in the event of a decline in business rates; this is known as the safety net. The safety net threshold has been set at 7.5%, meaning an authority is guaranteed 92.5% of baseline funding. Trafford would need to fund the first £2.4m of any reduction in business rates before receiving any safety net payments.

The Government will redistribute the central share via the Revenue Support Grant.

The diagram below shows how the Government Baseline figure for Trafford is divided between the Government (tariff £43.3m plus central share £77.3m totalling £120.6m), Fire Authority (at 1% £1.5m) and the Council (remaining £32.5m). The diagram also shows how a notional £1m additional business rates collection above threshold would be divided between Government, Fire & Rescue Authority and the Council.



- Maximum loss £(2.4)m due to a 'Safety Net' in the mechanism of 7.5% of baseline

Forecasting

Prior to the introduction of the business rates retention scheme there was no requirement to forecast income at a local level. This was because all rates collected were paid over to the Government; these were redistributed nationally on a per capita basis. Forecasting the level of income is difficult due to:

- The recent economic climate and the unsettled economy. This has resulted in business rate income being volatile ;
- The unpredictable level of business rates that are subject to appeal, although in 2013/14 the Council set aside some money to pay for the cost of successful appeals

Appeals

A major risk of forecasting is caused by the level of outstanding business rate appeals and estimating the impact these appeals will have on the overall yield.

All appeals are assessed by the Valuation Office Agency (VOA) making it difficult for the Council to estimate something they cannot control.

At the end of 2013/14 £128m or 33% of total rateable value was subject to appeal. Coupled to this the rateable value of new appeals made in the first quarter of 2014/15 was £27m. The cost of the appeal can be back dated to the year of valuation, either 2010 or even 2005, and attracts interest. The cost of an appeal is therefore a function of rateable value, the level of success at appeal, multiplied by the number of years to the relevant valuation plus interest.

Current Position

A provision for outstanding appeals and appeals forecast to be received in 2014/15 to 2016/17 was created in the 2013/14 accounts. The impact of this was to create an overall deficit on the collection fund at the end of 2013/14 of £31.6m which will be shared by the Government, Fire and Rescue Authority and the Council. The Council's share was £15.5m, of which the cost to the Council was £2.4m, financed from general reserve, with the remainder funded through the Government safety net. As a consequence the Council will be in a better position of coping with the uncertainties of appeals settled in 2014/15 and subsequent years.

At this stage we are awaiting updated information from the VOA on the level of outstanding appeals and once received we will carry out an assessment of our position.

COUNCIL TAX

In 2014/15 Trafford Council froze its Council Tax for the fourth consecutive year at £1,105.23 per Band D property (excluding Police and Fire), attracting a Council Tax Freeze grant of £(0.9)m.

In addition, the Fire and Rescue Authority for Greater Manchester maintained its proportion of Council Tax at the same levels as 2013/14, whilst the Greater Manchester Police and Crime Commission increased the relevant Council Tax rates during 2014/15. This increased the overall 'doorstep' Council Tax bill from £1,312.20 to £1,315.17 for a Band D property.

The table below shows that Trafford Council has the 19th lowest Council Tax across the country and the lowest Council Tax across the Greater Manchester Authorities.

Authority	2014/15	
	Average Council Tax excluding Parish Precepts, Including Fire & Police Precepts £	Rank
Westminster	677.01	1
Wandsworth	687.42	2
City of London	887.94	3
Hammersmith & Fulham	1,034.16	4
Kensington & Chelsea	1,081.58	5
Trafford	1,315.17	19
Manchester	1,382.21	45
Wigan	1,402.08	61
Tameside	1,419.61	76
Bolton	1,486.50	185
Bury	1,513.78	227
Salford	1,536.25	249
Rochdale	1,540.30	253
Oldham	1,602.89	297
Stockport	1,606.99	301

Since 2011/12 the Government has offered local authorities an incentive in the form of a grant for authorities to freeze Council Tax.

Whilst there has been a reward for freezing Council Tax levels, there have also been restrictions in place to ensure authorities do not introduce excessive Council Tax increases.

Since 2012/13, local authorities are required to hold a referendum if they wish to increase their relevant basic amount of council tax above a threshold set by the Secretary of State.

In 2012/13, the Government applied a referendum limit of 3.5% for council billing authorities (except the City of London, which had a limit of 3.75%), and 4% for fire and rescue authorities and police authorities. This referendum limit is applied to the 'relevant basic amount of council tax' which is the basic charge on a Band D property.

The referendum limit for 2013/14 and 2014/15 was 2%, this applied to district and unitary billing authorities; fire authorities; and police and crime commissioners.

No authority has held a referendum on its Council Tax rise since the introduction of the new rules three years ago.

Draft (base) Budget 2015/16 Subjective Analysis	CFW (£000's)	EGEI (£000's)	T&R (£000's)	Council- wide (£000's)	Total (£000's)
Budget Brought Forward	80,478	33,269	17,646	23,159	154,552
Net Inflation	1,646	1,105	474	14	3,239
Levies		343		33	376
Legislative; Grant / Service Transfers	(24)	0	320	838	1,134
Investment Interest (incl. airport dividend) & Tax				44	44
Debt Management				(811)	(811)
Demographic (Quantitative)	8,803	0	180	54	9,037
Governance / Compliance	275	0	(19)	100	356
Other Unavoidable Business Consequences	0	66	48	0	114
Total Pressures (excl. new investment)	10,700	1,514	1,003	272	13,489
Service Improvement/New Services	0	0	0	0	0
Total New Cost Pressures	10,700	1,514	1,003	272	13,489
Cashable Efficiencies	(4,278)	(2,336)	(201)	(152)	(6,967)
Terms & Conditions				(68)	(68)
New Income	(4,573)	(324)	(26)	0	(4,923)
Policy Choice	(8,557)	(185)	(2,973)	(35)	(11,750)
Total New Cost Reductions	(17,408)	(2,845)	(3,200)	(255)	(23,708)
Net Budgetary Effect of Proposals	(6,708)	(1,331)	(2,197)	17	(10,219)
Proposed Total budget for Year	73,770	31,938	15,449	23,176	144,333
	(8.3%)	(4.0%)	(12.5%)	0.1%	(6.6%)

Draft Revenue Budget Proposals Summary 2015/16: Net Controllable Expenditure by Service

Service	Revised Budget 2014/15 (£000's)	Growth / Pressures 2015/16 (£000's)	Efficiency & Income 2015/16 (£000's)	Policy Choice 2015/16 (£000's)	Proposed Budget 2015/16 (£000's)	Change (£000's)	Change %
Children, Families & Wellbeing							
<u>Children's Services - DSG</u>							
Dedicated Schools Grant:							
- Schools	93,097				93,097	0	0.0%
- Central	35,697				35,697	0	0.0%
	(128,794)				(128,794)	0	0.0%
sub total	0	0	0	0	0	0	0.0%
<u>Children's Services - Non DSG</u>							
Education Early Years' Services	6,694	174	(435)	(1,441)	4,992	(1,702)	(25.4)%
Children's Social Services	15,237	1,172	(100)	(180)	16,129	892	5.9%
Children with Complex & Additional Needs	1,936	191	(100)	0	2,027	91	4.7%
Commissioning	1,884	59	(100)	(15)	1,828	(56)	(3.0)%
Multi Agency Referral & Assessment Service (MARAS)	1,483	31		0	1,514	31	2.1%
Youth Service	1,395	49		(1,000)	444	(951)	(68.2)%
Youth Offending Service	356	7		(130)	233	(123)	(34.6)%
Children's Centres	1,994	62		(1,210)	846	(1,148)	(57.6)%
sub total	30,979	1,745	(735)	(3,976)	28,013	(2,966)	(9.6)%

Service	Revised Budget 2014/15 (£000's)	Growth / Pressures 2015/16 (£000's)	Efficiency & Income 2015/16 (£000's)	Policy Choice 2015/16 (£000's)	Proposed Budget 2015/16 (£000's)	Change (£000's)	Change %
Adult Social Services							
Older People	19,054	3,499	(4,790)	(1,915)	15,848	(3,206)	(16.8)%
Physical Disabilities	4,232	747	(116)	(336)	4,527	295	7.0%
Equipment & Adaptations	801	205	0	0	1,006	205	25.6%
Learning Disabilities	20,838	3,541	(3,210)	(1,728)	19,441	(1,397)	(6.7)%
Mental Health	2,953	696	0	(372)	3,277	324	11.0%
Other Adult Services	629	190	0	0	819	190	30.2%
Strategic & Support Services	889	102	0	0	991	102	11.5%
Adaptations	(55)	(16)	0	0	(71)	(16)	(29.1)%
Housing Services	620	16	0	(230)	406	(214)	(34.5)%
Community Services	222	10	0	0	232	10	4.5%
Equality & Diversity	184	(35)	0	0	149	(35)	(19.0)%
sub total	50,367	8,955	(8,116)	(4,581)	46,625	(3,742)	(7.4)%
Public Health							
Public Health	(868)				(868)	0	0.0%
sub total	(868)	0	0	0	(868)	0	0.0%
Total Children, Families & Wellbeing	80,478	10,700	(8,851)	(8,557)	73,770	(6,708)	(8.3)%

Service	Revised Budget 2014/15 (£000's)	Growth / Pressures 2015/16 (£000's)	Efficiency & Income 2015/16 (£000's)	Policy Choice 2015/16 (£000's)	Proposed Budget 2015/16 (£000's)	Change (£000's)	Change %
Economic Growth, Environment & Infrastructure							
Technical & Environment Services							
Highways & Network Management, incl. Traffic & Transportation	4,910	282		(40)	5,152	242	4.9%
Property & Development	2,452	171			2,623	171	7.0%
Groundforce	4,144	114			4,258	114	2.8%
Sustainability & Greenspace	359	8	(15)		352	(7)	(1.9)%
Bereavement Services	(1,090)	13	(50)		(1,127)	(37)	(3.4)%
Waste Management (excl. WDA Levy)	5,113	248			5,361	248	4.9%
Waste Levy	13,866	343			14,209	343	2.5%
School Crossing Patrols	509	7		(145)	371	(138)	(27.1)%
Directorate Strategy & Business Support	992	15	(86)		921	(71)	(7.2)%
Joint Venture Contract	0	0	(2,250)		(2,250)	(2,250)	0.0%
sub total	31,254	1,201	(2,401)	(185)	29,869	(1,385)	(4.4)%
Operational Services for Education (Catering, Cleaning, Transport)	(72)	124	0	0	52	124	171.5%

Service	Revised Budget 2014/15 (£000's)	Growth / Pressures 2015/16 (£000's)	Efficiency & Income 2015/16 (£000's)	Policy Choice 2015/16 (£000's)	Proposed Budget 2015/16 (£000's)	Change (£000's)	Change %
<u>Growth & Regulatory Services</u>							
Economic Growth	724	27			751	27	3.7%
Housing Strategy	596	61			657	61	10.2%
Strategic Planning & Development	533	9			542	9	1.7%
Planning & Building Control	(119)	20			(99)	20	16.7%
Public Protection & Enforcement	602	37	(28)		611	9	1.5%
Parking Services	(248)	35	(231)		(444)	(196)	(79.1)%
sub total	2,087	189	(259)	0	2,017	(70)	(3.4)%
Total Economic Growth, Environment & Infrastructure	33,269	1,514	(2,660)	(185)	31,938	(1,331)	(4.0)%
<u>Transformation and Resources</u>							
Legal & Democratic	2,491	285	(15)	(237)	2,524	33	1.3%
Communication & Customer Services	5,919	137	(47)	(1,378)	4,631	(1,288)	(21.8)%
Strategic Human Resources	2,068	53	(15)	0	2,106	38	1.8%
Corporate Leadership & Support	368	6	(1)	0	373	5	1.4%
Corporate Landlord (EGEI)				(230)	(230)	(230)	0.0%
sub total	10,846	481	(78)	(1,845)	9,404	(1,442)	(13.3)%
<u>Communities & Partnerships</u>							
Partnerships & Communities	1,563	39	(67)	0	1,535	(28)	(1.8)%
Culture & Sport	1,623	43	(53)	(451)	1,162	(461)	(28.4)%
sub total	3,186	82	(120)	(451)	2,697	(489)	(15.3)%

Service	Revised Budget 2014/15 (£000's)	Growth / Pressures 2015/16 (£000's)	Efficiency & Income 2015/16 (£000's)	Policy Choice 2015/16 (£000's)	Proposed Budget 2015/16 (£000's)	Change (£000's)	Change %
Finance							
Finance Services	3,614	440	(29)	(677)	3,348	(266)	(7.4)%
Precepts, Levies & Subscriptions	17,866	33			17,899	33	0.2%
Provisions	1,642	53			1,695	53	3.2%
Treasury Management	8,386	(767)			7,619	(767)	(9.1)%
Insurance	775	100			875	100	12.9%
Members Expenses	926	13		(35)	904	(22)	(2.4)%
Other Centrally held budgets	245	2	(152)		95	(150)	(61.2)%
Specific Grants	(6,804)	838			(5,966)	838	12.3%
Unallocated T&C's	123		(68)		55	(68)	55.3%
sub total	26,773	712	(249)	(712)	26,524	(249)	(0.9)%
Total All Services	154,552	13,489	(11,958)	(11,750)	144,333	(10,219)	(6.6)%

Children, Families and Wellbeing

The Directorate was established in April 2013 from the amalgamation of Children's, Adults and Public Health services and has the responsibility for a wide range of services across Education, Health and Social Care.

The Directorate has developed a strong universal identity which aims to deliver high quality services and offer excellent value for money to its customers, based on an integrated partnership approach. The budget proposals described for 2015-16 form the starting point of a major reshaping of the Directorate over the next three years underpinned by the following key principles:

- Integration and Partnership Working
- Safeguarding
- Market Management and Quality Assurance
- Management of Demand
- Individual Support for Vulnerable Groups
- Promotion of Independence

We are exceptionally proud of the quality of our children's and adult's services. Below are some notable achievements and performance indicators which demonstrate this:

Children's Services

- Trafford has the only fully integrated Children's Services in the North West and this has led to improved outcomes across all aspects of Education, Health and Social Care and excellent value for money.
- 93.4% of Trafford pupils attend good or outstanding school, which is the sixth highest rate in the country and the best outside of London.
- Trafford Primary Schools have the joint best Key Stage 2 performance nationally with 87% of children achieving Level 4+ in Reading, Writing and Maths in 2014.
- Trafford Secondary Schools also have outstanding performance with 74% achieving five A*-C including English and Mathematics. This improved by 3.5% against a national and regional trend of falling performance and is likely to place Trafford amongst the best performing Local Authorities in the country.
- Trafford has the highest proportion of 16-18 year olds in employment, education or training in Greater Manchester.
- Outcomes for Children in Care are excellent with amongst the highest rates of placement stability, educational attainment, and engagement with health services nationally. This is supported by access to high quality local family placements following investment in Trafford Foster Carers.
- Children with complex and additional needs are now accessing personalised packages of care enabling families to shape support to meet identified need in a more flexible way.
- Multi-systemic therapy for children at risk of custody or entering care has had a 93% success rate in helping young people stay with their family. Our MST project has won a number of national and international awards.

- Health outcomes for children and young people including breastfeeding rates, obesity in reception year, and teenage pregnancy rates are the best in the region.
- Collaboration has taken place with Stockport, Tameside and Cheshire East adoption services to increase the number of adopters to meet the diverse needs of our children in care. Four4Adoption allows potential adopters locally, regionally and nationally to access information and there is a revised application process.

Adult Social Care

- Trafford Council's Adult Services supports between 5,000-6,000 clients at any point in time.
- The number of adult safeguarding referrals has increased by 378% over the last five years.
- The number of people over 85 in Trafford is expected to increase by nearly a quarter by 2020.
- In 2013/14, Trafford Council provided services to 8,500 users and carers. In 2013/14, 3,020 carers received services or advice and information which is an increase of 30% since 2012/3. The number of people over 65 in Trafford is expected to increase by 30% and the number of people over 85 is expected to increase by 70% by 2030.
- In 2013/14, Trafford Council provided over 665,000 hours of external home care support.

For people successfully completing a period of community reablement:

- There was a 63% reduction in service hours provided from the start to the end of the reablement service following intensive support to regain skills and independence and 50% of people required no further support
- In 2013/14, 85.5 % of people aged 65+ who were discharged from hospital to reablement service were still at home 91 days after reablement started. This is an improvement from 76% in 2012/13.
- In 2013/14, 43% of people accessing the residential assessment unit returned home and were diverted from requiring long term provision.
- 12.4% of people with Learning Disabilities known to the Council have been assisted into paid employment. This is one of the highest rates in the country.
- In 2013/14, 2,400 people received telecare services in year – a 100% increase since 2010/11.
- In 2013/14, Trafford Council delivered 15,800 items of equipment – a 46% increase since 2010/11.

Public Health

This area of the CFW's core business represents approximately £10.8m of the Council's total net revenue expenditure. Public Health provides a wide range of services which focus on the promotion of Wellbeing, the management of Health inequalities and the facilitation of resilient communities across the Borough of Trafford. The service area commissions and delivers a range of public health services to people aged 5 and over in Trafford. The services are designed to:-

- Improve significantly the health and wellbeing of the people of Trafford.

- Carry out health protection functions.
- Reduce health inequalities across the life course, including within hard to reach groups.

The mandated public health services for the local authority are:

- National Child Measurement Programme.
- NHS health checks.
- Public health advice to the Clinical Commissioning Group,
- Sexual health commissioning.
- Protecting the health of the local population.

The public health services currently focus on the following areas:-

- Sexual health including STI testing and treatment and contraception
- NHS health check programme
- Local authority role in health protection
- Public health advice
- National Child Measurement Programme
- Obesity – adults and children
- Physical activity – adults and children
- Drug misuse and alcohol services for young people and adults
- Stop smoking services and interventions
- Children 5-19 public health programmes.

Public Health has continued its successful transition into Trafford Council and has developed closer links with other directorates in the Council to enhance the improvement of public health outcomes in Trafford. A comprehensive Public Health Delivery Plan for 14/15 is in place. Progress on this is overseen by the Public Health Delivery group. We will continue to work closely with the Trafford Clinical Commissioning Group through our core offer of public health support to the healthcare agenda and other partners such as the police and community safety partnerships to assess the current and future health needs and assets of the local community. We will work with all our partners and the community in order to deliver services based on local needs whilst addressing the requirements of the national Public health Outcomes Framework.

A robust framework to ensure optimal use of the Public health transitional grant has been adopted to ensure public health schemes are agreed in line with best practice, evidence and potential to improve outcomes

Approach to Budget

The directorate has needed to manage a number of issues and challenges this year whilst still delivering high performing front line services that meet the needs of residents and businesses in the borough.

Our savings proposals are aligned to the aims of our Reshaping Trafford Council Programme, and are outline below.

Managing budget pressures

Home to School Transport £300k

This saving will be achieved through implementation of recommendations from a review of the operational arrangements for transport provision including contracts with

providers, allocation of passenger assistants alongside further development of independent travel options.

A revised service is being developed within CFW to manage all aspects of School Transport provision ensuring consistency of approach and access to a wide range of specialist resources.

Education and Early Years £377k

This proposal includes a restructure of the Early Years and Childcare service and the resource available to support private, voluntary and independent sector Early Years providers. We are also proposing to cease the holiday play scheme provision currently organised by the Early Years team and phase out the Graduate Leader Fund which subsidises the training of managers within the Early Years sector.

Externalise the In-house Reablement Service Delivery £1.0m

This proposal involves completing a procurement exercise with the external market to provide reablement, still protecting the same level of hours provided each week. This will include the TUPE arrangements for all our current reablement staff into the new providers and embed the delivery in each of the new neighbourhood services to ensure a local understanding of community assets and resources is maintained.

Building Based Day Support £50k

This involves tendering of the Pathways (Day Centre). The service currently provides 30 places a week for older people and people with a learning disability. The same level of service will be re-provided in the external market.

Supported Accommodation £170k

This involves tendering the in house supported accommodation service (eight properties supporting 26 people) and re-providing the same level of support with the external market.

Telecare £116k

The proposal is to outsource the Telecare Programme to Trafford Housing Trust, reducing cost to the Council including management costs, installation, monitoring, and call outs. This option protects the current level of funding of the preventative technology.

Voluntary and Community Sector £97k

This proposal is to cease funding to a number of voluntary and community sector organisations and to remodel services as part of the Early Help and Integration programme giving a single cohesive, collaborative, holistic, ageless model to manage demand pressures across all care budgets in the future. This programme of work is part of the Reshaping Trafford transformation programme and forms an essential part of the Better Care Fund, with its intentions to release money from the acute sector into community support.

Trading/income generation

Education Income £135k

It is proposed to further develop income generation from services to schools including Education, Psychology, Music Service and Governor Services by expanding their offer and the level of buy-back.

Collaboration/working in partnership

CAMHS £126k

This will present in a reduction of the local authority contribution to the CAMHS service commissioned from Pennine Care Foundation Trust as part of the integrated service. All authorities received a CAMHS grant that was ring fenced until 2011 when it was mainstreamed into revenue budgets. Trafford has sustained funding for CAMHS as part of a joint commissioning arrangement and the saving will need to be considered in the context of the whole-service review, which is in progress. Consultation with both Pennine Care Foundation Trust and Trafford CCG is required to effectively manage this proposal and it will be subject to due process in relation to the contractual arrangements.

Youth Offending Service £130k

This will include a fundamental review of the Youth Offending Service in conjunction with counterparts across Greater Manchester to identify opportunities for collaboration and efficiency. A staffing restructure will be undertaken to realise savings, the impact of which will be mitigated by collaboration and partnership working.

Better Care Fund (BCF) £2.788m

The Trafford BCF for 2015/16 is £15.5m and requires a shared approach to delivering services and setting priorities across health and social care. The £2,788m identified in 14/15 & 15/16 to support the adult social care savings programme will prevent further reductions in adult social care services and therefore allow social care to deal with the demographic pressures and increased demand it faces. In turn this will protect health and social care community and preventative services.

It is important to note that the BCF is not in itself additional funding but a requirement for the re-deploy funds from existing NHS services within the context of the financial settlement for health. This is a challenging requirement.

Managing demand/need for services

CAN Personalisation £100k

Personalisation was introduced for children with complex additional needs in April 2013 to ensure an equitable and effective use of resources to meet assessed needs. The model is now well established and continues to evolve to give families far greater flexibility and control of the support they receive. Savings are part of the ongoing impact of personalisation and will not involve any further changes.

Early Help Delivery Model £3.289m

A transformational approach to delivering early help for children and young people moving to a more flexible activity based way of delivering services. It is proposed to have two hubs for delivery of services for 0-11 year olds in Stretford and Partington, and a borough-wide base for 11-18 year olds in Sale. Existing building-based provision of Children's Centres and Youth Centres will cease, with the exception of the Hubs, and we will work with partners and the community to explore options for alternative use of sites through community asset transfer or other models. This means the closure, from April 2015 of the following unless any partners step forward to take on board the running and delivery costs:

Youth Centres:

- Partington
- Davyhulme

- Lostock
- Sale West
- Broomwood
- Old Trafford
- Gorse Hill Studio's
- Duke of Edinburgh Award Centre
- Outdoor Education Team
- Street based Youth Work Teams

Children's Centres:

- Urmston
- Altrincham
- Sale
- Old Trafford

In addition only the minimum statutory duty will be met for Connexions and Education Welfare services. It is also planned to decommission current Early Help Framework provision to form part of a broader commissioning of activity which will be delivered from the hubs on an outreach model. We would like to enhance this commissioning activity on a partnership basis to give a place-based model that a range of partners can join.

Mental Health £100k

We will review packages of care and out of borough placements for people with a mental health issue and support the return to the Borough as well as ensuring value for money. We will also review provision to refocus on a reablement type approach and review Dementia in reach service and Section 117 After Care.

Supporting People and Homelessness £230k

This will include ending contract arrangements of the budget for supporting people which currently funds services that prevent or meet the needs of single homeless people.

This service is a generic floating support service that supports the wellbeing of vulnerable people in the community to enable them to maintain independent accommodation and prevent homelessness. The current cost of the service is £230K and the contract expires at the end of March 2015. This is a discretionary preventative service.

Reshaping our Social Care Offer £2.1m

A change of policy in the way we meet eligible needs. Trafford Council will promote independence, resilience and maximise personal ability and assets. We will maximise public funding after the use of local community services, adaptations, equipment and technology has been explored to the fullest potential. The Council will only provide the most cost effective solution to meet eligible social care needs in Trafford. This will redefine the behaviour of staff and the service users. Local residents will be expected to use all benefits (Attendance Allowance Mobility, Disability Living Allowance) before public resources are assigned. The Council will support people to use local independent supplies for domestic services, cleaning, meal preparation and shopping and will no longer resource these non-eligible services unless no viable alternative can be found.

All-age Integrated Health and Social Care Delivery £500k

We propose to develop an all age, integrated and locality based health and social care service in partnership with Trafford CCG and Penine Care, the local NHS Trust commissioned by the CCG to provide community health services in Trafford. The integrated service will be organised to work as four multi-disciplinary teams serving one of the four Trafford Locality partnership areas. The service will be supported by a network of Early Help Hubs and a new all age integrated “front door” to ensure speedy and effective access to key services. The new service will be all-age and have a greater emphasis on prevention to ensure that individuals retain good health and independence for as long as possible. Social care and community health will be fully integrated as part of this model and there will be seamless joint working between professionals to meet the needs of individuals in partnership with the community and voluntary sector and private providers.

The council is proposing to take a phased approach to the development and implementation of the service delivery model. The established section 75 partnership agreement between Trafford Council and Penine Care provides a strong foundation from which to evolve a new health and social care delivery vehicle. Work is already underway to implement integrated adult health and social care teams within a four neighbourhood model and this will continue as Phase I, in accordance with the current consultation process. This will provide invaluable learning in respect of the benefits that integration can bring and ensure that we identify best practice for future phases. It is proposed that Phase II will develop the integration programme a step further, and deliver greater service efficiencies, by moving to the new all-age service and the creation of a new service delivery model and governance structure. Both phases will function with a centralised point of access providing a ‘front door’ to all of the health and social care services being provided.

It is acknowledged that the integration of health and social care alone will not be sufficient to provide a completely holistic, integrated and affordable model of service that meets all of the requirements of the neighbourhoods that we serve. Further work will be required, in collaboration with relevant partners (statutory, private and third sector) that should form part of a wider partnership offer to the people of Trafford.

All-age Integrated Commissioning £830k

A restructure of all commissioning activity for education, social care, health and public health to create an integrated structure to operate on all age basis. The revised structure will enable the effective commissioning of services to ensure value for money and quality across all aspects of CFW’s work as well as making a substantial direct saving from reduction in staffing. There are significant opportunities from working on all age basis and resource will be targeted against priorities based on a number of key workstreams. The new structure will also ensure that the service is fit for purpose to meet the challenges of new legislation such as the Children and Families Act 2014 and the Care Act 2014.

Market Management (Up to) £1.2m

The Council will enter into discussions with providers across a number of client groups to identify the level of fee increases that will be agreed for 2015/16. A project will be undertaken to determine the ‘Fair Price for Care’ in Trafford. This will be based upon provider engagement in the process, current market pressures and what the Council can reasonably afford. A similar exercise has been carried out in the last three years which have informed Trafford’s fee setting.

Learning Disabilities £3.714m

A series of contract negotiations will take place with all existing providers, including supported living, residential and domiciliary care, day care, direct payments, commissioned and personal budget, to reduce the cost of current contracts. Trafford Council will accelerate of number of Tenders to create savings in year. A project will be undertaken with regard to determining 'Ordinary Residence' with a number of Individuals living out of area potentially being made ordinarily resident in that area, reallocating funding to the Authority where they are residing. In addition a further project will review individuals living out of area in residential or nursing care where a supported living model is the assessed need to review their Ordinary residence status. A review of high cost Care Packages, using the Just Enough Support approach will be undertaken to release efficiencies. Trafford will cease spend against the Learning Disability Development Fund. In order to avoid attributing spend against voids a greater emphasis will developed on the use of these placements, where voids are not fit for purpose, negotiations will take place with Housing Associations to restructure rents. The Council will negotiate with the CCG in relation to their contribution in relation to their contribution to the Pooled Budget.

Public Health

Public Health has a budget of £10.8m to support the provision of health improvement services to the people of Trafford. We will align our resources to deliver our Public Health Strategy taking into account increasing demand for services, due to factors such as the impact of increasing health problems from alcohol abuse and obesity.

The budget setting process has been underpinned by the overarching principles of the CFW Directorate:-

- Integration
- Safeguarding
- Market Management and Quality Assurance
- Management of Demand
- Personalisation
- Promotion of Independence

The key overarching principles have been further strengthened by our partnership approach to the delivery of an ambitious review programme with the key driver of creating an integrated public health, social care and health service in Trafford.

The proposals for Public Health are as follows:-

- To implement a Public Health plan for Trafford working with our partners to maximise use of resources to address the needs of the population of Trafford.
- To continue to performance manage the Locally Commissioned services to ensure best use of resources for delivery of public health outcomes.
- To continue to prioritise public health projects with locally agreed criteria

Budget Movement Summary 2015/16

The following summary table categorises the movement in the Directorate's budget for 2015/16. The Savings are also cross referenced to the Savings Schedules below.

Children's Services	2015/16 (£000's)	Savings Schedule Reference(s)
Budget Brought Forward	30,979	
Additional Resources to meet Pressures:		
- Pay Related Inflation	344	
- Contract Related Inflation	305	
- Specific Grant Reductions		
- New or Increased Specific Grants	346	
- New Statutory Responsibilities		
- Demography	750	
Total new resources allocated	1,745	
Resource Reallocations through:		
- Efficiencies	(600)	
- New or Increased Income	(135)	
- Policy Choices	(3,976)	
Total new resources allocated	(4,711)	
Net Year-On-Year Change	(2,966) (9.6)%	
Net Budget Proposal	28,013	

Budget Movement Summary 2015/16

The following summary table categorises the movement in the Directorate's budget for 2015/16. The Savings are also cross referenced to the Savings Schedules below.

Adult Services	2015/16 (£000's)	Savings Schedule Reference(s)
Budget Brought Forward	49,499	
Additional Resources to meet Pressures:		
- Pay Related Inflation	246	
- Contract Related Inflation	751	
- Specific Grant Reductions	-	
- New or Increased Specific Grants	(370)	
- New Statutory Responsibilities	-	
- Demography	8,053	
- Other	275	
Total new resources allocated	8,955	
Resource Reallocations through:		
- Efficiencies	(3,678)	
- New or Increased Income	(4,438)	
- Policy Choices	(4,581)	
Total new resources allocated	(12,697)	
Net Year-On-Year Change	(3,742) (7.6%)	
Net Budget Proposal	45,757	

CFW – Schedule of Savings

Some of the following savings are the full year effect of decisions that have already been taken and reported to the Executive on 1 September 2014 as part of the additional measures to address the shortfall in the 2014/15 budget. Such savings have been brought to the front of each respective section (efficiency, income, policy choice), highlighted in grey and put in italics. Other savings, the majority, are new proposals and subject to post-consultation approval

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
CFW	CS	1	Children with Complex and Additional Needs	Increased the use of personalisation to provide support.	Efficiency	(100)	Personalisation was implemented in April 2013 following a pilot process and subject to consultation and EIA at that stage. Savings will be achieved as a consequence of the proposals already implemented and no further impact has been identified.
CFW	CS	2	Home To School Transport	Review of operational arrangements to provide transport for pupils with SEN	Efficiency	(300)	This saving will be achieved through implementation of recommendations from a review of the operational arrangements for transport provision including contracts with providers, allocation of passenger assistants alongside further development of independent travel options. There have been no changes to policy or eligibility criteria and both Trafford's policy and legislation is clear that whilst a pupil may be eligible for transport, how that is provided is an operational decision for the council.
CFW	CS	3	Market Management	Renegotiation of Contracts	Efficiency	(200)	Projected savings to be achieved through negotiation with providers at a local level and through regional frameworks to manage inflationary increases. Any exceptional factors will be considered on an individual basis in discussion with providers.
Efficiency sub-total						(600)	

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
CFW	CS	4	Music Service	Raise additional Income	Income	(30)	As part of the Trafford Services to Education workstream of Reshaping Trafford further expansion of the service will enable opportunities to increase income. This will be achieved by maximising the use of the Claremont Centre which houses the service from September 2014 and providing an increased service offer to schools and families. Proposals expand the service and the opportunities it provides to children in Trafford to access music tuition.
CFW	CS	5	Educational Psychology	Increase Income Budget to Match what is Being Achieved.	Income	(100)	As part of the Trafford Services to Education workstream of Reshaping Trafford further expansion of the service is planned. Additional income will be achieved from increasing the level of buyback from schools from September 2014.
CFW	CS	6	Governor Services	Increase Income Budget to Match what is Being Achieved.	Income	(5)	Service is fully funded from Schools buyback and has become part of Trafford Services to Education from October 2014. This will enable marketing of additional activity to increase income for the service.
Income sub-total						(135)	

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
CFW	CS	7	Area Family Support Teams	Re-organisation of Service	Policy Choice	(54)	Deletion of a vacant operational manager post in the Area Family Support team. Activity previously undertaken by this post has been redistributed.
CFW	CS	8	CAMHS Commissioning	Reduction in Multi Agency Contracts	Policy Choice	(126)	This will present in a reduction of the local authority contribution to the CAMHS service commissioned from Pennine Care Foundation Trust as part of the integrated service. All authorities received a CAMHS grant that was ring fenced until 2011 when it was mainstreamed into revenue budgets. Trafford has sustained funding for CAMHS as part of a joint commissioning arrangement and the saving will need to be considered in the context of the whole-service review, which is in progress. This may lead to a reduction in availability of CAMHS services and opportunities to mitigate the impact considered as part of a service review.

Dir'	Port- folio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
CFW	CS	9	Early Help Delivery Model	Transformation of Early Help support	Policy Choice	(3,289)	<p>Proposal is to establish a more flexible activity based way of delivering services. It is proposed to have two hubs for delivery of services for 0-11 year olds in Stretford and Partington, and a borough-wide base for 11-18 year olds in Sale. Existing building-based provision of Children's Centres and Youth Centres will cease, with the exception of the Hubs, and we will work with partners and the community to explore options for alternative use of sites through community asset transfer or other models. This means the closure, from April 2015 of the following unless any partners step forward to take on board the running and delivery costs:</p> <p>Youth Centres: Partington, Davyhulme, Lostock, Sale West, Broomwood, Old Trafford, Gorse Hill Studios, Duke of Edinburgh Award Centre, Outdoor Education Team and Street based Youth Work Teams</p> <p>Children's Centres: Urmston, Altrincham, Sale, and Old Trafford</p> <p>In addition only the minimum statutory duty will be met for Connexions and Education Welfare services. It is also planned to decommission current Early Help Framework provision and establishing a commissioning fund for activity which will be delivered from the hubs on an outreach model. We hope to enhance this commissioning activity on a partnership basis to give a place-based model that a range of partners can join.</p>

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
CFW	CS	10	Education Early Years	Re-organisation of Service	Policy Choice	(377)	There will be a restructure of the Early Years and Childcare service reducing to a minimum the resource available to support private, voluntary and independent (PVI) sector Early Years providers. We will also cease holiday play scheme provision currently organised by the Early Years team and phase out the Graduate Leader Fund which subsidises the training of managers in PVI Early Years settings.
CFW	CS	11	Youth Offending Service	Re-organisation of Service	Policy Choice	(130)	There is a fundamental review of the Youth Offending Service being undertaken in conjunction with counterparts across Greater Manchester to identify opportunities for collaboration and efficiency. A staffing restructure will realise savings and we are exploring how the impact can be mitigated by collaboration and partnership working.
Policy Choice sub-total						(3,976)	.
Total All Proposals Children's Services						(4,711)	

Portfolio Key

CS: Children's Services Portfolio

ASS: Adult Social Services Portfolio

CWB: Community & Wellbeing Portfolio

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
CFW	ASS	12	Learning Disability	Renegotiation of existing contracts	Efficiency	(600)	This proposal involves renegotiating current contracts on spot placements, direct payment and personal budget services and as such there will no impact upon service delivery.
CFW	ASS	13	Learning Disability	Acceleration of contract retendering	Efficiency	(790)	This involves accelerating the planned tender programme to create in year reductions which will involve the replacement of the service at a reduced cost.
CFW	ASS	14	Older People	Externalisation of Reablement - to carry out a procurement exercise to provide re-ablement with the external market	Efficiency	(1,002)	This proposal involves completing a procurement exercise with the external market to provide reablement, still protecting the same level of hours provided each week. This will include the TUPE arrangements for all our current reablement staff into the new providers and embed the delivery in each of the new neighbourhood services to ensure a local understanding of community assets and resources is maintained.
CFW	ASS	15	Learning Disability	Externalise supported living network	Efficiency	(170)	This involves tendering the in house supported accommodation service (eight properties supporting 26 people) and re-providing the same level of support with the external market.

Dir'	Port- folio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
CFW	ASS	16	Physical Disability	Telecare - to outsource the Telecare Programme to Trafford Housing.	Efficiency	(116)	The proposal is to outsource the Tele Care Programme to Trafford Housing Trust, reducing cost to the council including management costs, installation, monitoring, and call outs. This option protects the current level of funding of the preventative technology.
CFW	ASS	17	All services	Market Management - Inflation management through negotiation with providers	Efficiency	(1,000)	The Council will enter into discussions with providers to identify the level of fee increases that will be agreed for 2015/16. This will be based upon provider engagement in the process, current market pressures and what the Council can reasonably afford.
Efficiency sub-total						(3,678)	

Dir'	Port- folio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
CFW	ASS	18	Learning Disability	Void management	Income	(50)	<i>This will involve making more referrals to voids or restructuring rents, there will be no negative impact on current services or individuals.</i>
CFW	ASS	19	All adult services	<i>Negotiated use of Better Care Fund to support current spend and protection of Social Care.</i>	Income	(2,788)	<i>The Trafford BCF for 2015/16 is £15.5m and requires a shared approach to delivering services and setting priorities across health and social care. The additional £2.788m identified to support the adult social care savings programme will prevent further reductions in adult social care services and therefore allow social care to deal with the demographic pressures and increased demand it faces. In turn this will protect health and social care community and preventative services. Reablement and Ascot House Residential Assessment service will be incorporated within the review of Intermediate Care.</i> <i>It is important to note that the BCF is not in itself additional funding but a requirement to re-deploy funds from existing NHS services within the context of the financial settlement for health. This is a challenging requirement.</i>
CFW	ASS	20	Learning Disability	CCG Contribution	Income	(1,500)	Negotiations will be undertaken with the CCG with regard to them making a larger contribution to the pooled fund. There will be no negative impact on users of services

Dir'	Port- folio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
CFW	ASS	21	All adult services	Continuing Healthcare	Income	(100)	This will involve identifying cases that are eligible for the CHC funding stream, this will not negatively impact individuals in receipt of services.
Income sub-total						(4,438)	
CFW	ASS	22	All Services	<i>Voluntary and Community Sector - Reductions across a range of contracts with the VCS providing respite, carers and advocacy services</i>	<i>Policy choice</i>	<i>(97)</i>	<i>This proposal is to cease funding to a number of voluntary and community sector organisations and to remodel services as part of the Early Help and Integration programme giving a single cohesive, collaborative, holistic, all age model.</i>
CFW	ASS	23	<i>Learning Disability</i>	<i>Review of ordinary residence arrangements</i>	<i>Policy choice</i>	<i>(600)</i>	<i>This involves identifying individuals who wish to remain in supported living services out of area, making them ordinarily resident in that area and transferring funding responsibility.</i>
CFW	ASS	24	<i>Learning Disability</i>	<i>Review of brokerage support</i>	<i>Policy choice</i>	<i>(14)</i>	<i>This involves identifying if an individual, out of area, living in residential or nursing support actually requires supported living. If the individual wants to stay in that area (under MCA/BI), the Operational Team will locate accommodation and will then develop an Ordinary Residence case</i>
CFW	ASS	25	<i>Learning Disability</i>	<i>Care Package Review</i>	<i>Policy choice</i>	<i>(20)</i>	<i>A review of a number of high cost care packages, using the Just Enough Support approach will be undertaken to identify efficiencies.</i>

Dir'	Port- folio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
CFW	ASS	26	Learning Disability	Reduce Development Fund	Policy choice	(40)	This involves ceasing funding for activity through the Learning Disability Development Fund, this will effect subscriptions to the National Autistic Society and the North West Training and Development Team and funding for the Housing Broker
CFW	ASS	27	Learning Disability	Review of Building based Day Support	Policy choice	(50)	This involves tendering of the Pathways (Day Centre). The service currently provides 30 places a week for older people and people with a learning disability. The same level of service will be re-provided in the external market.
CFW	ASS	28	Homelessness	End contracts for Generic Floating Support Service	Policy choice	(230)	This currently funds services that prevent or meet the needs of single homeless people. It is a generic floating support service that supports the wellbeing of vulnerable people in the community to enable them to maintain independent accommodation and prevent homelessness. The current cost of the service is 230K and the contract expires at the end of March 2015. This is a discretionary preventative service. The ceasing of the current service will be a reduction in the support offered to people at risk of losing their home.

Dir'	Port- folio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
CFW	ASS	29	All services	<p>Reshaping Trafford's Offer, a policy change in the way we meet eligible needs. We will:</p> <ul style="list-style-type: none"> • Only fund the best value option to meet people's needs. • Use all benefits (Attendance Allowance Mobility, Disability Living Allowance) before public resources assigned. • Stop paying for Domestic Services, cleaning, meal preparation and shopping unless no viable alternative is available • Source alternative solutions to meet low level eligible needs. 	Policy choice	(2,100)	A change of policy in the way we meet eligible needs. Trafford Council will promote independence, resilience and maximise personal ability and assets. We will maximise public funding after the use of local community services, adaptations, equipment and technology has been explored to the fullest potential. The Council will source the most cost effective solution to meet the needs in Trafford. This will redefine the behaviour of staff and the service users. Local residents will be expected to use all benefits (Attendance Allowance Mobility, Disability Living Allowance) before public resources are assigned. The Council will support people to use local independent supplies for domestic services, cleaning, meal preparation and shopping and will no longer resource these non-eligible services unless no viable alternative is available.

Dir'	Port- folio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
CFW	ASS	30	Mental health	Review of packages of care and out of borough placements.	Policy choice	(100)	A review of packages of care and out of borough placements for people with a mental health issue and support their return to the Borough as well as ensuring value for money. We will also review provision to refocus on a reablement type approach and review Dementia in reach service and section 117 After care.
CFW	ASS	31	All services	All age integrated health and social care - establish an integrated education, health and care commissioning service on an all age basis.	Policy choice	(500)	It is proposed to develop an all age, integrated and locality based health and social care service in partnership Trafford CCG and Pennine Care, the local NHS trust commissioned by the CCG to provide community health services in Trafford. The integrated service will be organised to work as four multi-disciplinary teams serving one of the four Trafford Locality partnership areas. It is proposed that the service will be supported by a network of Early Help Hubs and a new all age integrated "front door" to ensure speedy and effective access to key services. The new service will be all-age and have a greater emphasis on prevention to ensure that individuals retain good health and independence for as long as possible. Following transition we expect there to be a positive impact in line with research on integrated provision and Trafford's own experience in CYPS.

Dir'	Port- folio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
CFW	ASS	32	All services	All age commissioning - to develop a new delivery Model with a partner to deliver Integrated Health and Social Care in Trafford at a reduced cost.	Policy choice	(830)	A restructure of all commissioning activity for education, social care, health and public health to create an integrated structure to operate on all age basis. The revised structure will enable the effective commissioning of services to ensure value for money and quality across all aspects of CFW's work as well as making a substantial direct saving from reduction in staffing. The impact of the reduction in capacity will need to be mitigated from efficiencies in working on all age basis and resource will be targeted against priorities based on a number of key workstreams.
Policy Choice sub-total						(4,581)	
Total All Proposals Adults Services						(12,697)	
Total All Proposals CFW Service						(17,408)	

Portfolio Key

CH&W: Community Health and Wellbeing Portfolio

ASS: Adult Social Services Portfolio

SCF: Supporting Children and Families Portfolio#

E: Education Portfolio

Economic Growth, Environment and Infrastructure

The directorate delivers the following services: environmental services, including waste collection, grounds maintenance and Greenspace and street cleaning; development control and strategic planning, economic growth and housing, highways, street lighting and flood risk management, regulatory services including environmental health, public protection, parking and building control, and property services, including managing council buildings and commercial properties.

Collectively the directorate is responsible for managing critical infrastructure and green spaces in the Borough, land use planning, ensuring and promoting community and public safety and attracting investment into the Borough to support economic growth, employment and opportunities.

Service Performance

The Economic Growth, Environment and Infrastructure directorate has a track record of delivering high quality and low cost services. We have striven to improve or maintain performance in the current year. Some notable service performances and improvements are shown below:

- Clean 2,000 linear miles of highway channels and footways at least once every 8 weeks
- Remove approximately 6,000 tonnes of street sweepings per month and 500 tonnes of litter from approximately 1,200 waste and litter bins (streets and parks)
- Remove approximately 1,750 tonnes of fly-tipping per year
- Respond to more than 450 incidences of graffiti per year
- Maintain 40 public parks covering 243 hectares, with 6 Green Flag parks and 30 Friends of Parks groups
- In 2014/15 will serve 2.7 million school meals, an increase of 400,000 from the previous year following the introduction of Universal Infant Free School Meals in September 2014
- Supported 38 Partington residents into employment through the innovative Partington Pledge, matching young unemployed people with local employers
- Supported 51 new businesses to start trading through our Business Start Up programme, delivered in partnership with Blue Orchid.
- 182 new affordable homes delivered by our housing association partners in 2013/14
- The first authority in Greater Manchester to introduce the Community Infrastructure Levy, a charge on development to support planned growth and investment in critical infrastructure.

- In 2013/14 the Planning Service received 2,563 planning applications – a 36% increase on 2012/13.
- The planning service determined 66.7% of all decisions on major planning applications within 13 weeks, 67.1% of all minor planning applications within 8 weeks and 86% of 'Other' planning applications within 8 weeks.
- 13 surplus sites were disposed of by the Council with a value of £3.1m in the financial year 2013/14, with a further £4.7m of receipts anticipated from disposals in 2014/15. Further sites with an estimated value of £6.1m have been identified for disposal from 2015/16.
- The Council empty over 30,000 domestic wheeled bins per day.
- 58% of domestic waste was recycled in Trafford in 2013/14, one of the best performances of all Greater Manchester authorities.
- The Council is now collecting more food/garden waste than we have ever done before.
- Support and regulate over 5,000 premises for food, health and safety, trading standards, pollution and licensing and maintain other health and safety initiatives.
- Manage on street and off street parking across the borough, 1,700 spaces and 22 off street car parks. Eleven Council car parks have been awarded Park Mark awards for providing safe parking.
- Licence and regulate 2,400 premises, people and taxis within the Borough.
- Carry out 4,600 pest control treatments in homes, schools and businesses across the borough.

Approach to Budget

The directorate is looking to develop new and innovative approaches to delivering services, including working with a range of private, public and third sector partners. These approaches are based on improving the efficiency of the service and looking at opportunities to increase income where this is appropriate and proportionate. Service standards will be maintained as far as practicable, and where reduced will be in line with national guidelines.

Joint venture contract

We are proposing to work with a private sector partner to deliver a range of environmental, highways and property services on a long term contract, improving the efficiency of the services, increasing income and making best use of council assets.

Senior Management Restructure

There will be a rationalisation of Senior Management structure to ensure the new single directorate will be appropriately aligned in terms of adopting new models of service delivery.

Managing the Budget pressures

Schools Crossing Patrols

We will be reviewing our arrangements for School Crossing Patrols; The proposal is to:

- Provide a sustainable, reliable School Crossing Patrol Service which operates in line with national guidance;
- Implement the RoSPA/RSGB guidelines (Royal Society for the Prevention of Accidents and the Road Safety Great Britain);
- Disestablish selected crossing points which do not meet the National Guidelines, which could result in a reduction of between 30 and 37 crossing points from the current 97 points;
- Implement the RoSPA/RSGB guidelines for assessment of any new crossing point proposals.

Schools affected by any proposed disestablishments will be given the opportunity to fund a particular crossing point from their own resources or those of a third party sourced by the school/community.

Festive Lights

The proposal is for illuminated Christmas decorations to only be erected where these are paid for by external financial contributions, such as from local businesses.

Parking Fees

Currently the parking fees in Trafford are 10p, 30p and 70p for stays of 1 hour, 2 hours, 3 hours. We are proposing to increase charges to: 20p, 60p and £1 for stays of 1 hour, 2 hours and 3 hours respectively.

Allotment Fees

Allotment fees will be increased from £1.50 to £2.00 per week, as approved by Council in February 2014.

Fees and Charges

These will be increased by an average of 5% to better recover costs, and will take into account comparisons with similar providers and potential effects on demand, as appropriate.

Collaboration/working in partnership

Gas safety checks

We will review our arrangement for working in Partnership with Trafford Housing Trust to support compliance of gas safety requirements

Budget Movement Summary 2015/16

The following summary table categorises the movement in the Directorate's budget for 2015/16. The Savings are also cross referenced to the Savings Schedules below.

Economic Growth, Environment & Infrastructure	2015/16 (£000's)	Savings Schedule Reference(s).
Budget Brought Forward	33,269	
Additional Resources to meet Pressures:		
- Pay Related Inflation	284	
- Contract Related Inflation	565	
- Energy costs	224	
- Business Rates	32	
- Waste Disposal Authority Levy	343	
- Non sustainable savings from 14/15	66	
Total New Resources Allocated	1,514	
Resource Reallocations Through:		
- Efficiencies	(2,336)	E1,2
- New or Increased Income	(324)	E3,4,5,6
- Policy Choices	(185)	E7,8
Total Resources Reallocated	(2,845)	
Net Year-On-Year Change	(1,331) (4.0)%	
Net Budget Proposal	31,938	

Economic Growth, Environment & Infrastructure – Schedule of Savings

Dir.	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	Value of saving (net) 2015/16 £000's	Impact of Saving (e.g. service, equality, other)
EGEI	O&E/EGP	E1	EGEI Joint Venture/ Contract (JVC) lots	Joint Venture Contract for Environmental, Highways and Property Services	Efficiency	(2,250)	Total to be saved through JV contract procurement, to commence on 1st July 2015. On 1 st Sept 2014 the Executive approved that the procurement exercise proceeds onto the next stage.
EGEI	O&E/EGP	E2	Across EGEI	Senior Management Restructure	Efficiency	(86)	Rationalisation of Senior Management structure to ensure a new single directorate will be appropriately aligned in terms of adopting new models of service delivery
Efficiency sub-total						(2,336)	
EGEI	O&E	E3	Parking	Parking Fees	Income	(231)	Increase in fees from 10p, 30p, and 70p to 20p, 60p, and £1 for stays of 1 hour, 2 hours and 3 hours respectively. Assumes no change in customer parking behaviour.
EGEI	O&E	E4	Public Protection	SLA income from THT re: gas safety	Income	(28)	Working in Partnership with Trafford Housing Trust to support compliance of gas safety requirements. Service agreement has been implemented.
EGEI	O&E	E5	Sustainability & Greenspace	Allotments	Income	(15)	Increase in fees from £1.50 to £2 per week approved by Council in February 2014.

Dir.	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	Value of saving (net) 2015/16 £000's	Impact of Saving (e.g. service, equality, other)
EGEI	O&E/EGP	E6	Cross-Directorate	Fees and Charges	Income	(50)	Fees and charges - 5% increase to better recover costs
New Income sub-total						(324)	
EGEI	O&E	E7	Highways	All festive lights externally funded	Policy Choice	(40)	All festive lights to be fully funded by external contributions from partners from 2015
EGEI	O&E	E8	Education Services	School Crossing Patrols – implementation of RoSPA Guidelines	Policy Choice	(145)	All 97 crossings will be resurveyed in accordance with RoSPA Guidelines. Anticipated reduction of between 30 and 37 low risk crossings
Policy Choice sub-total						(185)	
Total All Proposals						(2,845)	

Portfolio Key

O&E: Operations & Environment Portfolio

EGP: Economic Growth & Planning Portfolio

Transformation & Resources (T&R)

Service Description

The Transformation & Resources Directorate provides both corporate support and frontline services, which work together to act as a catalyst for transformation and innovation to respond to the increasing pace and scale of change required to reshape Trafford Council for the future. Critical to this is the support we provide to ensure our workforce is well-motivated and skilled to enable them to provide excellent services to residents. We will continue to lead on driving corporate improvement by providing good governance, financial, legal and HR probity and strengthening our strategic and local partnerships to develop resilient and safe communities.

The Directorate has a diverse range of services and an extensive customer base. It provides a large number of customer facing services such as Access Trafford (our customer service centre), housing benefits, collection of Council Tax and Business Rates, library services and safer communities. We also organise elections and manage the electoral register, conduct marriages, civil partnerships and register over 10,000 births, deaths and marriages every year. We work very closely with our partners and the community and some of our services are co-located at Stretford Police Station. This helps to strengthen collaborative working so we can develop resilient and safe communities and maintain Trafford as the safest place in Greater Manchester.

Within the directorate are a range of support services which provide all the 'back office' functions which deliver services to other directorates; a number of these services also sell their services to others – for example, to schools. These services include financial management, audit, procurement, legal, human resources, ICT, transformation, performance and communications and marketing. These services have been centralised to reduce costs, reduce risks, and provide consistently high professional standards. The Procurement Service is known as STaR and is jointly owned by Stockport, Trafford and Rochdale.

The remainder of the directorate is devoted to providing direct support to Councillors, the Council leadership and the Trafford Partnership, which is a single body of more than 100 organisations, including local and regional partners from across the public, private, voluntary and community sectors.

Approach to Budget

The directorate has again needed to manage a number of issues and challenges, and still deliver high performing front line services that meet the needs of residents and businesses in the borough. Whilst every effort has been made to exploit technology, implement cost efficiencies and identify innovative delivery models therefore the savings proposals are aligned to the aims of our Reshaping Trafford Council Programme, and are outline overleaf.

Managing the budget pressures

Review of libraries (£700k) - Although the provision of a library service is a statutory obligation, in Trafford there is considerable overlap between virtually all of Trafford's libraries. Subject to public and staff consultations, we will explore all delivery options for our libraries to develop a core offer. We will continue to

make the very most of our community volunteers and the use of technology to enable the public to access libraries outside of normal opening times.

Mitigation of inflationary pressure (£147k) - Most running cost budgets will be maintained at their current level. Savings will be achieved by reducing usage and existing procurement procedures.

CCTV (£54k) - implementation of new working patterns and a review of our existing camera stock to ensure that it is being utilised effectively. A soft market testing exercise will also be carried out to determine the most appropriate model for the service in the future in order to reduce the costs of providing the public realm cameras.

Reshaping Trafford/Managing demand/need for services

Support Services Review (£1,822k) -by reshaping the Council overall we can further streamline the central support services provided across the Council, which will reduce costs and redefine the services that we deliver to ensure that they are value for money. New ways to deliver services will be developed that are more innovative and self-sustaining in order to reduce reliance on Council funding going forward.

Trading/income generation

Waterside Arts Centre (£26k) - As a result of the implementation of a new staffing structure, improvements undertaken to the front of house & box office and the relocation of the bar, Waterside Arts centre will continue to develop and improve the service with a view to increasing income by in 2015/16. This will be achieved in a number of ways including an increase in activity and sales and a review of fees & charges.

Collaboration/working in partnership

Leisure Services (£451k) - On-going discussions are taking place with the Council and Trafford Community Leisure Trust to finalise proposals.

Reshaping Trafford Agenda

We will continue to look for collaborative opportunities in order to improve services and reduce costs. We are progressing our partnership with Greater Manchester Police and exploring opportunities to establish a shared service for transactional HR services. This will not only drive out back office efficiency savings for both organisations, but will also establish a new trading opportunity to increase our income generation potential.

We will continue to develop trading opportunities for some of our specialist services such as services to schools. We have invested in an online ordering system and established a dedicated team to support existing contracts and develop new business.

Service Performance

The Transformation and Resources Directorate has a track record of delivering high quality and low cost services. We have striven to improve or maintain performance in the current year. Some notable service performances and improvements are shown below:

Low Council Tax and Value for Money

- The Council collects over 97% of Council Tax which supports the Council's financial resources.
- Trafford Library Service has implemented many changes over the last five years which has led to more efficient ways of working and enabled savings whilst still maintaining all libraries. These have included;
 - Introducing self-service (RFID) in 2008 which is now integral to service delivery. It enabled library staff to offer enhanced options for users by dealing with a range of council enquiries covering areas such as council tax and benefits, waste and recycling, pest control, blue badges and free school meals. Trafford's was one of the first library services in the country to train staff to fully deal with this.
 - The introduction of volunteers, first as a pilot in two libraries and later expanded to cover all libraries.
 - Investing in a new library management system which as well as being cheaper will also have benefits for customers across Greater Manchester as seven of the ten authorities will be using the same system.
- The Council's customer contact service deal with over 330,000 telephone enquiries per year. In 2014/15, the Contact Centre target is to answer 80% of telephone calls within 20 seconds. Cost savings have been made in staffing as the online services increase and this has reduced the cost per call from £3.04 to £2.50.
- The time to process new benefit claims is 14 working days which is an improvement on previous performance.
- Action to reduce fraud has resulted in £890,000 of fraudulent benefit overpayments in 2013/14 being identified and 62 prosecutions. A further £560k of overpayments had been identified since April 2014.
- Health and well-being events have been provided to residents, offering free health checks, such as blood pressure and diabetes, together with advice on smoking cessation and alcohol awareness.
- Services to register births, deaths and marriages have improved with joint services with Manchester Register Office so that we register births for Trafford residents who have given birth in Manchester hospitals. We also offer the enhanced "Tell Us Once" service for both births and deaths and offer appointments through lunchtime to assist residents who are working.

Safe place to live - fighting crime

- Trafford continues to be the safest area in Greater Manchester, with the lowest crime rate per person. Crime has fallen by 54% in the last 7 years.
- The number of Anti-Social Behaviour incidents have fallen due to significant reductions in malicious and nuisance communications and hoax calls to emergency services. There have been notable improvements in Partington, reflecting the successful work of the Trafford Partnership in tackling perpetrators.

Economic Growth and Development

- The Council has more than doubled the amount of retail rate relief awarded to eligible businesses. We have already achieved that with awards totalling £732,000 which is an additional £500,000 since the uptake started.
- We pay 96.5% of invoices within 30 days which supports business.
- The Council has created over 80 apprenticeships through its internal programme and 39 of these have gone on to secure employment, either with or outside of the Council.
- Through its business engagement activity, the Council has contacted over 1000 Trafford businesses to provide advice, support and encouragement to recruit apprentices. 120 opportunities have been created to-date.
- In 2013/14, Waterside Arts Centre had over 110,000 visitors, selling 40,000 tickets and levels of satisfaction continue to be high.

Services focussed on the most vulnerable people

- Trafford Assist, a partnership of the Council, Citizens Advice Bureau, Trafford Housing Trust and others, was launched to provide crisis support to residents. To date there have been over 3,800 applications processed, with 75% of applicants successful.
- Trafford Partnership supported young people to enter an activity agreement, where one-to-one support was provided with training and skills, alongside work with the family and carers to reduce the risk of homelessness. The project has been very successful and 85% of participants have moved into education, employment and training, and homelessness has been reduced in the borough.
- Trafford is providing work experience placements, life skills training, employment and mentoring opportunities to vulnerable young people, including our Looked After Children and young people with learning difficulties.

- South Trafford Partnership – isolation of older people. The Partnership has successfully bid for funding from Our Place to develop a project, which brings together a range of partners to work innovatively to tackle this key local issue.

Other Service Achievements

- We have supported a range of sporting and leisure activities in the borough including the Greater Manchester Marathon, the Ashes and the Rugby League World Cup Final
- The Council's website has been improved so that people can get information easier. Webcasting of Council meetings was introduced in June to open up democracy for local people.
- The 2014-15 Voluntary Sector Grant scheme funded 36 projects across all Locality Partnership areas, allocating £103,008.74 in grant funding.

Budget Movement Summary 2015/16

The following summary table categorises the movement in the Directorate's budget for 2015/16. The Savings are also cross referenced to the Savings Schedules below.

Transformation & Resources	2015/16 (£000's)	Savings Schedule Reference(s)
Budget Brought Forward	17,646	
Additional Resources to meet Pressures:		
- Pay Related Inflation	311	
- General Price Inflation	147	
- Contract Related Inflation	16	
- Specific Grant Reductions	301	
- Demographic – Children's Services	180	
- Other	48	
Total new resources allocated	1,003	
Resource Reallocations through:		
- Efficiencies	(201)	T&R 1-2
- New or Increased Income	(26)	T&R 3
- Policy Choices	(2,743)	T&R 4-6
- EGEI Corporate Landlord	(230)	T&R 6
Total new resources allocated	(3,200)	
Net Year-On-Year Change	(2,197) (12.5)%	
Net Budget Proposal	15,449	

Transformation & Resources – Schedule of Savings

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
T&R	T&R	1	Directorate-wide	Mitigation of inflationary pressure	Efficiency	(147)	Most running cost budgets will be maintained at their current level. Savings will be achieved by reducing usage and existing procurement procedures.
T&R	C&P	2	Partnerships & Communities	CCTV	Efficiency	(54)	This will be achieved through the implementation of new working patterns and a review of our existing camera stock to ensure that it is being utilised effectively. A soft market testing exercise will also be carried out to determine the most appropriate model for the service in the future in order to reduce the costs of providing the public realm cameras.
Efficiency sub-total						(201)	
T&R	C&P	3	Culture & Sport	Waterside Arts Centre income	Income	(26)	As a result of the implementation of a new staffing structure, improvements undertaken to the front of house & box office and the relocation of the bar, Waterside Arts Centre will continue to develop and improve the service with a view to increasing income by £26k in 2015/16. This will be achieved in a number of ways including an increase in activity and sales and a review of fees & charges.
Income sub-total						(26)	

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
T&R	T&R	4	Directorate-wide	<p>Trafford Support Services (<i>indicative savings shown below</i>)</p> <p>There is a further £(350)k of T&R support service budget reductions associated with the Joint Venture Contract (JVC). This is in addition to the savings of £(1,822)k</p>	Policy Choice	(1,822)	<p>Work undertaken to :</p> <ul style="list-style-type: none"> establish unit costs and benchmarking Look at potential demand for support services going forward Develop delivery models which are commission/customer focused and that flex according to customer demand and budget. Specialist skills are retained and additional capacity brought in. <p>This work has been carried out to develop new structures which will be fit for purpose for 2015/16 with resilience to support the business, capability to develop commercial opportunities and provide services that are attractive to existing customer and new partners.</p> <p>Budget reduction will be achieved by staff transfers under TUPE regulations or further savings measures .</p>

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
T&R	T&R	4a	Audit	Trafford Support Services (£37k)			Amend structure based on a "fit for purpose" service that will deliver savings
T&R	T&R	4b	Communication	Trafford Support Services (£158k)			New structure with new job roles will be implemented with a focus on proactive PR
T&R	T&R	4c	Finance Services	Trafford Support Services (£640k)			New operating model and structure centred on a commercial business partner approach. Review of transactional services arising from the introduction of Risk Based Verification earlier this year and the merging of the Financial Services team within CFW with Revenues and Benefits
T&R	T&R	4d	ICT	Trafford Support Services (£750k)			These savings will be made through a rationalisation of roles, reduction in development and operational capability in line with demand and a review of existing contracts and software.
T&R	T&R	4e	Legal	Trafford Support Services (£120k)			New structure with new job roles will be implemented which will focus on retaining specialist skills and managing demand
T&R	T&R	4f	Performance	Trafford Support Services (£117k)			High risk corporate and service information to be prioritised. The service will develop an online management toolkit to allow manager access to information to reduce demand on the service. Reductions to the existing structure will be implemented to achieve the savings.
T&R	C&P	5	Culture & Sport	Trafford Community Leisure Trust	Policy Choice	(451)	On-going discussions are taking place with the Council and Trafford Community Leisure Trust to finalise proposals.

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
T&R	T&R	6	Access Trafford	Library Review	Policy Choice	(700)	<p>Although the provision of a library service is a statutory obligation, in Trafford there is considerable overlap between virtually all of Trafford's libraries. Subject to public and staff consultations, we will explore all delivery options for our libraries to develop a core offer. We will continue to make the very most of our community volunteers and the use of technology to enable the public to access libraries outside of normal opening times. There will be a number of reduction in FTE's</p> <p>Note £(230)K of this proposal are anticipated to be corporate landlord cost and this saving would be jointly achieved with EGEI Directorate who are responsible for all premises costs of these buildings since April 2014</p>
Policy Choice sub-total						(2,933)	
Total All Proposals						(3,200)	

Portfolio Key T&R: Transformation and Resources Portfolio F: Finance Portfolio, C&P: Communities & Partnerships

Council-Wide Budgets

Service Description

There are a number of budgets that relate to the Council as a whole and/or affect all services. These budgets include precepts and levies, treasury management, insurance and 'non-ring fenced' Government grants which are not attributable to a particular service. Finance Services, within the Transformation & Resources Directorate, actively manage the expenditure and income for these areas.

The current 2014/15 net budget is £23.2m, of which the majority relates to the transport levy payable to the Greater Manchester Combined Authority, debt charges for loans taken out to support past investment in infrastructure through the capital programme, and 'non-ring fenced' Government grants including Education Services Support, Council Tax Freeze Compensation and New Homes Bonus.

A summary of the Council Wide budget for 2014/15 by gross expenditure and gross income is shown below;

Council-wide Budgets	2014/15		
	Gross Exp (£000's)	Gross Income (£000's)	Net (£000's)
Housing Benefit Subsidy	68,069	(68,157)	(88)
GM Combined Authority Transport Levy	16,748	0	16,748
Other Levies	1,145	(27)	1,118
Treasury Management	11,401	(3,015)	8,386
Non Ring Fenced Grants	0	(6,804)	(6,804)
Insurances	1,845	(1,070)	775
Additional Pension Allowances	1,427	0	1,427
Contingencies and Provisions	338	0	338
Members Expenses	926	0	926
Other	339	(6)	333
Total Budget 2014/15	102,238	(79,079)	23,159

The 2015/16 budget is proposed to increase marginally by £0.017m. A summary of the financial movements can be found at the end of this section. The main movements relate to net changes to non-ring-fenced government grants of £0.8m, offset by a corresponding reduction in the cost of debt repayments of £(0.6)m and an increase in investment interest £(0.2)m.

Main Components of Budget

Non-Ring-Fenced Grants

The proposed Council-wide budget holds £(5.966)m of non-ring-fenced grants. This includes a net reduction in grants of £0.838m in 2015/16 consisting of an increase in New Homes Bonus Grant of £(0.529)m, a reduction in Education Services grant of £0.900m, the ending of Local Welfare Fund of £0.464m and a minor movement in other grants totalling £0.003m.

Local Welfare Fund

As mentioned above the Local Welfare Grant funding for the Trafford Assist scheme is anticipated to cease in 2015/16. The scheme has been operating since 2013/14 and due to demand being lower than anticipated an underspend of £(0.238)m was carried forward into 2014/15. It is unknown at this stage if there will be Local Welfare Grant funding for the Trafford Assist scheme in 2015/16, the original decision not to provide funding has been the subject of a judicial review and the DWP are now completing a review of the scheme and then will be consulting on the future of the fund before making a final decision

The scheme continues to receive favourable comments from customers, DWP and other Partners particularly about positive intervention and signposting and as a result of the accumulated underspend it will continue to operate in 2015/16 irrespective of the outcome of the judicial review. The £250k to £400k remaining monies will allow the scheme to operate for a further 12 months, this could increase if more funding is available, and consultation will commence to develop alternative ways of delivering the service for 2016/17.

Precept & Levies

The Council has the legal responsibility to contribute to a number of agencies that provide services on behalf of all or a number of Greater Manchester Authorities; details are :-

	Net 2014/15 £000
Transport Levy (Greater Manchester Combined Authority)	16,748
Other Levies	
Coroner's and Mortuary fees (South Manchester Coronal District)	504
Flood Defence levy (Environment Agency)	141
Association of Greater Manchester Authorities (AGMA).	331
Other (LGA Subs, Probation, Magistrates Court, Parish Council Grants)	142
Total Other Levies	1,118

Changes in population estimates have increased the relative share of the costs of the Coroner's service between the Council, and Stockport (lead Authority) and Tameside Council. Trafford's contribution is estimated to increase by £0.030m in 2015/16.

An estimated provision of 2% increase has been made for the costs of the Flood Defence levy.

Treasury Management

The Council's treasury management operations ensures that day to day cash flows are adequately planned for, surplus monies are invested in low risk counterparties and the longer term cash flow implications of the Council's current and historical capital spending operations are met.

A reduction in debt costs in 2015/16 reflecting repayment of maturing debt and additional investment income has generated savings of £0.8m.

As a result of the continuing worldwide economic climate, a cautious approach will continue to be adopted and as a consequence of borrowing rates of c.4.5% continuing to be higher when compared to investment rates. No new borrowing is expected to be undertaken during 2015/17.

Housing Benefit Subsidy and Discretionary Housing Payments

The budget for Housing Benefit payments and subsidy, plus Discretionary Housing Payments, both of which are administered on behalf of the Government, are held within Council-wide. There is no expected change to the budget for 2015/16.

Discretionary Rate Relief

The Discretionary Rate Relief budget in the Council's General Fund is no longer required as the cost is now accounted for in the Collection Fund as a consequence of the new business rates retention scheme. This has generated a reduced budget requirement of £0.152m.

Contingencies and Provisions

Monies set aside £0.115m for bad and doubtful debts on the £17.0m of invoiced income the Council raises each year, and liabilities for future pension costs of £1.427m relating to previous organisational changes.

Insurance

The cost of premiums and claims, mainly for fire, public and employers liabilities. This budget is net of the recharge for similar insurance cover provided to Schools.

Members Expenses

The costs of Councillors' allowances and associated running costs, including communications and computing equipment costs. The proposed budget for 2015/16 includes a saving of £(0.035)m on allowances following a recent change to the Members' Allowances Scheme following an Independent Remuneration Panel review.

Budget Movement Summary 2015/16

The following summary table categorises the movement in the Directorate's budget for 2015/16. The Savings are also cross referenced to the Savings Schedules below.

Council-wide Budgets	2015/16 (£000's)	Savings Reference(s)
Budget Brought Forward	23,159	
Net reduction in Specific Grants	838	
Reducing reserve support to Insurance budgets	100	
Other Levies	86	
Net changes in Treasury Management	(767)	
Inflation	14	
Other Budgets	1	
Total new resources allocated	272	
Resource Reallocations through:		
- Efficiencies	(220)	C-W1, 2
- New or Increased Income	-	
- Policy Choices	(35)	C-W3
Total new resources allocated	(255)	
Net Year-On-Year Change	17 0.1%	
Net Budget Proposal	23,176	

Council-wide Budgets – Schedule of Savings

Dir'	Port- folio	Ref.	Service Area	Description of Saving	Category of Saving	2015/16 £000's	Impact of Saving (e.g. service, equality, other)
C-W	F	C-W1	Terms & conditions	Old Car Lease Scheme	Efficiency	(68)	
C-W	F	C-W2	NDR	Discretionary rate Relief to Collection Fund	Efficiency	(152)	
Efficiency sub-total						(220)	
C-W	F	C-W3	Members	Member's Allowances budget	Policy Choice	(35)	
Policy Choice sub-total						(35)	
Total All Proposals						(255)	

Portfolio Key

F: Finance Portfolio

