

TRAFFORD BOROUGH COUNCIL

Report to: Executive
Date: 16 November 2015
Report for: Decision
Report of: Executive Member for Finance and the Director of Finance

Report Title

Executive's Draft Revenue Budget Proposals 2016/17

Summary

This report sets out the Executive's draft revenue budget proposals for 2016/17.

The Council's revenue budget has a large degree of reliance on financial support from the Government. Further reductions in government support are expected in this seventh austerity budget. At this stage and until the outcome of the Comprehensive Spending Review on 25 November 2015, our grant settlement for 2016/17 onwards will not be known and therefore this draft budget is based on a number of assumptions which will need to be clarified before the Council agrees its budget in February 2016.

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

- The total budget gap is estimated at £21.087million comprising additional costs, including planning investment in services, amounting to £11.123million and funding pressures of £9.964million.
- additional income from areas such as business rates, airport dividend, reserves and changes in our financing arrangements will generate £8.626 million
- Savings of £12.461million will be needed to balance the budget and be met from efficiencies of £5.444 million leaving a balance of £7.017 million (33%) to be met from policy choices.
- Budget will decrease by £3.099 million or 2.1%, from £148.914 million to £145.815 million.

This report represents a draft set of proposals which will now form the basis of a further round of consultation with members of staff and the general public; the draft proposals are also subject to review by the Scrutiny Committee.

Final decisions will be taken by the Executive after taking into consideration all relevant matters and feedback, at which time a proposed budget will be put to full Council for approval on 17 February 2016.

Recommendation(s)

It is recommended that :

- a) The proposals for the draft revenue budget for 2016/17 be agreed for the purposes of consultation and referred to the Scrutiny Committee for their consideration.
- b) 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 draft budget for 2016/17 supports all key priorities and policies.
Financial	The report sets out the proposed draft budget for 2016/17, allocating 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 and will continue to comply with 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.
Risk Management Implications	An impact assessment of each budget proposal is in the process of being finalised.
Staffing/E-Government/Asset Management Implications	Human Resources – statutory processes have begun and any impact on staffing will be subject to consultation.
Health and Wellbeing Implications	Equality Impact Assessments in relation to the budget proposals to be carried out.
Health and Safety Implications	An impact assessment of each budget proposal to be carried out.

Other Options Considered

High level savings proposals were the subject to a first phase of public consultation in September 2015.

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: No.

Finance Officer Clearance GB.....

Legal Officer ClearanceJLF

CORPORATE DIRECTOR'S SIGNATURE

Helen Jones

(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 2016/17**

16 November 2015

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FOREWORD by the EXECUTIVE MEMBER for FINANCE COUNCILLOR PATRICK MYERS

Background

The budget proposals contained in this report are the 7th since austerity began in 2010. Throughout this period the Council has been committed to delivering value for money services 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. As in recent years it is important to remind ourselves of the strengths of the borough and the many achievements of the Council.

Trafford has a robust economy and its population, of just over 230,000, is highly skilled/educated with 44% qualified at NVQ4 and above compared to the Greater Manchester (GM) average of 32%. The borough has the highest productivity rate per head in GM and the highest Gross Value Added (GVA) outside of Manchester producing £6.6 billion p.a. Total employment in Trafford stands at 158,000 and is predicted to increase by 8% over the next 10yrs.

With our Partners we have won several awards for our innovative and collaborative work across Public Sector Partnerships and our Trafford Partnership Executive, which represents all sectors including the faith community, is a powerful force to enable partners to work differently and galvanises communities to take the lead in their local areas. Also in 2014 the Council received a commendation in the North of England Excellence Awards.

As a Council, we have been recognised at a national level for our employment and equality initiatives, employee relations and quality of apprentices.

Our Children's Services were rated by OFSTED as the joint highest performing Children's safeguarding service in the country. OFSTED cited 'many examples of innovation, hard work and determination demonstrated by elected members, officers and workers at all levels to ensure that vulnerable children and families get the best possible service';

94% 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. Provisional figures show we were ranked 7th in the country for GCSE and 3rd for A Level results in 2014. 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.

Work is continuing to implement the strategic frameworks for all the town centres including the Stretford Masterplan, Urmston and Sale Road Maps and Altrincham Strategy. The Council is committed to the sustainability of its main town centres. The Council commenced the first phase of the comprehensive public realm improvement works in Altrincham, totalling over £3 million including repaving and environmental improvements to Shaws Road, Cross Street, George Street (part of), Stamford New Road and Goose Green. The Council dealt with just under 250 new business enquiries and referred 170 to our business support partners. New partnership arrangements have been established in Stretford, and residents and

businesses have been consulted on proposals for improved public realm improvements.

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:-

- Trafford continues to be the safest area in Greater Manchester, with the lowest crime rate per 1000 head of population and the highest public satisfaction and confidence rates.
- Trafford is the best in Greater Manchester for processing new benefit claims.
- Action to reduce fraud has resulted in £1,100,776 of fraudulent benefit overpayments in 2014/15 being identified and 120 sanctions, including 59 prosecutions.
- Supported 100 residents into employment through the innovative Trafford Pledge, matching young unemployed people with local employers.
- Supported 87 new affordable homes to be delivered by our housing association partners in 2014/15.
- Successfully combined local and general elections in May 2015.

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:

- 9,485 social care clients receiving packages of support at a cost of £49m.
- 120,000 visitors to Waterside Arts Centre, selling more than 51,000 tickets.
- Collect over 98% 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.
- 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 1,200 tonnes of fly-tipping per year.
- Respond to more than 450 incidences of graffiti per year.
- Maintain 40 public parks covering 243 hectares, with 4 parks currently achieving Green Flag status.
- Support 30 active Friends of Parks Groups.
- Provided 69 active school-crossing patrol points in Trafford and maintain 86 children's play areas.

- Mow over 1 million square metres of grass each year across parks, sports pitches, highway verges and other open space.
- Collect domestic waste from 30,000 wheeled bins every day.
- Recycle 62% of domestic waste making Trafford the best performing district in Greater Manchester and the highest performing metropolitan district in the country.
- Supporting new development in the Borough, for example the Carrington strategic site, which has capacity for thousands of homes and new jobs.

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. Since the last budget the Council has:-

- Created a fully integrated Children's Service for education, health and social care.
- Received the only 'Outstanding' rating issued by OFSTED for children leaving care.
- Collaborated with Stockport, Tameside and Cheshire East on adoption services.
- Provided crisis welfare assistance for 2,063 residents, via Trafford assist.
- Worked with Stockport and Rochdale to consolidate our STAR Strategic Procurement Service.
- Proposed collaboration and co-location with Greater Manchester Police (GMP) for a transactional HR shared service.
- Retained Hale, Lostock and Timperley libraries through working with the private sector and community partnerships.
- Developed innovative proposals to establish a Youth Trust to ensure continued youth provision in the borough.
- Achieved significant savings in Home to School Transport whilst still meeting the needs of all eligible children and young people.
- Successfully implemented the One Trafford Partnership with AMEY.
- Consulted on the transformation of the Stretford Public Realm.
- Launched wedding and event packages at Trafford Town Hall as part of the maximising income initiative.
- Achieved one of the country's highest ratings in an inspection carried out by HMI Probation for Trafford's Youth Offending Services.
- Secured £26k Arts Council funding to bring Wi-Fi to more of our public buildings.

- Launched Trafford Business Network with over 100 people attending from approximately 70 Trafford Park businesses.
- Stretford Public Hall sold to the friends group as part of an innovative community asset transfer.
- Launched Trafford Leisure as a new community interest company.
- Been ranked the highest performing Metropolitan Council in England for recycling, and 5th of all councils.
- Increased car parking charges without any significant impact on customer parking numbers.

The Council also continues to invest in the borough with current initiatives including:-

- Contribution to the new Trafford Park metrolink extension to the Trafford Centre.
- Four new library buildings to be provided by the end of 2017 at Altrincham, Old Trafford, Hale and Timperley.
- Working with AGMA to improve service delivery and enhance customer experience e.g. one library card.
- Shrewsbury Street, Old Trafford – £18m new community hub with extra care housing, library and health centre.
- Town Centre Loan Scheme – loans awarded to 18 new businesses supporting the creation of 70 jobs.
- Town Centres – potential investment of over £9m identified to transform the public realm in Stretford and Altrincham; Phase1 at Altrincham completed.
- Trafford Pledge – 39 businesses signed-up to the Pledge, creating over 450 employment opportunities.

Draft 2016/17 Budget

Turning to the Council's finances, since 2004/05 the Council has approved £(77)m of efficiencies, and a further £(5.5)m is proposed for 2016/17. This is equivalent to 103% of the current Council Tax, helping to maintain service levels at times of significantly reducing resources.

Following the general election in May 2015, the Government has set out its high level plans to eliminate the current budget deficit by 2020, largely through spending reductions. Government departments that are not protected from spending reductions have been asked to identify options to save 25% and 40% of their budgets over the lifetime of the Parliament. The precise details of future Government funding will become clear in December 2015, however, based on the best information available it is believed that the Council will need to fund a total shortfall of £21.1m, as a result of:

- £10.0m reduction in funding, consisting of £7.3m reduced sustainable Government funding, £3.4m reduction of one off contributions from business

rates and reserves in 2015/16 offset by additional income of £(0.7)m from an estimated increase in growth from our Council Tax base.

- £11.1m spending pressures due to general inflation, increasing public expectation and demographic pressures in key services, increasing charges from levying bodies for waste disposal and some reduction in income and the introduction of the new living wage from April 2016.

To offset the need to make service reductions of this magnitude net additional funding of £(8.6)m has been identified. This is one of the biggest ever contributions towards a budget gap from non-government funding:-

- £(3.0)m from business rate growth.
- £(1.0)m additional projected dividend from Manchester Airport Group.
- One-off support from our reserves of £(1.0)m.
- £(0.9)m council tax freeze grant for 2016/17
- £(1.4)m financing related savings
- £(1.3)m additional service related income

The net deficit is therefore £12.5m which it is proposed will be funded by:-

- Efficiency savings amounting to £5.5m, 26% of the gross deficit.
- £7.0m of policy choice savings, 33% of the gross deficit.

The savings from policy choice measures at 33% of the budget gap is lower than the average contribution made from policy choices since 2010/11 - see chart in Section 1.6).

Identifying new efficiencies and income streams that can be achieved cost effectively is becoming more and more challenging and it is known the national austerity measures will not be removed for some time. For this reason the Council commenced a different approach to managing this austerity challenge over the medium term.

Under the Council's Reshaping Trafford Programme we are planning to have a mix of different delivery models in place from 2017/18 which will mean that some services will be delivered by others rather than the Council directly. Those we continue to deliver will be monitored for quality by a much smaller Council core. Our plan is set out in the 'blueprint' document which is available below.

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

The aims of the organisational model are to:

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

An example of this approach is the major procurement exercise undertaken in 2015 for a number of service areas, including refuse collection, highways maintenance, street lighting, grounds maintenance, asset management and technical services. The outcome was the One Trafford Partnership with AMEY which has maintained service standards, with no job losses, and savings of £(3.5)m (over 20%).

The transformation of care services over the last 12 months has been substantial with new services developed to meet the needs of vulnerable adults more efficiently. This includes:

- Establishment of a new approach to Reablement that provides a range of options depending on individual need to complement the restructured internal service.
- A review of Learning Disability services with investment in assessment and review functions to ensure care packages meet individual needs leading to improved support at a lower cost.
- Development of an integrated commissioning service on an all-age basis to support better use of resources and improving relationships with providers.
- Testing out new ways of using assistive technology to support individuals within their own homes

The opportunities of GM Health and Social Care devolution and collaboration across the sub-region will further assist in ensuring our services are delivered on a sustainable basis in the future.

This year the Reshaping Trafford Programme has six themes which are referred to in the report:

- Working Smarter.
- Joining up and working together.
- Buying Better.
- Promoting Independence.
- Eligibility and Access.
- Maximising Income.

As part of the Phase 1 consultation these themes were discussed with the general public and feedback has helped inform and shape the budget proposals contained in this report.

It is inevitable, however, that there will be an impact on the number of budgeted jobs within the Council.

A range of options relating to service redesign are being explored and these will be shared as part of an informal consultation process; formal consultation on potential workforce reductions will not commence until such time as these options have been appraised and the Council is in a position to engage in detailed and meaningful consultation with the recognised trade unions.

Summary

To ensure a balanced budget, the draft budget for 2016/17 will reduce by £3.1m, from £148.914m to £145.815m. In order meet the funding gap of £21.1m it has been

necessary to find service savings of £12.5m and additional income of £8.6m. Of this £14.8m of service savings and additional income proposals (see section 3.8) will now form the basis of the consultation with residents and service users. This is planned from late November to early December.

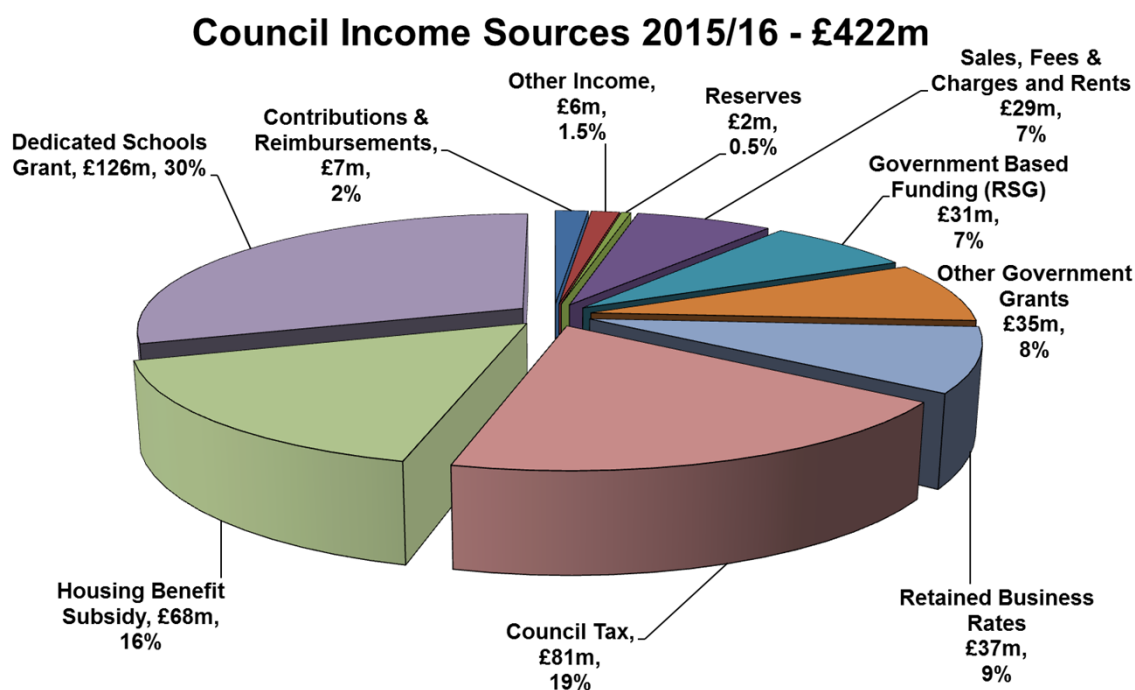
Decisions on these proposals will be made in early 2016 when feedback from the various consultations has been evaluated.

1. FINANCIAL BACKGROUND

This section provides information on the Council's budget for 2015/16 and details the overall size of the budget, what the money is spent on and where it comes from.

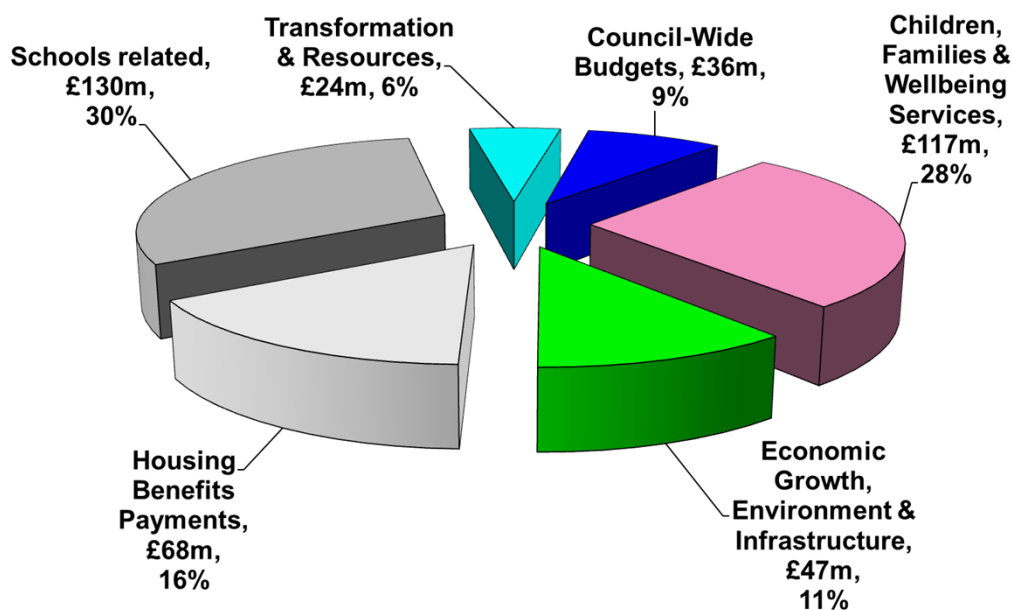
The Council's Gross Revenue Budget

1.1 The chart below demonstrates that money to run the Council's services comes from a wide range of sources. Nearly half of the funding is for specific purposes and the Council must spend it on those services; the biggest of these is Dedicated Schools Grant which must be spent on schools, and Housing Benefit subsidy which largely reimburses the Council for the money paid out on Benefits. Out of the total planned spend, these two areas, totalling £194m, are outside of the Council's deliberations for allocating resources.



1.2 The Council's gross budget, or total revenue planned expenditure, for 2015/16 is £422m. 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.

Where the money is spent 2015/2016 - £422m

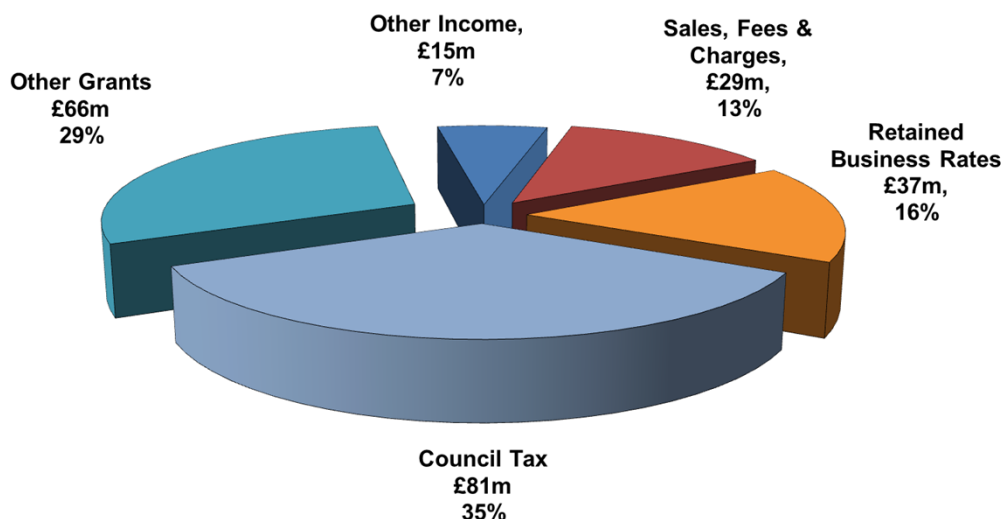


1.3 Excluding Schools and Housing Benefits, the gross expenditure for which the Council determines the distribution of resources is £228m. However, the extent by which the Council can determine resource distribution is not uniform across services and functions:

- Many services must be delivered to at least a mandatory minimum level and/or to all 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. The Council can decide whether and to what level it will provide discretionary services.
- Some expenditure is legally or contractually required based on prior decisions, such as the revenue consequences of borrowing to finance 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.

1.4 The proportion of this £228m of service expenditure funded by the Government is significant at £103m 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 £149m is 45% supported by £(67)m of Government base funding, and the remainder from local resources, primarily Council Tax.

Council Income Sources 2015/16 - £228m



- 1.5 For 2016/17 it is forecast that the Government will withdraw £7.3m of funding either in terms of base funding or specific grants used to support the base budget. Ordinarily this may be viewed as £7.3m from a gross spend of £422m, however as demonstrated in the table below the controllable budget is £125m, of which £76m (61%) is related to care services.

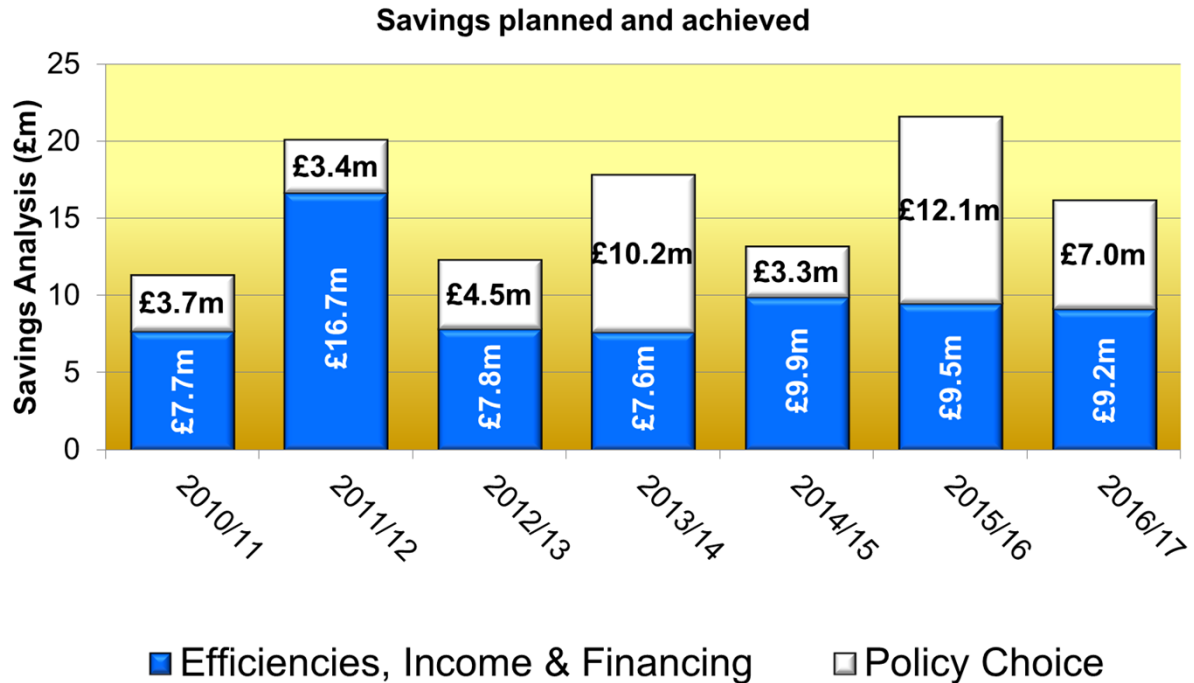
Revenue Budget 2015/16 Gross to Net

Revenue Budget 2015/16 Gross to Net			
Gross Expenditure	£422m		
Government Grants	£(230)m	Schools DSG	£(127)m
Sales, Fees & Charges and Rents	£(29)m	Housing Benefit	£(68)m
Other Income	£(13)m	Other	£(35)m
Earmarked Reserves	£(1)m		
Net Budget	£149m	Children, Families and Wellbeing	£76m
Government based funding (RSG)	£(31)m	Economic Growth, Environment & Infrastructure	£32m
Retained Business Rates	£(36)m	Transformation and Resources	£17m
Council Tax	£(81)m	Council Wide	£24m
General Reserve	£(1)m		
Funding	£(149)m		

} Controllable Services £125m

- 1.6 Over the seven years of austerity the Government will have withdrawn some £49.5m of funding, equivalent to around 62% of current Council Tax. This

pressure is in addition to inflation, increases in client numbers and need, as well as 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 help meet this financial challenge and thereby minimise the effect on front line services. The table below shows that the total savings requirement since 2010/11 has been £112.6m and some £68.4m (61%) of this has been delivered from efficiencies and income.



1.7 The following section describes the likely resource position available to the Council and the expenditure demands expected to be faced in 2016/17.

2. RESOURCE AVAILABILITY AND BUDGET PRESSURES 2016/17

2.1 The Council's estimated funding gap is summarised in the table below:

Table 1: Indicative Budget Forecasts 2016/17	2016/17 £'000
Net Revenue Budget from 2015/16	148,914
Cost Pressures:-	
Inflationary: non-staff	2,766
Levies	817
Pay Related	3,198
Demographic	3,072
Other	1,270
Total Cost Pressures	11,123
2015/16 Budget plus cost pressures	160,037
Original Estimated Funding:-	
Council Tax	(81,017)
Revenue Support Grant (RSG)	(23,487)
Redistributed Business Rates	(33,715)
Business Rate Growth	(77)
Other Funding	(654)
Total Funding	(138,950)
Budget Gap	21,087

2.2 One of the biggest uncertainties in the table is the level of RSG which will be received next year, together with other specific grants from the Government. All that is known currently is that non-protected government services, which include local government, have to provide options for reductions of 25% and 40% in funding during the lifetime of the current Parliament. The precise details of future Government funding will not become clear until December 2015, however based on the best information available it is estimated that the Council will need to make total savings of £21.1m, as a result of:

- £10.0m reduction in funding, consisting of £7.3m reduced sustainable Government funding, £3.4m reduction of one off contributions from business rates and reserves in 2015/16 offset by additional income of £(0.7)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 £11.1m.

- 2.3 The figures above include the latest assumptions and are slightly higher than the £20.4m quoted during the recent public consultation. It is normal for budget assumptions to be refined as we go through the budget round. Assumptions will not be finalised until February 2016 when the Council approves the budget for 2016/17.
- 2.4 The cost pressures amount to £11.1 million which is 7.5% of the net budget. The main features are:
- Pay: includes provision for a 1% pay award; 0.7% increase in employer's pension rate; abolition of the national insurance contracted out rebate; auto-enrolment into the pension scheme.
 - Inflation: relates to non-staffing budgets and includes a general allowance of 2%; provision for the New Living Wage; other contractual inflation.
 - Levies: allowances for increases in waste disposal, Combined Authority (incl. transport), Environment Agency (flood defence) and Coroner's service.
 - Demography: allowance for increasing number of adults (£1.5m) and increasing number and cost of looked after children's (£1.5m).
 - Other: includes for an allowance for non-delivery of a small number of savings from 2015/16 and minor contingency items.
- 2.5 Further information on these assumptions are summarised in Annex A.
- 2.6 Whilst a focus will understandably be more on the proposed savings that have to be made it is worth pausing to consider some of the investments included in this budget.
- Care services for children and adults will see additional resources of £3.5m for demography and cost increases.
 - In addition an allowance of £2.4m has been made for the cost of the new Living Wage, which is likely to affect the care market particularly.
 - An amount of £0.4m as the Council's commitment to the risk sharing agreement as part of the Better Care Fund.
 - An increase in the rate of pay for apprentices working for the Council £0.087m.
 - A new dedicated fraud team at a cost £0.170m which will be entirely self-financing.
- 2.7 During September a first phase of public consultation was undertaken on some high level themes which would assist in balancing the budget; a further and more detailed round of consultation will be undertaken in November / December 2015. During the first phase, views were received on a range of areas such as use of reserves, council tax levels, raising more income, provision of services and these have been taken into consideration in developing the draft budget proposals.
- 2.8 The challenge once again for the Council is to contain its spending within the resource constraints set out above. The following section explains the approach and the proposed specific measures to achieve this. These will form the basis of the next phase of consultation.

3. APPROACH TO BUDGET 2016/17

3.1 Reference was made in previous budget reports to the fact that the traditional, almost silo, approaches to budget planning cannot deliver the scale of savings required over a sustained period of time. The Reshaping Trafford approach was outlined last year and this has been further refined.

3.2 The approach to the budget shortfall for 2016/17 and later years has focused on a “One Council” approach by taking a cross directorate view to the savings that need to be achieved by applying the following themes:-

- **Maximising Income** – maximising income from our services or generating income from assets such as advertising.
- **Working Smarter** – looking at the way things are done such as redesign of the workforce.
- **Buying Better** – working with our partners and suppliers to ensure we get best value for our expenditure.
- **Eligibility and Access** – reviewing current care packages and all new applications applying the reshaping social care policy utilising equipment, assistive technology and adaptations.
- **Joining Up and Working Together** – looking at how we deliver community health and social care services for adults in Trafford.
- **Promoting Independence** – helping people to help themselves, through our care strategy.

3.3 The first of these themes was a priority for the Executive as the creation of new income into the Council will avoid the equivalent amount having to be found from service budgets and thereby minimise adverse impacts on residents and businesses in the borough. Some examples of the work that has been done include:

- **Business Rates** – it was not clear whether the use of business rates would be sustainable under the retention scheme that was introduced by the government in 2013. Additional income was included in the 2015/16 budget but it was not assumed this would be recurring due to the uncertainty around forecasting caused by the impending business rate Revaluation in 2017, the impact of outstanding appeals and the level of empty property exemptions. However what we are now seeing is a relatively buoyant rateable value base, including the expected opening of the first of two new power stations in Carrington and a new supermarket in Broadheath. The ability to attract and retain businesses is not an overnight initiative but is the result of a range of factors, including the Council ‘being open for business’, making the borough an attractive place for businesses and their employees, and having in place an excellent education system. The budget plans assumes £3.0 million will be available from business rate retention to support the budget, including continuation of the shared pool arrangements within AGMA.

- Council Tax – monitoring reports have shown how council tax income has remained buoyant in recent years. Not only is this due to the success of the local economy, with less having to be paid in council tax support, but also the Council now has a proactive approach in assisting housing developers with their planning applications including linking them into funding sources to improve the prospect of delivery. Also investment in public realm is expected to have the twin benefits of attracting more business whilst also making our town centres attractive places to live. Of course strong collection performance together with initiatives such as the single person discount review and proactive interventions in council tax support help maximise this important source of funding. The forward plans have an expectation of £0.400 million growth in council tax each year but in 2016/17 we are able to increase that by a further £0.300 million.
- Council Tax Freeze Grant – the budget assumes this ‘free’ grant will continue, worth £0.9 million to the Council.
- New Homes Bonus – it is assumed this grant will continue in 2016/17. It is payable not only for each new home that comes onto the valuation list but also for each long term empty (longer than 6-months) property which comes back into use. We have carried out a recent exercise to target apparently empty homes to identify those which in fact have been brought back into use. The grant is assumed to be worth an extra £0.583 million in 2016/17.
- Airport Dividend – following the restructuring of the Manchester Airport Group (MAG), which required the Council’s approval, its trading performance has improved and dividends have increased. The budget assumes an additional dividend of £1 million.
- Treasury Management – the Council makes use of its day-to-day cash by investing in the money market. Returns are currently suppressed and therefore the Council has decided to invest in a property fund which should generate additional income of at least £0.170 million next year.
- We have also looked at some of our existing financing arrangements. A report will be presented to the Council to consider how quickly to pay off our loan debt. Much of our borrowing costs were supported through Revenue Support Grant (RSG) in the past but as this funding source has been the main route by which the government reduces funding it has meant a smaller contribution is received towards this cost. The recommended course of action would release over £1 million in revenue resources. In addition, part of the interest we receive from the equity loan with MAG is set aside as a provision to guard against potential default on this long dated loan. The Airport is in a healthy financial position and it is proposed that the annual provision is no longer made, thereby freeing up £0.288 million of revenue resource.
- The Executive is minded to recommend that the Council supports the 2016/17 budget with a £1 million contribution from reserves. This is consistent with the Council’s financial strategy and will still leave the minimum level of the General Reserve at £6 million.

- 3.4 The impact of all the income initiatives, including those above, provide an important contribution to the financial challenge in 2016/17 and have resulted in significantly reducing the requirement to make budget savings by £8.626m (41% of the target). However, on their own they could not address the full resource shortfall and savings within services will have to be made of £12.461m as summarised below. This comprises of efficiency savings of £5.444m (26% of target), leaving a balance of £7.017m to be met from policy choices which is equivalent to only 33% of the overall target.

Table 2: Reduction in Shortfall from Income Generation & Financing	£'000	%
Original Gap	22,370	
Less New Homes Bonus	(583)	
Less Council tax base increase	(700)	
Existing Budget Gap	21,087	100
Additional Resources from Income Generation and Financing (not already assumed in figures)		
Business Rates (**)	(3,000)	
Council Tax Freeze Grant 2016/17	(900)	
Maximising Income – Airport Share Dividend	(1,000)	
Maximising Income - Other	(1,299)	
Financing Related Savings	(1,427)	
One off use of General Reserve	(1,000)	
Total Additional Resources	(8,626)	41
Efficiencies	(5,444)	26
Policy Choices	(7,017)	33
Total Remaining Budget Gap	0	0

(*) (**) This is net growth and consists of funding growth of £(5.3)m offset by £2.3m levy cost and AGMA rebate held within Council-wide.

- 3.5 Efficiencies and policy choices in Table 2 amount to £12.461m out of the gross budget shortfall of £21.087m and are required to be found from the “One Council” approach; the amount that each theme is expected to

contribute is in the table below. Further details are included in annexes to this report.

Table 3: Summary of Savings 2016/17	£'000
Buying Better	3,678
Working Smarter	1,031
Eligibility and Access	4,000
Joining Up and Working Together	750
Promoting Independence	2,470
Sub-total (One Council approach)	11,929
Terms & Conditions (para 3.6)	532
Total Savings	12,461

- 3.6 In 2014/15, as part of a review of staff terms and conditions, employees agreed to a period of 3 days unpaid leave for a period of two years. This financial saving to the Council was approximately £0.5m per annum and it was agreed to review this arrangement after two years. The budget shortfall referred to in section 2 has assumed the unpaid leave arrangements would end in April 2016. However, given the extent of savings that continue to be required it is intended to consult staff and trade unions about retaining the unpaid leave arrangements and the current budget proposals now assume this continuation.
- 3.7 Full details of all savings are listed and discussed in more detail within the service narratives which can be found at Annexes C to F. Detailed Schedules of Savings for each service area can be found on the following pages:
- Children, Families and Wellbeing – Pages 36 to 52.
 - Economic Growth, Environment and Infrastructure – Pages 53 to 60.
 - Transformation and Resources – Pages 61 to 68.
 - Council-wide – Page 69 to 75.
- 3.8 The schedules are included in the usual directorate format. The table below shows how the “One Council” themes are included in each directorate’s budget proposals.

Table 4	CFW	EGEI	T&R	C-W	Total
One Council Theme	£000's	£000's	£000's	£000's	£000's
Buying Better	(1,967)	(1,711)			(3,678)
Working Smarter	(450)	(115)	(466)		(1,031)
Eligibility & Access	(4,000)				(4,000)
Joining up and working together	(750)				(750)
Promoting Independence	(2,470)				(2,470)
Terms and Conditions	(264)	(106)	(162)		(532)
sub-total	(9,901)	(1,932)	(628)	0	(12,461)

Maximising Income	(80)	(905)	(314)	(1,000)	(2,299)
Total	(9,981)	(2,837)	(942)	(1,000)	(14,760)

Impact on staff

- 3.9 Employee costs form a large proportion of the Council's expenditure; it is therefore inevitable that savings will have an impact on the Council's workforce. In 2016/17 and beyond, 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.
- 3.10 This will be particularly important in the Children, Families and Wellbeing Directorate, where there is a dedicated programme to support the delivery of significant savings targets. This will mean working collaboratively and innovatively with partners and residents to explore alternative options for service delivery, with the aim of protecting employment across the borough, as far as possible. It is inevitable, however, that there will be an impact on the number of budgeted jobs within the Council.
- 3.11 A range of options relating to service redesign have been explored and these will be shared as part of an informal consultation process; formal consultation on potential workforce reductions will not commence until such time as these options have been appraised and the Council is in a position to engage in detailed and meaningful consultation with the recognised trade unions.
- 3.12 In circumstances where it is proposed that more than 20 staff will be dismissed on the grounds of redundancy, then a S.188 notice will be issued to mark the commencement of a statutory minimum consultation period of 30 days. Where those proposals exceed 99 staff, then this period will be extended to 45 days.
- 3.13 It is anticipated that informal consultation will commence from 5th November 2015, with formal collective consultation taking place at the earliest opportunity thereafter, where it is deemed necessary to issue a S.188 notice.
- 3.14 During the consultation period, as always, 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.

- 3.15 In addition to the savings relating to service reviews, there is also a Council-wide proposal which relates to changes to staff terms and conditions. In 2014, the Council introduced a number of changes to staff terms and conditions which realised savings in the region of £1.7m. Whilst most of these changes related to permanent contractual changes, the introduction of 3 days mandatory unpaid leave was made as a temporary variation, subject to a review. Given that this temporary variation realises savings of £0.5m, year on year, it is proposed that this arrangement is extended for a further two years until 2018. This proposed extension requires the Council to undertake a period of statutory collective consultation. Therefore, on 5th November 2015, a S.188 notice relating specifically to this proposal will be issued to the recognised trade unions and will run for a minimum period of 45 days.
- 3.16 Following consultation, in relation to any staff who do not voluntarily accept the extension of the contractual variation, the Council will be required to issue those staff with notices of termination and re-engagement.

Summary

The draft budget for the purpose of consultation is summarised below.

Table 5: 2016/17 draft summary budget, compared to 2015/16	2015/16 Budget (£000's)	Cost pressures (£000's)	Savings (£000's)	Move-ment (£000's)	2016/17 Indicative Budget (£000's)	Change (%)
Children, Families & Wellbeing	75,834	9,836	(9,981)	(145)	75,689	(0.2)
Economic Growth, Environment & Infrastructure	33,020	1,589	(2,837)	(1,248)	31,772	(3.8)
Transformation & Resources	16,213	1,098	(942)	156	16,369	1.0
Council-wide budgets	23,847	565	(2,427)	(1,862)	21,985	(7.8)
Total Net Budget	148,914	13,088*	(16,187)**	(3,099)	145,815	(2.1)

* Gross pressures including estimated levy on assumed business rate growth (see footnote on Table 2) and other changes to specific grants

** comprises savings of £14.760m in table 4 plus financing savings in para 3.3 (page 20)

- 3.17 A fuller version is shown at Annex B, with further commentary included in the service schedules detailed at Annexes C to F.

Medium Term

3.18 As already mentioned the outcome of the Comprehensive Spending Review on 25 November will give a strong indication of the Council's likely funding position over the next 4 or 5 years. It is planned to refresh the Council's medium term financial strategy, taking account of the CSR, in February 2016 at the time the Council agrees its budget for next year.

3.19 However it is already clear that local government generally, as a non-protected government department, will face a continued period of austerity. Our current assessment is that the Council will face a financial challenge for the next three years in the order of £43 million:

2016/17 - £21 million

2017/18 - £12 million

2018/19 - £10 million

3.20 The focus of this report is on 2016/17 and the means by which the budget can be balanced in that year. However, when considering the options to balance the budget Members are asked to take account how decisions taken for 2016/17 will have an impact on later years. This can include decisions on reserves, taxation as well as individual savings proposals.

4. SCHOOLS FUNDING & BUDGETS 2016/17

Background

- 4.1 Schools are funded from ring fenced grants, the most notable of which is the Dedicated Schools Grant (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 £143m which essentially funds schools' budgets. This includes approximately £57m for academies which is determined by the Schools Funding Forum and Council but paid to Academies through the Education Funding Agency (EFA).
 - High Needs block - approximately £22m which primarily supports Special Educational Needs expenditure. This includes £10m to fund Trafford Special Schools.
 - Early Years block - approximately £11m, 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 formulae. The grant level for 2016/17 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 and also the formula that should be used to distribute monies to individual schools.

Government Funding

DSG

- 4.4 Distribution to Trafford is dependent upon the census count of pupil numbers and there is a commitment nationally to increase spending in line with pupil numbers. Trafford is one of the lowest funded local authorities in the country and a recent Council resolution urged the Government to bring forward its promised review of a fair funding system for schools.

Pupil Premium Grant (PPG)

- 4.5 In 2016/17 maintained schools (i.e. excluding academies) are expected to receive £6m in PPG. This is £1,320 per eligible Primary pupil and £935 for eligible Secondary pupil. This money is designed to bridge the attainment gap for pupils who are in receipt of free school meals.
- 4.6 There is an additional PPG for looked after children of £481k 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 children adopted from care and children who have left care under a special guardianship or residence order. This amounts to £1,900 per pupil and totals £287k.

Universal Infant Free School Meals (UIFSM)

4.7 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 £2.85m in 2016/17 (excluding academies). Academies also receive this grant direct from the EFA.

6th Form Funding

4.8 There are two schools with 6th forms that are not academies and their sixth form funding comes via the EFA and amounts to £1.320m. 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

4.9 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 deprivation or SEN monies who find it increasingly difficult to set sustainable balanced budgets to cover basic needs.

4.10 Schools are protected by a nationally set Minimum Funding Guarantee (MFG). This is set at -1.5% per pupil for 2016/17. 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.

4.11 The Schools Funding 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.

4.12 Early Years funding is distributed by the Early Years Single Funding Formula (EYSFF), which is currently under review.

Pressures on schools

4.13 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; and
- reduction in 6th form funding.

4.14 The f40 Group have calculated that a typical secondary school would require a further £350k to meet additional cost pressures from 2016/17. This is equivalent to ten teachers, however the additional cost pressures are far more significant to schools such as those in Trafford, which are relatively low funded.

- 4.15 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 as the Council can no longer subsidise them therefore, schools will need to pay for these services in future.
- 4.16 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.

Overall Position

- 4.17 The DSG budget for 2015-16 is £119m and £1.3m was brought forward from 2014-15. In order to set a balanced budget £163k of reserves has been used. Budget monitoring to date this year shows an estimated overspend of £743k which means that the projected reserves being carried forward into 2016-17 will be just £420k.
- 4.18 The current level of spend compared to budget is not sustainable beyond this financial year. Funding provision for schools has been prioritised by the previous coalition government, in comparison to other public services and is expected to be a priority for the current Government. However, for the reasons outlined above, a number of schools in Trafford are likely to face increasingly difficult times. As mentioned the Council has lobbied for additional funding, but the outcome will not be known until late December 2015.

5. Risks and Reserves

- 5.1 The law requires that the Council sets a balanced and robust budget, which is sufficient to meet its legal obligations, and then its aspirations. This requires 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 In exercising his statutory duty the Council's Director of Finance, in conjunction with the Corporate Management Team, will take all matters and issues into consideration and will make a reasoned assessment of whether the budget is sufficient and robust. The Executive will ensure the minimum reserve level is maintained to ensure 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. 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 December 2015, following the Spending Review on 25 November.
 - Demography: the forecasting of client numbers and costs in adults and children's services is under constant review and 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, albeit in recent years the Council has included a robust provision to cover any costs associated with backdated appeal costs.
 - Projections have been included in the 2016/17 draft budget for growth in business rates as some notable additions are anticipated, including a new

supermarket in Broadheath and power station in Carrington. The projections also assume the continuation of the GM business rates pool.

- The draft savings proposals for 2016/17 again represent a significant programme of cost reductions. This is on the back of recent past savings programmes amounting to £96m. We are now experiencing that savings are more difficult to identify and be implemented from a reduced budget. At the time of compiling the draft budget report a number of the savings proposals have been identified as having a risk to delivery due to scale and capacity and these will be reviewed and investigated further before the final budget report for 2016/17 is agreed.
- Adult Social Care provider market pressures – there are likely to be requests from care providers for an uplift in their fees as a result of the impact of the New Living Wage. It is uncertain at this stage what the financial effect would be of such a request.

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 2016 will be accompanied by an assessment of reserves and a statement of the robustness of the budget by the Council's Director of Finance. As part of this exercise the appropriateness of all reserves levels will be assessed at that time.

6. Consultation and Next Steps

- 6.1 The draft 2016/17 Budget proposals have been developed in the context of the Reshaping Trafford Council strategy.
- 6.2 The Council recognises there is a need to make difficult choices due to budget pressures and wants to create an understanding of why we are reshaping. Continuing to provide services in the way we currently do is not an option; we must change the way we do things if we are to continue to meet our obligations and support local people in the current financial climate.
- 6.3 Our focus is about improving and using original ways of ensuring the Council delivers value for money services as well as working in partnership with other key organisations to promote the economic, social and environmental well-being of the borough. Through direct service delivery the Council has maintained performance and quality standards.
- 6.4 The Council recognises that everyone has something to contribute to the wider community, and that our local residents and communities are reservoirs of untapped resources. Whilst the Council continues to deliver specialist expertise and excellent services there are many solutions we can deliver better by working together with residents and community organisations through co-production. We started this dialogue with communities during last year's budget consultation and as a result have seen some excellent examples of the community coming forward to work with us.
- 6.5 We want to make it easier, not harder, for local residents and communities to take control of their own lives, their own health and wellbeing and their local areas, making improvements and developing new opportunities. By developing campaigns such as "Be Responsible" and "Be Bold" we are encouraging social responsibility amongst communities and to continue to make Trafford a great place to live, work and visit. The public consultation process will ensure there is an awareness of the opportunities available for local residents to 'get involved' and 'have their say'.
- 6.6 The proposals contain £(14.760)m of service savings in 2016/17 (detailed in Table 4) and are thematically grouped as follows:
- Buying Better.
 - Working Smarter.
 - Eligibility and Access.
 - Joining up and working together.
 - Promoting Independence.
 - Maximising Income.
- 6.7 The consultation for the proposals is being run in two phases. During Phase 1, which took place throughout September 2015, Trafford Council opened a dialogue with residents to 'have their say' about the high level proposals the Council has to save the money required this year including questions about Council Tax and use of reserves and to ask residents to share their ideas.

Seven public events were held in September across the borough and facilitated externally.

- 6.8 Feedback was obtained from Phase 1 of the public events, an online survey and feedback cards and responses centred around maximising income, buying better and continuing with on-going service improvements as well as promoting new delivery models.
- 6.9 During Phase 2 the Council will engage in conversation with residents and other stakeholders to gather their feedback on the specific proposals developed following feedback received during Phase 1. Again a further seven public events will be held in November/December and will include web chat and on-line survey.
- 6.10 Staff consultation on some of the specific proposals begins on 5 November 2015, and public and stakeholder consultation will start on 17 November 2015. Public consultation will conclude on 16 December 2015 but some staff consultation will conclude beyond this date.

Details of the public and stakeholder consultation are available on the Council's web site on the 2016/17 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 still taking place, as well as negotiations with contractors and partners. The draft Local Government Finance Settlement is expected in December 2015, which will clarify the resource base of the Council for 2016/17.

- 6.11 All of the above will be brought together by the end of January 2016 when the Executive will make final changes to their draft proposals. These will then be recommended for approval at the Public Executive, and the final determination of the budget made at Budget Council, on 17 February 2016.

Annexes to the Budget Report

MEDIUM TERM FINANCIAL OUTLOOK - BASE BUDGET ASSUMPTIONS

Base Budget Assumptions		2016/17
Service Expenditure		
Pay		1.0%
		£0.6m
Pension		0.7%
		£0.4m
Prices – General inflation (certain services have specific inflation, e.g. energy)		2.0%
		£2.2m
Demography :	Children	£1.5m
	Adults	£1.5m
Waste (GMWDA):	Total Levy Increase	£0.34m
Transport (GMCA) Levy increase		2.8%
		£0.47m
Treasury Management & Funding		
Investment Rates		1.1%
Debt Rates		4.50%
Council Tax rate increase		0%
Council Tax base increase		0.50%
Freeze Grant 2016/17 @ 1.0%		£(0.9)m
Reduction in Start-up Funding		10.2%
		£6.5m
Reduction in overall Government support		8.2%
		£7.3m

Draft Base Budget 2016/17 Subjective Analysis	CFW (£000's)	EGEI (£000's)	T&R (£000's)	Council- wide (£000's)	Total (£000's)
Budget Brought Forward	75,834	33,020	16,213	23,847	148,914
Net Inflation	4,932	1,227	1,170	301	7,630
Levies		343		524	867
Legislative; Grant / Service Transfers	954	0	135	(185)	904
Investment Interest (incl. airport dividend) & Tax				(116)	(116)
Debt Management				(247)	(247)
Demographic (Quantitative)	3,000	0	75	1	3,076
Governance / Compliance	0	0	0	0	0
Other Business Consequences	950	19	(282)	287	974
Total Pressures	9,836	1,589	1,098	565	13,088
Cashable Efficiencies	(2,884)	(1,932)	(628)	0	(5,444)
New Income	(80)	(905)	(314)	(1,000)	(2,299)
Financing Related Savings	0	0	0	(1,427)	(1,427)
Policy Choice	(7,017)	0	0	0	(7,017)
Total Cost Reductions	(9,981)	(2,837)	(942)	(2,427)	(16,187)
Net Budgetary Effect of Proposals	(145)	(1,248)	156	(1,862)	(3,099)
Proposed Total budget for Year (Previous Years Budget + Net Effect of Proposals)	75,689 (0.2%)	31,772 (3.8%)	16,369 1.0%	21,985 (7.8%)	145,815 (2.1%)

Children's 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 2016/17 continue the major reshaping of the Directorate over the next two 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 adults' services. Below are some notable achievements and performance indicators which demonstrate this:

Children's Services

- Trafford Council Children Services supported 3,305 clients in 2014/15.
- Pupil attainment is almost unrivalled:
 - 94% of pupils attending good or outstanding schools with 57% in outstanding schools
 - Early Years Foundation Stage – 68% of pupils achieving a good level of development the 7th best performance nationally and the highest in the North West.
 - Key Stage 2 – 87% of pupils achieving a Level 4+ in Reading, Writing and Mathematics the joint best performance nationally
 - Key Stage 4 – 72% of pupils achieving 5 A*-C GCSE including English and Mathematics the 4th best performance nationally.
- Joint highest OFSTED rating in the Country for Children's safeguarding service citing 'many examples of innovation, hard work and determination demonstrated by elected members, officers and workers at all levels to ensure that vulnerable children and families get the best possible service'.
- The only 'Outstanding' rating issued by OFSTED for children leaving care.
- Trafford's 0-17 estimate population is 53,687, a 1.4% increase from last year's issued figure.
- Overall Trafford has the lowest NEET rate in the region and we continue to maintain a downward trend.
- Care leavers in education, employment and training currently stands at 70.6% being recorded in EET. This is the second highest percentage position this reporting year. This compares favourably with the national figure of 48% in the recent release.
- The number of schools that are now causing concern for Trafford has decreased since 2014 (total number was 11 in 2014 and is now 8).
- The headline figure within the published CiN census, Child Protection plans as at 31st March 2015, shows Trafford with a rate 46.9 per 10,000 children being the subject of a plan. This is significantly lower than last year when the figure was 53.7.
- The rate of referrals in Trafford has reduced for the second successive year and by a significant amount from last year (382.8 compared with 466). Whilst reductions were seen in all comparator groups, none of the reductions were on a scale seen in Trafford (18%).

Adult Social Care

- Trafford Council's Adult Services undertake a substantial level of activity and in 2014-15 we;
 - supported 5,939 residents with care packages
 - received 165 adult safeguarding referrals up from 156 in the previous year
 - provided services to 9,620 users and carers up from 8,500 in the previous year
 - helped 5,157 carers with services or advice and information a significant increase on 3,020 in 2013/14
 - provided 668,084 hours of external home care support
- The transformation of Adult Services over the last 12 months has been substantial with new services developed to meet the needs of vulnerable adults more efficiently. This includes;
 - Establishment of a new approach to Reablement that provides a range of options depending on individual need to complement the restructured internal service.
 - A review of Learning Disability services with investment in assessment and review functions to ensure care packages meet individual needs leading to improved support at a lower cost.
 - Development of an integrated commissioning service on an all-age basis to support better use of resources and improving relationships with providers.
 - Testing out new ways of using assistive technology to support individuals within their own homes
- 13.7% 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 and an improvement on 12.4% in 2013/14. The corresponding average for 2014/15 for the North West is 4.2% and for England is 6%.

Public Health

This area of the CFW's core business represents approximately £10.8m of the Council's total net revenue expenditure. The public health grant funds 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 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, treatment and contraception.
- NHS health check programme.
- Local authority role in health protection.
- Public health advice, information and early intervention.
- National Child Measurement Programme.
- Healthy weight and specialist weight management services for adults and children.

Healthy heart care.

- Wellbeing physical activity sessions for adults.
- Substance misuse and alcohol services for young people and adults.
- Stop smoking services and interventions.
- Children's 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 15/16 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, e.g.

- Trafford has the highest rate of cytology (smear test) screening across Greater Manchester with a rate of approx. 84% of the eligible population being screened.
- Trafford has a higher than average rate of completion for people going through a treatment programme for substance misuse issues.
- Trafford has the highest breastfeeding rate in the region at 54% which evidence suggests has a substantial impact on the future health outcomes of a child.
- The transfer of responsibility from NHS England to the Council for 0-5 community health provision including, health visiting, was managed smoothly and took effect on the 1st October 2015.

Approach to Budget

The Council has established a dedicated programme to support CFW in the delivery of its savings over 2015-18 and it has set out the following delivery objectives:

- To embrace the opportunities of GM Health and Social Care devolution and collaboration across the sub-region
- To establish an all age integration of health, social care and education service.
- To achieve greater levels of independence for our residents and service users.
- To divert unnecessary demand away from the health and social care system at the earliest opportunity.
- To wrap support around the family where it is required and work intensively to facilitate independence and confidence.
- To manage and incentivise our suppliers to reduce demand.
- To create financial and delivery efficiencies.
- To establish rigorous performance management and quality assurance arrangements
- To comply with statutory and regulatory frameworks.
- To support the development of the workforce equipping them for the challenges of today and into the future.
- To embrace technology and use it more effectively to increase capacity across the workforce.
- To enable commissioning decisions to be made wherever the budgetary responsibility sits.
- To provide effective governance for care planning arrangements.
- To maximise income where appropriate and in line with policy and legislation

- To manage the external market identifying capacity risks and opportunities

A structured approach ensures that the savings proposals are fully aligned to the programme objectives which in turn are aligned to the principles of 'Reshaping Trafford Council' and the themes of the new organisational model.

Optimise Processes and Structures (£0.450m)

The principle is to ensure efficient use of resources and remove duplication providing a more co-ordinated approach for Trafford residents.

Social Care Travel

In the future we want our social care travel arrangements to continue to be efficient, good quality and promote independence. We aim to redesign our service so it is based on an all age model, in line with our wider proposals. Activity will therefore include:

- Alignment of transport budgets and policies across children's and adults' services which will require a consultation on a revised travel assistance policy.
- Development of a unified procurement processes for adults and children's social care transport provision.
- A review of processes to achieve clarity over eligibility, application and authorisation of social care travel provision. In essence a unified process for administering an all age travel support function.
- Moving to pick up points rather than home pick up where appropriate for those that are able to.
- A review of our responsibilities for the provision of equipment on vehicles.

Integration & Collaboration (£0.750m)

We want to establish an integrated all age service that provides a clear offer for Trafford residents giving them access to co-ordinated services when they need them. There is a substantial benefit for residents in these proposals as the health and social care system can seem very fragmented so we know it is not easy to navigate through our structures to get to the right service.

All Age Health And Social Care Frontline Workforce Reforms

Trafford Council has an excellent reputation of working in partnership and seeks to collaborate in the pursuit of better quality and more cost effective services.

We have already established an integrated health and social care service for children's social care and community health provision, and are in progress with the equivalent for adult services. We also have a long established integrated commissioning arrangement for children's health services with Trafford Clinical Commissioning Group (CCG) governed by a section 75 agreement.

We are in the process of implementing the extension of these arrangements on an all age basis, as described and agreed in last year's budget consultation proposals, and are working with health partners to prepare for the devolution of health budgets to Greater Manchester. Integration is a key element of the devolution agreement, so we are already in a good starting place.

A restructure and culture shift is required across the CFW workforce to account for the following transformational developments:

- The implementation of the all age health and social care delivery model from April 2016.
- The current Reshaping Social Care and revised eligibility criteria in adult social care and plans to roll this out across the directorate in 2016.

The workstream will incorporate health staff in CFW and also the following all age service redesign projects:

- All age CAN/LD Service redesign.
- Keeping Families Together.
- All Age Front Door.

Front Door

It has been determined through a period of research that CFW needs to improve the way people access our services for all age groups and in partnership with other agencies. It is evident that there are several access points to services which create confusion, delays and wasted opportunities to provide solutions to problems swiftly. These problems then escalate, costing more in terms of staff time and support packages overall. The way in which service users access services is now being redesigned on an all age basis, to manage these issues, through three approaches:

1. Promoting self-help and building a resilient community through e.g. better signposting to non-Council support services, advice and information and greater promotion of our comprehensive service directory.
2. Having a single point of access for agencies and professionals to contact us if they are concerned for someone's welfare.
3. Development of an All Age Multi-Agency Safeguarding Service to ensure vulnerable children and adults receive an appropriate response.

Promoting Independence (£2.470m)

A key principle of our approach is to enable resilient communities and individuals in Trafford by promoting independence wherever possible. Feedback has been clear that this approach is what people want and it is important that we help people to help themselves building their ability to do so rather than providing services that create dependency.

Pathways (Building based day support)

Pathways is a Council run centre that provides non-statutory highly individualised day support for people with complex Learning Disabilities and living within the catchment areas of Trafford.

The proposal is to explore an alternative delivery arrangement which would provide day support services through a network model of services delivered by the independent and voluntary and community sector. Capacity would be created to support existing service users and also reintegrate out of borough placements and meet the needs of new service users more creatively.

Supported Living

There are currently 6 supported living establishments provided by the Council which provide homes in the community for adults and young people with learning disabilities. We are proposing to reduce our internal provision and work with the provider market to ensure sufficient supported living provision in the borough.

Reablement

The saving of £810k has already been achieved due to the full year effect of the changes made in 2015-16 and is not based on further changes to the service. However embedding the new approach to Reablement should have a substantial impact on demand management in 2016-17 (see eligibility and access). An initial remodelling of our reablement service has concluded and the service now provides an assessment and reablement planning service which is delivered before patients leave hospital or to prevent an admission. There is also a reablement intervention service,

which supports people for up to 6 weeks if required, and it is focused on people with the highest rehabilitation potential.

In addition, a new support service is being tested. 'Stabilise and make safe' provides interventions more rapidly and with more frequent re-assessment to check progress across a 2 week period rather than a 6 week period. Early indications show patients are leaving the care pathway more quickly and with good results. In 2016 the 'stabilise and make safe' model will be reviewed and rolled out, with phase 2 of a review of the Council's reablement service undertaken in this context.

A 'home from hospital' volunteer service will also be introduced which will support low risk patients when they leave hospital to settle back in at home.

Intermediate Care/Ascot House Review

Ascot House provides a reablement and assessment function with a small component of respite. However, going forward the proposal for reablement services in Trafford will be more targeted and delivered by others. Therefore the Council needs to determine the best use of this facility. The CCG are in the process of establishing a pilot at Ascot House to deliver intermediate care, which will support the increased demand on hospital services during the winter.

We aim to review the current pilot funded by the CCG and pending this review, develop more detailed proposals to better meet the demands placed upon the health and social care sector.

Rapid response

Rapid Response was originally set up as an emergency service dealing with care issues in people's homes with the aim of reducing the number of hospital admissions and admissions to residential settings. Over time other provision has broadened and there is now duplication in this type of service provision in Trafford. It is therefore proposed to review the future viability and delivery options for this service.

Aids & Adaptations

This service has evolved over time to be quite complex in terms of its funding arrangements and offer to service users. Analysis shows there are several quality, financial and process issues with the service model. As a result a whole service review will be undertaken to ensure the operation of a more efficient and high quality service for customers and staff and clearer working arrangements with partners.

Assistive Technology

The use of assistive technology to maintain independence longer and reduce the overall cost of a care package is an important element of re-shaping social care packages for adults.

The Council has been piloting new ways of delivering assistive technology and this concludes in March 2016. In 2016/17 we aim to have secured a strategic partner who will support us to deliver assistive technology in 2 ways:

Universal offer: available to all on a charged for basis.

Targeted offer: available to those eligible for support from social care and funded by the Council.

Savings will accrue as a result of the procurement process and a re-specified service model. There will however be greater savings in care package costs as a result of applying assistive technology solutions.

Commissioning (£2m)

This is effectively about how we use our resources to fund externally provided services. It represents a substantial level of expenditure equating to approximately £35m per annum within the scope of this theme. The largest areas of spend are on homecare, residential and nursing care for older people and we will engage with both providers and recipients of these services throughout the review process. Due to individual contractual arrangements these negotiations operate on an ongoing basis so we are not in a position to specify at this stage which contracts will be affected. Engagement with providers and service users will be undertaken where appropriate at an individual service level.

Extra Care Re-procurement

The term 'extra care' housing is used to describe developments that comprise self-contained homes with design features and support services available to enable self-care and independent living. Extra care housing is popular with people whose disabilities, frailty or health needs make ordinary housing unsuitable but who do not need or want to move to long term care (residential or nursing homes).

There are currently three extra care schemes operating in Trafford at Fiona Gardens, Newhaven, and Elkin Court with the development of fourth at Shrewsbury Street due to open in 2017.

Savings will be achieved through re-tendering support contracts that are due to end and alignment of the wellbeing charge for extra care services across all sites so residents pay the same rate.

Commissioning/market management

There are a range of contracts which are under review currently to consider the optimum service model and financial investment. Through the reviews efficiencies will be identified across a number of services which have not been previously subject to market testing.

As Greater Manchester devolution progresses at pace we are talking to neighbouring local authorities about wider collaboration to commission core services, like homecare, across a much greater footprint to deliver improved market stability and a price that reflects the impact of the living wage. This may result in cost increases in the short term which will be managed through reducing demand through making people more independent.

Education & Early Years

The Education and Early Years' Service provides consultancy, support and advice to the education sector and private, voluntary and independent (PVI) early years sector. The service also operates the Council's service directory.

Savings will be achieved through the following activities:

- A restructure of the Early Years Commissioning Service.
- Review of the financial support available to early education and childcare providers for
 - Eligible qualifications studied.
 - Sufficiency grants.
- Reducing a range of resource and premises budgets.

Income Generation – estimated income: £80k

The Council already recovers its costs for a number of its services and for the future, several options are being proposed for consideration for implementation from 1st April:

1. Charging for appointee-ships.
2. Introduction of Credit Checks before Third Party Top Up placements are agreed.
3. Increased Deferred Admin fee to reflect actual costs.
4. Recovery of reasonable costs for Kennel fee.
5. Online application form.
6. Introduce a charge to other local authorities for assessment.

Eligibility & Access (£4m)

This theme is focused on the way in which we assess and then meet the needs of vulnerable children, adults and older people at an individual level. This is by far the biggest area of spend within the Directorate with around £56m currently spent on care packages across all age groups. The programme is very much an extension of the work started in Adults services in April 2015 with residents and their families involved in both the assessment and care planning to minimise the impact of changes as far as possible. In addition there is a focus on demand management and we want to meet need at the most appropriate level to try and ease pressure on high cost specialist services. We know that as well as having a financial benefit, preventing escalation of need in this way is far better for our residents.

Reshaping Adult Social Care

Individual packages of care for social care and health account for a very significant proportion of budgeted expenditure for the Council and our partners. Those costs are rising. As demand increases linked to an ageing population and an increase of children coming into care, costs are rising.

We will undertake the following activity to achieve additional savings in this area:

- Continuing to implement our revised Reshaping Social Care Policy which was publically consulted on in 2014 and agreed for implementation from April 2015. Applying the principle that public funding should only be used after the use of local community services, adaptations, equipment and technology have been explored to the fullest potential in line with the Care Act.
- Using assistive technology more widely across all service user groups, to promote independence and relieve the pressure on carers. In doing this we will reduce care costs. We are undertaking a pilot to test our approach before formally commissioning a new service from 2016 to support the reshaped social care offer and to provide step down solutions to meet need.
- Consistently assessing need across all ages through a consistent and objective modelling tool for the funding of care packages.

Reshaping Social Care through the delivery of new ways of working

- Keeping Families Together

Services which offer a range of support services to families who are in crisis but currently operate separately will be reviewed to unify and reconfigure them into a single delivery model known as 'Keeping Families Together' (KFT). This will offer a more co-ordinated and flexible approach across children's and adults services to achieve greater impact.

The KFT service will be particularly focussed on young people with issues that are leading to family break-up; and it would be Trafford specific. It would operate on a 24/7 basis helping families at the times they find most stressful on the issues that are creating conflict/difficulty in their own environment. This will enable a flexible offer to respond to issues in creative ways using whole family approaches e.g. direct work with children and young people, work with parents to build their parenting capacity, supporting siblings and wider family members and bringing in the specific skills and resources of other agencies as appropriate (building on the Stronger Families approach). It would pull the most effective models already established together to create a menu of options most suited to the family needs.

- Children in Care

A range of options will be reviewed to reduce the costs and demands on our children in care services. This will involve a review of in house provision, placement costs, service delivery models and funding arrangements. A commissioning strategy will present the totality of the changes which are planned and incorporate some workstreams within the 'commissioning' theme.

During 2016-17 we will be putting in place the foundations for a more sustainable approach and it is likely the main benefits will be in future years. Keeping Families Together will be critical in this.

Learning Disability, CAN & Personal Budgets

CFW have committed to developing an all age offer for children, young people, adults and older people with learning disabilities and/or autism. The ambition is that this will allow an all age approach to supporting children and adults with learning disabilities and/or autism, improving outcomes, enabling people of all ages to have access to appropriate support in a planned way. Successful implementation of this approach will minimise crises, avoid emergency high-cost placements, enable higher levels of independence and deliver a best value care offer in line with the Reshaping Care offer.

In addition the work on the LD600 undertaken in 2015-16, following the same principles as reshaping care, has had a substantial impact on those cases reviewed to date. An acceleration of this work in 2016-17 will see improved outcomes and a reduction in costs from individual packages by finding much better ways of meeting individual's needs. The 'offer' for adults with learning disabilities needs to be far more co-ordinated to ensure the most appropriate environment for each individual.

Public Health

The government announced an in year reduction to Public Health grant budgets for 2015-16 and our assumption is that this will be retained in 2016-17. In Trafford this equates to £772k out of a total grant of £10.8million. An analysis of all expenditure from the ringfenced grant is being undertaken to assess the risk of changes to services in 2016-17 and provide options for approval. This will be done in conjunction with Trafford CCG to mitigate impact across the broader health and social care system.

Budget Movement Summary 2016/17

The following summary table categorises the movement in the Directorate's budget for 2016/17. The Savings are also cross referenced to the Savings Schedules below.

Children, Families and Wellbeing	2016/17 (£000's)	Savings Schedule Reference(s)
Budget Brought Forward	75,834	
Additional Resources to meet Pressures:		
- Pay Related Inflation	1,193	
- Contract Related Inflation	3,475	
- Specific Grant Reductions	982	
- New or Increased Specific Grants	(28)	
- New Statutory Responsibilities	(100)	
- Demographic	3,000	
- Governance/Compliance	-	
- Business Consequences	1,050	
- Terms and Conditions	264	
Total new resources allocated	9,836	
Resource Reallocations through		
- Efficiencies	(2,884)	CS1, CS2, CS2a, ASS7, ASS8, ASS9, ASS10, ASS11 (a) ASS12
- New or Increased Income	(80)	CS3, CS4, CS5, ASS13, ASS14, ASS15, ASS16, ASS17, ASS18, ASS19
- Policy Choices	(7,017)	
Total Savings	(9,981)	
Net Year-On-Year Change	(145) (0.2)%	
Net Budget Proposal	75,689	

Children, Families and Wellbeing – Schedule of Savings

Dir'	Port- folio	Ref.	Service Area	Description of Saving	Category of Saving	Theme	2016/17 £000's	Impact of Saving (e.g. service, equality, other)
CFW	CS	1	All Services	Market Management - Inflation and contract management with providers	Efficiency	Buying Better	(100)	<p>Saving has two component parts;</p> <ul style="list-style-type: none"> Inflation management - Impact will vary across markets and we have particular concerns about homecare, residential and nursing providers ability to absorb changes so mitigation may be required with a clear understanding of the 'fair price for care' and impact of National Living Wage Review of contracts – Impact will be assessed through the commissioning process for individual service users and an EIA undertaken where appropriate. <p>Overall elements of the saving can be achieved through efficiencies but in vulnerable areas of the market mitigation will be required to manage impact.</p>
CFW	CS	2	All Services	Service structure and role remodelling across the CFW workforce	Efficiency	Joined up and working together	(375)	Major projects such as All Age Integration and the redesign of the integrated front door will drive these efficiencies. The aim is to achieve them by reducing duplication in the system and moving to a more streamlined approach to allocating workforce resources
CFW	CS	2a	All Services	Terms and Conditions	Efficiency		(145)	Reinstate Terms and Conditions savings
Efficiency sub-total							(620)	

Dir'	Port- folio	Ref.	Service Area	Description of Saving	Category of Saving	Theme	2016/17 £000's	Impact of Saving (e.g. service, equality, other)
CFW	CS	3	Social care transport services	Move to an all age approach to the provision of social care travel	Policy Choice	Working Smarter	(100)	This is building on the work that has been done already to efficiently manage the provision of school transport. The revised policy will operate on an all age basis and will mitigate impact by ensuring all eligible residents receive appropriate transport provision in line with their assessed need. The policy will be based on statutory guidance and relevant legislation. This will mean some residents do not receive transport support where they are not eligible. An EIA is being undertaken as part of the policy implementation.
CFW	CS	4	Education and Early Years	Review of the level of staffing and the provision of grants	Policy Choice	Buying Better	(200)	There will be some impact on the level of support provided to Early Years providers and accessibility of grants for workforce development that have previously been provided.
CFW	CS	5	Early Help	Full year effect of disestablished posts and savings derived from vacated premises	Policy Choice	Buying Better	(337)	This saving represents the full year effect of the restructure of Early Help that took place in 2015/16 so no further impact identified for 2016-17.
Policy Choice sub-total							(637)	.
Total All Proposals Children's Services							(1,257)	

Portfolio Key

CS: Children's Services Portfolio

ASS&CW: Adult Social Services & Community Wellbeing Portfolio

E&O: Environment & Operations Portfolio

EGP: Economic Growth & Planning Portfolio
C&P: Communities & Partnerships
T&R: Transformation & Resources Portfolio
F: Finance Portfolio

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	Theme	2016/17 £000's	Impact of Saving (e.g. service, equality, other)
CFW	ASS&CW	7	All Services	Market Management - Inflation and contract management with providers	Efficiency	Buying Better	(450)	Impact is set out in CS1 above as this will form part of the same programme of activity.
CFW	ASS&CW	8	All Services	Service structure and role remodelling across the CFW workforce	Efficiency	Joined up and working together	(375)	Impact is set out in CS2 above as this will form part of the same programme of activity.
CFW	ASS&CW	9	Care Management	Reablement - This represents the full year effect of decisions implemented in 2015-16	Efficiency	Promoting Independence	(810)	This is the full year effect of activity undertaken in 2015-16 to redesign the Reablement offer. No further impact is identified for 2016-17
CFW	ASS&CW	10	Equipment	Aids and Adaptations - Ensure effective processes and the optimum combination of funding for the provision of aids and adaptations to client properties	Efficiency	Promoting Independence	(260)	There is scope to capitalise some spend currently categorised as revenue and to improve the efficiency and effectiveness of the current means of service provision. Any service impact will be positive through a redesign of the current system that has significant issues with delay.
CFW	ASS&CW	11	Supported Living	Review the provision of supported living accommodation to clients with learning disabilities	Efficiency	Promoting Independence	(250)	Work has been ongoing during 14-15 to manage voids in the supported living network. It is expected to release one of the six remaining properties in 2016-17.

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	Theme	2016/17 £000's	Impact of Saving (e.g. service, equality, other)
CFW	ASS&CW	11a	All	Terms and Conditions	Efficiency		(119)	Reinstate Terms and Conditions savings
Efficiency sub-total							(2,264)	
CFW	ASS&CW	12	All services Exchequer/ASS&CW	Recovery of costs for discretionary activities	Income	Maximising Income	(80)	This will have some impact on residents as the options include covering costs of functions like appointeeships fully from charges. It will also recover costs where we are able to do so i.e. Kennel costs
Income sub-total							(80)	
CFW	ASS&CW	13	Social care transport services	Move to an all age approach to the provision of social care travel	Policy Choice	Working Smarter	(350)	The saving will be achieved through review and alignment (where appropriate) of the social care travel policies of all client groups; maximising efficiency through detailed route planning; further development of independent travel options; and ensuring VFM through a review of contracts with providers.
CFW	ASS&CW	14	Extra Care	Extra care Procurement - Re-tendering for the contract(s) to provide support services to clients in extra care housing	Policy Choice	Buying Better	(80)	Conduct a re-tendering exercise to secure the provision of support services at a reduced price for the three extra care schemes operating in Trafford; Review the level of Council and client contribution at the schemes to ensure consistency.
CFW	ASS&CW	15	Public Health	Reducing spend in accordance with expected Government grant reductions	Policy Choice	Buying Better	(800)	Trafford is projecting a reduction in the Public Health grant of approximately £800k in 2016-17. The reduction is in the ringfenced grant and all services provided from the grant are being assessed to identify opportunities to reduce costs. Impact will vary across services and the risk assessment being prepared will outline options for decision in the new year.

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	Theme	2016/17 £000's	Impact of Saving (e.g. service, equality, other)
CFW	ASS&CW	16	Care Management	Ascot House - Consider alternative uses of the site	Policy Choice	Promoting Independence	(800)	Ascot currently provides on-site social care assessment beds and is also used for some respite care and by the CCG for intermediate care beds. It is proposed to remove the social care assessment function and explore alternative means of providing this in the community. This will be done in conjunction with CCG and Pennine care to find the best delivery model to meet need across the Health and Social Care environment. Any impact will be closely monitored and managed depending on the option chosen.
CFW	ASS&CW	17	Care Management	Pathways - Review the provision of day care services to clients with learning disabilities	Policy Choice	Promoting Independence	(175)	This project will ensure value for money in the provision of day care services to clients with learning disabilities through review of existing provision and alternative means of meeting need. The impact on service users and their families is being mitigated by individual discussion with them about future options and the best way to meet their needs.
CFW	ASS&CW	18	Care Management	Rapid Response - Review the Rapid Response service	Policy Choice	Promoting Independence	(175)	A detailed analysis of the workload of the Rapid Response team is to be undertaken to review impact.

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	Theme	2016/17 £000's	Impact of Saving (e.g. service, equality, other)
CFW	ASS&CW	19	All Services	Reshaping Care - Managing the Council funded cost of care through increasing client independence. Reviewing demand and support for CiC	Policy Choice	Eligibility & Access	(4,000)	The Council embarked on a reshaping care programme across Adult's Services in April 2015 with implementation of a new policy. This work is to be extended across all client groups and involves a review of how we meet assessed need across all care packages (approx. 3,500). Total spend in this area is approx. £56m accounting for a very significant proportion of CFW budget. CFW has a statutory duty to meet assessed need so the changes are about finding more innovative approaches to do so. Individuals are involved in the assessment and care planning process to ensure any impact is mitigated.
Policy Choice sub-total							(6,380)	
Total All Proposals Adults Services							(8,724)	
Total All Proposals CFW Services							(9,981)	

Annex D

Economic Growth, Environment and Infrastructure

This directorate delivers the following services: development control and strategic planning, economic growth and housing, regulatory services including environmental health, public protection, parking and building control. It also manages the delivery of the following services through the One Trafford Partnership: environmental services, including waste collection, grounds maintenance and Greenspace and street cleaning; highways, street lighting and flood risk management 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, development, 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 1,200 tonnes of fly-tipping per year.
- Respond to more than 450 incidences of graffiti per year.
- Maintain 40 public parks covering 243 hectares, with 4 parks currently achieving Green Flag status.
- Support 30 active Friends of Parks Groups.
- Maintain 86 children's play areas.
- Maintained over 500 miles of roads and footpaths.
- Maintained over 27,500 lampposts and 4,500 items of illuminated street furniture.
- Spread over 2,100 tonnes of salt and grit to keep our roads safe in winter.
- Provided 69 active school-crossing patrol points in Trafford.
- Manage over 200 hectares of countryside throughout the Mersey valley in conjunction with Trafford Countryside Management Partnership, including more than 20 distinct countryside sites such as Sale Water Park, plus the northern section of the Trans Pennine Trail.
- Manage over 35km of permissive footpath, PROW network and the southern section of the Trans Pennine Trail in conjunction with the Bollin Valley Partnership.
- Mow over 1 million square metres of grass each year across parks, sports pitches, highway verges and other open space.
- Recycle 62% of domestic waste (14/15), making Trafford the best performing district in Greater Manchester and the highest performing metropolitan authority in the country
- Empty approximately 30,000 bins of household rubbish every day.
- Sent around 30,000 tonnes of household garden and food waste for anaerobic digestion (composting) in 2014/15 – the highest amount the Council has collected in one year.
- Supported 100 Trafford residents into employment through the Trafford Pledge, working in partnership with the private sector and other key stakeholders.
- Established the Trafford Park Business Network to encourage inter-trading and networking between businesses on the Park.

- Awarded c£110,000 in loans to assist businesses to take up vacant retail units in town centres, which levered in c£750,000 of business investment.
- Supported 74 new businesses to start trading with the creation of over 80 jobs through our Business Start Up programme, delivered in partnership with Blue Orchid (from 2012 to 2015).
- 87 new affordable homes delivered by our housing association partners in 2014/15.
- In 2014/15 the Planning Service received 2,567 planning applications.
- The planning service determined 81.8% of all decisions on major planning applications within timescales, 60.7% of all minor planning applications within 8 weeks and 76.8% of 'Other' planning applications within 8 weeks.
- 20 surplus sites were disposed of by the Council with a value of £3.62m in the financial year 2014/15, with a further £3.6m of receipts anticipated from disposals in 2015/16. Further sites with an estimated value of £5.5m have been identified for disposal from 2016/17 onward.
- 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 parking restrictions on street and off street across the borough with 1,700 car park spaces in 22 off street car parks. Pay and display is in place on six car parks and in three town centres on street. Safe parking awards (ParkMark) have been achieved in 11 Council car parks.
- Licence and regulate approximately 2,400 premises, people and taxis within the Borough.
- Carry out over 4,500 pest control treatments in homes, schools and businesses across the borough.

Approach to Budget

The directorate is looking to deliver further efficiency savings through its innovative One Trafford Partnership with Amey, whilst protecting service standards. In addition the directorate is looking to increase income by maximising how it uses Council assets, working with private, public and third sector partners. This includes looking for new income opportunities where this is appropriate and proportionate.

One Trafford Partnership

Our new partnership with Amey is responsible for the delivery of a wide range of environmental and infrastructure services.

The introduction of innovative approaches and investment in systems and technology will allow some of these service areas to be delivered more efficiently with minimal impact on service standards in 2016/17. Examples of areas which will contribute to savings are grounds maintenance, more efficient collection of green waste during winter and the provision of "Bring Sites" for domestic waste.

Street Lighting

In 2016/17 the One Trafford Partnership will begin to roll out the replacement of the old street lighting units with new energy efficient LED lamps across the borough. The whole programme is expected to take 18 months to complete and will eventually produce a saving of around 60% on the current street lighting energy costs.

Alongside the rollout of LED street lighting and the provision of a Central Management System, a variable lighting regime will be introduced, with the dimming of street lights at night time hours. The periods of dimming will be variable and be dependent on location, with lighting maintained at appropriate levels to ensure community and highway safety.

Parking Fees

Currently the parking fees in Trafford are 1hr - 20p, 2hrs - 60p, 3hrs - £1, 4hrs - £2, day - £3 (£2 on-street). We are proposing to increase charges to 30 mins – 20p, 2hrs - 50p, 3hrs - £1, 4hrs - £2, day - £4 (£3 on street). We are also proposing to introduce charges at the following car parks which are currently free all day:

Balmoral Road, Altrincham.

Golden Hill, Urmston.

Warrener Street, Sale Moor.

The proposal is for 2 Hrs free; All day parking £1.

Income generation

Additional income will be generated from Council property, including Altair, Altrincham, Stretford Mall, and the Airport. Contracts are being negotiated for advertising on Council land, and additional planning income will be received as the development market improves following the economic downturn. Opportunities for partnership arrangements will be pursued to generate additional income through the economic growth and environmental protection teams.

Efficiency savings

Efficiency savings will be delivered through managing inflation in the parking contract and a review of the senior management structure.

Budget Movement Summary 2016/17

The following summary table categorises the movement in the Directorate's budget for 2016/17. The Savings are also cross referenced to the Savings Schedules below.

Economic Growth, Environment & Infrastructure	2016/17 (£000's)	Savings Schedule Reference(s)
Budget Brought Forward	33,020	
Additional Resources to meet Pressures:		
- Pay Related Inflation	180	
- Contract Related Inflation	941	
- GM Waste Disposal Levy	343	
- Other business consequences	19	
- Terms and Conditions	106	
Total new resources allocated	1,589	
Resource Reallocations through:		
- Efficiencies	(1,932)	E1 - 6
- New or Increased Income	(905)	E7 - 12
Total new resources allocated	(2,837)	
Net Year-On-Year Change	(1,248) (3.8)%	
Net Budget Proposal	31,772	

Economic Growth, Environment and Infrastructure – Schedule of Savings 2016/17

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	Theme	2016/17 £000's	Impact of Saving (e.g. service, equality, other)
EGEI	E&O/EGP	E1	One Trafford Partnership	One Trafford Partnership for Environmental, Highways, Street Lighting and Property Services	Efficiency (full year effect)	Buying Better	(750)	Full year effect of One Trafford Partnership contract which commenced 4th July 2015 – total saving in 2016/17 is £3m
EGEI	E&O/EGP	E2	One Trafford Partnership	Additional One Trafford Partnership savings of £400k per below				
		E2a	One Trafford Partnership - Grounds Maintenance	Amendments to grass cutting	Efficiency	Buying Better	(44)	Minor alteration in the 'maximum grass height' within the outcome specification. This will deliver an opportunity to slightly reduce the planned frequency of mowing. The quality of cut will be maintained, and in some circumstances improved by the utilisation of alternative ground care equipment.
		E2b	One Trafford Partnership – Grounds Maintenance	Operational efficiencies	Efficiency	Buying Better	(19)	Annualised hours for staff will enable surplus working hours to be moved from the winter period into the growing season. This enables a reduced reliance on agency and subcontract personnel.

Dir'	Port- folio	Ref.	Service Area	Description of Saving	Category of Saving	Theme	2016/17 £000's	Impact of Saving (e.g. service, equality, other)
		E2c	One Trafford Partnership – Waste Management	Bring sites – alternative service provision	Efficiency	Buying Better	(27)	Removes 8 remaining council owned 'Bring Sites' for glass, cans, plastic bottles, paper and card as the ability to access recycling is already available to all residents as a kerbside collection.
		E2d	One Trafford Partnership – Waste Collection	Winter green waste collections	Efficiency	Buying Better	(146)	Construct a more efficient Winter Green collection service. Rounds will be consolidated on some days through the winter months, reducing fuel and agency labour costs and minimising vehicle wear and tear. There will be no alteration to the frequency, or days of collection for residents.
		E2e	One Trafford Partnership – Technical & Property Services	Property services – Operational efficiencies	Efficiency	Buying Better	(150)	Operational efficiencies in property services, e.g. facilities management, following the review of services and submission of Technical Services Plan as part of the One Trafford Partnership contract agreement.
		E2f	One Trafford Partnership - Highways	Management of insurance claims	Efficiency	Buying Better	(25)	Improvements to the management of insurance claims (e.g. Section 58)
EGEI	E&O	E3	Street lighting	LED roll out – energy saving	Efficiency	Buying Better	(550)	Year 1 energy saving from the roll out of LED street lighting and the use of a Central Management System to control LED lighting (dimming). The roll out is scheduled between April 2016 and September 2017 and the total full year saving is £1.1m before financing costs (estimated at £500k).

Dir'	Port- folio	Ref.	Service Area	Description of Saving	Category of Saving	Theme	2016/17 £000's	Impact of Saving (e.g. service, equality, other)
EGEI	E&O	E4	Parking Services	Cost control to reduce inflation	Efficiency	Working Smarter	(25)	Management of contract and other running costs to reduce inflation pressures.
EGEI	E&O	E5	Senior Management	Senior management restructure	Efficiency	Working Smarter	(90)	Rationalisation of Senior Management structure to reflect new models of service delivery.
EGEI		E6	All	Terms and Conditions	Efficiency		(106)	Re-instate Terms and Conditions savings
Efficiency sub-total							(1,932)	
EGEI	EGP	E7	Highways	Media advertising	Income	Maximising Income	(300)	Renegotiation of existing advertising contracts plus new opportunities for additional sites and digitisation of existing sites.
EGEI	EGP	E8	Asset Management	Let estate income	Income	Maximising Income	(192)	Increased income for the council's investment property portfolio.
EGEI	E&O	E9	Parking	Parking fees	Income	Maximising Income	(183)	Currently the parking fees in Trafford are 1hr - 20p, 2hrs - 60p, 3hrs - £1, 4hrs - £2, day - £3 (£2 on-street). It is proposed to increase charges to 30 mins – 20p, 2hrs - 50p, 3hrs - £1, 4hrs - £2, day - £4 (£3 on street). It is also proposed to introduce charges at the following car parks which are currently free all day: Balmoral Road (Altrincham), Golden Hill (Urmston), Warrener Street (Sale Moor). The proposal is for 2 hrs free with all day parking £1.

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	Theme	2016/17 £000's	Impact of Saving (e.g. service, equality, other)
EGEI	E&O	E10	Public Protection	Environmental Protection new income	Income	Maximising Income	(38)	Additional income from Carrington power stations relating to air quality monitoring (£27k is one-off with 11k ongoing from 2017/18).
EGEI	EGP	E11	Planning	Additional income from planning application fees	Income	Maximising Income	(100)	The volume of planning applications is currently higher than expectations and is expected to be sustained in 2016/17.
EGEI	EGP	E12	Economic Growth	Income from partnership agreements and other opportunities	Income	Maximising Income	(92)	This includes a one-off £67k from the partnership agreement relating to Himor Carrington. Similar opportunities to generate a sustainable £25k additional income are also being developed.
Income sub-total							(905)	
Total All Proposals							(2,837)	

Portfolio Key

E&O: Environment & Operations Portfolio

EGP: Economic Growth & Planning Portfolio

Transformation & Resources (T&R)

Service Description

The Transformation & Resources Directorate delivers a diverse range of services, has an extensive customer base and acts as the catalyst for transformation and innovation across the Council. It has 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 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.

'Back office' support functions are provided which deliver services to other directorates. This includes financial management, audit, procurement, legal, human resources, ICT, transformation, performance and communications and marketing. These have been centralised to reduce costs, reduce risks and provide consistently high professional standards.

Our procurement service is provided by STaR which is a collaboration between Stockport, Trafford and Rochdale. There is also a trading arm within the Directorate which trades services to schools, such as catering and cleaning, and to Trafford Residents such as the Bereavement service.

Approach to Budget

The Directorate approach to the budget pressures is to continue to look for opportunities to exploit technology, implement cost efficiencies and identify innovative delivery models; with the savings proposals aligned to the aims of our Reshaping Trafford Council Programme.

- **Working Smarter – (£466k)**

We continue to review how our services are being used and how they will be used in the future so that we can focus on key customer requirements. The Directorate will review the cost of providing each of the services and identify the best way to deliver them so that we can continue to offer value for money, including rationalisation of structures. In addition we have brought services together where there are opportunities for synergies and further efficiencies for example financial assessments, debt recovery, payments and services for vulnerable clients have been brought together. This has resulted in efficiencies and a more joined up, improved approach to the customer service received by residents and an improved financial position for the authority.

- **Trading/income generation – (£314k)**

As part of a Reshaping Trafford, we have developed a two year approach to reviewing all services in order to generate additional income and identifying collaborative opportunities that realise efficiency savings. Year 1 savings include:

Trafford Services for Education (£200k) – We will build on existing services to schools to improve cost recovery and develop new business opportunities.

Waterside Arts Centre (£50k) – Income generating opportunities have been developed which will make the Centre more self-sufficient; reducing funding required from the Council. Different ways of using the Centre are being explored such as conferences and weddings packages, increased seasonal programming as well as a review of hire charges and ticket prices.

Bereavement Services (30K) – We are proposing the introduction of a range of new products and will review our fees and charges to improve cost recovery.

Human Resource (£19k) – we have developed additional income generating opportunities with our partners.

Communications (£15k) – we will develop a commercial pricing structure for external companies using the Borough's Assets for photographs and films.

- **Collaboration/working in partnership**

We will continue to consider collaborative opportunities in order to improve services and reduce costs.

We are establishing an innovative collaboration with Greater Manchester Police to establish a single HR/payroll Shared Service Centre. This will be the first such collaboration in the UK.

A Community Interest Company (CIC) for leisure services has been set up. This will, in the short term, manage the 8 leisure centres and 2 golf courses whilst we determine whether this is the best long term vehicle to deliver sustainable, high quality leisure provision for the residents and visitors to the borough and that it complements the rich variety of sport and leisure currently provided by the commercial sector.

We are progressing a partnership opportunity for our CCTV service to ensure the future resilience of the service and are investing in new technology to ensure that the Council's commitment to a safer borough is maintained.

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 continues to collect over 97% of Council Tax remaining the highest in GM which supports the Council's financial resources.
- We have developed innovative solutions to avoid the closure of libraries through the creation of multi-use hubs with other agencies such as GP practices and creative recycling of land and buildings. Improved technology has enabled the public to access libraries outside of normal opening times.
- The Council's customer contact service deal with over 330,000 telephone enquiries per year. In 2015/16, 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. With the implementation of the joint venture between the Council and Amey the phone calls associated with waste, recycling, highways and street lighting will transfer to Amey from October 2015.
- The time to process new benefit claims performance increased in 2015/16 to 16.5 working days, however, through the use of improved technology and the introduction of a risk based approach; Trafford is the best in GM for processing new claims.
- Action to reduce fraud has resulted in £ 1,100,775 of fraudulent benefit overpayments in 2014/15 being identified and 120 sanctions applied including 59 prosecutions; with £806k identified so far in 2015/16.

- 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.
- The Catering Service serves on average 15,000 meals per day, over 2.85 million meals per year, making us the largest and first choice supplier in the Borough. Both Catering and Cleaning operate in very competitive markets therefore high quality standards combined with cost effective service delivery are essential to ensure successful purchase of the services. We also manage over 71 designated school crossing points.
- The authority has one crematorium and five cemeteries. Currently the service undertakes approximately 1700 cremations and 600 burials per year. Records are held in the central office based at Altrincham Crematorium where all administration is undertaken. Whilst Bereavement Services are a service used out of necessity, aftercare is an important part of what is provided. This can affect quite markedly the lives of those in the Borough as they traverse the grieving process. Provision is made for all religions and for those without religious convictions to the same high standard.
- The Council continues to promote openness and transparency and our Council meetings have received over 9000 online views.
- Around 118,000 people voted in the Parliamentary and Local Elections in May 2015. Facilities for people to register on-line have been put in place which saves time and money.

Safe place to live - fighting crime

- Trafford continues to be the safest area in Greater Manchester, with the lowest crime rate per 1000 head of population and the highest public satisfaction and confidence rates.
- During the summer of 2015 we proactively used new Anti-Social Behaviour legislation, taking out ex-parte injunctions, to change the behaviour of a small number of young people involved in a few isolated incidents of public place ASB and violence. This led to collaborative opportunities to work with services such as Stronger Families and community youth outreach services. Two local third sector organisations have also been commissioned to do outreach work in the community. Over 3000 families have been contacted through schools to provide reassurance that collectively all partners, alongside families themselves, take the safety of their children very seriously.

Economic Growth

- The Council has more than doubled the amount of retail rate relief awarded to eligible businesses. We have already achieved awards totalling £732k which is an additional £500k 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. A number of the Council’s apprentices have been successful in winning awards from Trafford College and Skills for Business.
- 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.

- During 2014-15 Waterside Arts Centre welcomed 118,307 visitors, sold over 51,000 tickets and hosted 1,304 events. 3,393 school pupils attended events at the venue and our customer survey informed us that customer satisfaction was 96%.

Services focussed on the most vulnerable people

- Trafford Assist has continued to provide crisis support to those residents in most need as well as offering free personal budgeting advice to residents.
- 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 with homelessness reduced in the borough and 85% of participants have moved into education, employment and training.
- South Trafford 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 the issue of older people isolation.

Building Resilient Communities

- Between April 2013 and March 2015, 373 employment opportunities were created through the Trafford Pledge. This demonstrates Trafford businesses' commitment to employment support for local people by offering a job, an apprenticeship, work experience or mentoring and practical help.
- Trafford Council 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.
- Trafford Partnership team formally launched its Locality Working programme at 4 locality stakeholder events in June 2015. Locality working means bringing together everyone, from individual residents, businesses, community and faith groups, Councillors, community leaders and public sector bodies to work in partnership, share resources and enable new ideas to develop and making use of all the physical and human assets and community spirit that thrives within our localities.
- The 'Be Bold.Be the Difference' campaign, a part of Locality Working model, seeks to inspire local people to form a social movement and be active in their neighbourhoods which will strengthen and enhance Trafford's communities for many years to come. Small seed-funding grant schemes, such as Make Sale Smile and the Old Trafford & Stretford Environmental Grant scheme, are being rolled out to incentives residents to come up with innovative ideas for projects that can be delivered locally and then up-scaled or replicate in other parts of the borough as appropriate.
- Our contract with Thrive has enabled us to support 390 voluntary and community sector groups and organisations in Trafford in the year to October 2015 and to develop the Pro-Bono Bank which means that over 75 new businesses are engaged in Corporate Social responsibility programmes with over 80 voluntary and community sector organisations benefitting.
- The 2015-16 Voluntary Sector Grant scheme funded 45 projects allocating £80,000 in grant funding. Building on the success of previous years the 4 Locality Partnerships and Thrive hosted 4 public voting events, attended by over 1500 residents, to decide which projects should get funding. Of this year's recipients 28 secured funding for the first time.
- The Partnerships team continue to support community and neighbourhood partnerships to deliver projects on the ground. For example Sale West and Ashton Partnership provide a volunteer-led job club which since its creation has supported 186 residents into employment. In

addition the 'Food for Us' project in Broomwood which supports sustainable food growing received support to obtain funding for raised beds at the Community and Wellbeing Centre.

Other Service Achievements

- We have supported a range of sporting and leisure activities in the borough including the Greater Manchester Marathon and, as a result, have increased the benefit the community gains from these events. For example Xtra Mile Events have committed £1 from each entry fee into the marathon which saw the launch of 'Trafford Talented Athlete' fund with investment at £10k.
- Trafford's unique Data and Innovation Lab continues to lead the way nationally in the use and promotion of open data to inform service development and support community initiatives. Trafford was one of 16 Local Authorities invited to attend a Cabinet Office Local Open Data Champions Event in March 2015 and only one of 5 asked to speak, in recognition of its leadership in the Open Data arena.
- The Council successfully secured funding of £171k to set up a new Counter Fraud and Enforcement team to tackle non-benefit fraud. The team has already in its first 6 months of operation secured its first conviction.
- Trafford is leading the way in GM in supporting current and ex Armed Forces personnel and this year we were given a Silver Award for our efforts by the national Defence Employer recognition Scheme.
- The Partnerships team in conjunction with Sports, Health and Environmental partners and Transport for Greater Manchester have set up an Active Trafford Greenspace project to deliver a range of guided walks and themed events designed to help more people explore and enjoy Trafford's great outdoors.
- A Change Management Strategy - 'Supporting Change to Happen' was implemented, involving the delivery of training and development and support for managers and staff based on their feedback through the 'Are you ready for change' staff survey, in addition to a wide range of engagement activity in respect to the Reshaping Trafford agenda.
- The Council was shortlisted as a finalist in the CIPD People Management Awards for 'Best Employee Relations Initiative'.
- Electoral Services successfully organised the local and European Elections in May 2014 and local and Parliamentary elections in May 2015.

Transformation and Resources

Budget Movement Summary 2016/17

The following summary table categorises the movement in the Directorate's budget for 2016/17. The Savings are also cross referenced to the Savings Schedules below.

Transformation and Resources	2016/17 (£000's)	Savings Schedule Reference(s)
Budget Brought Forward	16,213	
Additional Resources to meet Pressures:		
- Pay Related Inflation	785	
- Contract Related Inflation	223	
- Specific Grant Reductions	135	
- Demographic	75	
- Other business consequences	(282)	
- Terms and Conditions	162	
Total new resources allocated	1,098	
Resource Reallocations through:		
- Efficiencies	(628)	T1 - 4
- New or Increased Income	(314)	T5 - 9
Total new resources allocated	(942)	
Net Year-On-Year Change	156 1.0%	
Net Budget Proposal	16,369	

Transformation and Resources – Schedule of Savings 2016/17

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	Theme	2016/17 £000's	Impact of Saving (e.g. service, equality, other)
T&R	T&R	T1	Support Services	Service and Process Optimisation (detailed below)	Efficiency			Streamlining back office through improved processes, better targeted service delivery and review of operating models. This is year 1 of a two year programme
	T&R	T1a	Legal and Democratic Services	Cost reduction and recovery	Efficiency	Working Smarter	(40)	Review of costs and recovery of costs
	T&R	T1b	Access Trafford	Cost reduction measures	Efficiency	Working Smarter	(38)	Call volume reduction, system updates and lower system maintenance costs.
	F	T1c	Finance	Staffing restructures	Efficiency	Working Smarter	(68)	Full year effects of staffing restructures implemented in 2015/16 plus further realignment of staff budgets
	F	T1d	Finance	Review charges	Efficiency	Working Smarter	(80)	Increased financial assessment charges in adult social care due to data matching.
	C&P	T1e	Partnerships and Communities	CCTV monitoring cost efficiencies and business development	Efficiency	Working Smarter	(25)	Reduce maintenance costs through one-off capital investment in infrastructure. Develop business and collaboration opportunities to better recover costs.
	T&R	T1f	Human Resources	Cost efficiencies and recovery	Efficiency	Working Smarter	(25)	Review of costs and recovery of costs
T&R	T&R	T2	Human Resources	Collaboration with Greater Manchester Police Authority	Efficiency	Working Smarter	(75)	GMP Collaboration

Dir'	Port- folio	Ref.	Service Area	Description of Saving	Category of Saving	Theme	2016/17 £000's	Impact of Saving (e.g. service, equality, other)
T&R	T&R	T3	Senior Management	Senior management restructure	Efficiency	Working Smarter	(115)	Rationalisation of Senior Management structure to reflect new models of service delivery.
T&R	T&R	T4	All	Terms and Conditions	Efficiency		(162)	Reinstate Terms and Conditions savings
Efficiency sub-total							(628)	
T&R	T&R	T5	Communications	Business Development	Income	Maximising Income	(15)	Development of a commercial pricing structure relating to photographic/film opportunities in Borough's assets.
T&R	C&P	T6	Sale Waterside Arts Centre	Business development	Income	Maximising Income	(50)	Develop existing and new areas of business (e.g. weddings and conferences) and reduce reliance on Council funding.
T&R	T&R	T7	Human Resources	Review charges	Income	Maximising Income	(19)	Providing HR Support to CCG and Leisure
T&R	T&R	T8	Traded Services for Education	Business development	Income	Maximising Income	(200)	Build on existing traded services with Education to improve cost recovery and develop new business opportunities.
T&R	T&R	T9	Bereavement Services	Business development	Income	Maximising Income	(30)	Review of fees to better reflect cost recovery and introduction of new product range
Income sub-total							(314)	
Total All Proposals							(942)	

Portfolio Key

C&P: Communities & Partnerships Portfolio

T&R: Transformation & Resources Portfolio

F: Finance Portfolio

Council-Wide Budgets

Service Description

There are a number of budgets that relate to the Council as a whole and/or affect all services.

The current 2015/16 net budget is £23.847m, the majority of which relates to the transport levy payable to the Greater Manchester Combined Authority (GMCA), 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 2015/16 by gross expenditure and gross income and 2016/17 draft budget is shown below;

Council-wide Budgets	Gross Exp (£000's)	2015/16		2016/17 Draft Net (£000's)	Change (£000's)
		Gross Income (£000's)	Net (£000's)		
Housing Benefit Subsidy GM Combined Authority	68,069	(68,007)	62	62	0
Transport Levy	16,543	0	16,543	17,014	471
Other Levies & contributions	1,204	(29)	1,175	1,230	55
Treasury Management	11,164	(3,245)	7,919	5,129	(2,790)
Non-ring-fenced Grants	0	(8,308)	(8,308)	(8,793)	(485)
Insurances	1,826	(951)	875	875	0
Additional Pension Allowances	1,037	0	1,037	1,037	0
Contingencies and Provisions	1,501	0	1,501	2,078	577
Members Expenses	904	0	904	914	10
Business Rates	2,592	(579)	2,013	2,313	300
External Audit	130	(4)	126	126	0
Total Budget	104,970	(81,123)	23,847	21,985	(1,862)

The 2016/17 draft budget is proposed to reduce by £(1.862)m. The salient features of each budget line are set out below.

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 this (net) budget for 2016/17.

Precept & Levies

The Council's contribution to the GMCA for the transport levy for 2015/16 is £16.543m; a provisional increase of £0.471m has been included in 2016/17.

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

Other Levies & contributions	Net 2015/16 £000	Net 2016/17 £000	Change £000
Coroner's and Mortuary fees (South Manchester Coronal District)	534	584	50
Flood Defence levy (Environment Agency)	144	147	3
Association of Greater Manchester Authorities (AGMA).	355	355	-
Other (LGA Subs, Probation, Parish Council Grants & Magistrates Court debt repayments)	142	144	2
Total Other Levies	1,175	1,230	55

Changes in demand have increased the costs of the Coroner's service shared between the Council, Stockport (lead Authority) and Tameside Councils. Trafford's contribution is estimated to increase by £0.050m in 2016/17.

Provision of 2% increase has been made for the costs of the Flood Defence levy.

Other budgets include the Local Government Association (LGA) and North West Employers (NWE) subscriptions totalling £0.055m, debt charges relating to the former Greater Manchester Magistrates Court £0.027m and Parish Council grants of £0.045m.

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.

For 2016/17 a budget reduction of £(2.8)m has been forecasted with the main areas and assumptions from where these savings are to be generated including :

- Change to the methodology for calculating the annual Minimum Revenue Provision set aside for loan principal repayments relating to core debt - £(0.930)m and Sale PFI Debt £(0.209)m.
- Discontinuing the annual provision regarding the debt administered on behalf of Manchester Airport Group - £(0.288)m.
- Additional share dividend from the Manchester Airport Group - £(1.000)m.
- Additional Investment interest of £(0.2)m based on latest interest rate forecasts and including funds invested in the Church Commissioners Local Authority Property fund.
- Savings in loan interest payable due to maturing debt not being replaced - £(0.2)m.

Non-ring-fenced Grants

The 2015/16 Council-wide budget holds £(8.308)m of non-ring-fenced grants this is estimated to increase to £(8.793)m as set out below.

Grant	2015/16 (£000's)	2016/17 (£000's)	Change (£000's)
New Homes Bonus	(2,453)	(3,036)	(583)
Children's Service Adoption Grant	0	0	0
Council Tax Freeze Grant 15/16 (note a)	(903)	0	903
Council Tax Freeze Grant 16/17	0	(900)	(900)
Local Service Support Grant	(17)	(17)	0
Business Rates Compensation Grants (note b)	(2,143)	(2,143)	0
Council Tax Annex Grant	(10)	(10)	0
Education Services Support Grant	(2,782)	(2,687)	95
Total	(8,308)	(8,793)	(485)

Notes:

- a) The Freeze grant for 2015/16 will be transferred to Revenue Support Grant.
- b) Business Rate Compensation Grants are to reimburse the Council for Small Business Rate Relief, Retail Rate Relief and Business Rates inflation cap; these have been features of the previous two Autumn statements announced by the Chancellor of the Exchequer. These grants are assumed to continue in 2016/17. If the Government removes these reliefs then businesses will be billed for the full amount of rates, which will feature in the collection fund.

For the 2016/17 draft budget all other grants are assumed to continue at the same levels as in 2015/16.

Business Rates

The forecast in the draft 2016/17 budget includes for additional income of £3m from business rates growth.

The expenditure budget in Council-wide represents the forecast levy payable on business rates growth of £3.5m. It should be noted that most of the additional income from business rates growth is treated as 'funding' i.e. it is similar to how council tax is used to pay for the budget.

In 2015/16 the Council operated in a business rates pool with the other nine Greater Manchester Councils and Cheshire East Council. The advantage of the pooling arrangement is that any levy paid by the Council on business rate growth is retained in the pool. An agreement has been negotiated with the other AGMA authorities that Trafford can retain for its own use one third of the levy that it would otherwise have paid to the Government. It is assumed that the business rate pool will continue to operate in the same way in 2016/17 and £(1.16)m is included in the budget in respect of the one third retained levy.

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. There is no anticipated change in the 2016/17 draft budget.

Contingencies and Provisions

This budget includes provision, on behalf of the Council overall, for a number of expense items that are uncertain in value and for which individual services would have difficulty in meeting. The largest component is an allowance for redundancy costs at £0.413m established in 2015/16; there is no change to this budget in 2016/17.

An allowance of £0.7m was made as a prudent general contingency to cushion against possible slippage in the delivery of the significant savings programme in 2015/16. This contingency has been increased by a further £0.2m and will be reviewed in the final budget assessment.

A central allowance for bad and doubtful debts has always been included in Council-wide. This amounts to £0.230m and compares to the £17m of invoiced income that the Council raises each year. The budget provision has been steadily reduced over the recent years, however has been maintained at current levels in the draft budget.

The draft budget also includes a council wide provision of £0.290m relating to the estimated additional costs of auto-enrolment of staff into the pension fund.

A sum of £0.087m has been set aside to increase the pay of Apprentices to the level of the New Living Wage.

Additional Pension Allowances

This budget is to pay for past decisions to augment pensions for members of staff who left the employment of the Council. These decisions were taken a considerable period of time ago as no augmentation to pensions have been awarded to Council staff for over 10 years. Payments continue to be made for the lifetime of the pensioner or their spouse. The budget is adjusted each year for pensions falling out of payment and for inflation on the remaining pensions.

Members Expenses

The costs of Councillors' allowances and associated running costs, including communications and ICT equipment costs. The proposed budget for 2016/17 includes £0.010m for pay and running costs inflation.

External Audit Fees

External Audit Fees covers the standard fee and grant work totalling £0.126m.

Budget Movement Summary 2016/17

The following summary table categorises the movement in the Directorate's budget for 2016/17. The Savings are also cross referenced to the Savings Schedules below.

Council-wide Budgets	2016/17 (£000's)	Savings Reference(s)
Budget Brought Forward	23,847	
Additional Resources to meet Pressures :		
- Inflation	11	
- Pensions Auto-Enrolment	290	
- Levies	524	
- Specific Grant Reductions	(485)	
- Business Rates	300	
- Investment Income and Debt Management	(363)	
- Contingency Items	200	
- Other Budgets	88	
Total new resources allocated	565	
Resource Reallocations through:		
- Efficiencies	-	
- New or Increased Income	(1,000)	CW-1
- Policy Choices	(1,427)	CW2, CW3, CW4
Total Savings	(2,427)	
Net Year-On-Year Change	(1,862) (7.8%)	
Net Budget Proposal	21,985	

Council-wide Budgets – Schedule of Savings

Dir'	Portfolio	Ref.	Service Area	Description of Saving	Category of Saving	Theme	2016/17 £000's	Impact of Saving (e.g. service, equality, other)
CW	F	C-W1	Treasury Management	Airport Dividend	Income	Maximising Income	(1,000)	Additional share dividend from the Manchester Airport Group recognised in base budget
New Income sub-total							(1,000)	
C-W	F	C-W2	Loan Debt	Provision for Loan Default – Manchester Airport Group	Policy Choice		(288)	Removal of the annual provision to cover potential default on loan debt administered on behalf of Manchester Airport Group
C-W	F	C-W3	Loan Debt	Provision for Debt Repayment reduced –Sale PFI	Policy Choice		(209)	Change to the methodology for calculating the annual Minimum Revenue Provision set aside for loan principal repayments relating to PFI principal repayment
C-W	F	C-W4	Loan Debt	Provision for Debt Repayment reduced –Core Debt	Policy Choice		(930)	Change to the methodology for calculating the annual Minimum Revenue Provision set aside for loan principal repayments for core debt.
Policy Choice sub-total							(1,427)	.
Total All Proposals							(2,427)	

Portfolio Key

F: Finance Portfolio