



TRAFFORD
COUNCIL

**AGENDA PAPERS MARKED 'TO FOLLOW' FOR
EXECUTIVE**

Date: Monday, 25 January 2016

Time: 6.30 pm

**Place: Committee Rooms 2 and 3, Trafford Town Hall, Talbot Road, Stretford
M32 0TH**

A G E N D A	PART I	Pages
3. MINUTES		1 - 4
To receive and, if so determined, to approve as a correct record the Minutes of the meeting held on 16.11.15.		
7. REVENUE BUDGET MONITORING 2015/16 PERIOD 8 (APRIL - NOVEMBER)		5 - 54
To consider a report of the Executive Member for Finance and Director of Finance.		

THERESA GRANT
Chief Executive

Membership of the Committee

Councillors S.B. Anstee (Chairman), Mrs. L. Evans, M. Hyman, J. Lamb, P. Myers, J.R. Reilly, A. Williams and M. Young (Vice-Chairman).

Further Information

For help, advice and information about this meeting please contact:

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Executive - Monday, 25 January 2016

This agenda was issued on Tuesday 19.1.16 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH

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EXECUTIVE

16 NOVEMBER 2015

PRESENT

Leader of the Council (Councillor Sean Anstee) (in the Chair),
Executive Member for Economic Growth and Planning (Councillor M. Young),
Executive Member for Adult Social Services and Community Wellbeing (Councillor A. Williams),
Executive Member for Children's Services (Councillor M. Hyman),
Executive Member for Environment and Operations (Councillor J.R. Reilly),
Executive Member for Finance (Councillor P. Myers),
Executive Member for Transformation and Resources (Councillor Mrs. L. Evans).

Also present: Councillors Adshead, Baugh, Blackburn, Bowker, Brotherton, Cordingley, Cornes, Duffield, Harding, Lloyd, Ross and A. Western.

In attendance:

Chief Executive (Ms. T. Grant),
Deputy Chief Executive (Ms. H. Jones),
Acting Corporate Director, Transformation and Resources (Ms. J. Hyde),
Acting Corporate Director, Children, Families and Wellbeing (Mr. J. Pearce),
Director of Finance (Mr. I. Duncan),
Director of Legal and Democratic Services (Ms. J. Le Fevre),
Democratic and Scrutiny Officer (Mr. J.M.J. Maloney).

APOLOGIES

Apologies for absence were received from Councillor J. Lamb.

44. DECLARATIONS OF INTEREST

No declarations were made by Executive Members.

45. MINUTES

RESOLVED – That the Minutes of the Meeting held on 26th October 2015 be approved as a correct record.

46. MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)

There were no matters to be reported to this meeting.

47. EXECUTIVE'S DRAFT BUDGET PROPOSALS 2016/7

The Executive Member for Finance and Director of Finance submitted a report which set out the Executive's draft revenue budget proposals for 2016/17. An opportunity was provided for Members to ask questions in relation to the proposals. Initial responses were given by the Executive Member for Finance and other portfolio holders, and it was noted that issues could be raised in greater detail in the course of the forthcoming budget scrutiny process.

RESOLVED -

- (1) That 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.
- (2) That it be noted that the draft proposals are subject to various consultation exercises and impact assessments, movements in core funding, specific grants, costing and robustness assessments.

48. WORKING WELL EXPANSION PROGRAMME

The Leader of the Council and Chief Executive submitted a report which provided information on the pilot Working Well Programme and its performance results, the Working Well Expansion Programme and the proposed inter-authority agreement and associated matters.

RESOLVED -

- (1) That the contents of the report be noted.
- (2) That it be noted that authority to approve the successful bid and to proceed with an award of contract(s) in relation to services required under the Working Well Expansion Programme is to be reserved to the Leader in consultation with the Chief Executive.
- (3) That the proposal that Trafford Council assume the contracting role on behalf of GMCA with regard to the contract for services required under the Working Well Expansion Programme be approved.
- (4) That authority to agree terms for and to complete all legal documentation required to complete the Inter Authority Agreement and the contract(s) with the successful bidder(s) be delegated to the Director of Legal and Democratic Services in consultation with the Chief Executive.

49. TAMWORTH SITE, OLD TRAFFORD

The Executive Member for Economic Growth and Planning submitted a report concerning the future of the Tamworth site in the context of the Old Trafford Masterplan, and seeking approval for the commencement of procurement of a Developer Partner.

RESOLVED -

Executive (16.11.15)

- (1) That approval be given to commence the procurement of a Developer Partner for the Tamworth site in order to facilitate the delivery of the Old Trafford Master Plan (OTMP).
- (2) That the OTMP Board be authorised to oversee the procurement in accordance with the provisions of the Old Trafford Land Pooling Agreement.
- (3) That the Deputy Chief Executive, in consultation with the Director of Legal and Democratic Services, be authorised to finalise the procurement in accordance with the process set out in this report and complete the necessary documentation.

50. TREASURY MANAGEMENT STRATEGY - REVIEW OF THE MINIMUM REVENUE PROVISION

The Executive Member for Finance and Director of Finance submitted a report outlining the recent review undertaken of the Council's annual Minimum Revenue Provision (MRP) charge to the revenue budget in respect of capital expenditure financed by borrowing. An opportunity was provided for Members to ask questions regarding the options as set out in the report.

RESOLVED - That it be recommended to Council that with effect from 1 April 2015:

- a) the Council's MRP policy, paragraph (a) only, be amended to, "For capital expenditure incurred before 1 April 2008: MRP will be calculated on a straight line basis over the expected average useful life of the assets";
- b) the annual PFI lease charge be financed from the provision currently set-up to cover the final bullet payment and that capital receipts be used to replenish this provision to ensure this can still be made in 2028/29.

51. TREASURY MANAGEMENT 2015/16 MID-YEAR PERFORMANCE REPORT

The Executive Member for Finance and Director of Finance submitted a report, in accordance with the CIPFA Code of Practice adopted by the Council, which provided an update on the progress of treasury management activities undertaken for the first half of 2015/16.

RESOLVED – That the treasury management activities undertaken in the first half of 2015/16 be noted.

52. REVENUE BUDGET MONITORING 2015/16 PERIOD 6 (APRIL - SEPTEMBER)

The Executive Member for Finance and Director of Finance submitted a report presenting the findings of the monitoring of the Council's revenue budget, for the period ending September 2015. The Executive Member for Finance discussed some of the key features in greater detail, and an opportunity was provided for Members to raise questions on the report's content.

RESOLVED - That the latest forecast and planned actions be noted and agreed.

53. CAPITAL INVESTMENT PROGRAMME MONITORING 2015/16 2ND QUARTER (APRIL - SEPTEMBER)

The Executive Member for Finance and Director of Finance submitted a report which summarised the key features of the capital budget position for the period ending 30 September 2015.

RESOLVED -

- (1) That the amendments to the 2015/16 Capital Investment Programme be approved.
- (2) That the monitoring report be noted.

54. ANNUAL DELIVERY PLAN 2015/16 - SECOND QUARTER PERFORMANCE REPORT

The Executive Member for Transformation and Resources submitted a report which provided a summary of performance, during the period 1 June to 30 September 2015, against the Council's Annual Delivery Plan 2015/16. Members were advised of an amendment to the report in respect of the percentages of Council Tax and Business Rates collection; and an opportunity was provided for Members to raise questions on the report's content.

RESOLVED – That the content of the report be noted.

55. AGMA COMBINED AUTHORITY / EXECUTIVE BOARD: FORWARD PLANS AND DECISIONS

The Executive received for information details of decisions taken by the GMCA and Joint GMCA / AGMA Executive Board on 30th October 2015.

RESOLVED – That the content of the decision summaries be noted.

The meeting commenced at 6.30 pm and finished at 7.32 pm.

Report to: Executive

Date: 25 January 2016

Report for: Information

Report of: The Executive Member for Finance and the Director of Finance

Report Title:

Revenue Budget Monitoring 2015/16 – Period 8 (April to November 2015).

Summary:

The approved revenue budget for the year is £148.914m. The forecast for the end of the year, as projected following eight months of activity, is £146.009m being a net underspend of £(2.905)m, (2.0)% of the budget, a favourable movement of £(1.019)m since the last report.

The main areas of budget variance are summarised as follows:

Activity	Forecast £m	Movement £m
Children’s client care packages	1.4	-
Adults client care packages	(0.1)	(0.3)
Rephased base budget savings	0.3	-
Vacancy management	(2.1)	(0.2)
Running costs	(1.1)	(0.1)
Treasury Management (incl. Airport dividend)	(2.0)	-
Manchester Airport Group (MAG) interim dividend - transfer to Earmarked Reserve	1.2	-
Business Rates (Council-wide budget)	(0.1)	-
Income	0.3	0.1
Grants	(0.2)	-
Release of the unallocated general savings contingency budget (Council-wide)	(0.5)	(0.5)
Forecasted outturn	(2.9)	(1.0)

Reserves

The opening balance of the General Reserve was £(7.9)m, and after taking into account approved use and commitments, and the Council-wide budget projected outturn, the forecasted closing balance as at 31 March 2016 is £(8.0)m, which is £(2.0)m above the Council established minimum level of £(6.0)m. The MAG interim dividend of £(1.2)m received in December 2015 has been transferred to an Earmarked Reserve for use in supporting the 2016/17 budget (see Table 4 below).

In addition, the net service carry forward reserves at the beginning of the year were £(3.6)m, and after taking into account planned use and commitments together with the service Directorates’ projected outturn, the forecasted closing balance as at 31 March 2016 is £(2.7)m in surplus.

Council Tax

The surplus brought forward of £(0.8)m, will be increased by an in-year forecast surplus of £(1.4)m. After taking account of the planned use of £0.4m to support the base budget and another £0.1m for backdated valuation and discount appeals, the total surplus forecasted to be carried forward is £(1.7)m. The Council's share of this surplus is £(1.4)m, and is planned to support future budgets in the MTFP.

Business Rates

The latest projection as at 30 November 2015 shows an overall increase in retained business rates for 2015/16 of £(0.192)m, representing a favourable movement since last month of £(0.087)m. This includes an in-year surplus of £(0.076)m against the business rate growth forecast made in February 2015, which cannot be brought into the accounts until 2016/17, as well as an increase in income in-year within the Council-wide budget of £(0.116)m (see paragraph 12 below).

Recommendation(s)

It is recommended that:

- a) the latest forecast and planned actions be noted and agreed.

Contact person for access to background papers and further information:

David Muggeridge, Finance Manager, Financial Accounting

Extension: 4534

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	Revenue expenditure to be contained within available resources in 2015/16.
Legal Implications:	None arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Staffing/E-Government/Asset Management Implications	Not applicable
Risk Management Implications	Not applicable
Health and Safety Implications	Not applicable

Director of Finance:.....ID.....

Head of Legal ServicesHK.....

DIRECTOR'S SIGNATURE *Appended in hard copy*

Budget Monitoring - Financial Results

- The budget as approved at the 18 February 2015 Council meeting is £148.914m. Based on the budget monitoring for the first 8 months of the year, the overall forecast for the year is £146.009m, being an underspend of £(2.905)m, (2.0)%, a favourable movement of £(1.019)m since the last report.
- The details of service variances can be found in Annexes 1 to 3, and for Council-wide, Annex 4:

Table 1: Budget Monitoring results by Directorate	Year end Forecast (£000's)	Percentage %	Period Movement (£000's)	Annex
CFW – Children's Services	1,392	4.9%	(72)	1
CFW – Adult Social Services	(1,898)	(3.9)%	(318)	1
CFW – Public Health	0	0.0%	0	1
Economic Growth, Environment & Infrastructure	(491)	(1.5)%	(115)	2
Transformation & Resources	(567)	(3.3)%	(84)	3
Total Service Variances	(1,564)	(1.3)%	(589)	
Council-wide budgets	(2,586)	(10.9)%	(430)	4
MAG interim dividend - transferred to Earmarked Reserve	1,245		0	4
Estimated outturn variance (period 8)	(2,905)	(2.0)%	(1,019)	

CFW – Children, Families & Wellbeing

Table 2: Budget Monitoring results by Executive Portfolio Holder	Year end Forecast (£000's)	Percentage %	Period Movement (£000's)
Children's Services	1,392	4.9%	(72)
Adult Social Services	(1,898)	(3.9)%	(318)
Community Health & Wellbeing	0	0.0%	0
Environment & Operations	(253)	(0.9)%	(86)
Economic Growth & Planning	(238)	(5.1)%	(29)
Communities & Partnerships	56	2.1%	(30)
Transformation & Resources	(350)	(3.5)%	(6)
Finance	(2,859)	(10.1)%	(478)
MAG interim dividend - transferred to Earmarked Reserve	1,245		0
Estimated outturn variance (period 8)	(2,905)	(2.0)%	(1,019)

Key month on month variations

- The key variances contributing to the period movement of a favourable £(1.019)m are:
 - Adult Services – favourable movement of £(0.337)m as a result of client cost and activity changes in Long-term £(0.298)m and Short-term £(0.039)m clients;

- Economic Growth, Environment & Infrastructure Directorate – a net favourable movement of £(0.115)m across income, staffing and running costs;
- Transformation & Resources Directorate - favourable movement of £(0.084)m, particularly relating to vacancy management of £(0.119)m;
- Release of the unallocated general savings contingency budget in Council-wide, £(0.487)m;
- An adverse movement of £0.034m relating to the element of Business Rates income retained within the Council-wide budget (see paragraphs 14 and 15 below);
- Other net movements of £(0.030)m.

MTFP Savings and increased income

4. The 2015/16 budget was based on the achievement of permanent base budget savings and increased income of £(21.584)m.
5. This saving target includes £(15.612)m within the CFW Directorate which is being programme managed by a dedicated CFW Transformation Team. From the Month 4 report the savings targets for individual initiatives within CFW were updated to reflect the revised targets which were agreed at the CFW Programme Board. This has meant some slight amendments to individual targets, though the overall total savings target for the CFW directorate remains the same. The revised savings targets are included in Appendix 3 of Annex 1 of this report. Performance is assessed against the revised targets:
6. The following table summarises the actuals to date, forecast for the remainder of the year and how the shortfall will be managed in-year.

Table 3 : 2015/16 Savings & increased income		Total (£000's)	Total (£000's)
Actual to date	CFW	(15,089)	
	EGEI	(2,774)	
	T&R	(2,454)	
	C-W	(375)	
Sub-Total			(20,692)
Forecasted	CFW * Note 2	(1,276)	
	EGEI	(40)	
	T&R	(54)	
	CW	(15)	
Sub-Total			(1,385)
Total Savings delivered or in progress			(22,077)
Budget Savings Required			(21,584)
Total Net Shortfall/ (Over recovery)			(493)

Shortfall Detailed by Directorate		
Shortfall against savings target within T&R		
• Libraries (as measured against revised target see Note 1)	141	
• ICT Procurement/ Other	149	
Total shortfall/ (Over recovery) within T&R		290
Shortfall/(Over recovery) against savings target within CFW		
• Children with Complex Needs – Use of Personalisation	(8)	
• Children with Complex Needs – expand in-house homes	50	
• Education Early Years – Early Help (Note 3)	187	
• Older People Reablement	(470)	
• LD – Void Management	(19)	
• LD – Ordinary Residence	258	
• LD – Care Package Review/ Reshaping Trafford (Note 2)	(751)	
Total shortfall/ (Over recovery) within CFW		(753)
Shortfall/(Over recovery) against savings target within CW		
• Old Car Lease Scheme	(30)	
Total shortfall/ (Over recovery) within CW		(30)
Total Net Shortfall/(Over recovery)		(493)

Gross shortfalls to be met by :-		
T&R reserve or mitigated by in-year savings in 15/16		(290)
Total		(290)

Note 1 - The savings target for T&R originally included £0.550m in respect of the libraries rationalisation but this figure was revised down by £0.050m when the second phase of consultation was reported to Executive in March 2015. The saving has been transferred to Council-wide, where it has been met in year from the Treasury Management budget.

In addition, there is an in-year shortfall in libraries savings of £0.141m, relating to a delay in the closure of libraries (Bowfell, Davyhulme and Lostock, the redevelopment of Hale and Timperley Libraries) and changes to in-year delivery at Coppice as part of the consultation process.

Whilst the delay in implementing some library changes has impacted on savings overall there are significant benefits to the Council in terms of the final proposals agreed. With redevelopment of a number of sites to include residential dwellings which will attract new homes bonus, council tax and a capital receipt.

Note 2 - Savings to a value of £(0.763)m which have still to be realised are reflected in the forecast and comprise savings against the LD Care Package Review / Reshaping Trafford.

Note 3 – Within the gross shortfall of £0.187m for the Early Help model, £0.073m relates to a decision to keep Sale West and Old Trafford Youth Centres open which will be met from a contribution from the general savings contingency in Council-wide budgets (paragraph 7 below). The remaining amount of £0.114m will be met via one-off funding from Corporate Landlord of £0.050m and £0.064m from within the CFW Directorate from the over-achievement of other savings. The on-going cost of the Sale West and Old Trafford Youth Centres has been included in the 2016/17 Medium Term Financial Plan.

7. The original budget for 2015/16 included a one off allowance of £0.700m as a general contingency to cushion against possible slippage in the delivery of the significant savings programme in 2015/16. A figure of £0.085m was released in Period 4 to cover a projected savings slippage related to Market Management. As a result of the realignment of the CFW savings targets, the pressure on Market Management has now been removed. A further amount of £0.073m has been released in Period 8 to cover the premises related costs of Sale West and Old Trafford Youth Centres, after a decision was made to keep these community buildings open for the foreseeable future.
8. Approximately 102% of base budget savings have been or are forecasted to be delivered:
 - Of the £(0.493)m net over achievement, there is a gross shortfall of £0.290m relating to T&R, a net over achievement of £(0.753)m in CFW and £(0.030)m in Council-wide.
 - The gross shortfall of £0.290m within T&R will be met from either, service carry forward reserves or alternative in year savings.
9. As at period 8, the actual savings achieved has fallen behind the expected savings profile by £0.551m. Whilst overall projections for the year remain on target, management action is on-going and the main areas to concentrate on for the remaining months of the year are in respect of Commissioning of Non-mandatory services (Public Health related), Reshaping Trafford and Integrated Health and Social Care (Pennine). There are also the outstanding Ordinary Residence cases which the Secretary of State still needs to make a determination on.

Council Tax

10. The 2015/16 surplus on the Council Tax element of the Collection Fund is shared between the Council (84%), the Police & Crime Commissioner for GM (12%) and GM Fire & Rescue Authority (4%). The 2015/16 total surplus brought forward was £(0.773)m.
11. As at 30 November 2015 the total in-year surplus is forecasted at £(1.366)m. After taking account of the planned application to support the 2015/16 budget of £0.357m and reductions as a consequence of back-dated valuations and awards of discounts or exemptions of £0.100m, the end of year total balance is

forecasted to be £(1.682)m. The Council's share of this is £(1.414)m, being a favourable improvement of £(0.035)m since last month.

Business Rates

12. The Business Rate Retention Scheme and the financial impact on the Council has been shown in detail in previous monthly reports. The latest projection as at 30 November 2015 shows an overall increase in retained business rates for 2015/16 of £(0.192)m compared to budget and is made up of:
- the retained element of in-year business rate growth of £(1.887)m which is £(0.076)m above estimate, a favourable movement of £(0.121)m since last month. This is due mainly to a decrease in the provision of relief required for empty properties. This element will be carried forward within the Collection Fund to be used to fund future years' budgets.
 - the net effect of Section 31 grant (after the deduction of the levy) is £(0.116)m, a minor adverse movement of £0.034m on last month, and is included in the Council-wide budget monitoring projection in Annex 4.

Public Health

13. The Government announced on 4 June 2015 that it was seeking in-year public expenditure reductions of £3.1 billion and this included an amount of £200 million in respect of Public Health. Trafford's share of this reduction is £0.772m and this is being managed within the CFW budget.
14. Funding of £1.642m has been transferred to the Council on 1st October 2015 relating to the national transfer of responsibilities relating to 0-5 year old Health Visiting and Family Nurse Partnership services. This will increase the gross funding for Public Health to £11.699m in 2015/16.

Leisure Services

15. On 30 July 2015 the Executive Member for Communities and Partnerships approved that a Community Interest Company (CIC) be established to run the leisure services, previously provided by Trafford Community Leisure Trust.
16. Trafford Leisure CIC took over the running of the leisure facilities on 1st October 2015. Two firms of specialists were also employed by the Council to advise on legal and VAT matters during the transition to the CIC. These costs currently totaling £0.020m are included in the Council-wide outturn at Annex 4.

Reserves

17. The General Reserve balance brought forward is £(7.9)m, against which there are planned commitments up to the end of 2015/16 of £1.2m. The addition of the Council-wide underspend of £(1.3)m provides for a projected balance as at 31 March 2016 of £(8.0)m, being £(2.0)m above the approved minimum level of £(6.0)m. The interim dividend of £(1.245)m has been transferred to an Earmarked Reserve for use in supporting the 2016/17 budget:

Table 4 : General Reserve Movements	(£000's)
Balance 31 March 2015	(7,871)
Commitments in 2015/16:	
- Planned use for 2015/16 Budget	1,000
- Planned use for one-off projects 2015/16	200
- Council-wide budgets underspend	(1,341)
- Interim MAG Dividend 2015/16	(1,245)
- Transfer to Earmarked Reserve	1,245
Balance 31 March 2016	(8,012)

18. Service balances brought forward from 2014/15 were a net £(3.642)m. After planned use to support one-off projects and adjusting for the estimated outturn, there is a projected net surplus of £(2.657)m to be carried forward to 2016/17 (Table 5).

Table 5: Service balances	b/f April 2015 (£000's)	Forecast Movement in-year (£000's)	Forecast Balance (£000's)
Communities, Families & Wellbeing	(403)	(309)	(712)
Economic Growth, Environment & Infrastructure	(1,738)	1,370	(368)
Transformation & Resources	(1,501)	(76)	(1,577)
Total (Surplus)/Deficit	(3,642)	985	(2,657)

Recommendations

19. It is recommended that the latest forecast and planned actions be noted and agreed.

TRAFFORD COUNCIL

Report to: CFW Senior Leadership Team
 Date: 6th January 2016
 Report for: Discussion
 Report author: CFW Finance Manager

Report Title:

Revenue Budget Monitoring 2015/16 – Period 8 (April 2015 to November 2015).

1. Forecast Outturn for the Year

- 1.1 The approved revenue budget for the year is £75.897m and the projected outturn is currently forecast to be £75.391m, which is less than the budget by £(0.506)m, (0.7)%. The current projected underspend includes an overspend of £1.392m on Children's Services and an underspend of £(1.898)m on Adults.
- 1.2 The forecast variance for Period 7 was £(0.116)m and this represents a favourable movement of £(0.390)m since last reported.
- 1.3 The savings target for CFW in 2015/16 is £(15.612)m. The latest forecasts anticipate savings of £(16.365)m to be achieved. This will be a major achievement to overachieve against the target of £(15.612)m and provides a high level of assurance about the robustness of financial planning and effective delivery of transformation projects within the Directorate.

2. Summary of Variances

- 2.1 The main forecast outturn variances (over £100k) are summarised below with more detail provided in Appendix 1.

2.2 CHILDREN'S SERVICES

The overall variance for Children's Services is an adverse £1.392m and the main areas are analysed below:-

(a) Children's Social Services (including Children with Complex Needs) - £1.597m adverse variance

- There is a forecast overspend of £1.424m on client care packages as analysed in Appendix 2. The main variances relate to an adverse variance of £1.157m relating to external children's homes, even though this is as a result of only 6.8 additional placements over the year, indicating the volatility of this particular budget and £0.234m for welfare secure places which relates to 0.8 additional places. The increase in both these costs are due to a combination of demographic growth and the complexity of need of children in care with more children requiring high cost specialist placements. There is also an adverse variance of £0.168m on agency foster placements which equates to 4.2 placements. Also included in the £1.424m above is a favourable variance of

£(0.231)m in relation to the low numbers of Trafford children in need of adoptive placements.

However, this is counterbalanced by a projected shortfall in adoption income of £0.417m. It has now become apparent that in the North West the number of recruited adopters is exceeding the number of children awaiting adoption. This resulted from a legal judgement that placed a greater emphasis on a child returning home or to family members prior to consideration of adoption.

- Robust management action is in place to scrutinise each individual placement to ensure it is appropriate to meet needs. We are also exploring collaborative ways of managing the external market as costs have increased substantially due to the increased demand for places. We have implemented an 'Edge of Care Strategy' that supports children and young people to remain at home and developing that into a broader project as part of the CFW transformation programme.
- The actions as outlined in previous monitoring reports continue to take place in managing Children in Care placements.

(b) Education Early Years - favourable variance £(0.161)m

Favourable variance due mainly to staffing underspends and additional income.

(c) Commissioning running costs - favourable variance £(0.104)m

Forecast underspend due to personalisation and supporting people contracts.

Movement from previous period

The period 8 variance compared to that last reported is £(0.072)m favourable. The main reasons for the change (over £20k) are:-

- Children's Social Services – increase in projected overspend on client care packages (excluding complex needs) of £0.028m, other favourable variances £(0.001)m.
- Children with complex and additional needs – decrease in forecast spend of £(0.035)m.
- Commissioning – increase in projected underspend £(0.029)m.
- Reduction of £(0.023)m in the adverse variance on Early Help Delivery Model as a result of the transfer of premises costs to Corporate Landlord.

2.3 ADULTS' SERVICES

The overall variance for Adults' Services is £(1.898)m favourable and the main variances (over £100k) are analysed below:

- Social Support (Carers and Adult Placement) – favourable variance £(0.437)m following renegotiation of a contract and funding from the Care Act grant.
- Social Care Activities – Care Management - favourable variance £(0.808)m. £(0.331)m is as a result of over achievement of staff savings within the reablement transformation project. The remainder is generated by staff turnover and vacancies across a wide range of care management services (see CFW 8).
- Information and Early Intervention - favourable variance £(0.367)m due to an underspend in Extra Care as a result of a delay in implementation of the Old Trafford scheme to 2017 £(0.279)m and vacancies within the benefits advice team £(0.099)m
- Commissioning and Service Delivery – favourable variance £(0.311)m arising from vacancies in the service following the Commissioning restructure.

An analysis of all variances is included in Appendix 1.

Movement from previous period

The period 8 variance compared to that last reported is £(0.318)m favourable. The main reasons for the change (over £20k) are:-

- Long- term client costs – favourable movement of £(0.298)m as a result of client cost and activity changes. This projection is based on the current portfolio of long term clients recorded on the Liquid Logic system plus clients, who have received services in the earlier part of the year, though are no longer receiving services. The projection allows for expected Transition costs in year of £1.266m and that costs will be offset by further savings of £(0.763)m to be made against client costs over the remainder of the year based on Transformation projections. Further detail on the variance is included in Appendix 4.
- Short term client costs – favourable movement of £(0.039)m, as a result of client cost and activity changes.
- Social support – favourable movement of £(0.035)m due to the realignment of budgets.
- Social Care Activities (Care Management teams) – adverse movement of £0.069m following a review of vacancies across all teams.
- Information & Early Intervention – favourable movement of £(0.099)m following a review of vacancies across all teams.

- Non-Adult Social Care - adverse movement of £0.063m due to a reassessment of anticipated income.

2.4 PUBLIC HEALTH

The Public Health budget is financed by a ring-fenced grant. Under the terms and conditions of the grant this must be used for defined Public Health purposes and the current projection is spend will be in line with budget. Any underspend on the grant, should it arise, would be carried forward to 2016/17 for use on Public Health related services.

An announcement of the in-year budget reduction for Public Health was made by the Government in November 2015. Nationally this is £200m and the impact for Trafford Council is a reduction of £0.772m.

Scope to manage this reduction has been identified within the Public Health budget to manage on a one-off basis for the 2015/16 financial year. The in-year reduction is recurrent, and a plan to reduce expenditure by £0.772m has been incorporated into the 2016/17 budget planning cycle.

Funding of £1.642m has been transferred to the Council on 1st October 2015 relating to the national transfer of responsibilities relating to 0-5 year old Health Visiting and Family Nurse Partnership services. This will increase the gross funding for Public Health to £11.699m in 2015/16.

3. Forecasting, Assumptions and Risk

3.1 2015/16 Base Budget Savings

The Council's overall budget for 2015/16 includes £(21.584)m of savings of which £(15.612)m relates to CFW. The table in Appendix 2 shows the current assumptions made regarding the delivery of in-year savings targets within the forecasts set out in this report.

The current projection is that against the target of £(15.612)m, savings of £(16.365)m will be made, which is a reduction of £0.368m on the previous forecast at Month 7. The main reason for the adverse movement is due to a reduction in the forecasts for LD Ordinary Residence. Also, within the gross shortfall of £0.187m for the Early Help model, £0.073m relates to a decision to keep Sale West and Old Trafford Youth Centres open which will be met from a contribution from the general savings contingency in Council-wide budgets. The remaining amount of £0.114m will be met via one-off funding from Corporate Landlord of £0.050m and £0.064m from within the CFW Directorate from the over-achievement of other savings. The on-going cost of the Sale West and Old Trafford Youth Centres has been included in the 2016/17 Medium Term Financial Plan. The full breakdown of the projections for individual initiatives is included in Appendix 3.

Included within the overall forecast are savings yet to be realised of £(0.763)m in respect of the 'Reshaping Trafford Care' projects.

This will be a major achievement to overachieve against the target of £(15.612)m and provides a high level of assurance about the robustness of financial planning and effective delivery of transformation projects within the Directorate.

3.2 Good Practice Examples

In relation to the savings programme, there are a number of examples of management interventions that are having a substantial impact on the financial position of the Directorate. These include;

3.2.1 Reshaping Social Care: The Directorate has successfully driven down commitments against care packages in line with the reshaping social care policy change agreed by the Council since April 2015. The implementation of reshaping principles is being applied as each new case is presented and as all cases go through their reassessment during the year. The reshaping programme is supporting the directorate to review the commissioning requirements going forward, as we drive the promotion of independence and self-care. The work is underpinning the development of 2016/17 savings options and we are already seeing a significant impact since the new policy was implemented in April 2015.

Each individual situation is different and an assessment of need always occurs before any changes are made and the service assures involvement of the individual and their family, representatives or advocates. The panel processes are fully embedded as core business. The new robust timely debt recovery process ensures an individual's contributions to their care are confirmed early in the process and new debt is identified at the earliest stage. Any debt is a key factor in funding panel decisions.

Innovative solutions to meeting need are being used to promote increased independence, support carers and focus social care funding to the appropriate areas. For example, a new application is being used to support families to ensure that they can assure themselves of their elderly family member's whereabouts and reduce worries about wandering. Ultimately preventing an admission to residential care.

3.2.2 Reshaping Social Care (Learning Disabilities): The Directorate has built upon the principles of the Reshaping Social Care approach for people with learning disabilities. This is because there are very few new cases, people with learning disabilities receive packages of care for in excess of 60 years and the care packages are more costly. The key principles underpinning the LD approach include best value, promoting and increasing independence and providing services based upon need rather than diagnosis. In this context best value means maximising the use of shared hours in group living situations and considering increasing care provision short-term to maximise skill development, leading to a reduction in care package costs. Promoting independence means developing an enabling risk management approach with providers and supporting the long term development of skills. Providing services based upon need rather than diagnosis particularly refers to frail older people with learning disabilities whose needs are predominantly those of an older person and who may be better placed in older peoples' services rather than an enhanced learning disability service. These changes are extremely complex to implement as they need to be negotiated with families and service providers and have also been subject to challenge through the complaints and appeals systems. However the approach has the potential to deliver substantial savings whilst maintaining care and often increasing the quality of life of the service user.

3.2.3 Reshaping Children in Care: A Children in Care placement review has been established to address the placement budget pressures and to determine improved decision making and commissioning processes. The governance and reporting arrangements are in place through the Senior Reporting Officer (SRO) and the acting Joint Director of Children's Social Care. The commissioning team are leading the work and have already completed some initial analysis and comparative review with near statistical neighbours. The work to date identifies areas of spend that could be controlled through different contracting arrangements and placement identification which will feed into the overall project recommendations.

3.3 Adult Care Packages

A new basis of financial reporting has been introduced from April 2015 following the implementation of the Liquid Logic client record system and the associated financial modules under ContrOCC. A considerable amount of effort has been made to bring the system into service and it is a major change for budget holders and other staff involved in the budget monitoring process. There are already benefits arising from the system.

The total budget for Long Term and Short Term client costs is £39.7m which represents 83% of the total CFW Adults budget of £47.6m. The average number of service users over the first eight months is 2,550 though this will fluctuate on a monthly basis going forward. Details of these are shown in Appendix 4.

The Liquid Logic/ContrOCC system gives speedier and more flexible reporting and its potential is continuing to be developed.

3.4 Continuing Health Care (CHC)

Where a client becomes eligible for Continuing Health Care a robust process is in place to ensure the relevant actions are completed. The Clinical Commissioning Group (CCG) have notified the Council that they have over 60 historical claims for CHC logged by families. Each claim will need to be assessed on a case by case basis, therefore it is not possible to estimate the potential impact, though this will be reported as the outcome of assessments are confirmed.

A number of retrospective claims have been made in respect of CHC and the impact of these have been reflected in the monitoring position, which gives a one-off financial benefit for the backdated period.

3.5 Homecare packages

The cost of homecare packages, like other care line items, is calculated by reference to the number of clients in receipt of that service at the time of producing the monitoring report. However, experience shows that in a number of cases, the planned package will not be required for the full year and as a result a reduction in costs of 2% is allowed for.

3.6 Care Act

The first phase of changes under the Care Act was introduced in April 2015. A Care Act implementation grant was made available to all upper tier authorities and the Council's grant was £(1.227)m. The use of funding is being monitored

and the current assumption for Period 8 is that the funding will be fully utilised in 2015/16.

3.7 Better Care Fund

Under the terms of the Better Care Fund agreement with the CCG, the Council secured £(2.0)m for the protection of social care services. A national condition of the funding allocated for the Better Care Fund is that collectively the CCG and Council should achieve targeted reductions of at least 3.5% in non-elective admissions. Should these reductions not be achieved, then funding allocated in respect of performance would not be released by NHS England and the CCG would be obliged to transfer this to the Acute sector. The amount of BCF funding in the BCF agreement relating to performance is £(1.319)m and the Council carries the risk of 30% of funding based on the agreed risk share of 70/30 between the CCG and the Council; this equates to circa £0.400m in 2015/16.

Information on non-elective admissions for quarters 1 and 2 have confirmed that planned reductions have not been met, which if this continues for the remainder of the year, means that there is a risk to BCF funding of £0.400m. This potential shortfall has been set aside as an earmarked reserve, therefore the full £2.0m transfer of funding to the Council is reflected in the forecast.

4. Learning Disabilities (LD) Pooled Fund

4.1 The LD Pooled fund deficit was cleared at the end of 2014/15. The fund is therefore in balance at the start of the year and spend is expected to be in line with respective contributions from the Council and the CCG.

5. Reserves

5.1 At the beginning of April 2015 the Children, Families and Wellbeing Directorate has accumulated balances of £(1.729)m carried forward from previous financial years.

5.2 The carry-forward balances and expected end of the year position is as follows:

	DSG (£000's)	CFW (£000's)
Balance b/f 1 April 2015	(1,326)	(403)
Reserves used to balance budget	163	
Stronger Families Grant		(468)
Stronger Families Commitments 15/16		468
Specific commitments in 15/16		197
P8 Forecast Outturn 15/16	773	(506)
Balance c/f 31 March 2016	(390)	(712)
<u>Commitments 16/17</u>		
Transformation Programme		600
Total		600

The forecast position as at the 31st March 2016 for CFW is a balance of £(0.712)m and it is proposed that £0.600m is earmarked for the funding of the CFW Programme Resources Team in 2016/17.

Period 8 Projected Outturn revenue expenditure and income variances

The following tables detail the main variances from the revenue budget to the forecasted outturn, and the movements since the last monitoring report, in both Management Accounts (“Budget Book”) format and by cause or area of impact of the variance.

Budget Book Format (Objective analysis)	Full Year Revised Budget (£000's)	P8 Forecast Outturn (£000's)	P8 Outturn Variance (£000's)	P7 Outturn variance (£000's)	Period Movement (£000's)	Ref
Children's Services Portfolio – DSG Element						
Dedicated Schools Grant	0	773	773	773	0	CFW1
Transfer to Dedicated Schools Grant Reserve	0	(773)	(773)	(773)	0	CFW1
Sub-total – DSG	0	0	0	0	0	
Children's Services Portfolio – Non DSG Element						
Education Early Years' Service	4,924	4,763	(161)	(151)	(10)	CFW3
Children's Social Services	17,222	19,013	1,791	1,764	27	CFW2
Children with Complex & Additional Needs	1,288	1,094	(194)	(159)	(35)	CFW2
Commissioning	1,784	1,680	(104)	(75)	(29)	CFW3
Multi Agency Referral & Assessment Service (MARAS)	1,649	1,645	(4)	(2)	(2)	CFW3
Youth Offending Service	271	271	0	0	0	CFW3
Early Help Delivery Model	1,131	1,195	64	87	(23)	CFW3
						CFW3
Sub-total – Non DSG	28,269	29,661	1,392	1,464	(72)	
CFW Children's Total	28,269	29,661	1,392	1,464	(72)	

Budget Book Format (Objective analysis)	Full Year Revised Budget (£000's)	P8 Forecast Outturn (£000's)	P8 Outturn variance (£000's)	P7 Outturn variance (£000's)	Period Movement (£000's)	Ref
Adult Social Services Portfolio						
Long Term Support – client costs	39,112	39,105	(7)	291	(298)	CFW4
Short Term Support – client costs	557	509	(48)	(9)	(39)	CFW5
Social Support – Adult Placement / Carers Commissioned services	969	532	(437)	(402)	(35)	CFW6
Assistive Equipment & Technology	1,473	1,476	3	0	3	CFW7
Social Care Activities – Care Management	11,805	10,997	(808)	(877)	69	CFW8
Information and Early Intervention – Preventative Services	934	567	(367)	(268)	(99)	CFW9
Commissioning and Service Delivery	767	456	(311)	(327)	16	CFW10
Non-Adult Social Care – Supporting People	0	77	77	14	63	CFW11
PH Funding and un-allocated savings	(7,122)	(7,122)	0	(2)	2	CFW12
CFW Adults Total	48,495	46,597	(1,898)	(1,580)	(318)	
Community Health & Wellbeing Portfolio						
Public Health	(867)	(867)	0	0	0	CFW13
CFW Public Health Total	(867)	(867)	0	0	0	
CFW Total	75,897	75,391	(506)	(116)	(390)	

Business Reason / Area (Subjective analysis)	P8 Outturn Variance (£000's)	P7 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Children's				
Management of staff vacancies	(179)	(168)	(11)	CFW2, CFW3
Transport	74	74	0	CFW3
Client need	1,424	1,421	3	CFW2
YOS remand placements	(70)	(70)	0	CFW2
Income	107	104	3	CFW2
Other running costs	36	103	(67)	CFW2, CFW3
Total Children's	1,392	1,464	(72)	
Adults				
Management of staff vacancies	(1,110)	(1,191)	81	CFW8, 10
Client need	(55)	280	(335)	CFW4, CFW5
Other running costs	(733)	(669)	(64)	CFW7,9,10, CFW11
Total Adults	(1,898)	(1,580)	(318)	
Public Health	0	0	0	
Total CFW	(506)	(116)	(390)	

NOTES ON VARIANCES AND PERIOD MOVEMENTS

CHILDREN'S SERVICES

CFW1 – DSG Reserve b/fwd.

- The brought forward DSG reserve balance is £(1.326)m. There are significant pressures within DSG which mean that there is an anticipated overspend of £0.773m and £0.163m was required from reserves to balance the budget, leaving a forecast reserve at the year-end of only £(0.390)m. The greatest pressure on the DSG is increasing numbers in SEN and the High Needs Block of the DSG being frozen. In previous years there has been an underspend on primary de-delegated budgets. However, Primary School budgets are under significant pressure and a central budget for Schools in financial difficulty (£0.400m) has been spent in 15/16.

CFW2 – Children's Social Services (Including CAN) £1.597m adverse variance

- There is a projected overspend of £1.424m, on client care packages as analysed in the table in Appendix 2. The main variances are in respect of welfare secure places, external children's homes, agency foster care and adoption places. The increases in cost are due to a combination of demographic growth and the complexity of need of children in care with more children requiring high cost specialist placements. £1.157m of the projected variance relates to external children's homes even though this is as a result of only 6.8 additional placements over the year, indicating the volatility of this particular budget. There is an adverse variance of £0.234m for welfare secure places which relates to 0.8 additional places. There is also an adverse variance of £0.168m on agency foster placements which equates to 4.2 placements; this reflects a national trend following high profile reports into major failings such as at Rotherham. There is a favourable variance of £(0.231)m in relation to the low numbers of Trafford children in need of adoptive placements. This significant reduction has had an impact on numbers of children placed for adoption.
- There is a projected shortfall in adoption income of £0.417m, although this is partially offset by the reduction in adoption costs referenced above. It has become apparent that in the North West the number of recruited adopters is exceeding the number of children awaiting adoption. This resulted from a legal judgement that placed a greater emphasis on a child returning home or to family members prior to consideration of adoption. We are currently developing an expression of interest with neighbouring LA's to for a Regional Adoption Agency in line with national policy.
 - Staffing costs underspend on Children's social care £(0.099)m.
 - There is additional income for CAN placements of £(0.076)m as a result of Continuing Health Care assessments that have identified eligible expenditure for children with complex health needs,
 - General running costs favourable variance £(0.015)m.
 - Other variances - adoption grant £(0.054)m.

CFW3 – Various - £(0.211)m favourable

Education Early Years

- Favourable variance due mainly to staffing underspends £(0.161)m.

Commissioning running costs

- Forecast underspend on personalisation and supporting people contracts £(0.104)m.

MARAS

- Favourable variance due to staffing £(0.004)m.

Early Help Delivery Model

- Forecast shortfall in delivery of savings due to residual premises and staffing costs £0.064m.

ADULTS' SERVICES

CFW4 – Long term client costs - £(0.007)m favourable

- The forecast is based on those clients who have received packages of care in the year to date which may have closed and those currently open within the Liquid Logic system projected for the remainder of the year. An adjustment has been made of £0.763m for savings which are expected to be made against client costs for the remainder of the year based on Transformation projections. Further details on client costs are included in Appendix 4.

CFW5 – Short term client costs - £(0.048)m favourable

- The forecast is based on those clients who have received packages of care in the year to date which may have closed and those currently open within the Liquid Logic system projected for the remainder of the year.

CFW6 – Social Support – Adult Placement / Carers - £(0.437)m favourable

- Renegotiation of contracts and funding through the Care Act grant £(0.428)m.
- Other minor variances £(0.009)m.

CFW7 – Assistive Equipment & Technology - £0.003m adverse

- Minor variances.

CFW8 – Social Care Activities – Care Management teams - £(0.808)m favourable

Vacant posts and other staffing related savings across the following teams:

- Pathways and Network £(0.164)m;
- Ascot House £(0.064)m;
- Community MH Organic team £(0.085)m;
- Community Mental Health team £(0.016)m;
- Community Social Work team £(0.198)m;
- CLDT team £(0.079)m;
- Emergency Duty Team £0.019m;
- Service manager posts £0.051m;
- Reablement £(0.331)m;
- Screening team £0.072m;
- Direct Payments team £(0.011)m;

- Other minor variances £(0.002)m.

CFW9 – Information and Early Intervention - £(0.367)m favourable

- Extra Care Housing – underspend as Old Trafford scheme will not be operational until 2017 £(0.279)m.
- Vacancies within the benefits advice team £(0.082)m.
- Other minor variances £(0.006)m.

CFW10 – Commissioning & Service Delivery - £(0.311)m favourable

- Commissioning Restructure – saving arising from restructure and vacancies in the service £(0.315)m.
- Other minor variances £0.004m.

CFW11 – Non-Adult Social Care - £0.077m adverse

- Underachievement of income.

CFW12- DH Funding and un-allocated savings - £Nil

- Overall projected to be in line with budget.

CFW13 – Public Health £Nil

- Overall spend is projected to be in line with Public Health grant.

Client Care Packages Forecast: Month 8

Service	Budget Service Users (No.)	Budget Average weekly cost (£)	Gross Budget (£000's)	Actual Service Users (No.)	Average weekly cost (£)	Actual Gross Forecast (£000's)	Variance Service Users (No.)	Variance Gross Forecast (£000's)
Welfare Secure	0.34	5,081	90	1.11	5,613	324	0.77	234
External Children's Homes	5.86	3,048	929	12.61	3,181	2,086	6.75	1,157
Agency Foster Care	32.89	884	1,513	37.08	872	1,681	4.19	168
In-house Foster Care	94.68	319	1,570	85.99	325	1,452	(8.69)	(118)
Family and Friend Foster Care	112.04	218	1,271	112.63	233	1,362	0.59	91
Asylum Seekers	0.00	0	0	0.00	0	0	0.00	0
Special Guardianship	29.00	152	229	29.67	152	235	0.67	6
Assisted Residence Allowances	24.00	107	133	20.60	112	120	(3.40)	(13)
Aftercare	n/a		381	n/a		470	n/a	89
Supported Lodges	n/a		325	n/a		322	n/a	(3)
Youth Homeless	n/a		193	n/a		295	n/a	102
Adoption	13.00		923	10.00		692	(3.00)	(231)
CAN Respite	1.96	1,931	210	1.36	2,771	196	(0.60)	(14)
CAN Long Term Care	4.91	2,436	594	4.85	2,383	601	(0.06)	7
CAN Home from Home	n/a		161	n/a		157	n/a	(4)
CAN Direct Payments/Personalisation	n/a		367	n/a		320	n/a	(47)
Total			8,889			10,313		1,424

Savings forecast: Month 8

CFW Rebased Savings 2015/16	Revised Reduction (£000's)	Forecast Saving (£000's)	Variance (£000's)
Children with Complex Needs – use of personalisation	(200)	(208)	(8)
Children in Care – expansion of in-house Children's home	(50)	0	50
Home to School Transport	(400)	(400)	-
Market Management	(200)	(200)	-
Music Service	(30)	(30)	-
Educational Psychology	(100)	(100)	-
Governor Services	(5)	(5)	-
Commissioning – reduction in multi-agency contracts	(126)	(126)	-
Education Early Years – Early Help *	(3,079)	(2,892)	187
Education Early Years – Re-organisation	(377)	(377)	-
Youth Offending Service	(130)	(130)	-
Sub-total Children Services	(4,697)	(4,468)	229
Older People – Reablement	(700)	(1,170)	(470)
LD - Re-negotiation of Contracts	(13)	(13)	-
LD – Supported Living	(203)	(203)	-
LD – Acceleration of Re-tendering	(942)	(942)	-
PD – Telecare	(116)	(116)	-
LD – Void Management	(32)	(51)	(19)
Continuing Health Care	(389)	(389)	-
Better Care Fund	(2,000)	(2,000)	-
Voluntary and Community Sector	(59)	(59)	-
LD – Ordinary Residence	(1,082)	(824)	258
LD – Care Package Review	(411)	(2,000)	(751)
Reshaping Trafford	(838)		
LD – Development Fund	(45)	(45)	-
LD – Review of Building Based Support	(72)	(72)	-
Floating Support Service	(230)	(230)	-
Market Management	(915)	(915)	-
Integrated Health & Social Care	(500)	(500)	-
Commissioning – all age structure	(830)	(830)	-
Commissioning – review of non-mandatory services	(1,538)	(1,538)	-
Sub-total Adult Social Care	(10,915)	(11,897)	(982)
Total	(15,612)	(16,365)	(753)

* Within the gross shortfall of £0.187m, £0.073m relates to a decision to keep Sale West and Old Trafford Youth Centres open which will be met from a contribution from the general savings contingency in Council-wide budgets. The remaining £0.114m will be met via one-off funding from Corporate Landlord of £0.050m and £0.064m from within the CFW Directorate from the over-achievement of other savings.

Long Term Client Costs Forecast: Month 8

Client Group	Budgeted Annual Cost £000's	Service Users No	Average Service Users No	Average Weekly Cost £	Forecast Annual Cost £000's	Variance £000's
Learning Disability						
Community Services	10,089	233	242	787	9,907	(182)
Direct Payments	4,109	193	200	425	4,420	311
Residential/Nursing	5,310	58	57	1,157	3,429	(1,881)
Sub-total	19,508	484	499	684	17,756	(1,752)
Mental Health Support						
Community Services	1,209	105	137	207	1,473	264
Direct Payments	585	37	46	229	547	(38)
Residential/Nursing	3,594	197	186	379	3,664	70
Sub-total	5,388	339	369	296	5,684	296
Physical Support						
Community Services	3,696	912	849	91	4,010	314
Direct Payments	2,857	237	242	239	3,006	149
Residential/Nursing	6,325	447	405	334	7,036	711
Sub-total	12,878	1,596	1,496	181	14,052	1,174
Sensory Support						
Community Services	188	80	69	71	253	65
Direct Payments	168	22	22	190	217	49
Residential/Nursing	470	29	29	346	522	52
Sub-total	826	131	120	159	992	166
Social Support						
Community Services	154	32	26	81	109	(45)
Direct Payments	119	18	16	246	205	86
Residential/Nursing	175	9	8	317	132	(43)
Sub-total	448	59	50	172	446	(2)
Support with Memory and Cognition						
Community Services	(7)	6	7	3	1	8
Residential/Nursing	71	13	9	372	174	103
Sub-total	64	19	16	375	175	111
Total	39,112	2,628	2,550	295	39,105	(7)

TRAFFORD MBC

Report to: Economic Growth, Environment and Infrastructure
Directorate Management Team

Date: 6 January 2016

Report for: Discussion

Report author: Finance Manager

Report Title

Revenue Budget Monitoring 2015/16 – Period 8 (April 2015 to November 2015)

1. Forecast Outturn for the Year

- 1.1 The approved revenue budget for the year is £32.268m. The forecast outturn is £31.777m, which is £(0.491)m under the approved budget. The underspend has increased by £(0.115)m since last reported.
- 1.2 The increased underspend includes £(0.061)m from additional income since last reported, which includes £(0.025)m from licensing, £(0.018)m from parking and £(0.018)m from planning. The underspend relating to staff vacancies has also increased by £(0.056)m across the Directorate. Other minor movements are a net £0.002m.
- 1.3 The approved budget for 2015/16 includes savings of £(2.814)m and all are projected to be delivered in full (paragraph 4). Savings include £(2.250)m from the One Trafford partnership with Amey LG for Environmental, Highways, Street Lighting, Technical and Property Services.
- 1.4 The One Trafford partnership contract commenced on 4th July 2015 for 15 years, and will be monitored through the payment and performance mechanism agreed with Amey as part of the procurement process. The budget monitoring reported for services in-scope will reflect actual and forecast economic activity both before and after the contract start date.
- 1.5 For traded services (catering and cleaning) there is a forecast net traded surplus of £(0.198)m at the end of March 2016, which is unchanged from last reported. The service manages its costs and income over school terms and academic years rather than financial years and any surplus at the end of March is expected to be required to continue investment in the service and in particular improve readiness for the new academic year in September 2016.
- 1.6 The Directorate has brought forward balances of £(1.738)m from previous years (paragraph 3). This will be utilised for one-off budget pressures in 2015/16 and also to support initiatives to protect services and deliver future efficiencies and income generation. The balance after known commitments and the forecast outturn is £(0.368)m.
- 1.7 This is the sixth monitoring report of the financial year and, hence, the information available to produce the forecast outturn will be refined and subject to change as the year continues to progress. The main assumptions included in the financial forecasts are listed in paragraph 5.

2. Summary of Variances

- 2.1 The overall favourable variance of £(0.491)m reflects a number of individual under and overspends across the diverse areas of the Directorate, as detailed in Appendix 1 and summarised below.
- 2.2 A favourable one-off income variance is projected from Oakfield Road car park £(0.150)m. There is also one-off additional back rent income of £(0.087)m from Stretford Arndale which was notified from the managing agent in November 2015 and relates to 2014/15.
- 2.3 Income from other fees and charges is higher than budgeted for the GM Road Access Permit Scheme £(0.010)m, airport rent £(0.021)m and planning fees £(0.155)m. There are income shortfalls forecast relating to building control £0.063m, bulky and commercial waste £0.010m, parking (including fines) £0.013m. In addition, fee income from capital schemes is £0.132m lower than budgeted for the period before the One Trafford contract start date. Total overall income is forecast to be £(0.199)m above budget.
- 2.4 This income forecast is £(0.061)m higher than last reported which includes £(0.025)m from licensing, £(0.018)m from parking and £(0.018)m from planning.
- 2.5 There are a number of favourable variances relating to staffing budgets as a result of turnover or vacancy management £(0.221)m. This is a favourable movement of £(0.056)m from last report across a number of service areas due to updated forecasts of staff starters and leavers for the remainder of the year.
- 2.6 Other running costs are projected to be £(0.071)m underspent, which is a minor adverse movement of £0.002m from last reported.
- 2.7 Management action will continue over the financial year end period and into 2016/17 to ensure that essential services are delivered within budget and to seek out opportunities for future financial benefits. This includes:
 - Only necessary spending on supplies and services to be approved;
 - Systematic monitoring and evaluation of existing and potential new income streams;
 - Analysis of rechargeable work for both revenue and capital schemes;
 - Additional improvements to efficiency through service redesign and better procurement;
 - Potential to accelerate future savings proposals.

3. Reserves

- 3.1 At the end of 2014/15 the Directorate had a surplus on accumulated balances of £(1.738)m, which was carried forward to 2015/16. This was a result of the successful management of budget pressures and additional income generation in the last three years.
- 3.2 The remaining balance on the EGEI Directorate Reserve after the forecast outturn for 2015/16, future known commitments and re-phasing of projects is £(0.368)m (table below). The EGEI Reserve will be utilised on initiatives to generate future savings and income generation to support service provision within the on-going revenue budget constraints. In addition, the opportunity has been taken to accelerate the resolution of some one-off issues (e.g. stock write offs) prior to the commencement of One Trafford partnership. The reserve may also be required for other one-off budget pressures arising during the year.

Utilisation of Carry forward Reserve 2015/16	(£000's)
EGEI Surplus balance brought forward at 1 April 2015	(1,738)
Commitments	1,861
Period 8 forecast outturn (favourable)	(491)
Balance after known commitments	(368)

4. Savings

- 4.1 The approved Directorate budget includes 2015/16 savings of £(2.814)m, and all are projected to be achieved in full over the financial year, as follows :

	Budget (£000's)	Forecast (£000's)	Variance (£000's)
Efficiencies and others	(2,336)	(2,336)	0
Increased and new income	(324)	(324)	0
Policy Choice	(154)	(154)	0
Total EGEI	(2,814)	(2,814)	0

5. Forecasting and Risk

- 5.1 There are key assumptions and/or areas of risk in producing the forecast outturn. These are listed below but will generally reduce as the financial year progresses and as data becomes confirmed.
- One Trafford partnership – the budget monitoring for services in-scope reflects economic activity both before and after the contract start date of 4th July 2015. A number of activities and works cross cut the contract start date (e.g. works in progress), plus a number of temporary arrangements are in place to ensure business continuity during the first contract year (e.g. continued collection of income on behalf of Amey). All related financial transactions will be allocated and recharged between the Council and Amey over the relevant periods.
 - The One Trafford contract is monitored using the payment and performance mechanism agreed as part of the procurement process. This is designed to incentivise performance to the standards agreed and the Council has the ability to deduct fees in cases of non-performance. This forms part of the monthly billing and review process.
 - The wholesale price of energy which the Council procures influences only around 50% of the Council's energy bill. The remainder is influenced by transmission and distribution costs – for example Distribution Use of System Charges are passed on to the Council by the Distribution Network Operator, and are unavoidable. There is hence a risk of unforeseen energy cost increases which are not bound by the Council's contracted prices.
 - Fee income from capital works varies depending on the progress of delivering the approved capital programme during the year. The full year budget assumption from fees is £(2.000)m and this risk has effectively been transferred to Amey from July 2015 for services in-scope of the One Trafford partnership (e.g. Highways and Property). The contract is structured in a way which incentivises Amey to progress in delivering the programme on time. However, the charging of capital fee income will still need to be

monitored against the profile for both the pre and post contract budgets as capital works progress.

- Demand led fees and charges income, such as from Parking, Licensing, Planning and Building Control, will vary based on economic conditions and customer behaviour. All fees and charges are monitored weekly or monthly, with trends and previous profiles used to inform forecasts. For services in-scope of the One Trafford partnership, fee income is guaranteed in the contract price. The Council will also share in any additional income generated by Amey under the contract. Adjustments and recharges will need to be actioned in the Council's accounts for any income collected on behalf of Amey during the transition period.
- Investment property income – this varies depending on economic factors, and includes income from shopping centres (e.g. Stretford Arndale) where lettings and rents are the responsibility of the owners of the properties. This can include backdated rent income notified by managing agents later in the year. Property is managed by Amey under the One Trafford partnership although the Council is still billing and recovering these rents under the continuing contract transition arrangements.
- Weather related incidents impact on costs and income, particularly during the winter months. This includes increased winter maintenance costs (gritting etc.), pot hole damage to highways, tree and other infrastructure damage. These services are largely in-scope of the One Trafford partnership and this risk has effectively been transferred to Amey under the contract as the service fee payable is fixed for the year in advance. The Directorate has £0.120m in a Winter Maintenance reserve to smooth any exceptional pressures across financial years, if required.
- GM Waste Disposal Authority levy – each month the WDA notifies GM Councils of variances in the actual tonnages of waste delivered compared to that assumed when setting the levy at the start of the year. This results in an additional cost or rebate per Council. Actual tonnages can be affected by weather and also customer behaviour, for example levels of recycling. The latest notification from the WDA indicates disposal costs are estimated at £0.022m above budget, which is due to slightly lower volumes of paper recycling than expected at this point of the year.

6. Recommendations

- 6.1 It is recommended that the forecast outturn be noted.

Period 8 Forecast Outturn revenue expenditure and income variances.

The following tables detail the main variances from the revenue budget to the forecast outturn, and the movements since the last monitoring report, in both Management Accounts (“Budget Book”) format and by cause or area of impact of the variance.

Economic Growth, Environment & Infrastructure Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P8 Forecast Outturn (£000's)	P8 Forecast Variance (£000's)	P7 Forecast Variance (£000's)	Period Movement (£000's)	Ref
Highway and Network Management, including Traffic & Transportation	3,413	3,373	(40)	(40)	0	EGE11
Groundforce	4,201	4,300	99	99	0	EGE12
Sustainability & Greenspace	335	283	(52)	(52)	0	
Bereavement Services	(1,128)	(1,120)	8	17	(9)	
Waste Management (incl. WDA levy)	19,561	19,580	19	19	0	EGE13
Public Protection & Enforcement	780	803	23	64	(41)	
Parking Services	(538)	(744)	(206)	(185)	(21)	EGE14
School Crossing Patrols	403	391	(12)	(12)	0	
Strategic Support Services	577	485	(92)	(77)	(15)	EGE15
Sub-total Environment & Operations Portfolio	27,604	27,351	(253)	(167)	(86)	
Property and Development	2,675	2,575	(100)	(99)	(1)	EGE16
Economic Growth	795	707	(88)	(73)	(15)	EGE17
Housing Strategy	500	457	(43)	(40)	(3)	EGE18
Strategic Planning & Development	488	458	(30)	(30)	0	
Planning & Building Control	(144)	(121)	23	33	(10)	EGE19
Directorate Strategic Management	368	368	0	0	0	
Sub-total Economic Growth & Planning Portfolio	4,682	4,444	(238)	(209)	(29)	
Operational Services for Education (Catering & Cleaning Traded Service)	(18)	(18)	0	0	0	
Total Forecast Outturn Period 8	32,268	31,777	(491)	(376)	(115)	

Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis)	P8 Outturn Variance (£000's)	P7 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Highways and Network Management incl. Traffic & Transportation				
Income shortfall, including moving traffic offences	6	6	0	
GMRAPs income above budget	(10)	(10)	0	
Capital fee income shortfall	75	75	0	
Staff vacancies	(12)	(12)	0	
Running costs	(25)	(25)	0	
Energy – Street Lighting	(60)	(60)	0	
Depot & Business Support				
Supplies & Services	(14)	(14)	0	
Sub-total	(40)	(40)	0	EGE11
Groundforce				
Staffing and Transport costs	55	55	0	
Other running costs – contractors, plant hire, fuel	44	44	0	
Sub-total	99	99	0	EGE12
Sustainability & Greenspace				
Vacancy, supplies & services	(37)	(37)	0	
Income above budget	(15)	(15)	0	
Sub-total	(52)	(52)	0	
Bereavement Services				
Staffing and running costs	(25)	(18)	(7)	
Income shortfall	33	35	(2)	
Sub-total	8	17	(9)	
Waste Management and Disposal				
Staffing and running costs	(13)	(13)	0	
Income shortfall – bulky and commercial waste	10	10	0	
GM Waste disposal levy	22	22	0	
Sub-total	19	19	0	EGE13

Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis)	P8 Outturn Variance (£000's)	P7 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Public Protection & Enforcement				
Staffing costs	22	33	(11)	
Running costs	6	7	(1)	
Income shortfalls including licences	(5)	24	(29)	
Sub-total	23	64	(41)	
Parking Services				
Staffing & running costs	(69)	(66)	(3)	
Oakfield Road car park remaining open	(150)	(120)	(30)	
Income shortfall – other locations and fines	13	1	12	
Sub-total	(206)	(185)	(21)	EGEI4
School Crossing Patrols - vacancies	(12)	(12)	0	
Director & Business Support				
Staffing and Running costs	(92)	(77)	(15)	EGEI5
Sub-total Environment & Operations Portfolio	(253)	(167)	(86)	
Property and Development				
Investment Property Rental Income:				
- Stretford Arndale – one off back rent 14/15	(87)	(87)	0	
- Urmston Town Centre – one-off surplus	(11)	(11)	0	
- Airport – surplus	(21)	(21)	0	
- Other properties - surplus	(8)	(7)	(1)	
Community buildings – income/running costs	29	29	0	
Admin Buildings running costs	(60)	(60)	0	
Facilities Management/other staffing vacancies	(45)	(45)	0	
Other running cost variances	40	40	0	
Major projects capital fee income shortfall	63	63	0	
Sub-total	(100)	(99)	(1)	EGEI6
Economic Growth				
Staffing vacancies	(105)	(90)	(15)	
Other running costs	17	17	0	
Sub-total	(88)	(73)	(15)	EGEI7

Economic Growth, Environment & Infrastructure Business Reason / Area (Subjective analysis)	P8 Outturn Variance (£000's)	P7 Outturn Variance (£000's)	Period Movement (£000's)	Ref
Housing Strategy				
Staffing	(29)	(23)	(6)	
Running costs	(14)	(17)	3	
Sub-total	(43)	(40)	(3)	EGEI8
Strategic Planning & Development				
Staffing/running costs savings	(30)	(30)	0	
Planning & Building Control				
Planning applications income	(155)	(137)	(18)	
Building Control income shortfall	63	56	7	
Staffing including interim support	89	91	(2)	
Other running costs	26	23	3	
Sub-total	23	33	(10)	EGEI9
Sub-total Economic Growth & Planning Portfolio	(238)	(209)	(29)	
Total Forecast Outturn EGEI Period 8	(491)	(376)	(115)	

Summary Variance Analysis Period 8

All Services	Savings £000	Staff £000	Running Costs £000	Income £000	Total Variance £000
Period 7	0	(165)	(73)	(138)	(376)
Period 8	0	(221)	(71)	(199)	(491)
Period Movement	0	(56)	2	(61)	(115)

ADDITIONAL NOTES ON FORECAST OUTTURN VARIANCES

EGEI1 – Highways & Network Management - £(0.040)m (favourable)

Income generation of £(0.030)m is included in the budget from moving traffic offences. This is part of an AGMA initiative to improve safety and traffic flows on major routes and the project timeline has been re-phased to later in 2015/16.

Running costs are expected to be £(0.025)m under budget over a number of service areas. This mainly reflects forecasts of maintenance costs in highways and street lighting up to the 4th July 2015 commencement date of the One Trafford contract with Amey.

Staffing is £(0.012)m underspent for the period before the commencement of the One Trafford contract.

There is additional income above budget of £(0.010)m from the Greater Manchester Road Access Permit Scheme, which was implemented during 2013/14.

Fee income from technical and consultancy work charged to capital schemes is projected to be £0.075m below budget due to the timing of capital works up to the commencement of the One Trafford contract. The on-going risk has effectively been transferred to Amey from July 2015 and the contract is structured in a way which incentivises Amey to progress in delivering the programme on time.

Street Lighting energy costs are projected to be £(0.060)m less than budgeted based on latest projected usage volumes and the contract prices from April 2015.

EGEI2 – Groundforce - £0.099m (adverse)

Staffing, plant, contractor and transport costs are £0.099m overspent relating to the services provided prior to the One Trafford contract. This includes additional one off contract costs of £0.033m relating to the final return of externally hired plant and equipment at the end of the autumn season.

EGEI3 – Waste Management and Disposal - £0.019m (adverse)

There is an underspend in staffing and contract costs of £(0.013)m for the period prior to the commencement of the One Trafford contract. Bulky waste and commercial waste income is £0.010m less than expected for this period.

The latest information from GM Waste Disposal Authority is that the levy cost will be £0.022m higher than budgeted. This is based on variations in the tonnages of different waste streams being disposed throughout the year, and in particular paper recycling is slightly lower than estimated at this point.

EGEI4 – Parking Services – £(0.206)m (favourable)

The approved budget from 2013/14 included assumptions regarding the partial, then full closure of Oakfield Road car park during the year as part of the regeneration of Altrincham Town Centre. The re-phasing of the town centre project has resulted in forecast income being £(0.150)m above budget, which has continued from last year. This is £(0.030)m higher than last reported based on latest forecasts.

Other car parking income, including fines, is projected to be £0.013m below budget, which is an adverse movement of £0.012m from last reported.

The parking enforcement contract and other running costs are expected to be £(0.069)m underspent.

EGEI5 – Director and Business Support – £(0.092)m (favourable)

There is a forecast underspend on senior management staffing due to vacancies and on-going restructuring. This is £(0.015)m higher than last reported based on revised estimates of staff starting and leaving dates.

EGEI6 – Property and Development - £(0.100)m (favourable)

The Agents for the owners of Stretford Arndale have continued to maintain a number of short term lettings to ensure the number of vacant units is minimised and this has held up gross rental income. A final year-end rental payment for 2014/15 of £(0.087)m was notified in November 2015 which is above the expectations included when setting the budget.

Manchester Airport rent is £(0.021)m above budget based on notification from Manchester City Council of new rent levels.

Fee income from capital and external projects is £0.063m less than budgeted for the period up to the commencement of the One Trafford contract which reflects the phasing of capital works. The on-going risk has effectively been transferred to Amey from July 2015 and the contract is structured in a way which incentivises Amey to progress in delivering the programme on time.

Administrative building running costs are less than expected across the portfolio by £(0.060)m. This includes a £(0.053)m underspend relating to the catering concession at Altrincham Town Hall.

EGEI7 – Economic Growth Team – £(0.088)m (favourable)

There is an underspend in staffing and running costs of the Altrincham Town Team as service review and potential re-design is implemented in this area. The staffing underspend has increased by £(0.015)m since last reported based on latest estimates of filling vacant posts.

EGEI8 – Housing Strategy – £(0.043)m (favourable)

Staffing costs are forecast to be £(0.029)m underspent due to secondments, with running costs including the housing options contract £(0.014)m underspent.

EGEI9 – Planning and Building Control – £0.023m (adverse)

Projected income from planning fees is £(0.155)m higher than budgeted which is a trend continuing from last financial year. This is a favourable movement of £(0.018)m from last reported based on latest income forecasts. There is a projected shortfall in income from building control fees of £0.063m, which is also a continuation of difficult trading conditions and external competition. This is £0.007m higher than last reported and the service is reviewing its business plan to improve its financial position. Both fees are monitored regularly.

There is a projected overspend on staffing of £0.089m which reflects the appointment of interim staff to cover vacancies and address the resulting capacity issues. These posts contribute to the achievement of the additional planning income above and is £(0.002)m lower than last reported. The permanent filling of vacant posts will be addressed by the on-going restructure of the combined Directorate. Running costs are £0.026m higher than budget, an adverse movement of £0.003m.

EGEI10 – Traded Services (Catering and Cleaning)

There is a net traded surplus forecast for the end of March 2016 of £(0.198)m. This is unchanged from last reported and reflects latest trading figures. However, the service manages its costs and income over school terms and academic years rather than financial years and any surplus at the end of March is earmarked to continue the investment in the service. This is particularly to improve readiness for the new academic year in September 2016.

TRAFFORD MBC

Report to: Transformation and Resources Directorate Management Team
Date: 7 January 2016
Report for: Discussion
Report author: Finance Manager

Report Title

Revenue Budget Monitoring 2015/16 – Period 8 (April 2015 to November 2015)

1. Forecast Outturn for the Year

- 1.1 The approved revenue budget for the year is £17.007m with a forecast outturn of £16.440m. This results in a projected underspend of £(0.567)m, which is £(0.084)m higher than last reported.
- 1.2 The increase in the underspend includes £(0.119)m from updating the timing of filling staff vacancies, plus additional income of £(0.038)m. This is offset by a reduction in the underspend on running costs of £0.071m following a review of commitments against project based activities. The key variances and movements are shown in section 2 below and Appendix 1.
- 1.3 The overall forecast underspend for the Directorate reflects £(0.640)m from higher than expected staff vacancy levels, £(0.080)m from cost control of running expenses, and £(0.139)m from higher levels of income. These underspends are partially offset by a reduction in the planned level of savings of £0.292m.
- 1.4 The Directorate has brought forward balances of £(1.501)m from previous years (section 3). This will be utilised to support initiatives to reshape Trafford and deliver future efficiencies and income generation. The balance after known commitments and the forecast outturn is £(1.577)m.

2. Summary of Variances

- 2.1 The overall underspend of £(0.567)m reflects a number of individual under and overspends across the Directorate, with comments on the main variances from budget and movements from the last report shown below.

Staffing

- 2.2 Forecast staffing costs based on actual and projected vacancies are £(0.640)m less than budget across the Directorate. Vacancy levels are projected to be approximately 3.2% higher than assumed in the setting of the 2015/16 budget, and is a consequence of a delay in appointing to a number of vacancies on some service restructures. Vacancies are forecast on a post by post basis each month and the projected underspend has increased by £(0.119)m from the last report. This increase reflects updated estimates of the timing of filling vacancies during the remainder of the financial year.

Running Costs

- 2.3 General running costs are forecast to be underspent by £(0.005)m. The underspend has reduced from last reported which reflects updates to the timing of

certain spending commitments (e.g. on projects based activities). These commitments can cross over the financial year end period and budgets can be carried over in Directorate reserves at year end if required. In addition, a one-off saving will be realised of £(0.075)m as a result of the successful settlement of a claim in relation to supplier performance in ICT where liability has been acknowledged.

Savings

- 2.4 The projected £0.292m shortfall in savings relates to Library Service and ICT proposals for 2015/16 of £0.142m and £0.150m respectively. Further details are listed below in paragraph 4.

Income

- 2.5 The £(0.139)m from additional external income is a net figure. This includes a £0.079m shortfall from CCTV services. Work is on-going to redesign the CCTV service delivery model, which has been continued from 2014/15, and will deliver sustainable benefits going forward.
- 2.6 Income relating to legal costs charged to capital schemes is also £0.027m less than budgeted. This is affected by external factors and levels of staff vacancies, and the aim is to mitigate the shortfall in line with budget for the remainder of the year.
- 2.7 There is a £0.050m shortfall in budgeted Council tax liability order income. This income reduces as council tax collection rates improve but is offset in the Council's separate Collection Fund account. It is proposed to realign this budget from 2016/17 through the Medium Term Financial Plan.
- 2.8 The income shortfalls are offset in the main by £(0.157)m of additional income from grants in the Revenues and Benefits Service. The Revenue and Benefits Service has had a number of grants awarded in-year and rolled forward from 2014/15 to support spending, leading to increased levels than budgeted at the start of the year.
- 2.9 Additional income is also included relating to events and advertising £(0.023)m plus from traded activities in Legal and Democratic Services £(0.035)m and Human Resources £(0.030)m. This month's report also includes external grant income of £(0.040)m relating to the costs of administering the Council's blue badge scheme. Net income across a number of other service areas is £(0.010)m above budget.

3. Reserves

- 3.1 At the end of 2014/15 the Directorate had a surplus of £(1.501)m in its reserve, which has been carried forward to 2015/16. This was a result of the successful management of the budget in previous years.
- 3.2 The remaining balance on the T&R Directorate Reserve after the forecast outturn for 2015/16, future known commitments and re-phasing of projects is £(1.577)m (table below). The T&R Reserve will be utilised on initiatives and project based activity in support of Reshaping Trafford and also to generate future savings and income generation. Commitments will be underpinned by business cases and will be reviewed each month as the financial year progresses.

Utilisation of Carry forward Reserve 2015/16	(£000's)
T&R Surplus balance brought forward at 1 April 2015	(1,501)
Commitments 2015/16	491
Period 8 forecast outturn (underspend)	(567)
Balance after known commitments	(1,577)

4. Savings

- 4.1 The T&R budget for 2015/16 includes savings of £(2.848)m. This originally included £0.550m in respect of the libraries rationalisation but this figure was revised down by £0.050m when the outcome of the second phase of consultation was reported to Executive in March 2015. This reduction has been met from savings in the Treasury Management budget as a consequence of rephasing of the capital programme in 2014/15. The updated T&R savings target for 2015/16 is therefore £(2.798)m and actual savings of £(2.567)m are forecast to be achieved with £0.231m of savings re-phased and £0.061m requiring alternative solutions.

Saving Description	Savings Shortfall (£000's)
Libraries re-phased saving (a)	142
ICT re-phased procurement savings (b)	89
ICT savings not able to be realised (b)	61
Total	292

- 4.2 The shortfall in savings delivery is reflected in the forecast outturn and are summarised below:

- (a) Libraries – an overall £(0.500)m saving is included in the approved revenue budget. This includes both staffing and property cost reductions. Due to additional consultations and re-phasing of delivery plans, £(0.358)m is expected to be achieved in 2015/16. This gives a shortfall of £0.142m in-year, with the full year saving to be delivered in full during 2016/17.

The £0.142m shortfall relates to a delay in the closure of libraries (Bowfell, Davyhulme and Lostock, the redevelopment of Hale and Timperley Libraries) and changes to in-year delivery at Coppice as part of the consultation process.

Whilst the delay in implementing some library changes has impacted on savings overall there are significant benefits to the Council in terms of the final proposals agreed. With redevelopment of a number of sites to include residential dwellings which will attract new homes bonus, council tax and a capital receipt.

- (b) ICT savings of £(0.750)m are included in the approved budget. This includes staffing and contract procurement reductions. Savings of £(0.600)m are forecast to be achieved in 2015/16; a shortfall of £0.150m as follows:

- £0.089m relates to procurement processes which have taken longer than planned.
- Savings of £0.061m will not be achieved following a further technical assessment of individual proposals. This relates mainly to the installation of new back up arrangements where realisation of the saving is now unlikely and alternative measures are being sought.

The primary mitigation to address these shortfalls is via a review of all ICT Third Party spend (c. £1.8m). Work is underway with Procurement to review all contracts with the aim of aggregating the spend with fewer or single suppliers. SAP and AGMA contracts are potentially out of scope due to the nature of existing commercial arrangements. Procurement have completed the market testing and this has identified potential expressions of interest from up to 10 organisations. This information is being shared with Manchester City Council as part of the collaboration work looking to deliver improved value for money

through aggregating ICT spend across the two Councils. Arrangements have now been finalised to meet with 4 vendors during January and Manchester City Council have been invited to each of these presentations.

The current WAN (network) service was retendered in October 2015 and following evaluation of bids the contract has been awarded to Virgin Media from 1st January 2016. The expected full year savings from this date are in line with the original forecast of £(0.076)m.

- 4.3 The shortfall in savings against budget is forecast to be fully mitigated by in-year net underspends from the management and monitoring of the whole Directorate budget (e.g. through vacancies, running costs, income generation).

5. Forecasting and Risk

- 5.1 The key assumptions and areas of risk in the forecast outturn are:

- Court costs and Barrister fees are volatile, with the quantity of cases being determined in-year and the costs of the individual cases being highly variable.
- The approved budget and forecasts include assumptions around staff turnover and vacancies – this is approximately 3.5% of the staffing costs on average. The actual level and timing of vacancies is difficult to predict on a service by service basis but trends from recent years indicate overall underspend projections will increase as the year progresses.
- External income can relate to external factors which are difficult to predict, such as customer behaviour, and can also be affected by unexpected changes in levels of staff vacancies.

6. Recommendations

- 6.1 It is recommended that the forecast outturn be noted.

Period 8 Forecast Outturn revenue expenditure and income variances.

The following tables detail the main variances from the revenue budget to the forecast outturn, and the movements since the last monitoring report, in both Management Accounts (“Budget Book”) format and by cause or area of impact of the variance.

Transformation and Resources Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P8 Forecast Outturn (£000's)	P8 Forecast Variance (£000's)	P7 Forecast Variance (£000's)	Period Movement (£000's)
Legal and Democratic Services	2,290	2,209	(81)	(75)	(6)
Access Trafford	2,540	2,567	27	78	(51)
ICT Services	2,040	2,101	61	71	(10)
Communications	232	158	(74)	(74)	0
Finance Services	4,450	4,177	(273)	(225)	(48)
Partnerships and Communities	1,503	1,547	44	79	(35)
Culture and Sport	1,162	1,174	12	7	5
Human Resources	2,236	1,953	(283)	(344)	61
Executive	361	361	0	0	0
Transformation	193	193	0	0	0
Total Forecast Outturn Period 8	17,007	16,440	(567)	(483)	(84)

Transformation and Resources Business Reason / Area (Subjective analysis)	P8 Outturn Variance (£000's)	P7 Outturn Variance (£000's)	Period Movement (£000's)
Legal and Democratic Services			
Staff vacancies net of agency costs	(76)	(70)	(6)
Other running costs	7	6	1
Fee income from capital schemes - shortfall	27	22	5
Additional income – StaR Procurement	(4)	(4)	0
Other income	(35)	(29)	(6)
Sub-total	(81)	(75)	(6)
Access Trafford			
Re-phased Library savings	142	141	1
Staff vacancies – contact centre	(75)	(63)	(12)
External grant income	(40)	0	(40)
Sub-total	27	78	(51)
ICT Services			
Re-phased savings – contact procurement	89	88	1
Other savings shortfall	61	61	0
Staff vacancies	(25)	(16)	(9)
One-off contract refund	(75)	(75)	0
Other running costs/income	11	13	(2)
Sub-total	61	71	(10)
Communications			
Staffing and running costs	(51)	(51)	0
Events and advertising income	(23)	(23)	0
Sub-total	(74)	(74)	0
Finance Services			
Staff vacancies	(231)	(157)	(74)
Other running costs	65	43	22
Government Grants – Revenue and Benefits	(157)	(161)	4
Council tax liability order income - shortfall	50	50	0
Sub-total	(273)	(225)	(48)
Partnerships and Communities			
CCTV income shortfall	79	79	0
Staff costs	10	15	(5)
Running costs	(27)	3	(30)
Other income	(18)	(18)	0
Sub-total	44	79	(35)

Transformation and Resources Business Reason / Area (Subjective analysis)	P8 Outturn Variance (£000's)	P7 Outturn Variance (£000's)	Period Movement (£000's)
Culture and Support			
Minor income shortfall	12	7	5
Sub-total	12	7	5
Human Resources			
Staff vacancies net of agency costs	(243)	(230)	(13)
Running costs (e.g. training)	(10)	(90)	80
External agency income above target	(30)	(24)	(6)
Sub-total	(283)	(344)	61
Total Forecast Outturn T&R Period 8	(567)	(483)	(84)

Summary Variance Analysis Period 8

All Services	Savings £000	Staff £000	Running Costs £000	Income £000	Total Variance £000
Period 7	290	(521)	(151)	(101)	(483)
Period 8	292	(640)	(80)	(139)	(567)
Period Movement	2	(119)	71	(38)	(84)

TRAFFORD COUNCIL

Report to: Director of Finance
Date: 6 January 2016
Report for: Information
Report author: Interim Head of Financial Management

Report Title

Revenue Budget Monitoring 2015/16 – Period 8 Outturn - Council-wide Budgets (April 2015 to November 2015 inclusive)
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1 Outturn Forecast

- 1.1 The current approved revenue budget for the year is £23.742m. The outturn forecast is £22.401m, which is £(1.341)m under the budget, a favourable movement of £(0.430)m since the last report.
- 1.2 Appendix 1 details by variance area the projected outturn as compared to the approved revenue budget, with the main variances being;
- Treasury Management: £(1.893)m relating to Manchester Airport Group (MAG) dividends received above budget. This includes the interim dividend of £(1.245)m received in December 2015 which has been transferred to an Earmarked Reserve for use in supporting the 2016/17 budget. There is also £(0.117)m increased investment interest from favourable cash flows, and a reduction in loan interest payable of £(0.011)m.
 - Business Rates - favourable impact on the Council-wide budget, £(0.116)m, an adverse movement of £0.034m since the last report (see paragraph 12 of the covering report);
 - Housing and Council Tax Benefits overpayment recovery net variance of £(0.017)m, a favourable movement of £(0.009)m since last month;
 - Members expenses – full year effect of the savings as a result of changes to the Members Allowances Scheme in September 2014, £(0.036)m and the new Government pension regulations which came into effect on 1 April 2014, £(0.014)m;
 - Coroners and Mortuary fees are higher than previously anticipated due mainly to higher numbers of inquests, £0.091m, an increase of £0.012m since last month, partly offset by the full use of the earmarked reserve of £(0.037)m;
 - Costs of the 2016/17 Budget Consultation exercise are estimated at £0.050m;
 - The 2015/16 saving for the Old Car Lease scheme will be overachieved, £(0.030)m;

- Release of the unallocated general savings contingency budget, £(0.487)m;
- Other minor variances of £0.031m.

2 Service carry-forward reserve

- 2.1 Council-wide budgets do not have their own carry forward reserve, and the above underspend will be transferred to the General Reserve, as detailed in the summary report.

3 Savings

- 3.1 The Council-wide budget for 2015/16 originally included savings of £(0.310)m. This figure was increased by £(0.050)m to counter balance the shortfall in library savings (as approved by the Executive in March 2016). The updated Council-wide savings target for 2015/16 is therefore £(0.360)m and actual savings of £(0.390)m are shown below;

Council-wide Base Budget Savings 2015/16	2015/16 Revised Savings Target £000's	Forecast Saving £000's	Variance £000's
Old Car Lease Scheme	(68)	(98)	(30)
Discretionary Rate Relief to Collection Fund	(152)	(152)	-
Member's Allowances budget	(35)	(35)	-
External Audit Savings	(55)	(55)	-
Treasury Management savings *	(50)	(50)	-
Total	(360)	(390)	(30)

* This additional target has already been met from savings in the Treasury Management budget as a consequence of rephasing of the capital programme in 2014/15.

4 Forecasting and Risk

- 4.1 This forecast has been based on eight months of actual activity. The activity covered by Council-wide budgets is varied, and the key assumptions in the November forecast are:

- Average investment rates will be 0.7% with a cash flow of £89m.
- £5m of funds were invested on 29 September 2015 for a minimum period of 5yrs in the Church Commissioners Local Authority Property fund which is forecasted to generate annual returns of 4% to 5%.
- There will be no further Airport dividend.

- The £20m Royal Bank of Scotland variable loan will be 7.0%. There is a smoothing reserve to mitigate large variations from this assumption.
- Contingency budgets for doubtful debts and the costs of re-organisation following the implementation of budget and other savings will be sufficient. There is a contingency reserve for re-organisation costs should budgets prove insufficient.
- Council error in the award of housing benefit will be within threshold limits, and recovery of benefit overpayments will continue at previous activity levels.
- The in-year increase for the provision for bad and doubtful debts will be in line with budget.

Period 8 Outturn revenue expenditure and income variances

The following tables detail the main variances from the revenue budget to the forecasted outturn, and the movements since the last monitoring report, in both Management Accounts (“Budget Book”) format and by cause or area of impact of the variance.

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P8 Forecast Outturn (£000's)	P8 Outturn variance (£000's)	P7 Outturn variance (£000's)	Period Movement (£000's)	Ref
Finance Portfolio						
Precepts, Levies & Subscriptions	17,720	17,768	48	36	12	C-W5
Provisions (bad debts & pensions)	2,480	2,033	(447)	20	(467)	C-W6
Treasury Management	7,869	7,093	(776)	(776)		C-W1
Insurance	875	875	0	0		
Members Expenses	904	854	(50)	(50)		C-W2
Grants	(6,645)	(6,640)	5	5		
Business Rates	350	234	(116)	(150)	34	C-W3
Other Centrally held budgets	189	184	(5)	4	(9)	C-W4
Total	23,742	22,401	(1,341)	(911)	(430)	

Business Reason / Area (Subjective analysis)	P8 Outturn variance (£000's)	P7 Outturn variance (£000's)	Period Movement (£000's)	Ref
Treasury Management:				
- MAG Dividend	(1,893)	(1,893)		C-W1
- Investment Income	(117)	(117)		C-W1
- Debt Management	(11)	(11)		C-W1
- Transfer MAG interim dividend to Earmarked Reserve	1,245	1,245		C-W1
Members Allowances	(50)	(50)		C-W2
Business Rates	(116)	(150)	34	C-W3
Housing & Council Tax benefits	(17)	(8)	(9)	C-W4
Payment Card Industry (PCI) compliance	2	2		C-W4
VAT claims - legal fees	10	10		C-W4
Flood Defence levy	(8)	(8)		C-W5
Subscriptions	7	7		C-W5
Coroners & Mortuary fees	54	42	12	C-W5
Magistrates Court Debt charges	(5)	(5)		C-W5
Budget Consultation	50	50		C-W6
Old Car Leasing Scheme saving	(30)	(30)		C-W6
Leisure Services CIC costs	20	-	20	C-W6
Release of unallocated general savings contingency budget	(487)	-	(487)	
Council Tax compensation grant	5	5		
Total	(1,341)	(911)	(430)	

NOTES ON PROJECTED VARIANCES

C-W1 – Treasury Management - £(0.776)m (favourable), £nil movement

Investments – £(0.765)m

This additional income has been created as a result of:

- the original dividend received from Manchester Airport Group (MAG) in July 2015 was £(2.0)m. MAG also announced their interim results for 2015/16 in November 2015 and have paid a further total dividend of £(38.6)m across the members of the Group, which for Trafford equates to £(1.245)m, bringing the total dividend for the year to £(3.245)m. This is now £(1.893)m above budget. The interim dividend of £(1.245)m has been transferred to an Earmarked Reserve for use in supporting the 2016/17 budget;
- a favourable increase in cash flow, generating £(0.034)m of additional investment income, primarily due to capital programme rephasing and grant monies received ahead of schedule;
- £5m of funds were invested on 29 September 2015 for a minimum period of 5yrs in the Church Commissioners Local Authority Property fund which is forecasted to generate annual returns of between 4% and 5%, equivalent to additional investment income above budget of £(0.083)m.

Debt – £(0.011)m

Lower than anticipated loan interest payable £(0.011)m.

C-W2 – Members Expenses - £(0.050)m (favourable), £nil movement

Changes to the Members Allowances Scheme were approved at the Council meeting on 17 September 2014 following a report from the Independent Remuneration Panel (IRP). The changes have generated annual savings of approximately £(0.036)m.

Government legislation, effective from 1 April 2014, has removed the access to a Local Government Pension Scheme for Councillors. This is on a phased basis and will be applied to those Councillors re-elected in the May local elections over 3 years. The budget saving in 2015/16 will be £(0.014)m.

C-W3 – Business Rates - £(0.116)m (favourable), £0.034m adverse movement

See notes in paragraph 12 of the covering report.

C-W4 – Other Centrally held budgets - £(0.005)m (favourable), £(0.009)m favourable movement

- **Housing & Council Tax Benefits - £(0.017)m**
The Council Tax Benefit Scheme ceased in 2013 and was replaced by the Council Tax Support Scheme. Any recovery of overpaid Council Tax Benefit from previous years is retained by the Council and the outturn for 2015/16 is £(0.036)m. The credit from the recovery of overpaid Council Tax Benefit is difficult to predict and will eventually taper off.

There is a net variance of £0.019m within the Housing Benefit budget, as a consequence of a reduction in the net amount of Housing Benefit being paid out. This is a small adverse movement of £0.002m since the last period. The Council has increased its activities relating to identifying fraudulent Housing Benefit applications and as a consequence has identified a larger number of cases where claimants have understated their earnings. Too much housing benefit has been paid and this has subsequently resulted in a loss of subsidy to the Council. Steps are currently being taken to recover these overpayments, however projections of amounts being recouped are not updated until there is evidence to support actual cash being received.

- **Other minor variances £0.012m.**

C-W5 – Precepts, Levies & Subscriptions - £0.048m (adverse), £0.012m adverse movement

- **Coroners & Mortuary fees - £0.054m**

The cost of the Coroners service, which is shared between Stockport, Trafford and Tameside Councils, has increased significantly due to the following factors:

- Increasing volume of inquests, resulting in the need for an additional court and hence an increase in associated costs;
- Deprivation of Liberty status (DOLS) is placing a further demand on the number of inquests. All DOLS cases deaths require an inquest;
- Pressures from increasing costs of toxicology and transport;
- Extra demands placed on the service from disclosure of information requests.

The additional costs for Trafford in 2015/16 are £0.091m, an increase of £0.012m since last month, and have been partly offset by the use of the earmarked reserve of £(0.037)m, which was specifically set up for such an eventuality. Also, the impact of these additional costs in the future has been included in the Medium Term Financial Plan.

- **Other minor variances £(0.006)m, £nil movement.**

C-W6 – Provisions - £(0.447)m (favourable), £(0.467)m favourable movement.

- 2016/17 Budget Consultation – the estimated costs of employing an independent company to oversee the budget consultation process, £0.050m;
- The 2015/16 saving from the Old Car Lease scheme will be overachieved due to employees leaving the scheme earlier than anticipated, £(0.030)m;
- On 30 July 2015 The Executive Member for Communities and Partnerships approved that a Community Interest Company (CIC) be established to run the leisure services, previously provided by Trafford Community Leisure Trust.

Trafford Leisure CIC took over the running of the leisure facilities on 1st October 2015. Two firms of specialists were also employed by the Council to advise on legal and VAT matters during the transition to the CIC. These costs currently totaling £0.020m are included in the outturn figure above.

- The original Council-wide budget for 2015/16 included a one off allowance of £0.700m as a general contingency to cushion against possible slippage in the delivery of the significant savings programme in 2015/16. To date, £0.085m has been released to cover budget pressures regarding Market Management, £0.055m for Gorse Hill Studios and £0.073m for Early Help Delivery Model, leaving an unallocated balance of £0.487m.

However, after 8 months of activity there is an overachievement of CFW savings in 2015/16, (see Annex 1, Appendix 3). As these targeted savings posed the biggest risk to the Council it is now thought prudent to release this unallocated contingency and include it within the Council-wide outturn, £(0.487)m.